**THE PEACE CORPS'
CONGRESSIONAL
BUDGET JUSTIFICATION**
FISCAL YEAR 2023

Peace Corps
FISCAL YEAR 2023
Congressional Budget Justification

FISCAL YEAR (FY) 2022-2026 STRATEGIC PLAN

FY 2023 ANNUAL PERFORMANCE PLAN

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BUDGET OF THE U.S. GOVERNMENT

PEACE CORPS FISCAL YEAR (FY) 2023 BUDGET REQUEST

The Peace Corps' budget request is $430,500,000.

The FY 2023 budget request will enable the Peace Corps to support returning American Volunteers to service in up to 65 countries worldwide.

Dear Member of Congress:

I am pleased to submit the Peace Corps' Fiscal Year (FY) 2023 budget request of $430,500,000. This funding level supports grassroots, people-to-people diplomacy and development, a cost-effective investment that pays dividends for decades, both here in the United States and overseas.

Now in its 61st year, the Peace Corps' mission of promoting world peace and friendship through international service is more relevant and important than ever. The global COVID-19 pandemic has resulted in increasing isolation, while at the same time, highlighted the interconnectedness of all people, not just in America, but around the globe. It has also set back years of development progress and disproportionately impacted countries where Peace Corps has operations. These challenges have been exacerbated by the widespread consequences of climate change and the far-reaching impact of a conflict that harkens back to the Cold War era.

In FY 2022, the Peace Corps began returning Volunteers to service and, by the end of FY 2023, anticipates reentry into almost all of the countries from which it evacuated in March 2020. Guiding this work will be the Peace Corps' FY 2022-2026 Strategic Plan, which I am honored to submit alongside this Congressional Budget Justification. This ambitious plan represents the future of the Peace Corps and incorporates broad feedback from our many stakeholders. With three clear Strategic Objectives – Reimagine Service, Advance Equity, and Deliver Quality – the plan builds on time-tested approaches and challenges us to adapt to a world that has fundamentally changed.

Given the historic magnitude of the COVID-19 pandemic and the climate crisis, all Volunteers, regardless of project sector, will partner with in-country Peace Corps staff and host communities to support local efforts to address these global challenges. This budget request will also enable the Peace Corps to enhance safety and security infrastructure and invest in recruiting Volunteers and staff who represent the full diversity of America to the world.

Service in the Peace Corps is more than a two-year commitment, and often begins a lifetime of public service. The skills, perspectives, and relationships that Volunteers and community members build through service are an invaluable asset to America and to the host country alike. Volunteers are ambassadors at the grassroots level, and the investment in them and in service is powerfully transformative. By fostering people-to-people connections, the Peace Corps promotes peace and friendship in a world that is facing compounding and concurrent crises.

On behalf of the entire Peace Corps network, including the host community members, partners, staff, and 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
Chief Executive Officer

EXECUTIVE SUMMARY

MISSION & GOALS

Since the founding of the Peace Corps in 1961, over 241,000 Peace Corps Volunteers have represented the United States in 143 countries by partnering with host community members on locally-prioritized projects that build relationships, promote knowledge exchange, and make lasting and measurable impacts. Throughout that proud history, the Peace Corps' mission of promoting world peace and friendship has been oriented around the three goals stated in the Peace Corps Act of 1961. These goals remain unchanged:

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.

Despite the dramatically changed national and international landscape since the onset of the COVID-19 pandemic, these three core goals will continue to serve as the foundation of the Peace Corps' approach to development, as reflected in the Fiscal Year 2022-2026 Strategic Plan that accompanies this budget request.

The global evacuation of all Volunteers in March of 2020 was a truly unprecedented challenge for the Peace Corps, as it was for the more than 60 countries in which Volunteers were serving. During the period without Volunteers abroad, agency staff, community members, partners, and evacuated and returned Volunteers advanced the Peace Corps mission by innovating new ways to collaborate and continue programming, learning lessons that will apply directly to the agency's work in FY 2023.

For example, the Peace Corps partnered with the Federal Emergency Management Agency (FEMA), for only the second time in history. Through this partnership, over 150 evacuated Volunteers were deployed within the United States as part of the whole-of-government, vaccination efforts. The key insights gleaned from this partnership have been incorporated into plans for Volunteers to help host countries with similar COVID-19 response and recovery efforts.

The agency launched a Virtual Service Pilot (VSP) initiative, which digitally connects evacuated and returned Volunteers with community partners abroad. It has engaged returned Volunteers from every decade of Peace Corps service. The VSP facilitated the continuation of programming where Volunteers previously served and enabled new projects where in-person service was previously not feasible for logistical or safety reasons. Starting with only nine posts, the initiative has now expanded to 34 – more than half of the total number of Peace Corps posts. Not only does virtual service allow for additional assistance for COVID-19 mitigation and relief projects worldwide, but it also has the long-term potential to reduce barriers to service and enhance the diversity of the Volunteer corps.

Finally, by adapting operating models and applying new skills, Peace Corps staff at posts overseas have been able to respond to requests for assistance from host communities and governments to address an array of challenges, most notably related to addressing the COVID-19 pandemic. In doing this, staff have advanced the Peace Corps mission as they prepare for the return of Volunteers.

The agency's work over the past two years has established a strong foundation for Volunteers as they continue to return to service overseas in FY 2023. In line with the U.S. COVID-19 Global

Response and Recovery Framework, all Volunteers will be expected to support the efforts of host communities to respond to and recover from the pandemic, and will be equipped to address other growing challenges, such as climate change. This work is being integrated across the Peace Corps' six programmatic sectors: Agriculture; Community Economic Development; Education; Environment; Health; and Youth in Development.

One thing that has not changed is the agency's top priority: protecting the health and safety of Volunteers and host communities. To that end, the agency has developed a robust process for determining when conditions are appropriate to safely return Volunteers to each country, and for monitoring and adapting to new circumstances should they arise once Volunteers are back in service. The Peace Corps has taken concrete steps to improve its capacity to anticipate and meet pandemic challenges. These steps include establishing new and alternative medical evacuation options, devising specific protocols and emergency plans for Volunteers to prevent or address infection, and reengineering virtually every aspect of programming and operations to mitigate risk, wherever possible. The Peace Corps will rely on its decades of experience in emergency response to continuously monitor COVID-19 conditions and make informed decisions.

The United States' own recovery from the pandemic will require collaboration and cooperation with partners worldwide – from national governments to grassroots communities – to defeat the virus and reverse its profound economic and social impacts. Other global developments such as climate change and the youth bulge are becoming critically important to address for the wellbeing of all peoples. In FY 2023, the Peace Corps will play a key role in addressing these issues, by sending Americans to work side-by-side with underserved communities around the world to build a better, shared future.

KEY INITIATIVES FOR THE PEACE CORPS FY 2023 BUDGET REQUEST:

The Peace Corps' budget request for FY 2023 is $430,500,000. In FY 2023, the Peace Corps will focus on the following key initiatives:

Addressing the Impacts of COVID-19

As the Peace Corps continues to return Volunteers to in-person service abroad in FY 2023, all Volunteers will contribute to COVID-19 response and recovery in host communities, drawing on lessons learned from the second-ever domestic deployment and the agency's long history of supporting large-scale public health efforts. As is agency precedent, this work will focus on "the last mile" and reach some of the most isolated, vulnerable, and underserved populations in the countries where Volunteers are invited to serve. For example, in the 1960s and 1970s, the Peace Corps partnered with the World Health Organization, the Centers for Disease Control and Prevention (CDC), and others to contribute to smallpox vaccination programs in more than 20 countries. From the 1980s to the early 2000s, the Peace Corps worked with The Carter Center and a coalition of countries and organizations to make meaningful progress toward the eradication of Guinea worm disease, mainly in West Africa. Since the early 1990s, the Peace Corps has played a vital role in HIV/AIDS and malaria prevention as part of the President's Emergency Plan for AIDS Relief and the President's Malaria Initiative, respectively.

Most recently, in 2014, the Peace Corps worked with the CDC in West Africa to build local support systems in areas affected by Ebola. Peace Corps staff played a vital role by bridging understanding between these groups and assisting with overall, logistical support. Following the outbreak, Peace Corps Response Volunteers in Liberia provided recovery assistance to medical colleges, and nursing and midwifery institutions forced to close during the crisis. Other Peace Corps Volunteers who

served in West African countries post-outbreak supported teacher training centers and high schools to help overcome educational disruptions caused by Ebola.

The Peace Corps is uniquely positioned to provide the same last-mile support in response to the COVID-19 pandemic. Serving at the community level, Peace Corps Volunteers will contribute to the overseas efforts of the agency's U.S. government partners and initiatives like the U.S. Government's Initiative for Global Vaccine Access ("Global VAX"). Although Volunteers will not engage directly in clinical work, their personal relationships and intercultural competence will enable them to share information and support community needs, making these initiatives more effective. Even Volunteers not directly involved in health care efforts will be expected to help communities address the impacts of the pandemic. For example, teachers will help students overcome setbacks in education brought about by school term disruptions. The intangible benefits of the agency's work will be just as important as the visible health impacts, and the work of Volunteers will help to address the damaging isolation that accompanied the pandemic.

Representing the Diversity of America

Despite recent unprecedented disruptions and challenges, Americans' interest in serving in the Peace Corps remains high, as does countries' interest in hosting Volunteers. In FY 2023, the Peace Corps will continue to prioritize the recruitment of – and support for – a diverse array of skilled Volunteers who can support the development priorities of host countries while fully representing the broad tapestry of the United States.

Intercultural competence, diversity, equity, inclusion, and accessibility (ICDEIA) are at the core of the Peace Corps. Working and communicating effectively with host country partners is critical to the success of Volunteers and the agency. To enable

even greater support for ICDEIA, in FY 2023, the Peace Corps will expand the available resources for its existing Chief Diversity Officer, making it a fully staffed sub-office within the Director's office, reflecting its centrality to the Peace Corps' mission. The Office of ICDEIA will review key business processes, increase the diversity of the agency's workforce and Volunteer corps, and coordinate ICDEIA work across the agency. Since many returned Volunteers and staff go on to work at the State Department, the U.S. Agency for International Development, and other agencies after their service with the agency, this focus on ICDEIA can positively impact foreign policy agencies beyond the Peace Corps. By diversifying its Volunteers and staff, and particularly by increasing the representation of historically underrepresented communities, the Peace Corps can help enhance the diversity of the overall federal workforce.

As part of its support for more diversity among Volunteers and staff – the agency will continue to explore ways to reduce financial and other barriers to service and employment at the Peace Corps. For example, the Peace Corps removed the cap on reimbursements for medical costs incurred by invitees through the medical clearance process, and is exploring other possible forms of support, particularly for applicants from underserved communities. Furthermore, virtual service can make volunteering an option for those Americans who do not wish to – or cannot – leave the workforce due to family responsibilities, student loan debt, or other financial or personal obstacles that are barriers to an in-person Volunteer assignment.

Improving Volunteer Safety and Accountability

During the period between the March 2020 evacuation and the return to service abroad that began in FY 2022, the Peace Corps intensively and holistically reviewed its structures of accountability, learning, and support (particularly those focused on the health, safety, and security of Volunteers) and

dedicated time and resources to bolstering them. This dedication is perhaps nowhere more notable than in the agency's systems for reducing health and safety risks to Volunteers, and improving its response when incidents do occur, particularly in its Sexual Assault Risk Reduction and Response program.

The Peace Corps will build on these efforts in FY 2023 by bolstering compliance infrastructure, personnel, and processes at overseas posts to meet internal policies and statutory requirements more fully. The agency will also implement new recommendations related to sexual assault response; increase the number and range of medical support hubs abroad; and establish a new behavioral health system to address growing mental health needs. The expansion of mental health will strengthen the full range of services offered by the agency, from prevention through clinical care to medical evacuation, when necessary. The Peace Corps remains committed to continuous learning and improvement, particularly as the Agency navigates the ongoing complexities of the COVID-19 pandemic.

Operationalizing the Strategic Plan

Every four years, the Peace Corps prepares a Strategic Plan that guides the agency's activities. The FY 2022-2026 Strategic Plan, which accompanies this Congressional Budget Justification, positions the Peace Corps to respond to global development challenges by incorporating innovation, fostering equity and inclusion, and collaborating to address locally-prioritized needs. The FY 2022-2026 Strategic Plan's three concise and powerful Strategic Objectives ground the agency's mission and three goals in today's context and provide and detail the agency's ambitious agenda.

The first Strategic Objective, "Reimagine Service," aims to respond to evolving host country priorities by returning skilled Volunteers to service and expanding service models. Volunteers will partner with host communities to support COVID-19 response and recovery efforts and collaborate with community members to mitigate and adapt to climate change. To inspire the next generation of global leaders, the agency will work with interested host country partners to establish or strengthen domestic volunteer programs in their own countries. Finally, the agency will continue to develop alternative models of service, including virtual service.

The second Strategic Objective, "Advance Equity," reflects the agency's commitment to building a Volunteer corps and workforce that reflects U.S. and host country diversity, and to creating inclusive and equitable systems. The Peace Corps is reviewing policies, practices, and programs with an equity lens to better promote a culture of mutual respect and belonging among staff and Volunteers from all backgrounds. And the agency will expand its "Third Goal" engagement, helping returned Peace Corps Volunteers promote a better understanding of other people and cultures by sharing their experiences with family, friends, colleagues, and communities in the U.S.

Finally, the third Strategic Objective, "Deliver Quality," is designed to consistently deliver on the agency's health, safety, and service commitments to host communities, partners, Volunteers, and staff. Building on the intensive systems strengthening activities conducted over the last two years, this Strategic Objective will guide the development of a comprehensive duty of care framework, strengthen systems and practices for Volunteer well-being, and improve the collaboration and accountability the agency is committed to delivering to its stakeholders.

These three Strategic Objectives will help the Peace Corps meet the challenges of a dramatically changed world as Volunteers continue to return to service overseas in FY 2023.

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, $430,500,000, of which $7,300,000 is for the Office of Inspector General, to remain available until September 30, 2024: *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 notify 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.

(CANCELLATION)

Of the unobligated balances available under the heading "Peace Corps" from prior Acts making appropriations for the Department of State, foreign operations, and related programs, $15,000,000 are hereby permanently cancelled: *Provided,* That no amounts may be cancelled from amounts that were designated by the Congress as an emergency requirement pursuant to a concurrent resolution on the budget or the Balanced Budget and Emergency Deficit Control Act of 1985, as amended.

PEACE CORPS BUDGET REQUEST BY PROGRAM OPERATIONS FY 2023 PRESIDENT'S BUDGET (IN THOUSANDS OF DOLLARS)

	FY2021 Enacted	FY2022 Annualized CR	FY2023 Request
DIRECT VOLUNTEER OPERATIONS			
Overseas Operations	**151,600**	**167,100**	**202,700**
Africa	66,000	73,200	84,700
Europe, Mediterranean, and Asia	43,500	44,900	56,500
Inter-America and the Pacific	42,100	49,000	61,500
Overseas Operational Support	**93,200**	**101,600**	**138,600**
Overseas Operational Support Offices	61,100	67,700	91,400
Volunteer Readjustment Allowance	-	500	11,600
Federal Employees' Compensation Act	12,000	11,500	11,500
Reimbursements to Department of State (ICASS)	20,100	21,900	24,100
Foreign Currency Centralization & External Funds Offsets	**(11,800)**	**(11,500)**	**(11,500)**
SUBTOTAL, DIRECT VOLUNTEER OPERATIONS	**233,000**	**257,200**	**329,800**
AGENCY SUPPORT SERVICES	**128,100**	**135,000**	**125,200**
Agency Support Services Offices	118,100	124,500	114,100
Rental Payments to GSA	10,000	10,500	11,100
SUBTOTAL, TOTAL AGENCY EXCLUDING INSPECTOR GENERAL	**361,100**	**392,200**	**455,000**
INSPECTOR GENERAL	**6,300**	**6,300**	**7,300**
GRAND TOTAL, AGENCY	**367,400**	**398,500**	**462,300**

PEACE CORPS RESOURCE SUMMARY

(IN THOUSANDS OF DOLLARS)

	FY2021 Enacted	FY2022 Annualized CR	FY2023 Request
Unobligated balance brought forward, Oct 1	80,500	109,100	91,200
New budget authority (Agency)	404,200	404,200	423,200
New budget authority (Office of the Inspector General)	6,300	6,300	7,300
Supplemental	-	-	-
Congressional Rescission	(30,000)	(30,000)	(15,000)
Recoveries of prior year obligations	16,500	10,000	10,000
Spending authority from offsetting collections	7,300	7,000	7,000
Total direct obligations (Agency)	361,100	392,200	455,000
Total direct obligations (Office of the Inspector General)	6,300	6,300	7,300
Total direct obligations (Supplemental)	2,200	10,600	-
Total direct obligations (Reimbursable Programs)	6,100	6,300	6,300
UNOBLIGATED BALANCE CARRIED FORWARD, END OF YEAR	109,100	91,200	55,100

PEACE CORPS AUTHORIZATIONS AND APPROPRIATIONS
FY 1962 – FY 2023 (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
1992	—	200,000	197,044	3,309	4,927
1993	218,146	218,146	218,146	3,590	5,414

PEACE CORPS AUTHORIZATIONS AND APPROPRIATIONS
FY 1962 – FY 2023 (IN THOUSANDS OF DOLLARS) CONT.

Fiscal Year	Authorized	Budget Request[a/]	Appropriated[a/]	Trainee Input	Volunteers and Trainees On Board[b/]
1994	219,745[g/]	219,745	219,745[h/]	3,541	5,644
1995	234,000	226,000	219,745[i/ j/]	3,954	5,884
1996	—	234,000	205,000[k/ m/]	3,280	6,086
1997	—	220,000[l/]	208,000[n/]	3,607	5,858
1998	—	222,000	222,000[o/]	3,551	5,757
1999	—	270,335	240,000[p/]	3,835	5,729
2000	270,000[q/]	270,000	245,000[r/]	3,919	7,164
2001	298,000	275,000	267,007[s/ t/]	3,191	6,643
2002	327,000	275,000	278,700[u/ v/]	4,047[w/]	6,636
2003	365,000	317,000	297,000[x/]	4,411	7,533
2004	—	359,000	310,000[y/]	3,812	7,733
2005	—	401,000	320,000[z/]	4,006	7,810
2006	—	345,000	322,000[aa/ab]	4,015	7,628
2007	—	336,642	319,700[ac/]	3,964	7,875
2008	—	333,500	333,500[ad/]	3,821	7,622
2009	—	343,500	340,000	3,496	7,332
2010	—	373,440	400,000	4,429	8,256
2011	—	446,150	375,000[ae/]	3,813	8,460
2012	—	439,600	375,000	3,177	7,315
2013	—	374,500	356,015	2,861	6,400
2014	—	378,800	379,000	3,108	6,010
2015	—	380,000	379,500	3,140	6,099
2016	—	410,000	410,000	3,790	6,377
2017	—	410,000	410,000	3,429	6,591
2018	—	398,221	410,000	3,595	6,629
2019	—	396,200	410,500	3,426	6,648
2020	—	396,200	410,500	1,000	—[af/]
2020 Supp	—	88,000	—	—	—
2021	—	401,200	410,500[ag/]	—[ah/]	—[ah/]
2022	—	410,500	410,500[ai/]	1,030[ai/]	1,030[ai/]
2023	—	430,500[ak/]	—	2,870	3,900

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 $30,000,000.

ah/   The Peace Corps is continuously evaluating the potential for returning Volunteers to the field in FY2022 and will do so once host countries meet agency health and safety criteria.

ai/   Appropriation was reduced by a rescission of $70,000,000. The FY 2023 request does not use the FY 2022 enacted budget as base, rather, it assumes an annualized continuing resolution (CR).

aj/   All Volunteer projections are rounded to the nearest hundred, 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.

ak/   Proposed rescission of $15 million in FY2023.

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OPERATIONAL AREAS

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 working directly with Peace Corps Volunteers, and staff at Peace Corps headquarters providing general oversight and direction to Peace Corps country programs. These accounts also fund Volunteer costs including training, travel, and a monthly allowance to cover housing, utilities, household supplies, food, clothing, and transportation.

OVERSEAS OPERATIONAL SUPPORT OFFICES

Overseas Operational Support Offices includes funding for the Office of Global Operations, Peace Corps Response, Overseas Programming and Training Support, Office of Global Health and HIV, Office of Volunteer Recruitment and Selection, Office of Health Services, Office of Victim Advocacy, Office of Safety and Security, as well as equipment and supplies for Volunteers.

VOLUNTEER READJUSTMENT ALLOWANCE

A readjustment allowance is provided to Volunteers upon termination 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 & EXTERNAL FUNDS OFFSETS

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 in helping achieve the Peace Corps' mission and three goals.

AGENCY SUPPORT SERVICES OFFICES

Offices in this category are the Office of Third Goal and Returned Volunteer Services, 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 GSA

General Services Administration rent for the Peace Corps headquarters and regional offices.

OFFICE OF INSPECTOR GENERAL

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

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OVERSEAS OPERATIONS

VOLUNTEERS AND PROGRAM FUNDS BY POST

REGIONS	Volunteers and Trainees on Board on September 30[1]		Program Funds ($000)	
	FY2022	FY2023	FY2022	FY2023
Africa	460	1,500	$73,200	$84,700
Europe, Mediterranean, and Asia	140	1,090	$44,900	$56,500
Inter-America and the Pacific	430	1,310	$49,000	$61,500
Country Programs	1,030	**3,900**	**$167,100**	**$202,700**

PEACE CORPS POSTS	Volunteers and Trainees on Board on September 30[1]		Program Funds ($000)	
	FY 2022	FY 2023	FY 2022	FY 2023
Albania[2]	20	60	$2,000	$3,500
Armenia	-	30	$2,000	$2,500
Belize	20	40	$1,700	$2,100
Benin	30	80	$4,300	$4,900
Botswana	20	50	$2,100	$2,500
Cambodia	-	70	$2,000	$2,600
Cameroon	20	40	$4,000	$4,700
Colombia	50	130	$3,000	$3,900
Comoros	-	30	$1,600	$1,600
Costa Rica	30	100	$3,300	$4,200
Dominican Republic	60	130	$3,700	$4,500
Eastern Caribbean	30	80	$2,500	$3,100
Ecuador	40	110	$4,800	$6,000
El Salvador[4]	-	-	-	-
Eswatini	30	60	$1,500	$1,700

PEACE CORPS POSTS (CONT.)	Volunteers and Trainees on Board on September 30[1]		Program Funds ($000)	
	FY 2022	FY 2023	FY 2022	FY 2023
Ethiopia	-	60	$4,000	$4,300
Fiji	-	40	$1,500	$1,900
Gambia, The[3]	20	50	$2,200	$2,900
Georgia	-	70	$2,100	$2,500
Ghana[3]	30	80	$3,100	$3,300
Guatemala	-	70	$3,900	$4,700
Guinea	-	80	$3,100	$3,400
Guyana	30	50	$2,400	$3,300
Indonesia	-	80	$2,900	$3,200
Jamaica	20	40	$2,200	$3,200
Kenya	30	40	$3,300	$3,400
Kosovo	30	60	$1,500	$2,000
Kyrgyz Republic[3]	10	50	$1,700	$2,100
Lesotho[3]	20	50	$2,100	$2,400
Liberia	-	60	$3,800	$4,800
North Macedonia	10	60	$2,300	$2,900
Madagascar[3]	30	100	$2,300	$3,000
Malawi	-	50	$2,800	$3,000
Mexico	30	70	$2,000	$2,500
Moldova	-	60	$1,900	$2,400
Mongolia	-	70	$2,400	$3,000
Montenegro[2]	10	20	$700	$900
Morocco[3]	60	160	$4,400	$5,900
Mozambique	-	20	$2,900	$3,200
Myanmar[5]	-	-	$1,700	$1,900
Namibia	20	60	$2,700	$3,200
Nepal	-	50	$1,700	$2,400

PEACE CORPS POSTS (CONT.)	Volunteers and Trainees on Board on September 30[1]		Program Funds ($000)	
	FY 2022	FY 2023	FY 2022	FY 2023
Panama	30	110	$4,900	$5,900
Paraguay	40	120	$4,200	$5,000
Peru	50	140	$4,600	$5,600
Philippines	-	110	$2,900	$3,900
Rwanda	30	80	$2,900	$3,400
Samoa	-	20	$1,200	$1,500
Senegal	30	160	$6,600	$8,400
Sierra Leone[3]	30	70	$2,400	$2,800
Solomon Islands[4]	-	-	-	-
South Africa[3]	20	40	$3,800	$4,200
Sri Lanka	-	50	$1,800	$1,900
Tanzania	-	30	$2,800	$2,900
Thailand	-	60	$2,600	$3,600
Timor-Leste	-	10	$1,700	$1,900
Togo	30	50	$2,800	$3,500
Tonga	-	30	$900	$1,200
Uganda	40	70	$2,500	$2,900
Ukraine[5]	-	-	$3,400	$3,800
Vanuatu	-	30	$2,200	$2,900
Viet Nam	-	20	$3,200	$3,600
Zambia	30	90	$3,600	$4,300
Total	1,030	3,900	$167,100	$202,700

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 2022 received approval through this process to receive Volunteers in FY 2022. Numbers in this table represent estimates as of March 2022. Numbers may change based on the health and safety conditions at post.
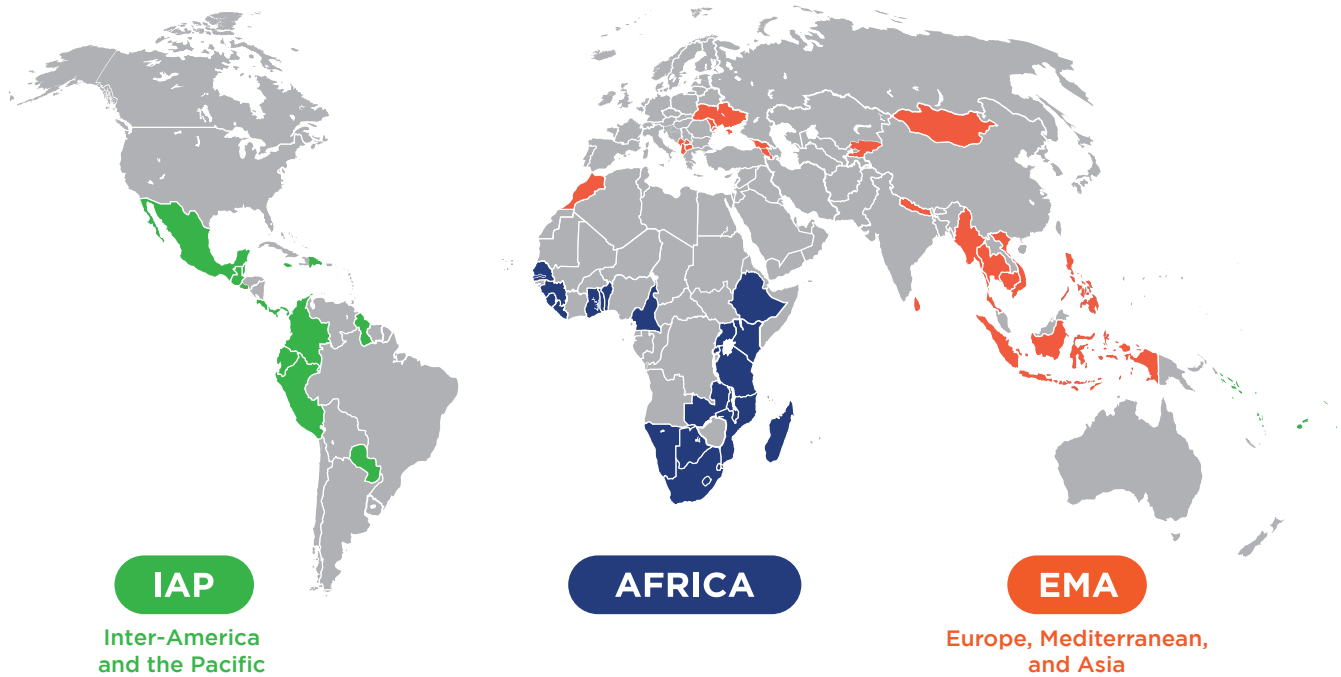
2   The Albania and Montenegro programs are operated as one post.

3   The FY 2022 figures are an updated estimate since the initial approval of the post for re-entry.

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

5   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.

PEACE CORPS COUNTRIES

IAP

Inter-America
and the Pacific

AFRICA

EMA

Europe, Mediterranean,
and Asia

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*
North Macedonia
Moldova
Ukraine*

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

Pacific Islands
Fiji
Samoa
Solomon Islands
Tonga
Vanuatu

Due to the COVID-19 pandemic, Peace Corps temporarily suspended operations at all Peace Corps posts in March 2020 and all Volunteers were evacuated and returned to the United States. During FY2023, Volunteers will serve, or depart for service, in many of the countries in which Volunteers served previously. Please note that at the time of the global evacuation in March 2020, El Salvador, Kenya, Solomon Islands, Sri Lanka, and Viet Nam did not have Volunteers.

* Indicates a Peace Corps post that has participated
   in the Virtual Service Pilot.

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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. At the time of the March 2020 global evacuation due to the outbreak of the COVID-19 pandemic, 2,463 Volunteers and Trainees – 39 percent of Peace Corps Volunteers worldwide – were serving in 23 countries across the continent.

During the two years following the evacuation, Peace Corps staff, evacuated Volunteers, and host communities and partners sought creative ways to remain connected, continue projects, and assist with pandemic response even while the agency devoted itself to building on its already solid foundation for the return of Volunteers to in-person service in a changed world. One of the innovations developed during the two years without Volunteers in the field was the Virtual Service Pilot (VSP) initiative. 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 participated in all phases of the VSP, with a total of 15 posts and 117 Virtual Service Pilot Participants (VSPPs) involved. African host country partners requested VSPPs to collaborate on activities that included providing health communications support to implementing partners of HIV/AIDS activities; value chain development for millet and cassava; and supporting English language teachers with instructional techniques and teaching methods. Even after returning Volunteers to service overseas, the agency will continue to find ways to utilize virtual service to complement the work of in-person Volunteers and reach communities where physical placement is not feasible.

As Volunteers continue returning to in-person service in Africa in FY 2023, they will collectively learn more than 150 local languages – 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 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, many Volunteers in Africa conduct a wide range of 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. Volunteer work in FY 2023 will have an added emphasis on helping host communities respond to and recover from the impacts of the COVID-19 pandemic, which has set back development in some countries by more than a decade. Volunteer work will also continue addressing climate change.

Education is the largest Peace Corps programmatic sector in Africa. At the time of the FY 2020 global evacuation of Volunteers, over 39 percent of the region's Volunteers worked in this sector. Education Volunteers serve as classroom teachers and support the capacity building of local teachers. They increase student achievement in literacy and numeracy, math and science, and teach English as a foreign language. These interventions equip and empower host country teachers in their classrooms and promote gender-equitable, evidence-based best practices that improve academic achievement.

In addition to COVID-19, many health challenges such as malaria, HIV/AIDS, and under-five mortality due to pneumonia, diarrhea, measles, and other childhood diseases are prevalent throughout Africa, so Volunteers contribute to several major health initiatives. These include supporting the President's Malaria Initiative through the Peace Corps' Stomping Out Malaria program. This program trains communities on insecticide-treated bed net usage and provides education on vector control and malaria prevention and treatment. In Uganda, the Peace Corps dedicates the month of April to being proactive about malaria prevention and control interventions. This has continued even in the absence of Volunteers; in April 2021, the Peace Corps Health Program distributed through partners over 20,000 Long Lasting Insecticide Treated Nets to vulnerable individuals across the country.

The Peace Corps has also been a component agency of the U.S. President's Emergency Plan for AIDS Relief (PEPFAR) since it was created in 2003. Volunteers 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.

Peace Corps is one of the component agencies in Feed the Future (FTF), the U.S. government's strategy for increasing food security and nutrition that was created by the Global Food Security Act. As such, Peace Corps Volunteers work with other FTF partners to empower smallholder producers—especially women—in improving nutrition and strengthening communities and economies through agricultural development and resiliency to climate-related shocks. 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 in Africa continues to strengthen its relationship with USAID and is currently utilizing a new Global Interagency Agreement between the two agencies to develop and expand innovative partnerships at the post and mission level. Global Agreement funds support program staff positions, capacity building training, program support, monitoring and evaluation, third-year Volunteer placements, and Volunteer Small Grants. The Peace Corps program in Mozambique was the first to utilize the Global Agreement to address the COVID-19 pandemic and other host country-identified needs. For example, Peace Corps Mozambique collaborated with partners to convert the USAID-funded Community Library Project into a Community Libraries Radio Program that provided early grade reading lessons to learners over the airwaves, reaching 50 percent of the provinces in the country. Parents and learners continue to report positive outcomes. In one case, a father who reported having nine school-aged children in the household with school closures shared, "Our kids can't go to school, but now school has come to us." Another parent reported that they had missed out on basic education but were learning to read alongside their children. Recently, the radio started to have a segment at the end of the lesson where learners can call in and provide feedback and reflections. Children can hear their own voices and opinions on the radio, which encourages their participation.

Even without in-person Volunteers, Peace Corps staff and evacuated Volunteers have continued

working with local communities in Africa to address the impact of COVID-19 and have developed innovative ways to continue Peace Corps service commitments.

PEACE CORPS BENIN

Training of Trainers in COVID-19 Hotspot Departments

In Benin, local Peace Corps staff are delivering COVID-19 Training of Trainers (TOT) programs in secondary schools in pandemic hotspots in the southern region of Benin. They have trained over 560 student leaders across 13 schools in the skills and information needed to promote COVID-19 prevention behaviors among their peers and families. The student leaders are expected to reach over 10,000 students and 5,000 households. Training has covered COVID-19 facts, statistical trends in Benin, modes of transmission, prevention methods, responses to myths and inaccurate social media, and effective ways to promote and adopt safe behaviors and practices.

PEACE CORPS BOTSWANA

The concept of virtual service has its origins in Botswana. Immediately following the evacuation, the Peace Corps Country Director asked a senior government official how the agency could continue to be helpful in the absence of Volunteers. The response was emphatic: "Even from the U.S., your Volunteers can help spread the word on COVID-19 through their social media and their close

connections to the communities in which they served." This request prompted the development of what eventually became the Virtual Service Pilot (VSP) initiative, which now involves 34 Peace Corps posts worldwide. VSP enables staff and evacuated Volunteers to engage with partners to understand their current needs and co-create virtual assignments mutually beneficial to all parties.

One example from Botswana was evacuated Volunteer Trevor, who had served for 20 months in Rakops. After the evacuation, he joined the VSP and was assigned to the National AIDS and Health Promotion Agency (NAHPA) and seconded to two civil society partners BONELA and Sisonke. Both organizations work to promote a rights-based approach to HIV and AIDS programming. Trevor's role was to develop and support efforts targeting key populations with HIV/AIDS-related messaging. After fulfilling the first phase assignment, he extended his service for phase two of the virtual service pilot.

PEACE CORPS SENEGAL

Beekeeping Training for Food Security and Environmental Conservation

The Peace Corps Senegal Environment Program incorporated beekeeping because it promotes

food security, sustainable natural resources management, and environmental conservation. To support communities in producing and harvesting honey and beehive products sustainably, Peace Corps Senegal staff, with funding from FTF via USAID, held a training of trainers in Foundiougne, in the Fatick region, in July 2021. The workshop gathered 15 participants (more than a quarter of them women) from nine regions of the country, including farmers enrolled in the Master Farmer program, counterparts of former Volunteers, and Senegalese Forest Service agents. In August 2021, a Volunteer's counterpart from Podor in northern Senegal, replicated the beekeeping training with the Association for the Valorization of Plants and Honey. Thirteen farmers participated and committed to actively promoting beekeeping, using information developed by the Peace Corps for the training workshop. These partners are now poised for the return of Volunteers so that they, too, can continue to promote beekeeping for improved food security and environmental conservation.

Virtual Service Pilot – Community Economic Development

Peace Corps Volunteer Sebastian was serving in Senegal in the Community Economic Development sector when he was evacuated. Determined to continue his work, he joined the Virtual Service Pilot to work remotely on a project to support local entrepreneurs who saw

a business opportunity in Senegal's ban on the use of plastic bags. Since the ban went into effect several years ago, there has been a need for an alternative, environmentally friendly option for shoppers to carry groceries and other goods. The entrepreneurs asked Sebastian to help them create a prototype and business model to produce and sell paper bags for the local market. Sebastian taught the techniques via Zoom as these entrepreneurs followed along from their shop in Dakar. Soon after the training and creation of the business plan, the entrepreneurs began to manufacture and sell their bags in the market.

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, Cinyungue/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, Pulafuta, Seereer, Wolof, Bambara
SIERRA LEONE	Krio, Mandingo, Mende, Temne, Limba, Susu, Fula, Kono
SOUTH AFRICA	IsiZulu, Sepedi, Venda/TshiVenda, IsiNdebele
TANZANIA	Swahili/Kiswahili
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, Myanmar, Nepal,
                                               Philippines, Sri Lanka, Thailand, Timor-Leste, Viet Nam
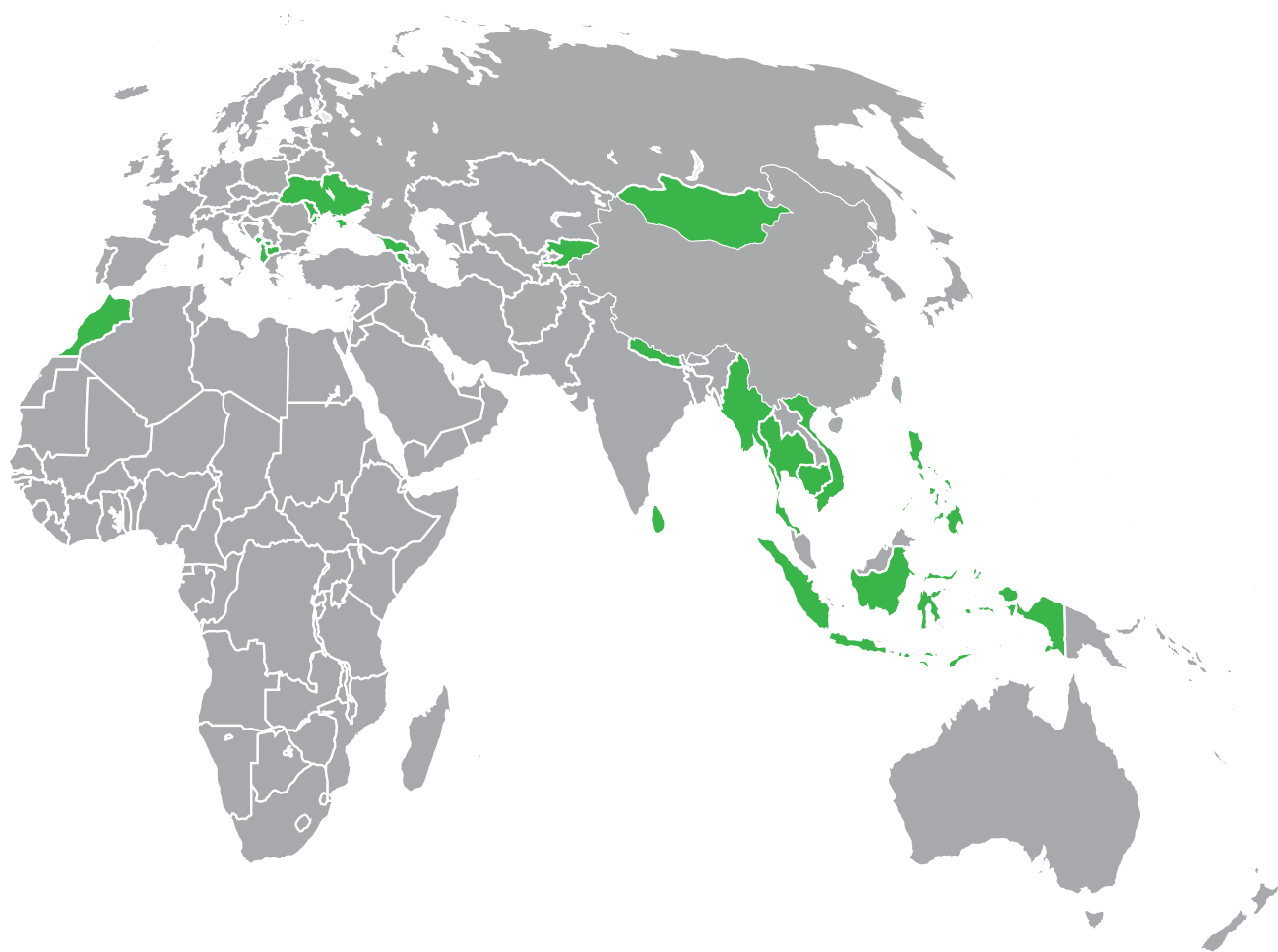
EUROPE, MEDITERRANEAN, AND ASIA

Since the Peace Corps was established in 1961, over 64,000 Volunteers have served in the Europe, Mediterranean, and Asia (EMA) region. At the time of the March 2020 global evacuation due to the COVID-19 pandemic, 1,949 Volunteers and Trainees – or 31 percent of Peace Corps Volunteers worldwide – worked in 19 countries across the region.

After Volunteers were evacuated, the Peace Corps developed creative ways to continue to meet the needs of counterparts and to engage in positive, productive relationships with host country partners. In the EMA region, country-level staff have focused on using technology to adapt to new COVID-era realities, including supporting local partners in going digital, building capacity through online training sessions, and engaging local communities via the agency's worldwide Virtual Service Pilot (VSP). The VSP was developed during the two years without Volunteers abroad as 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. Eight countries in the EMA region have participated in the VSP, with over 70 VSP Participants (VSPPs). The majority of VSPPs in EMA serve in Education and Youth in Development sectors, while the rest of the participants serve in the Community Economic Development, Agriculture, and Environment sectors.

For example, in Armenia, the Armenian English Language Teachers Association reached out to the Peace Corps after conducting a needs assessment and determining that they could use assistance with training English instructors in a Fundamentals of Literature course. Through the VSP, the AELTA students were connected with two returned Peace Corps Volunteers who had served in Armenia. The returned Peace Corps Volunteers led a three-month long virtual course that was, in the words of one Armenian participant, "very practical, I could use the materials, techniques, and activities right away in some of my classrooms."

During FY2023, as Volunteers return to in-person service in many of the countries from which they were evacuated in March 2020, the Peace Corps will re-start its program in Sri Lanka and will send its first Volunteers to Viet Nam, where they will be teaching English. Volunteers in the EMA region are collectively taught over 40 languages. They also receive intensive cross-cultural, safety and security, and technical training, all of which enables them to integrate successfully into the communities where they live and work.

In addition to their work in helping communities respond to and recover from the impacts of the pandemic and address climate change, Volunteers will address issues related to information technology, environment, food security, gender equity, HIV/AIDS education, and volunteerism. Most Volunteers actively engage youth in their activities, because youth form the bulk of the population in many of EMA's countries. Activities with youth include 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.

More than 55 percent of EMA Volunteers work in the Education sector, with their primary activity being classroom-based teaching of English as a foreign language. Volunteers are part of 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. Additional EMA Volunteers work in the fields of Youth in Development (20 percent); Community Economic Development (13 percent); Health (4 percent); Agriculture (4 percent); and Environment (3 percent). Before the March 2020 evacuation, EMA also hosted 30 Peace Corps Response Volunteers who worked across a variety of fields, addressing needs such as food insecurity, educational development, and climate change.

During the pandemic, in-country Peace Corps staff have supported efforts to address the impact COVID-19 has had on both locals and Americans. For example, EMA Peace Corps Medical Officers have been very engaged in supporting U.S. Embassy medical units with COVID-19 vaccinations, contact tracing, and other ancillary efforts.

PEACE CORPS GEORGIA
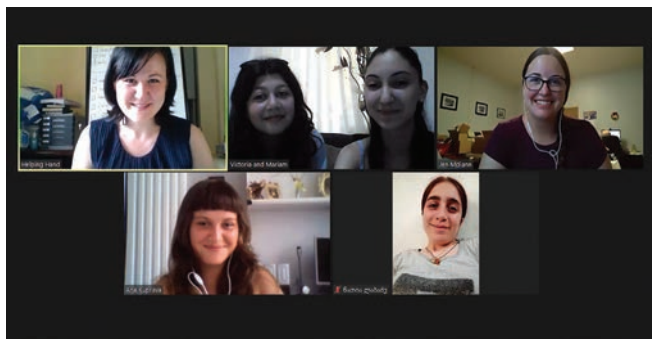
*Promoting Local Volunteering Through Virtual Service*

As a key partner with 20 years of experience promoting volunteerism in the country, Peace Corps Georgia has supported Georgia's National Youth Agency and local civil society organizations to spearhead efforts to promote domestic volunteerism.

Through the Virtual Service Pilot (VSP), Returned Peace Corps Volunteer Jennifer, a remote expert in program development and strategic planning, was paired with Helping Hand, a local civil society organization specializing in development and promotion of volunteerism in Georgia. Together,

Jennifer and Helping Hand established a virtual volunteering program in Georgia. This cutting-edge program paired local organizations and volunteers across the country while helping youth volunteers utilize remote technology to discover their power to create change, even in the context of COVID-19.

As a product of this engagement, Jennifer and her counterparts at Helping Hand co-created and conducted a survey targeting nearly 100 civil society and government organizations and 1,000 local volunteers who work with youth, persons with disabilities, homeless children, and other socially-disadvantaged groups. The survey allowed organizations and volunteers to understand the needs, opportunities, and barriers for virtual volunteering in Georgia. The survey results were used to design a Virtual Volunteering Program Strategy and informed planning for the first ever Virtual Volunteer National Conference, held in October 2021. By focusing on expanding the volunteering infrastructure in country, Helping Hand was equipped with tools to facilitate an alternative virtual volunteer experience and expand their reach even after in-person volunteers can resume work.

PEACE CORPS NEPAL
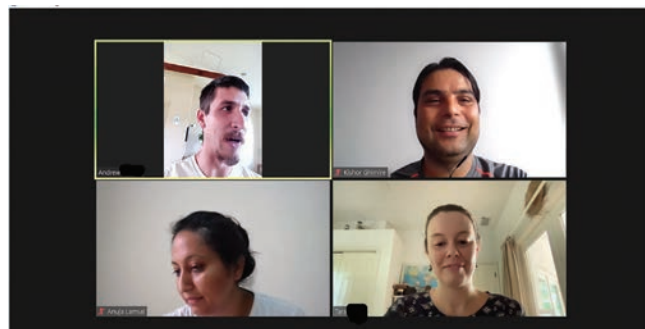
Virtual Support Promotes Healthy Household Diets, Income Generation, and Social Connections

In response to the COVID-19 pandemic, Peace Corps Nepal implemented Virtual Service Pilot

(VSP) activities and local staff-led technical training sessions. These initiatives have helped over 60 host government Agriculture and Health Coordinators from six districts promote healthy household diets, income generation, and social connections.
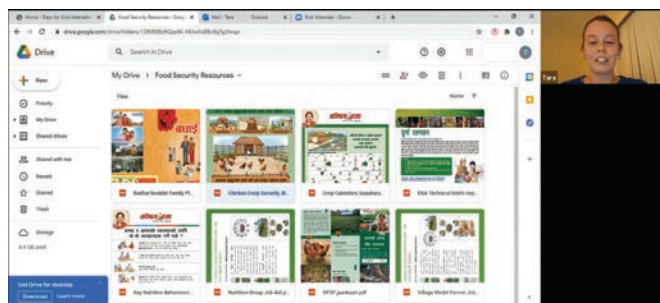
For example, an evacuated Volunteer named Tara worked with community stakeholders in developing a public health assessment and communication guide that Female Community Health Volunteers now use while supporting over 3,000 households in western Nepal. Through weekly virtual training and work sessions, Tara collaborated with the government health coordinator, leader farmer, and community nutrition facilitator to launch a government-sponsored model village program to increase the number of people who consume locally available, nutritious food. While promoting healthy household diets, Tara also helped a community nutrition facilitator named Mina strengthen agriculture-based business skills in her municipality and address growing economic hardship in the country, particularly among women in rural communities. Over 12 weeks, Tara and Mina crafted an income generation field guidebook that has assisted over 50 women in identifying income-generating activities that align with their strengths, interests, and local opportunities.

In addition to supporting the VSP, Peace Corps Nepal staff facilitated virtual training sessions and peer consultation calls so that Tara's counterparts and over 100 others could share

best practices and field-tested resources that have helped communities remain healthy and resilient during the pandemic. With funding from USAID, this ongoing virtual engagement has established and strengthened a multi-regional network of community stakeholders who have supported one another through the pandemic period.

PEACE CORPS TIMOR-LESTE
Staff Support for National Pandemic Preparation

Although Peace Corps Timor-Leste (PCTL) did not have programming in the Health sector, it has always maintained a strong relationship with the Ministry of Health (MOH) and the World Health Organization (WHO). A week after Volunteers were evacuated from Timor-Leste, PCTL was approached by the MOH and WHO and asked to assist them in health communication efforts for COVID-19 prevention.

A cross-unit PCTL staff team, including programming, training, administrative, safety and security, and medical staff, galvanized to translate materials from MOH and WHO for use by the Timor-Leste government's COVID-19 task force, in both the national language (Tetun) and nine local languages. These translations included technical guidelines for doctors and nurses to use in patient triage, infection, prevention, and control in clinics and hospitals, and when setting up quarantine and isolation facilities. In addition, staff translated memes, videos, posters, and brochures that the MOH risk communications teams could use on social media and display in highly trafficked areas in communities throughout the country.

PCTL supported MOH and WHO in disseminating validated health communications materials to the international non-governmental organization (INGO) network in Timor-Leste. The INGO network then used these materials to amplify MOH's work across development

sectors and beneficiaries. PCTL also used its social media platforms to message its partners, host families, community leaders, police, and community members. While traveling to partner communities to conduct programmatic, health, and safety assessments, PCTL staff took COVID-19 prevention posters (created by MOH and WHO and funded by the USAID) and distributed them to community leaders, police, host families, schools, NGOs, and cooperatives to be displayed in offices and other community spaces.

Upon request of the INGO network and several local NGOs, the PCTL medical team conducted virtual COVID-19 vaccine information sessions for approximately 600 headquarters and field-based staff of eight organizations. These sessions allowed these staff to ask medical professionals more questions and allay their concerns regarding the COVID-19 vaccines and dispel any misinformation. INGO and NGO leaders reported that vaccination participation rates among their staff doubled after the PCTL COVID-19 vaccine information sessions.

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
MOROCCO	Arabic (Morocco Darija), Tamazight, Tashelheet
MYANMAR	Burmese
NEPAL	Gurung, Magar, Nepali, Tamang, Doteli
NORTH MACEDONIA	Albanian, Macedonian
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

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INTER-AMERICA AND THE PACIFIC REGION

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

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. At the time of the March 2020 global evacuation, 1,867 Volunteers and Trainees, or 30 percent of Volunteers worldwide, were working across 20 nations in the region. As Volunteers continue to return to in-person service in FY 2023, IAP is working to re-establish its posts and Volunteer presence in El Salvador and Solomon Islands.

Over the past two years without in-person Volunteers, Peace Corps local staff have partnered with host country stakeholders to engage in COVID-19 response and recovery efforts. Thanks to strong relationships with partners at the community, regional, and national levels, Peace Corps staff have been involved in addressing the impacts of the pandemic, leveraging digital platforms to sustain services to vulnerable groups and supporting government partners to establish or grow their national volunteer service programs. 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. The Peace Corps' involvement has helped these stakeholders address the effects of COVID-19, and the lesson learned will help them prepare for and withstand other future large-scale disruptive events.

As with other regions, IAP has also been participating in the Virtual Service Pilot (VSP) to connect evacuated and returned Peace Corps Volunteers (eRPCVs and RPCVs, respectively) with host country partners through the internet in response to specific project requests from host countries. Nine posts in the region have participated in the VSP and over 100 eRPCVs and RPCVs have been involved. VSP engagements in the IAP region range from training English-language instructors in Ecuador to supporting a national park in Paraguay's Pantanal region, where it has been physically impossible to place an in-person Volunteer due to the location.

As Volunteers return to in-person service in the IAP region, they will address community-defined priorities through work in all six of the agency's programmatic sectors: Agriculture; Community Economic Development; Education; Environment; Health; and Youth in Development. 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 food security and gender equity, and will prioritize helping communities respond to and 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 in this region 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 COLOMBIA

Volunteers, Staff, and Colombian Girls Cooperate to Make GLOW Sustainable During Pandemic

In 2014, Volunteers in Colombia partnered with community counterparts to start Camp GLOW (Girls Leading Our World) Colombia. Camp GLOW encourages young women's civic engagement, fosters self-esteem, develops leadership and communication skills and bolsters goal-setting and decision-making abilities. Camp GLOW also helps young women learn about health and sexuality issues. In 2014, Camp GLOW hosted only 32 girls, but by 2019, GLOW had grown to become Camp and Club GLOW—two separate regional camps that hosted 75 participants each – as well as smaller clubs in 13 of the country's 32 departments, which in total worked with 280 girls.

After the Volunteer evacuation in March 2020 due to the pandemic, several girls who had been in leadership positions as part of their engagement took on the roles of GLOW Colombia Directors and continued the program. They developed virtual training sessions, created social media posts and campaigns, made plans for GLOW radio and magazine efforts, and planned virtual regional conferences. In other words, the girls consolidated GLOW as a sustainable project.

Even in the absence of Volunteers, the GLOW Directors and Peace Corps Colombia staff continued to work together to identify possible areas of collaboration. From these conversations grew the idea of GLOW Training of Trainers 2021. This training was developed and executed with full collaboration and participation of GLOW leadership. Due to the ongoing pandemic, the training was carried out virtually.

GLOW leadership and Peace Corps Colombia staff developed the workshop around topics they saw as relevant and timely for Club leaders to learn and then relay effectively to club participants. The six-session workshop was delivered over five dates starting in July 2021. Each session was delivered to an average of 24 GLOW club young women leaders/directors from 16 communities around the Caribbean Coast area. These young women leaders will continue training others in their respective communities to enable them to also lead community-driven projects.

PEACE CORPS COSTA RICA

Virtual Service Helps Build Local Volunteering Capacity

In Costa Rica, the VSP enabled evacuated Volunteers to work with community counterparts to promote the country's own domestic volunteering efforts. Eight Virtual Service Pilot Participants (VSPPs) supported the local foundation SOMOS in developing a national corps of volunteers to serve domestic needs. The initiative had a virtual emergency launch in 2020 to pair businesses and organizations struggling due to the pandemic with people spending more time at home due to the confinement.

With the help of the VSPPs, the foundation developed two pathways to volunteering. In the Nonprofit Coaching Pathway, participants paired with organizations needing support to improve their communication efforts (online presence and outreach) or their fundraising capacity. In the

English Teacher Support Pathway, participants helped public school English teachers develop their English conversational skills, offered cultural exchange, and created a space to discuss classroom challenges in the pandemic context.

The VSPPs worked closely with their counterparts to develop materials to recruit skilled volunteers efficiently. They also created a program brochure, a video, and developed training materials. A pilot with over 20 participants was launched during the first semester of 2021. The participants committed to 12 weeks of volunteering and received a manual, a resource guide, an orientation, follow-up meetings, and check-in calls.

As a result of the pilot, several participants were able to translate reams of documents so that a rural enterprise could be certified in Sustainable Tourism. Other participants helped raise more than $15,000 for funding non-governmental organization. Still others started blogs to help nonprofits share their stories, made virtual visits to English classrooms in schools around the country, and provided moral support to teachers and counterparts. The pilot was analyzed during the second semester of 2021 so that new materials could be developed. VSPPs developed surveys to better understand the most appealing infrastructure to potential volunteers, partner organizations, and business. They also worked with counterparts to establish the programmatic foundations of the initiative, which included developing a project framework and a training continuum.

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, other local languages
TONGA	Tongan
VANUATU	Bislama

VOLUNTEER WORK BY SECTOR

AGRICULTURE

Peace Corps agriculture projects are conducted in partnership with the host country ministry responsible for agriculture development. Projects address national and community priorities by extending the national agricultural extension service's reach to underserved rural communities. In these "last mile" communities, agriculture projects provide direct assistance to smallholder farmers and help them develop their own agricultural activities which, in turn, ensures their household's food and nutrition security and their ability to maintain viable, environmentally sustainable, and resilient livelihoods.

The Peace Corps' agriculture projects increase capacities of smallholder farmers to apply improved, evidence-based, contextually appropriate, and sustainable agricultural practices and technologies. These technologies improve agricultural production, productivity, diversity, and sustainability and improve livelihoods by developing new farming activities and increasing income from profitable farming activities. They also improve household nutrition, particularly for women of reproductive age and children under two years. Individual farmers and groups, including men, women, and youth, are assisted through one-on-one field-based instruction, group training events, and, where appropriate, other proven extension methods like farmer-to-farmer technical exchanges and farmer field days.

All agriculture projects employ a "climate-smart" approach to improving smallholder farming by promoting practices and technologies that intensify production without negatively impacting the environment. Climate smart approaches are adapted to less predictable and more intense weather conditions and reduce greenhouse gas emissions while increasing 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, and small-scale water conservation and management practices and technologies.

In addition to 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 forming savings and lending associations.

Finally, all Peace Corps agriculture projects are 'nutrition-sensitive.' Over 50 percent of project participants in activities like home gardening and small animal husbandry are, intentionally, women. These activities provide diverse, nutrient-rich foods directly for household consumption. They also 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.

At the time of the FY 2020 global evacuation of Volunteers and Trainees, there were 695 Agriculture Volunteers worldwide. Even without Volunteers serving in person, the Peace Corps has found ways to keep projects going. Evacuated and returned Volunteers have donated their time to virtually engage with host country organizations and implement Agriculture project activities through the Virtual Service Pilot (VSP). Additionally, Peace Corps in-country agriculture programming staff have implemented a variety of Agriculture capacity-building activities that benefit community members and project partners, preparing the stage for when Volunteers can return in person. Given the economic impacts of the pandemic, as well as those of a changing climate, Volunteer in-person projects will

focus on helping communities address the new challenges that have emerged.

Examples of VSP Agriculture engagement activities:

- Develop a manual for extra-curricular student engagement in agriculture based on the 4-H model.

- Facilitate training in basic business skills for smallholder farmers.

- Collaborate with the Ministry of Education to conduct a baseline evaluation to discern the degree to which agricultural high schools help prepare students for productive livelihoods in the AG sector.

- Facilitate training for Department of Fisheries staff from 36 districts to address environmental and climate change-related issues impacting development of small-scale aquaculture.

Examples of Peace Corps staff-organized Agriculture activities:

- Develop and facilitate a four-week course to strengthen the capacity of Ministry of Agriculture Extension Agents to plan and design community initiatives and projects using a participatory and inclusive approach.

- Train community members and groups in agroforestry, resulting in the creation of 16 community tree nurseries and the production and out-planting of over 25,000 tree seedlings.

- Facilitate regional workshops for smallholder farmers on soil fertility management, integrated pest management, and post-harvest management.

- Facilitate training in creating home gardens, including vertical gardens for households with limited space, while raising awareness of the nutritional advantages of consuming nutrient-dense vegetables and fruits.

COMMUNITY ECONOMIC DEVELOPMENT

Peace Corps Community Economic Development projects help build community members' capacity to improve their economic opportunities and advance local development efforts. Community Economic Development projects focus primarily on economic development and 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, and 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 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, 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 the management of community-run businesses.

Projects focusing on community and organizational development enable community organizations and civil society actors to advance local development efforts collaboratively—whether through improvements in health, education, livelihoods, civic engagement, or other critical aspects of human and community development. These projects assist organizations with action planning, training, guided learning, and various outreach campaigns and events that maximize organizations' impact and ability to

achieve their missions. They also help to increase organizations' engagement and collaboration with key stakeholders and expand opportunities for civic engagement and volunteerism in the community.

At the time of the FY 2020 global evacuation of Volunteers and Trainees, there were 591 Community Economic Development Volunteers worldwide. Even without Volunteers serving in person, the Peace Corps has found ways to keep projects going. Evacuated and returned Volunteers have donated their time to virtually engage with host country organizations and implement Community Economic Development project activities through the Virtual Service Pilot (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 when Volunteers can return in person. Given the economic impacts of the pandemic, when Volunteers return, these projects will focus on helping communities address the new challenges that have emerged.

Examples of VSP Community Economic Development engagement activities:

- Co-develop and co-facilitate entrepreneurship and business skills training with the Ministry of Education.

- Develop a marketing strategy for local cooperatives selling local foods and products.

- Co-create and facilitate online management coursework for Ecotourism organizations.

- Guide former Volunteer counterparts to apply basic business skills to their agriculture-based enterprises, with a focus on women's producer groups in rural areas.

Examples of Peace Corps staff-organized Community Economic Development activities:

- Co-design and co-implement leadership training for departmental delegates and staff of the Ministry of Economic.

- Provide ongoing technical assistance to individual entrepreneurs and small- and medium-sized enterprises that previously worked with Community Economic Development Volunteers.

- Co-design and co-facilitate project design and management training to strengthen the programs and services of community youth centers.

- Conduct community focus group discussions to support the development of local economic resilience strategies.

EDUCATION

Education is the agency's largest sector, and 83 percent of Peace Corps posts have Education projects. Education project areas include childhood literacy, math, science, and teaching English as a foreign language. Education projects focus on building teacher capacity, increasing student achievement, and helping communities advocate for and support educational initiatives. All Education projects also work in alignment with the national priorities of their host countries.

Education projects focusing on childhood literacy and early grade reading promote improved basic literacy and numeracy skills in students and help teachers develop strategies for teaching reading and comprehension. The projects pay special attention to students at risk of failing. This work occurs principally in the early primary grades, but targets upper grade students in need of remedial literacy support. In addition, projects emphasize communities of practice, in which students, community members, and parents address supporting reading and literacy development at home and in community settings.

The math and science projects focus on middle school or secondary students. Projects include training on working in low-resource settings and engaging students—particularly girls—by using real-life applications of these subjects with a Science, Technology, Engineering, and Mathematics (STEM)

approach. Projects promote 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. Seventy-one percent of Education projects involve teaching English as a foreign language. The project focuses 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 such as 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 and emphasize after school clubs, working with teachers to integrate gender-equitable practices, collaborating with school administrators and parents to promote student-friendly schools, and providing other support networks through youth programs that include girls and boys—both together and separately.

At the time of the FY 2020 global evacuation of Volunteers and Trainees, there were 2,692 Education Volunteers worldwide. Even without Volunteers serving in person, the Peace Corps has found ways to keep projects going. Evacuated and returned Volunteers have donated their time to virtually engage with host country organizations and implement Education project activities through the Virtual Service Pilot (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 when Volunteers can return in person. Given the impact of the pandemic on schools, when Volunteers return, these projects will focus on helping communities address the new challenges that have emerged.

Examples of VSP Education engagement activities:

- Co-develop blended learning curriculum with Ministry of Education partners.

- Co-design and co-facilitate training for English clubs and courses.

- Co-train Tutors at Teacher Training Colleges.

- Co-design a distance learning curriculum with the Ministry of Education.

- Co-teach special-needs classes, such as deaf education.

Examples of Peace Corps staff-organized Education activities:

- Co-plan and co-train teacher workshops on special education classroom strategies.

- Co-train teacher counterparts in partnership with the Ministry of Education, Sports & Culture.

- Co-facilitate an advisory committee on vocational/technical training schools.

- Co-train girls on information and communication technology skills.

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; strengthens capacities of individuals and organizations in natural resource planning and solid waste management; and intertwines environment, poverty reduction, and gender equity issues by supporting environmentally sustainable income-generating activities.

The Peace Corps-initiated 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. Effective natural resources and habitats management requires local government, partner, community, and individual cooperation. 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 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.

At the time of the FY 2020 global evacuation of Volunteers and Trainees, there were 473 Environment Volunteers worldwide. Even without Volunteers serving in person, the Peace Corps has found ways to keep projects going. Evacuated and returned Volunteers have donated their time to virtually engage with host country organizations and implement Environment project activities through the Virtual Service Pilot (VSP). Additionally, Peace Corps in-country staff have implemented a variety of Environmental 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 engagement activities

- Design environmental education toolkits and activities for high school students.
- Co-create manuals and facilitate sessions for environmental clubs.
- Support local Environmental Radio Program.
- Supporting Environmental Policy and Linguistics.

Examples of Peace Corps staff-organized Environment activities

- Signing a new Memorandum of Understanding with the Ministry of the Environment and Sustainable Development.
- Conducting Marine Protected Areas Training with partners and piloting field training.
- Facilitating a community-based Reforestation Initiative, resulting in the planting of 1,500 fruit tree seedlings.

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 also using appropriate resources to address health needs and help individuals adopt positive health-seeking behaviors.

The Peace Corps is a fully integrated partner in implementing the President's Emergency Plan for AIDS Relief (PEPFAR). Many Health projects concentrate on HIV/AIDS prevention and supporting people living with HIV. All aspects of the Peace Corps' HIV programming focus on youth. Peace Corps also contributes to programs targeting orphans, vulnerable children, and other at-risk youth. Health sector projects support

the President's Malaria Initiative by combating malaria by distributing insecticide-treated bed nets and providing education on malaria prevention, diagnosis, and treatment. Health projects also promote healthy behaviors for youth, improving maternal, newborn, and child health services, and other public health issues endemic to the countries where we work. Health sector work also focuses on building the technical, managerial, and administrative capacity of non-governmental organizations in health-related fields. More recently, 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 U.S. COVID-19 Global Response and Recovery Framework aims to shorten and ultimately end the COVID-19 pandemic globally. In alignment with this 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 to effectively prevent, detect, and respond to pandemic threats. The agency also helps address the acute needs driven by COVID-19 globally, mitigate household shocks, and build resilience in all 60 posts. The Peace Corps health sector will support implementing activities using a phased approach that accounts for immediate and long-term public health needs.

At the time of the FY 2020 global evacuation of Volunteers and Trainees, there were 1,021 Health Volunteers worldwide. Even without Volunteers serving in person, the Peace Corps has found ways to keep Health sector projects going. Evacuated and returned Volunteers have donated their time to virtually engage with host country organizations and implement Health project activities through the Virtual Service Pilot (VSP). Additionally, Peace Corps in-country staff have implemented a variety of Health

capacity-building activities that benefit community members and project partners, preparing the stage for when Volunteers are able to return in person.

Examples of VSP Health engagement activities:

- Co-training youth on COVID-19 prevention and mitigation measures.

- Delivering weekly training sessions to high school students on non-communicable diseases, youth sexual and reproductive health, and self-esteem.

- Co-developing health promotion materials, websites, social media engagement, and radio and TV content with community-based health organizations serving adolescent girls and young women.

Examples of Peace Corps staff-organized Health activities:

- Training counterparts on creating Safe Spaces and educating on topics related to the health of adolescent girls and young women.

- Engaging with civil society organization partners to offer support and collaboration to address increased levels of gender-based violence that have resulted from the COVID-19 pandemic.

- Training counterparts, youth leaders from community-based organizations, and youth from local communities on SKILLZ, the Grassroots Soccer curricula focused on life skills education, HIV prevention, and gender equity.

- Facilitating a Malaria Boot Camp, bringing together members Peace Corps host communities to develop their knowledge, skills, and resources to design and implement evidence-based malaria interventions.

- Conducting a series of virtual training sessions for professional nutritionists from the Ministry of Health to increase their capacity to promote behavior change through education.

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 areas include youth community engagement, youth professional development, helping youth service providers implement positive youth development programming, and teaching parents skills to communicate better with their children.

Projects focusing on Youth in Development 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 preparing for the workforce by offering training in employability—including résumé development workshops, career-planning, mock interview sessions, communicative English instruction, and ICT skills training.

Youth in Development projects help the next generation become active citizens by mobilizing them 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 also 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 those of their communities and countries. 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.

At the time of the FY 2020 global evacuation of Volunteers and Trainees, there were 686 Youth in Development Volunteers worldwide. Even without Volunteers serving in person, the Peace Corps has found ways to keep projects going. Evacuated and returned Volunteers have donated their time to virtually engage with host country organizations and implement Youth in Development project activities through the Virtual Service Pilot (VSP). Additionally, Peace Corps in-country staff have implemented a variety of Youth in Development capacity-building activities that benefit community members and project partners, preparing the stage for when Volunteers can return in person. Given the social impacts of the pandemic, when Volunteers return, these projects will focus on helping communities address the new challenges that have emerged.

Examples of VSP Youth in Development engagement activities:

- Co-facilitate Leadership and Life Skills Workshops with youth.

- Conduct training for counterparts on Volunteerism and Service Learning.

- Co-facilitate Youth Empowerment Summit with youth and partner organizations.

- Develop National Volunteer Strategy with Ministry of Youth.

- Co-facilitate Public Speaking Club to help youth develop communication skills.

Examples of Peace Corps staff-organized Youth in Development activities:

- Co-plan and Co-facilitate Leadership Camp sessions for girls and boys.

- Coordinate and facilitate local Youth Volunteerism Association meetings.

- Co-train youth on Professional Skills and Digital Literacy.

- Co-train partners on Developmental relationships.

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GLOBAL INITIATIVES

Peace Corps

GLOBAL INITIATIVES

PEPFAR

Since the 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. Peace Corps projects contribute to the PEPFAR Strategy for Accelerating HIV/AIDS Epidemic Control and the PEPFAR-led DREAMS (Determined, Resilient, Empowered, AIDS-free, Mentored, and Safe) public-private partnership. The Peace Corps implements prevention interventions with priority populations, focusing on adolescent girls and young women, supporting people infected with and affected by HIV (including orphans and vulnerable children), and creating an enabling environment by addressing gender norms, stigma, and discrimination in local communities. Most importantly, the Peace Corps plays a special role because its contribution includes developing and maintaining relationships with remote communities and instituting sustainable programs in coordination with local leaders and change agents.

In FY 2021, the Peace Corps used PEPFAR funds for activities in 13 countries: Botswana, Cameroon, Eswatini, Kenya, Malawi, Mozambique, Namibia, Lesotho, South Africa, Tanzania, Uganda, Ukraine, and Zambia. Following the March 2020 evacuation of Volunteers, Peace Corps staff worked together with host governments, local organizations, and other U.S. government agencies to achieve HIV epidemic control. Beyond the PEPFAR program, the Peace Corps works to prevent HIV/AIDS by integrating HIV prevention activities into other programs, such as ones on sexual and reproductive health and maternal, newborn, and child health.

FOOD SECURITY

The Peace Corps is an interagency collaborating partner in Feed the Future and in implementing the U.S. government's Global Food Security Strategy to address global poverty, hunger, and undernutrition. From 2012 until the evacuation of all Peace Corps Volunteers in March 2020 due to the COVID-19

pandemic, over 1,000 Peace Corps Volunteers in over 40 countries worldwide contributed to Feed the Future annually by promoting community-led approaches to build capacity of local individuals and groups to address food insecurity and increase resilience at household and community levels. They will resume this work as they continue to return to in-person service during FY 2023.

Since the evacuation, agriculture program staff have continued to nurture productive relationships and provide direct support to their project stakeholders by conducting regular check-ins via phone, text, or WhatsApp groups. Additionally, staff at several posts have been able to implement in-person and virtual training to build capacity of ministry personnel, village-level counterparts, agricultural producer groups, and individual smallholder farmers. Training sessions have been designed and implemented to improve use of IT, 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 training, staff has continued to build capacities within smallholder farming communities and households, so that food availability and food accessibility are ensured, utilization of food is optimal, and community members have sustainable and resilient livelihoods.

MALARIA PREVENTION

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 through the agency's Stomping Out Malaria program. In areas where the program is involved in mosquito-net distribution, Volunteers collaborate with the President's Malaria Initiative (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 and advancing the goals of the PMI.

Volunteers also engage in behavior-change outreach to advocate for early interventions and strengthen community health worker networks' capacity to diagnose and treat malaria rapidly. As of FY 2020, the Peace Corps continues to focus its malaria programming and training on supporting the respective priorities of each host country's National Malaria Control Program and on country-specific malaria program needs.

Despite the evacuation of Volunteers due to the COVID-19 pandemic, the Peace Corps has found ways to keep malaria projects going. Peace Corps health programming staff continue to coordinate with partner organizations and support malaria control activities. For example, Peace Corps staff facilitated a Malaria Boot Camp, bringing together members of Peace Corps host communities to develop their knowledge, skills, and resources to design and implement evidence-based malaria interventions. In Benin, Peace Corps staff integrated COVID-19 messaging into their trainings with care groups, with a focus on combatting disinformation. Dispelling myths and misinformation around COVID-19 will continue to be a priority when Peace Corps Volunteers return to Benin.

VIRTUAL SERVICE PILOT

Peace Corps launched its Virtual Service Pilot (VSP) after the worldwide evacuation of Volunteers. The VSP responded to interest from evacuated Volunteers and their host country partners to continue their work fulfilling the Peace Corps mission. As of March 8, 2022, 307 unique Virtual Service Pilot Participants (VSPPs) have participated in 414 virtual service engagements. The VSPPs are not Peace Corps Volunteers, but instead are private citizens who donate their time using Peace Corps' gift authority. VSPPs spend 5-15 hours per week collaborating with host country counterparts on specific tasks identified by the host country partner and Peace Corps overseas staff. Through virtual service, VSPPs advance the mission of the Peace Corps through meaningful, virtual engagement. Initially, only evacuated Volunteers were eligible, but the opportunity has recently been expanded to all Returned Peace Corps Volunteers (RPCVs). RPCVs from every decade of service have engaged in virtual service engagements in 34 posts in all six programmatic sectors.

POST NAME	NUMBER OF ENGAGEMENTS	POST NAME	NUMBER OF ENGAGEMENTS	POST NAME	NUMBER OF ENGAGEMENTS
Armenia	12	Colombia	13	Botswana	40
Georgia	10	Costa Rica	20	Cameroon	4
Kosovo	5	Eastern Caribbean	15	Eswatini	16
Kyrgyz Republic	20	Ecuador	6	Ethiopia	8
Morocco	16	Guatemala	14	Guinea	4
Nepal	14	Guyana	6	Kenya	4
Philippines	3	Jamaica	5	Liberia	5
Sri Lanka	4	Mexico	21	Madagascar	1
Ukraine	20	Paraguay	22	Malawi	7
		Peru	30	Namibia	7
				Rwanda	2
				Senegal	16
				South Africa	26
				Togo	3
				Uganda	15
		GRAND TOTAL VSP Engagements			**414**

DOMESTIC SERVICE IN 2021

In the spring and summer of 2021, Peace Corps Response – a program through which experienced Volunteers conduct short-term professional assignments – collaborated with the Federal Emergency Management Agency (FEMA) to enable evacuated Volunteers to work with FEMA-supported COVID-19 vaccination efforts. Normally, Peace Corps Volunteers cannot operate within the United States. However, through the Stafford Act (PL 100-707), FEMA has the authority to request any Federal agency to support state and local assistance response and recovery efforts. The issuance of FEMA mission assignments under the Stafford Act provided the legal authority for Peace Corps Volunteers to serve domestically for only the second time in the agency's history, the first being after Hurricane Katrina in 2005.

From May until August 2021, 158 evacuated Peace Corps Volunteers from 52 posts, with a combined proficiency in 88 different languages, assisted with vaccine education and response. Volunteers provided clerical, administrative, logistical, and language and intercultural support at a time when skilled personnel were in great demand. The Volunteers' service focused on underserved communities where vaccination rates were significantly lower than state averages. Their work required great adaptability and included door-to-door community outreach and support at mobile vaccination units and large vaccination sites. They often used their language skills – including Amharic, Spanish, Arabic, and Wolof – to speak to individuals in their native languages and share COVID-19 and vaccination information.

Over the three months of service, Peace Corps Response Volunteers successfully conducted outreach to over 109,000 individuals and supported the vaccinations of almost 58,000 individuals. With the help of FEMA counterparts, Volunteers engaged with over 10,000 community organizations and supported nearly 300 events through seven states: Illinois, Maine, Maryland, Nevada, New Jersey, Oregon, and Virginia.

At the end of the project, Volunteers remarked that they were effective at accomplishing the mission objectives and said they felt that their service was rewarding. Through the hard work of the Volunteers and staff, Peace Corps re-established a solid partnership with FEMA and developed a better understanding of how the two agencies could work together.

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APPENDICES

APPENDIX A

Sharing America's Diversity with the World, FY 1988 - 2020

The Peace Corps' 2nd Goal is to help promote a better understanding of Americans: through a more diverse Volunteer corps, the Peace Corps is fulfilling its 2nd Goal more than ever. Circle sizes correspond to the number of Volunteers who identify as Black, Indigenous and People of Color (BIPOC).

FY 1988 BIPOC Volunteer Population
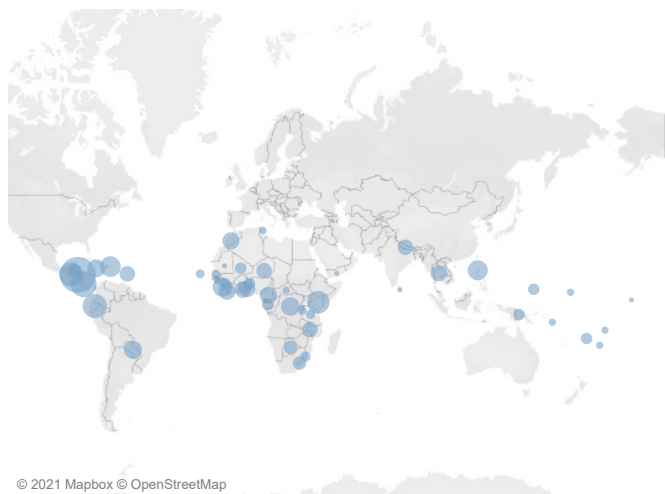
FY 2020 BIPOC Volunteer Population

© 2021 Mapbox © OpenStreetMap

© 2021 Mapbox © OpenStreetMap

8 20 40 60 80 100

White 66%*

BIPOC 34%*
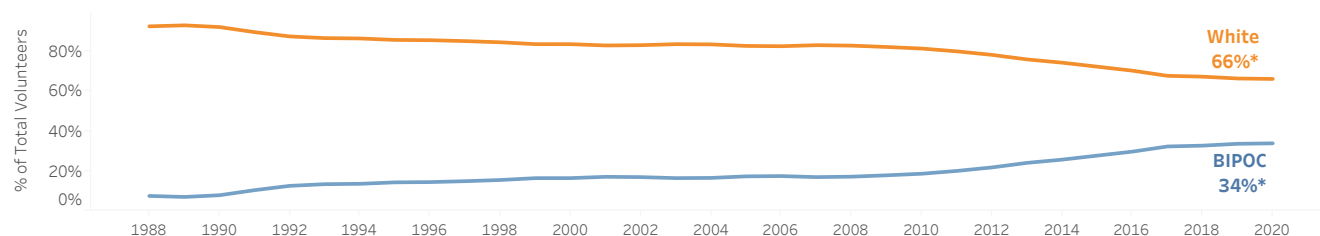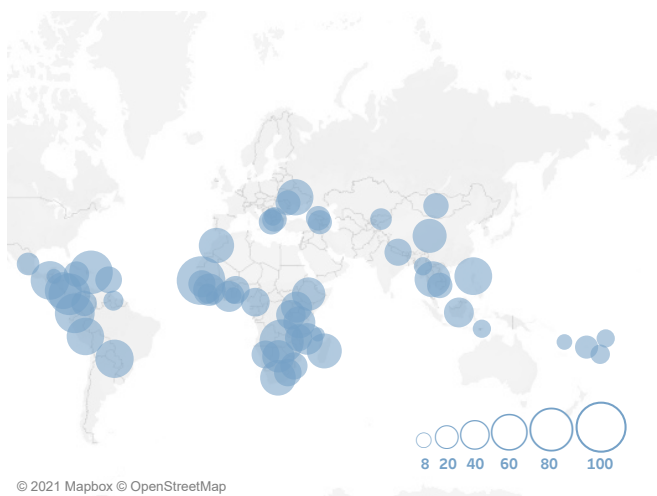
On-Board data reflect the number of Volunteers/Trainees in service on September 30 of each year, from all funding sources. The FY 2020 data reflect the number of evacuated Volunteers/Trainees due to the COVID-19 pandemic. Data prior to FY 1988 have been excluded due to missing values.
*Excludes non-responders. This contains a data correction on the previously reported FY 2020 data.
Report prepared by OSIRP on October 8, 2021.

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 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, candidates 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, candidates have the option to change their country of consideration.

COVID-19 TIMELINE ADJUSTMENTS

As a result of the ongoing COVID-19 pandemic, application dates and timelines have been temporarily adjusted. Peace Corps continues to work with host country 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. The current application timeline is open-ended, and there are no set application deadlines or "Know-By" dates. In lieu of providing a specific "Know-By," Peace Corps is committed to providing selected candidates a minimum of three months' notice between invitation and departure. Invitations include a tentative departure timeline. Specific departure dates will be provided to invitees once they are confirmed.

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

The next step is an interview to further assess the applicant's suitability for service. During a video conference, the applicant can highlight their skills, interests, and suitability for service with a Peace Corps staff member. Flexibility, adaptability, social and cultural awareness, motivation, and commitment to Peace Corps service are evaluated. This is also an opportunity for the applicant to ask questions and explore with the interviewer 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 program assignment, a welcome packet with details about the country where they will serve, the Volunteer Handbook, and more. An invitation to serve 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 and 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

To ensure that the individual's enrollment as a Peace Corps Volunteer is consistent with U.S. national interests, the Peace Corps completes a background investigation of each candidate who accepts an invitation to serve.

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 to 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.

RETURNED VOLUNTEER

Readjustment Allowance: At the end of service, Volunteers receive $375 per month served ($475 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 Response: Peace Corps Response staff recruits and places experienced Americans, including returned Volunteers, in short-term, high-impact assignments.

APPENDIX C

HOME STATES OF PEACE CORPS VOLUNTEERS

Counts of Peace Corps Volunteers, Trainees, and PCR Volunteers from all funding sources since 1961. Due to the global evacuation in response to the COVID-19 pandemic, no Volunteers were serving abroad since the last report. 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 October 8, 2021 by OSIRP. Source: PCVDBMS, DOVE.

STATE / TERRITORY	EVACUATED VOLUNTEERS	TOTAL SINCE 1961[6]	STATE / TERRITORY	EVACUATED VOLUNTEERS	TOTAL SINCE 1961
Alabama	39	1,254	Montana	45	1,524
Alaska	16	1,048	Nebraska	32	1,487
Arizona	135	3,898	Nevada	37	1,091
Arkansas	30	1,031	New Hampshire	48	1,827
California	817	31,909	New Jersey	157	5,437
Colorado	215	7,682	New Mexico	37	2,291
Connecticut	78	3,608	New York	395	14,561
Delaware	17	554	North Carolina	217	4,781
District of Columbia	124	2,525	North Dakota	7	596
Florida	306	8,636	Ohio	223	7,782
Georgia	193	3,933	Oklahoma	40	1,422
Guam	1	81	Oregon	167	6,601
Hawaii	26	1,489	Pennsylvania	271	8,710
Idaho	41	1,471	Puerto Rico	15	443
Illinois	274	9,318	Rhode Island	31	1,111
Indiana	110	3,555	South Carolina	71	1,752
Iowa	84	2,518	South Dakota	8	677
Kansas	46	1,872	Tennessee	75	1,990
Kentucky	59	1,714	Texas	352	8,239
Louisiana	50	1,234	Utah	36	1,222
Maine	46	1,987	Vermont	49	1,635
Maryland	255	6,549	Virgin Islands	1	89
Massachusetts	241	8,817	Virginia	355	8,362
Michigan	199	7,775	Washington	241	10,013
Minnesota	171	7,093	West Virginia	21	722
Mississippi	24	540	Wisconsin	154	6,442
Missouri	117	3,630	Wyoming	12	553

6   Includes FY 2018 data corrections.

APPENDIX D

THE PEACE CORPS' EDUCATIONAL PARTNERSHIPS IN THE UNITED STATES

The Peace Corps partners 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. Currently, Peace Corps has 78 campus ambassadors on 62 college campuses around the nation.

STATE/ TERRITORY	PAUL D. COVERDELL FELLOWS PROGRAM COLLEGES AND UNIVERSITIES	PEACE CORPS PREP COLLEGES AND UNIVERSITIES
Alabama	The University of Alabama, Birmingham	Alabama A&M University Troy University Tuskegee University The University of Alabama, Birmingham
Arizona	Arizona State University Northern Arizona University The University of Arizona	Arizona State University Northern Arizona University The University of Arizona
Arkansas	University of Arkansas, Fayetteville	Hendrix College Southern University Arkansas University of Arkansas, Fayetteville University of Arkansas at 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 San Diego State University University of California, Education Abroad Program (All UC Undergraduate Campuses) • University of California, Berkeley • University of California, Davis • University of California, Irvine

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, 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 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 University of Colorado, Denver Western Colorado University
Connecticut	University of Bridgeport Yale University	Fairfield University University of Bridgeport
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 Florida State University Stetson University University of Florida University of North Florida University of South Florida University of West Florida

STATE/ TERRITORY	PAUL D. COVERDELL FELLOWS PROGRAM COLLEGES AND UNIVERSITIES	PEACE CORPS PREP COLLEGES AND UNIVERSITIES
Guam		University of Guam
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
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	The 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 Southern Illinois University, Edwardsville Western Illinois University
Indiana	Indiana University, Bloomington University of Notre Dame	Earlham College Indiana University, Bloomington Purdue University
Kansas		Pittsburg State University
Kentucky		Murray State University Transylvania University University of Kentucky
Louisiana	Tulane University Xavier University of Louisiana	Louisiana State University, Baton Rouge Tulane University

STATE/ TERRITORY	PAUL D. COVERDELL FELLOWS PROGRAM COLLEGES AND UNIVERSITIES	PEACE CORPS PREP COLLEGES AND UNIVERSITIES
Maine	University of Maine, Orono	
Maryland	Johns Hopkins University Norte Dame of Maryland 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 University of Maryland, Eastern Shore
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 Technological University Michigan State University University of Michigan, Ann Arbor Western Michigan University
Minnesota	St. Catherine University University of Minnesota	St. Catherine University
Missouri	Washington University in St. Louis University of Missouri, Columbia	Fontbonne University Missouri State University, Springfield Park University Truman State University University of Central Missouri
Montana	University of Montana	Montana State University, Billings Montana State University, Bozeman University of Montana
Nevada	University of Nevada, Reno	
New Hampshire	Antioch University New England (including Los Angeles, CA campus) University of New Hampshire	University of New Hampshire

STATE/ TERRITORY	PAUL D. COVERDELL FELLOWS PROGRAM COLLEGES AND UNIVERSITIES	PEACE CORPS PREP COLLEGES AND UNIVERSITIES
New Jersey	Monmouth University Rutgers University–Camden Rutgers University–New Brunswick Seton Hall University	Monmouth University
New Mexico	New Mexico State University	New Mexico State University University of New Mexico, Albuquerque
New York	Bard College Columbia University Teachers College, Columbia University Cornell University Fordham University Manhattanville College New York University The New School University at Albany, SUNY University of Rochester	College of Staten Island, CUNY Hartwick College Lehman College 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 The University of North Carolina, Pembroke The University of North Carolina, Wilmington
North Dakota		University of North Dakota

STATE/ TERRITORY	PAUL D. COVERDELL FELLOWS PROGRAM COLLEGES AND UNIVERSITIES	PEACE CORPS PREP COLLEGES AND UNIVERSITIES
Ohio	Bowling Green State University Case Western Reserve University University of Cincinnati	Antioch University (All online campuses) Baldwin Wallace University Bowling Green State University The 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	Arcadia University Cheyney University of Pennsylvania Moravian College The Pennsylvania State University Shippensburg 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	Austin College St. Edward's University Texas State University

STATE/ TERRITORY	PAUL D. COVERDELL FELLOWS PROGRAM COLLEGES AND UNIVERSITIES	PEACE CORPS PREP COLLEGES AND UNIVERSITIES
Texas (Cont.)	University of North Texas The University of Texas at El Paso	Texas Tech University University of Houston University of North Texas University of Texas, Austin University of Texas, Dallas University of Texas, El Paso The University of Texas, Rio Grande Valley
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 2021 the Peace Corps did not transfer funds to the Foreign Currency Fluctuations Account from the operating expenses account.

APPENDIX F

OBLIGATIONS OF FUNDS FROM OTHER GOVERNMENT AGENCIES BY PEACE CORPS

	FY2020	FY2021
Total Reimbursable	$2,231,057	$5,979,355
Total PEPFAR	$28,053,110	$19,666,896

APPENDIX G
OIG BUDGET REQUEST

Office of Inspector General's Fiscal Year 2023 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 2023:

the aggregate budget request for the operations of the OIG is $ 7,300,000
the portion of this amount needed for OIG training is $65,000 and
the portion of this amount needed to support the CIGIE is $26,280 (.36% 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 2023.

_____   April 12, 2022
                                                  _____
Joaquin Ferrão   Date
Acting Inspector General

Peace Corps Office of Inspector General

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

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APPENDIX H

GOOD ACCOUNTING OBLIGATION IN GOVERNMENT ACT REPORT

The Good Accounting Obligation in Government Act (GAO-IG Act, PL 115-414) requires agency Congressional Budget Justifications to include 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.

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.	The Agency is developing plans to address this recommendation.
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.	The Agency is developing plans to address this recommendation.
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 2022.
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 2022.
IG-14-07-E	FY 14	PC/Overseas Staff Training	21. That the chief of staff develop and implement a process to conduct staff training needs assessments on an ongoing basis.	Expected to be submitted by May 2022.
IG-14-07-E	FY 14	PC/Overseas Staff Training	24. That the chief of staff conduct a comprehensive assessment of the applicability and relevance of federally mandated trainings to overseas staff and develop training requirements and training programs as necessary.	Expected to be submitted by June 2022.
IG-16-01-E	FY 16	OIG Follow-Up Evaluation of Medical Care PC/Morocco	7. That the associate director of the Office of Health Services ensure staffing is sufficient to adequately implement a more effective sentinel event reporting system and that staff involved in root cause analyses have not had direct involvement in the case.	Expected to be submitted by August 2022.

Project Code	Fiscal Year	Project Name	Recommendation	Implementation Status
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. With no Volunteers in the field, this cannot be completed.
IG-16-01-E	FY 16	OIG Follow-Up Evaluation of Medical Care PC/Morocco	9. That the associate director of the Office of Health Services improve staff understanding of best practices for selecting sentinel events for review and for carrying out root cause analyses.	Expected to be submitted by August 2022.
IG-16-03-SR	FY 16	MAR: Site History Files	1. That the Associate Director for Safety and Security, the Associate Director of Global Operations, and Regional Directors collaborate to strengthen oversight mechanisms to improve the completeness, organization, and use of site history files for site development and selection.	Expected to be submitted by September 2022.
IG-16-03-SR	FY 16	MAR: Site History Files	3. That the Associate Director for Safety and Security, the Associate Director for Global Operations, Regional Directors, and the Chief Information Officer collaborate as needed to provide systems for post for maintaining site history files.	Expected to be submitted by December 2022.
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 July 2022.
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 July 2022.
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	The Agency is engaging with staff to identify actions needed to address this recommendation.

Project Code	Fiscal Year	Project Name	Recommendation	Implementation Status
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 completed by September 2022.
IG-18-01-SR	FY 18	MAR: Volunteer Drug Use	5. That the Director of the Peace Corps gather and analyze continuous information on the prevalence of, and factors contributing to, unauthorized drug use in the context of Volunteer service, through the Annual Volunteer Survey or another data gathering tool.	May require Volunteers in the field.
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 October 2022.
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 October 2022.
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 October 2022.
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 October 2022.
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 October 2022.

Project Code	Fiscal Year	Project Name	Recommendation	Implementation Status
IG-19-04-E	FY 19	PC/Paraguay	10. That the country director and Peace Corps medical officers adhere to Technical Guideline 510, and clarify to staff and Volunteers the referral process for providing mental health counseling support to Volunteers.	May require Volunteers in the field.
IG-19-05-E	FY 19	Homestay Impact Evaluation	1. That the deputy director of the Office of Strategic Information, Research, and Planning collaborate with the Office of Safety and Security to develop a plan to assess the impact of homestay requirements on Volunteer safety using Interrupted Time Series analysis or a similarly robust approach.	Expected to be submitted by May 2022.
IG-19-05-E	FY 19	Homestay Impact Evaluation	2. That the deputy director of the Office of Strategic Information, Research, and Planning collaborate with the Office of Overseas Programming and Training Support to develop a plan to assess the impact of homestay requirements on Volunteer language proficiency using Interrupted Time Series analysis or a similarly robust approach.	Expected to be submitted by May 2022.
IG-19-05-SR	FY 19	New Country Entry Guidance for Conflict-Affected Environments	11. That the associate directors for the Offices of Volunteer Recruitment and Selection, Global Operations, and Peace Corps Response develop focused Volunteer recruitment protocols and pre-departure communications for conflict-affected environments which inform invitees about challenges of service.	May require Volunteers in the field.
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 June 2022.
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 June 2022.

Project Code	Fiscal Year	Project Name	Recommendation	Implementation Status
IG-20-01-E	FY 20	PC/Panama	6. That the country director and the safety and security manager conduct consolidation tests to improve Volunteer awareness of their consolidation point.	May require Volunteers in the field.
IG-20-01-E	FY 20	PC/Panama	9. That the director of management and operations improve the administration of allowance surveys to raise the Volunteer response rate.	May require Volunteers in the field.
IG-20-01-SR	FY 20	Management Advisory Report: Peace Corps PEPFAR Financial Guidance	6: That the Office of the Chief Financial Officer ensure that the PEPFAR value added tax that was incorrectly refunded to the general fund be transferred back to the PEPFAR account.	Expected to be submitted by June 2022.
IG-20-02-E	FY 20	PC/Tanzania	11. That the Peace Corps safety and security officer conduct a full country risk assessment for the post.	Requires travel. Delayed due to COVID.
IG-20-03-A	FY 20	PC/Thailand	5. That the country director and the director of management and operations work with the Royal Thai Government to create a new memorandum of understanding regarding host country contributions.	Post is working to address this but it has been delayed due to COVID priorities.
IG-20- 04-A	FY 20	PC/Ghana	10. That the director of management and operations ensure that the training center sub-cashier's passthrough accounts is fully operational.	Expected to be submitted by May 2022.
IG-20- 04-A	FY 20	PC/Ghana	11. That the director of management and operations apply due diligence in collecting approximately $3,379 USDE in overpaid living allowances.	Expected to be submitted by May 2022.
IG-20- 04-A	FY 20	PC/Ghana	12. That the director of management and operations apply due diligence in returning approximately $820 in over-collected living allowances and uncollected bank account balances to Volunteers.	Expected to be submitted by May 2022.
IG-20- 04-A	FY 20	PC/Ghana	22. That the director of management and operations make an effort to obtain itemized records of all property auctions from FY 2018 and FY 2019 and take action to correct asset management system records accordingly.	Expected to be submitted by June 2022.
IG-20- 04-A	FY 20	PC/Ghana	43. That the director of management and operations review all users of Peace Corps information technology systems and update their forms to ensure that they have proper access to these systems.	Expected to be submitted by May 2022.

Project Code	Fiscal Year	Project Name	Recommendation	Implementation Status
IG-20- 04-A	FY 20	PC/Ghana	51. That the director of management and operations ensure that the obligations under this guard-service contract are properly closed.	Expected to be submitted by September 2022.
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 June 2022.
IG-20-05-A	FY 20	PC/Ethiopia	7. That the country director and the director of management and operations work with the Offices of the Chief Financial Officer and the General Counsel to resolve the open grants and the amounts withheld from the prior grants coordinator.	Expected to be submitted by June 2022.
IG-20-02-E	FY 20	PC/Tanzania	3. That the director for programming revise the timeline for site development to conform with the Programming, Training, and Evaluation Guidance that the site identification process should begin a year before Volunteers arrive at site.	Submitted to the OIG for review in March 2022.
IG-20-02-E	FY 20	PC/Tanzania	11. That the Peace Corps safety and security officer conduct a full country risk assessment for the post.	Requires travel. Delayed due to COVID.
IG-20-03-A	FY 20	PC/Thailand	5. That the country director and the director of management and operations work with the Royal Thai Government to create a new memorandum of understanding regarding host country contributions.	Post is working to address this but it has been delayed due to COVID priorities.
IG-20- 04-A	FY 20	PC/Ghana	10. That the director of management and operations ensure that the training center sub-cashier's passthrough accounts is fully operational.	Expected to be submitted by April 2022.
IG-20- 04-A	FY 20	PC/Ghana	11. That the director of management and operations apply due diligence in collecting approximately $3,379 USDE in overpaid living allowances.	Expected to be submitted by April 2022.
IG-20- 04-A	FY 20	PC/Ghana	12. That the director of management and operations apply due diligence in returning approximately $820 in over-collected living allowances and uncollected bank account balances to Volunteers.	Expected to be submitted by April 2022.
IG-20- 04-A	FY 20	PC/Ghana	22. That the director of management and operations make an effort to obtain itemized records of all property auctions from FY 2018 and FY 2019 and take action to correct asset management system records accordingly.	The Agency has initiated conversations with the OIG to address this recommendation.

Project Code	Fiscal Year	Project Name	Recommendation	Implementation Status
IG-20- 04-A	FY 20	PC/Ghana	43. That the director of management and operations review all users of Peace Corps information technology systems and update their forms to ensure that they have proper access to these systems.	Expected to be submitted by April 2022.
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IG-20-05-A	FY 20	PC/Ethiopia	7. That the country director and the director of management and operations work with the Offices of the Chief Financial Officer and the General Counsel to resolve the open grants and the amounts withheld from the prior grants coordinator.	Expected to be submitted by April 2022.

Note: The above information is accurate as of April 1, 2022.

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**THE PEACE CORPS'
STRATEGIC PLAN**
FISCAL YEAR 2022-2026

– and –

ANNUAL PERFORMANCE PLAN
FISCAL YEAR 2023

Peace Corps
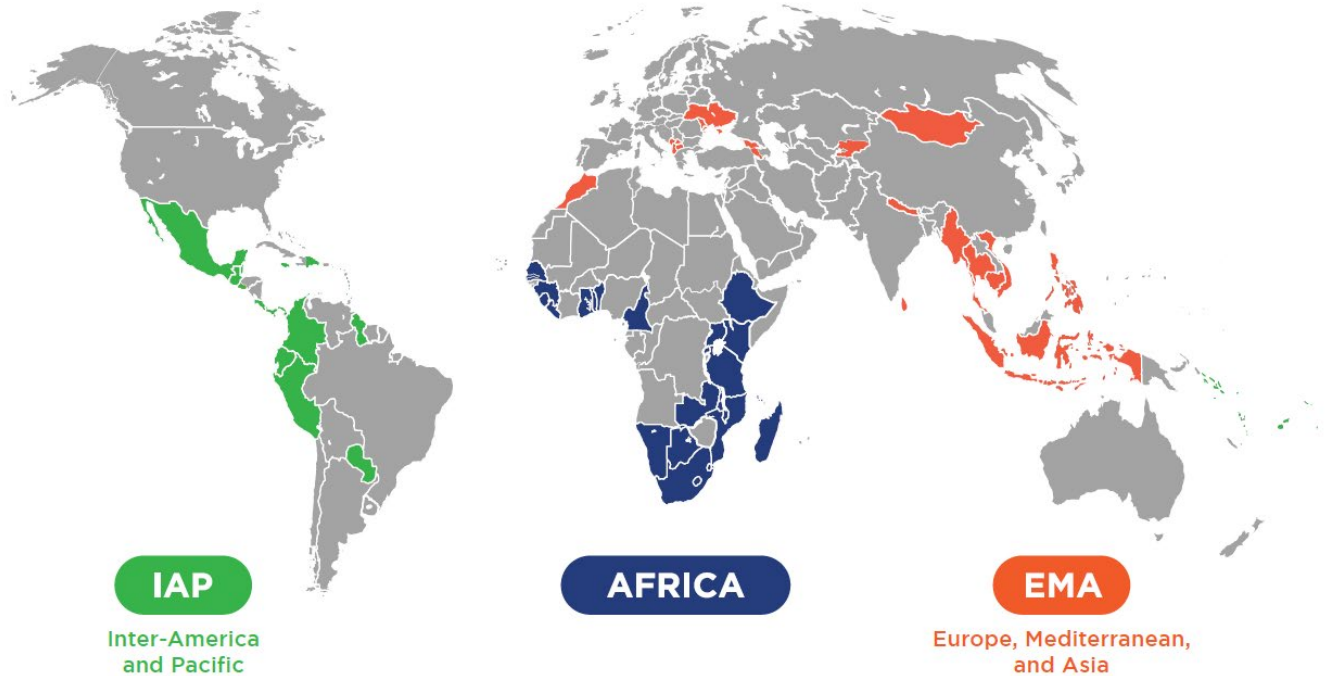
FISCAL YEAR 2022-2026 STRATEGIC PLAN AND FISCAL YEAR 2023 ANNUAL PERFORMANCE PLAN

Promoting World Peace and Friendship Since 1961

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

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

PEACE CORPS COUNTRIES

IAP
Inter-America
and Pacific

AFRICA

EMA
Europe, Mediterranean,
and Asia

Caribbean
Dominican Republic
Eastern Caribbean*:
- Dominica
- Grenada 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*
North Macedonia
Moldova
Ukraine*

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

Pacific Islands
Fiji
Samoa
Solomon Islands
Tonga
Vanuatu

Due to the COVID-19 pandemic, Peace Corps temporarily suspended operations at all Peace Corps posts in March 2020 and all Volunteers were evacuated and returned to the United States. During FY2023, Volunteers will serve, or depart for service, in many of the countries in which Volunteers served previously. Please note that at the time of the global evacuation in March 2020, El Salvador, Kenya, Solomon Islands, Sri Lanka, and Viet Nam did not

* Indicates a Peace Corps post that has participated

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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. More than 241,000[1] Volunteers have served in 143 countries since 1961.

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*

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[1] This includes the number of people who served in each post. A person who served in two posts is counted in both posts. The number is rounded to the nearest thousand.

Peace Corps Organizational Chart

	Office of the Director		Office of the Inspector General
Executive Secretariat	Director	Office of Sexual Assault Risk Reduction and Response	
Office of Victim Advocacy	Deputy Director	Office of Intercultural Competence, Diversity, Equity, Inclusion, and Accessibility	
Office of the General Counsel	Chief of Staff	Office of the Chief Compliance Officer	
Office of Civil Rights and Diversity	Deputy Chief of Staff	Office of Strategic Information, Research and Planning	

Office of the Third Goal & Returned Volunteer Services	Office of External Affairs	Office of Global Operations	Africa Regional Office	Overseas Posts
Office of Gifts and Grants Management	Office of the Chief Information Officer	Office of Safety and Security	Inter-America and the Pacific Regional Office	Overseas Posts
Office of Strategic Partnerships and Intergovernmental Affairs	Office of the Chief Financial Officer	Office of Volunteer Recruitment and Selection	Europe, Mediterranean, and Asia Regional Office	Overseas Posts
Office of Communications	Office of Human Resources	Office of Health Services	Office of Overseas Programming and Training Support	
Office of Congressional Relations	Office of Management		Office of Global Health and HIV	
			Office of Peace Corps Response	

Peace Corps

v. 2.6.2022

Plan Overview

As the COVID-19 pandemic continues, its dramatic effects are felt both in the United States and abroad. For the Peace Corps, the biggest change came in March 2020 when approximately 7,000 Volunteers and Trainees were evacuated from more than 60 posts worldwide. This evacuation has challenged the agency to meet this historic moment – driving many innovations and a far-reaching reimagination of service.

Despite the dynamic nature of the pandemic – exacerbated by global inequities acutely experienced in communities the Peace Corps serves – the agency is actively planning for Volunteers' return. To continue to meet the Peace Corps' mission of advancing world peace and friendship, the FY 2022-2026 Strategic Plan outlines three strategic objectives that will enable return to service in new and strengthened ways: Reimagine Service, Advance Equity, and Deliver Quality.

The Peace Corps has already begun reimagining service through innovative service models, including engagement in locally-prioritized projects via virtual service. Over the last year and a half, the Peace Corps developed and implemented a virtual service pilot that engages with individuals who donate voluntary services to the agency[2] and partners in host countries. This pilot program has connected 230 unique participants in the United States with communities in 27 countries, with 60 participants extending their engagements.

In addition, the Peace Corps has played an important role in supporting and empowering partner communities during this global crisis. More than 2,200 in-country Peace Corps staff have continued to work closely with partners on projects utilizing grassroots, culturally-appropriate approaches. The Peace Corps also served at home during the COVID-19 pandemic. For only the second time in the agency's 60-year history, Volunteers were deployed domestically, with 158 Peace Corps Response Volunteers assisting the Federal Emergency Management Agency (FEMA) in its vaccine distribution efforts.[3]

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' goal is to recruit and support 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 are able to collaborate with the Peace Corps to deepen community impact and create lasting relationships.

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[2] These individuals are known as Virtual Service Pilot Participants (VSPPs), not Peace Corps Volunteers.
[3] This collaboration was at FEMA's request and pursuant to FEMA's legal authority.

This period of not having Volunteers in the field has also provided a unique opportunity for the Peace Corps to identify ways to modernize systems to deliver quality for the agency, partner communities, and Volunteers.

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 and FY 2023 Annual Performance Plan 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 and FY 2023 Annual Performance Plan 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. 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.

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,[4] 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.

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[4] 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 celebrates 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 continued recruitment and training of 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

Performance Goal 1.1: Contribute to COVID-19 response and recovery effort
Support the global effort to address COVID-19 response and recovery and meet host country priorities due to the global pandemic.

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

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Targets	-	-	-	50%	60%
Results	N/A	N/A	25%		

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 2019	FY 2020	FY 2021	FY 2022	FY 2023
Targets	-	-	-	50%	60%
Results	N/A	N/A	30%		

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 2019	FY 2020	FY 2021	FY 2022	FY 2023
Targets	-	-	-	75%	90%
Results	N/A	N/A	50%		

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 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 will develop and implement a COVID-19 reference framework and 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, agency staff (in the absence of Volunteers), Virtual Service Pilot Participants (VSPPs), and two-year Volunteers and Response Volunteers (when they return to service) will be involved in COVID-19 programming as part of their primary or secondary activities, where appropriate.

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 2019	FY 2020	FY 2021	FY 2022	FY 2023
Targets	-	-	-	35%	50%
Results	35%	35%	11%[5]		

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.[6] 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 with an expressed 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.

Goal Lead: Associate Director for Global Operations
Data Source: VRG data submitted by posts
Calculation: Number of posts implementing activities / Total number of posts

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[5] This result represents the 7 out of 60 posts where VSPPs supported activities to address climate change.
[6] 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 are to be updated every 5 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.

Performance Goal 1.3: Strengthen assessment and adaptation
Conduct, at least annually, a multi-disciplinary assessment of global trends and host country priorities to support agency strategic decision-making by FY 2026.

Indicator 1: Development of a process to collect information about global trends and host country priorities and make recommendations to agency leadership

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Targets	-	-	-	Process and format piloted and developed	Process fully implemented
Results	N/A	N/A	N/A		

Indicator 2: # of annual recommendations agency leadership considers for implementation

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Targets	-	-	-	1	3
Results	N/A	N/A	N/A		

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 both high-level global trends and post-driven host country priorities to make 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.

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 Program to meet host country priorities with experienced Volunteers by FY 2026.

Indicator 1: Integration of the Peace Corps Response program into agency systems and business practices

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Targets	-	-	-	Gaps identified in agency marketing, recruiting, administration, programming, training and evaluation and roadmap developed	75% of gaps addressed
Results	N/A	N/A	N/A		

Indicator 2: % of posts with a Peace Corps Response program

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Targets	-	-	-	Baseline reestablished	55%
Results	42%	35%	48%		

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-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.

Goal Lead: Director of PCR
Data Source: Office of PCR
Calculation: Post with PCR = Post with serving PCR Volunteers or active requests for PCR Volunteers

Performance Goal 1.5: Pilot alternative service models
Work with host country partners to pilot and implement alternative service models, including virtual service, by FY 2026.

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

	FY 2019	**FY 2020**	**FY 2021**	**FY 2022**	**FY 2023**
Targets	-	-		35	45
Results	N/A	N/A	27		

Indicator 2: # of alternative service models piloted

	FY 2019	**FY 2020**	**FY 2021**	**FY 2022**	**FY 2023**
Targets	-	-	-	Criteria and standards developed and approved, pilot designed	1
Results	N/A	N/A	1		

The Peace Corps plans to continue to expand the virtual service pilot effort that began in 2020. The agency will conduct a comprehensive evaluation of the pilot to design, finalize, and implement a long-term Virtual Service Program, provided that Congress enacts legislative authority for the agency to do so. 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 at least one other alternative service model. From the pilot, the agency will assess, refine, and expand the service model 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.

Goal Lead: *Director of Peace Corps Response*
Data Source: *Agency records and administrative data*
Calculation: *Completion of the milestones listed above*

Performance Goal 1.6: Expand and deepen programming and training options
Build on the Peace Corps' community programming and training foundation by adding advanced-level technical activities across all service models that respond to host country development needs by FY 2026.

Indicator 1: % of posts that incorporate the Volunteer competency model (VCM) by completing the training, design, and assessment (TDA) process

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Targets	-	-	-	50%	80%
Results	54% projects endorsed using Logical Project Frameworks (LPFs)	83% projects endorsed using LPFs	98% of LPFs endorsed; VCM launch for training alignment		

Indicator 2: Creation of site placements and Volunteer support systems suitable for Volunteers with advanced-level skills

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Targets	-	-	-	Replicable advanced programming options for at least 1 project type compiled, classified, and developed for all 6 sectors	Advanced programming options refined and expanded
Results	N/A	N/A	N/A		

This performance goal includes the traditional two-year service model as well as Peace Corps Response, virtual service, and other service models that may emerge from Performance Goal 1.5. 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 nearly 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 on which to build for placing Volunteers with advanced skills who can better serve host country needs.

Increasing numbers of advanced-skilled Volunteers under the VCM and the training, design, and assessment process (TDA) will be carried out in FY 2022, FY 2023, and quarter one of FY 2024. The newly released Volunteer Reporting and Grants (VRG) tool will be adapted to post systems in FY 2022 providing a reliable and efficient source of data for Volunteer performance.

Under this performance goal, the agency will collect examples of advanced-skill Volunteers who have been successfully deployed and trained to address host country

and communities' expressed needs. The agency will also classify the advanced skills that respond best to host country needs and outline effective strategies so posts can choose appropriate options for their programing and training and successfully employ more technically advanced Volunteers. Expanding strategic partnerships will help the agency meet this demand. This performance goal complements other aspects in the Strategic Plan, particularly Performance Goal 1.7, which looks at recruitment and selection.

Goal Lead: *Chief of Programming and Training, Office of Overseas Programming and Training Support*
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 2019	**FY 2020**	**FY 2021**	**FY 2022**	**FY 2023**
Targets	-	-	-	Full system audit conducted and roadmap established	Conversion to new system 50% complete
Results	N/A	N/A	N/A		

Performance Goal 1.7 will build on the strengths of the existing Volunteer Delivery System (VDS) for all Peace Corps service models (including the two-year program, Peace Corps Response, and virtual service). The VDS includes the agency's processes, tasks, tools, and cycle of activities to recruit, place, and retain candidates for service and deliver Volunteers to posts. Centering on the needs of the communities the Peace Corps serves, the agency will update and enhance the system of inputs (i.e., recruits, applicants, Invitees) to the VDS and create measurable feedback loops to ensure the agency is meeting the intended outputs of the VDS (i.e., Volunteers delivered to service), especially as technical needs that posts request evolve.

The agency will evaluate the impact of past and current activities at each stage of the VDS from both applicant and post perspectives. This will help to identify where and how the agency is effectively recruiting, selecting, and retaining applicants along the VDS to ensure the agency is delivering Volunteers with defined competencies and technical experience to meet community priorities. In concert with Performance Goal 2.1, the agency will ensure an understanding of the experiences and perspectives of historically underrepresented groups and the barriers they may face on their path to service. The Peace Corps will present findings and recommendations from the audit and develop a plan to advance the work. Based on the systems audit, the agency will enact specific changes to the activities along the VDS, from initial engagement through enter on duty (EOD)[7]. This includes determining the standard set of core competencies for recruitment and selection, enhancing data systems, and creating feedback loops with key stakeholders to measure successful delivery of candidates who enter Volunteer service. The agency will strengthen and codify feedback loops with posts to verify whether activity adjustments along the VDS increasingly deliver candidates with the requested competencies and technical skills.

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*

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[7] 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.

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 2019	**FY 2020**	**FY 2021**	**FY 2022**	**FY 2023**
Targets	-	-	-	3	9
Results	N/A	N/A	N/A		

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.

Goal Lead: *Director of the Office of Overseas Programming and Training Support*
Data Source: *Volunteer Reporting and Grants (VRG) data submitted by posts*
Calculations: *Number of posts with reported activities*

Performance Goal 1.9: Elevate the Peace Corps to inspire life-long service *Implement a domestic engagement strategy that supports and promotes life-long service by FY 2026.*				
Indicator 1: Improvement in the measurement of, and stakeholder communications around, the long-term benefits of Peace Corps service for returned Volunteers and for the United States				
	FY 2019	**FY 2020**	**FY 2021**	**FY 2022**	**FY 2023**
Targets	-	-	-	Impact assessment approach and framework developed	Research model established and study conducted State and local outreach pilot developed
Results	N/A	N/A	N/A		
Indicator 2: Development and communication of new pathways to service and career placement for returned Volunteers				
	FY 2019	**FY 2020**	**FY 2021**	**FY 2022**	**FY 2023**
Targets	-	-	-	National service strategic partnership formed Public and private sector competency model piloted	Suite of communications developed Strategic partnership formed with a public service and a private sector professional human resource network
Results	N/A	N/A	N/A		

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 cross-cultural 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.

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.[8] 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

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[8] 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.

Performance Goal 2.1: Diversify the Volunteer corps
Increase the percentage of recruited and retained Volunteers from underrepresented communities by FY 2026.

Indicator 1: Identification and mitigation of barriers to service, and through close-of-service (COS),[9] for individuals from underrepresented communities

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Targets	-	-	-	Data systems evaluated and updated 1-3 enter on duty (EOD) and COS barriers identified and addressed Annual Volunteer barrier analysis process created	Impact analysis of FY 2022 barrier interventions conducted Annual Volunteer barrier analysis completed
Results	N/A	N/A	Medical reimbursement rate increased[10]		

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

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Targets	-	-	-	N/A[11]	35%[12]
Results[13]	34%	35%	N/A		

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

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[9] 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."

[10] 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

[11] Due to limited anticipated Volunteer field presence in FY 2022, insufficient data will be available to set a meaningful target.

[12] Volunteers who were evacuated in March 2020 and who return to service are not included in the FY 2023 target because of the small sample size and extenuating circumstances of their return to service during the global pandemic.

[13] For FY 2020, the result is based on the list of evacuated Volunteers and Trainees. For FY 2021, there was no Volunteer field presence.

design strategies that address barriers for all populations, as well as those that specifically or disproportionately affect underrepresented groups as defined above.

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 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.

As the Peace Corps returns Volunteers to service, the agency will consider adding an additional quantitative indicator(s) measuring Volunteer retention by looking at mid-service and COS rates for underrepresented communities.

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 members of underrepresented racial and ethnic groups / 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 this calculation.

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 2019	**FY 2020**	**FY 2021**	**FY 2022**	**FY 2023**
Targets	-	-	-	3 barriers addressed	3 barriers addressed
Results	Equal opportunity barrier analysis plan developed	Barrier analysis process completed	3 high priority barriers identified		

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 (EEOC) 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. 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.

Goal Lead: Director of the Office of Civil Rights and Diversity; Chief Human Capital Officer
Data Source: Focus groups, employee resource groups, U.S. Office of Personnel Management Report, Equal Employment Opportunity Commission guidance, letters to the Peace Corps Director, expert 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 2019	**FY 2020**	**FY 2021**	**FY 2022**	**FY 2023**
Targets	-	-		Agency Learning Needs Assessment conducted and strategy developed Supervisors trained in equitable onboarding; new staff complete global onboarding; overseas training opportunities broadened Mentoring program developed, with targeted outreach to underrepresented staff	70% of agency staff use individual development plans 80% of new staff supported by global onboarding program Overseas and domestic staff supported by mentoring program
Results	-	Overseas supervisor training developed, global onboarding program researched	89% of overseas supervisors completed supervisor training; global onboarding program developed		
Indicator 2: Annual # of diversity, equity, inclusion, and accessibility (DEIA) promising practices from the federal government adopted					
	FY 2019	**FY 2020**	**FY 2021**	**FY 2022**	**FY 2023**
Targets	-	-	-	4	4
Results	N/A	N/A	Federal DEIA Initiative Survey[14] completed		

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[14] Established under Executive Order 14035

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 development[15] have found inequitable training opportunities between U.S. direct hires (USDHs) and personal services contractors (PSCs),[16] 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 a measurement of staff effectiveness after participating in the global onboarding program, individual development planning, and mentoring programs, with the aim of equitably supporting domestic and overseas staff in professional development and agency learning initiatives.

The performance goal also focuses on the systematic integration of federal practices in DEIA across Peace Corps' domestic and overseas offices. 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 at least four 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.

Goal Leads: Chief Human Capital Officer; Director of the Office of Staff Learning and Development
Data Source: Agency records and administrative data
Calculations: Completion of the milestones above

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[15] Internal Management Assessment of the Center (2008); Comprehensive Agency Assessment (2010); Office of Inspector General Evaluation of Overseas Staff Training (2014).
[16] Peace Corps Manual Section 664 Section 5(g): Peace Corps staff includes all USDHs, PSCs, foreign service nationals, experts/consultants, and presidential appointees.

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

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

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Targets	-	-	-	3 key business area benchmarks developed Equity council resources and guidance established	Existing benchmarks refined; 3 added Additional equity council resources disseminated
Results	N/A	N/A	Post responses and EEPS[17] data collected		

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

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Targets	-	-	-	Benchmark levels reported for pilot posts and HQ	Benchmark levels reported for all posts and HQ Baseline established
Results	N/A	N/A	Post responses from AMCS[18] and EEPS collected		

Indicator 3: Establishment of a work culture enabling environment that champions ICDEIA through training, structures, assessment, and accountability measures

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Targets	-	-	-	Equity councils at 9 pilot posts and HQ initiated; leaders trained ICDEIA survey questions developed/aligned	Pilots assessed and equity councils launched; training completed Updated surveys launched Baseline data established
Results	N/A	N/A	N/A		

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[17] 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.

[18] 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.

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.

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 in FY 2023.

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.

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.

Goal Leads: Deputy Director of the Office of Global Operations; Deputy Chief of Staff
Data Source: Agency records and administrative data
Calculation: Completion of the milestones listed above

Performance Goal 2.5: Expand Third Goal[19] engagement
Increase host country participation in Third Goal and prioritize engagement with underserved[20] communities in the U.S. by FY 2026.

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

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Targets	-	-	-	New models of community-driven Third Goal engagement piloted at 6 posts	Best practices established and shared with all posts
Results	N/A	N/A	N/A		

Indicator 2: Access to age-appropriate Third Goal resources and Speakers Match opportunities for communities with Title I schools[21]

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
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
Results	N/A	N/A	N/A		

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

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[19] 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.

[20] 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.

[21] 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).

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 outcomes to determine how the new Volunteer Reporting and Grants (VRG) system should be updated to reflect the integration of these new approaches.

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.

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

Strategies

1. Honor service commitments by defining, establishing, and communicating duty of care standards, responsibilities, and accountability for staff and Volunteers (linked to Performance Goals 3.1-3.4).

2. Establish a culture and systems to support continuous improvement and accountability that inspires staff and Volunteers to maximize impact for stakeholder communities (linked to Performance Goals 3.5-3.8).

Strategic Objective Lead: Chief of Staff

Performance Goal 3.1: Develop a comprehensive duty of care[22] framework
Continue to strengthen the Peace Corps' approach to the shared responsibility of all staff, Volunteers, and community partners in promoting a safe, healthy, and productive service.[23]

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

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Targets	-	-	-	Duty of care expectations unified across offices	Updated, comprehensive duty of care framework integrated into policies and business practices
Results	N/A	N/A	N/A		

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

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
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	Modified agency policies, activities, and accountability mechanisms finalized and approved
Results	N/A	N/A	N/A		

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 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

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[22] Duty of care is the shared responsibilities of Peace Corps staff and Volunteers in promoting a healthy, safe, and productive service.
[23] 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."

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.

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 Risk Reduction and Response (SARRR) Program
Integrate and implement results and recommendations from the external SARRR 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' SARRR program.

Indicator 1: % of roadmap targets achieved

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Targets	-	-	-	Assessment of external SARRR structure evaluation completed and roadmap developed	100% of roadmap targets achieved
Results	N/A	N/A	N/A		

This performance goal is designed to expand and enhance the existing foundation for the Sexual Assault Risk Reduction and Response (SARRR) 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 SARRR program.

Since its inception, the SARRR 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 SARRR 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 SARRR Program Office; and the Office of the General Counsel. The agency will complete the evaluation and submit the results by the spring of 2022.

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 SARRR 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 SARRR 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.

Goal Lead: Director of the Office of SARRR
Data Source: SAAC Report(s), external evaluation results, and other evidence-based research
Calculations: Completion of the milestones listed above

Performance Goal 3.3: Promote accountability to host country partners and community-level stakeholders
Work together with host communities and Volunteers to fulfill service commitments and improve collective impact by FY 2026.

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

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Targets	-	-	-	VRG launched and staff trained	Baseline data collected
Results	N/A	N/A	N/A		

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

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Targets	-	-	-	VRG launched and staff trained Guidance drafted	Baseline data collected
Results	N/A	N/A	N/A		

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.

In the FY 2018-2022 Strategic Plan, posts and project stakeholders completed the project alignment process resulting in nearly 100 percent of projects across the world having an endorsed project. In FY 2022, all endorsed project frameworks will be entered and the agency will train staff to track staff and Volunteer-led work. In FY 2023, the agency will then establish a baseline.

Through Volunteer Reporting and Grants (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 the 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.

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 2019	FY 2020	FY 2021	FY 2022	FY 2023
Targets	-	-	-	Global roll out of resiliency training	Baseline for post use of micro-learning modules determined
Results	10% posts completed resilience training pilot (RTP)	20% posts completed RTP Resilience competencies included in global core	Resilience pilot report completed Return to service resilience training disseminated		

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

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Targets	-	-	-	Coaching services offered at all posts with Volunteers % of Volunteer use tracked	Global roll out of coaching services Baseline % of Volunteer use established
Results	N/A	N/A	N/A		

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 2019	FY 2020	FY 2021	FY 2022	FY 2023
Targets	-	-	-	Analysis completed and global training and guidance updated	Full implementation of new care transition model
Results	N/A	N/A	N/A		

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.

Goal Lead: Director of Behavioral Health and Outreach Unit, Office of Health Services
Data Source: Administrative and agency records
Calculations: Completion of the milestones listed above

Performance Goal 3.5: Promote collaboration and enhance collective effectiveness
Develop human and technological systems to enhance performance and accountability by FY 2026.

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

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Targets	-	-	-	Best technology practices researched Review of current agency assets conducted	Technology identified, reviewed, and procured to close gaps
Results	N/A	N/A	N/A		

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

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Targets	-	-	-	Performance system identified and procured	HQ roll out of new performance system
Results	N/A	N/A	N/A		

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 2019	FY 2020	FY 2021	FY 2022	FY 2023
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
Results	N/A	N/A	N/A		

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 cross-cultural 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. The agency will conduct an agency-wide needs assessment in FY 2022 to inform the training strategy's development.

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.

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 2019	FY 2020	FY 2021	FY 2022	FY 2023
Targets	-	-	-	Pilot training completed	30% of staff completed course
Results	N/A	N/A	N/A		

Indicator 2: Agency rollout of collaboration and project management tools

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Targets	-	-	-	2 pilots completed	Tools rolled out with customized training Usage of tools measured as a baseline for adoption
Results	N/A	N/A	N/A		

Indicator 3: % of staff who respond favorably to project management best practices question in employee surveys[24]

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Targets	-	-	-	Baseline established	Target set by FY 2022 analysis
Results	N/A	N/A	N/A		

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

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[24] This will include adding questions to the Federal Employee Viewpoint Survey and Host Country Staff Survey.

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 with 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.

Goal Lead: Chief Information Officer
Data Source: Agency records and administrative data
Calculation: Completion of milestones listed above

Performance Goal 3.7: Align resources with agency priorities and associated risk
Create and implement processes that guide the allocation of people, time, and funds based on agency priority and relative risk by FY 2026.

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

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Targets	-	-	-	All individual office risk registers completed	Agency-wide risk register created
Results	N/A	N/A	3 risk registers fully completed		

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

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Targets	-	-	-	Plan developed to incorporate risk tolerance and align enterprise planning processes into single agency-wide process	Aligned model implemented and evaluated
Results	N/A	Enterprise Risk Management (ERM) Council established	ERM Council continued		

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 be built 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. 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.

Goal Lead: *Director of Budget and Analysis, Office of the Chief Financial Officer*
Data Source: *Agency records and administrative data*
Calculation: *Completion of milestones listed above*

Performance Goal 3.8: Standardize business practices to reduce redundant effort across posts
Establish core business practices that free posts to focus on work that is unique to their local needs and resources by FY 2026.

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

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Targets	-	-	-	Core business practices identified; 3 highest priority practices implemented, standardized, and rolled out globally	Continue implementation plan; 3 additional high priority practices implemented, standardized, and rolled out globally
Results	N/A	Site management guidance enhanced	Post staff oriented to updated site management guidance		

Indicator 2: Development and implementation of a system of compliance oversight

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Targets	-	-		Comprehensive integration, training, and support model developed	80% of positions on-boarded
Results	N/A	N/A	Model of compliance and quality assurance developed at posts		

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 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 and 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.

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. 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, additional support that may be needed, and next steps. This summary is shared with other senior agency staff. This quarterly progress assessment allows the agency to focus efforts on performance goals facing the greatest need for collaboration and opportunity for improvement.

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. The agency ensures that data is clean, complete, and accurate. OSIRP oversees and reviews all performance goals and focuses its efforts on continually improving data quality.

In FY 2021, the agency's Enterprise Data Governance Council started maintaining a data catalog that enables data discovery, transparency, and accountability. The data catalog tracks information on data asset owners, the intended use of the data, and how to access the data asset. The data catalog will further the agency's efforts to ensure data accuracy and reliability in measuring progress towards 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 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 (PCGO) 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 will be rolled out to posts throughout the year.

VRG data will be used to report on Volunteers' 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, and Feed the Future.

Data validation checks and agency-wide standard data-entry periods are built into the VRG to ensure overall data quality. Post staff will continue to 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 of all Volunteers, the Peace Corps was unable to survey currently serving Volunteers in FY 2020 and FY 2021. 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.

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.[25] 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

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

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.

Federal Employee Viewpoint Survey

The Federal Employee Viewpoint Survey (FEVS) is administered annually to all U.S. direct hire staff. The survey measures employee perception of how effectively the agency manages its workforce. The agency uses the survey results to compare working conditions at the Peace Corps with other federal government agencies and identifies 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 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 and, 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 multi-year 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 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, a short section assessing staff perception on telework and planned Volunteer re-entry was added. Questions related to staff interaction with Volunteers were removed due to the lack of Volunteer field presence in FY 2021.

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, Spanish, and Russian (the languages most used across Peace Corps host country staff), limited literacy in those languages among some staff and other factors like lack of computer access or familiarity with online survey tools for some staff, may contribute to nonresponse bias.

Appendix D. Stakeholder Engagement

The Peace Corps used a broad array of evidence and engagement to inform the development of the FY 2022–2026 Strategic Plan. 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 the development of this Strategic Plan. The agency met with stakeholders and reviewed relevant external documents, such as the Peace Corps Connect to the Future Report. The draft Plan was also shared with Congressional stakeholders and posted on the agency's open government website prior to publication. This enabled the agency to receive additional feedback from Congress, external stakeholders, and the American people.

Appendix E. Acronyms

AMCS	Administrative Management Control Survey
AVS	Annual Volunteer Survey
COS	Close of Service
EEPS	Emerging Equity Practices Survey
EOD	Enter on Duty
ERM	Enterprise Risk Management
DEIA	Diversity, Equity, Inclusion, and Accessibility
FY	Fiscal Year
GPRA	Government Performance and Results Act
HQ	Headquarters
ICDEIA	Intercultural Competence, Diversity, Equity, Inclusion, and Accessibility
LPF	Logical Project Framework
OSIRP	Office of Strategic Information, Research, and Planning
PCMO	Peace Corps Medical Officer
PCR	Peace Corps Response
PSC	Personal Services Contractor
PT&E	Programming, Training, and Evaluation
RTP	Resilience Training Pilot
SAAC	Sexual Assault Advisory Council
SARRR	Sexual Assault Risk Reduction and Response
TDA	Training Design and Assessment
USDH	U.S. Direct Hire
VCM	Volunteer Competency Model
VDS	Volunteer Delivery System
VRG	Volunteer Reporting and Grants
VRT	Volunteer Reporting Tool
VSI	Volunteer Service Initiative
VSP	Virtual Service Pilot
VSPP	Virtual Service Pilot Participants

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