

**The Peace Corps  
Performance Plan  
Fiscal Years 2012 – 2014**

**Agency Mission**

The mission of the Peace Corps is to promote world peace and friendship. While much has changed in the world since Peace Corps' founding in 1961, the agency's mission has not. The Peace Corps' three core goals are as relevant today as they were fifty years ago:

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

The Peace Corps carries out its mission and goals by sending Volunteers to assist interested countries with their development needs and to build cross-cultural understanding. Peace Corps is committed to providing high quality and cost-effective Volunteer support to ensure a positive experience for a diverse group of Americans in a safe and secure environment.

Since the program's inception, over 200,000 Americans have served as Peace Corps Volunteers, and the agency has partnered with 139 countries around the world. These Volunteers promote sustainable development, foster positive relationships with host country nationals, and dispel myths about Americans. During and after their service, Volunteers share information about life overseas, the people they have served, and the cultures they have experienced with friends, family, and the general public.

The Peace Corps provides practical assistance to developing countries by sharing America's most precious resource—its people. The women and men who serve as Peace Corps Volunteers reflect the rich diversity of the United States and represent some of the finest characteristics of the American people: a generosity of spirit, a strong work ethic, a commitment to service, and a collaborative approach to problem solving. Peace Corps Volunteers often live and work in remote, isolated communities where they speak local languages and learn the cultures and customs of the people they serve. The Peace Corps combines community development with the establishment of long-lasting relationships that Volunteers forge with host country partners and communities. This combination is a crucial foundation to advance peace and friendship today and for generations to come.

**FY 2009 – 2014 Strategic Plan**

In 2008, Peace Corps engaged in an agency-wide effort to develop a strategic plan for FY 2009 – 2014. The FY 2009 – 2014 Strategic Plan ([www.peacecorps.gov/open](http://www.peacecorps.gov/open)) established five strategic goals designed to measure the agency's performance in carrying out Peace Corps' mission. The first three strategic goals align with the agency's three core goals; strategic goals four and five address support for Volunteers and effective management practices. Each strategic goal is supported by outcome goals that define the results the agency expects to achieve in order to

reach the long-term strategic goals. In turn, each outcome goal is supported by one or more performance goals, which define the concrete, measurable objectives the agency expects to achieve.

As a complement to the strategic plan, a performance plan for FY 2009 - 2011 was developed to establish performance targets and provide guidance compatible with the new plan. The FY 2009 – 2011 Performance Plan included the strategic, outcome, and performance goals set out in the strategic plan as well as thirty-eight indicators with annual performance targets. This performance management framework was developed to measure and improve performance of key agency processes and functions that contribute to the agency’s core and strategic goals (impact). The connection between agency outputs and the expected impact is demonstrated in the Peace Corps Logic Model ([FY 2009 – 2014 Strategic Plan](#)).

The development of the FY 2012 – 2014 Performance Plan offered the agency an opportunity to assess agency performance during the FY 2009 – 2011 performance period and recalibrate the performance plan to reflect evolving agency priorities and more ambitious performance targets. The new performance plan affirms Peace Corps’ priorities and commitments, and the overarching framework of the strategic plan - the strategic goals, outcome goals, and performance goals - remain the same. Priority attention was focused on the indicators and targets that would be used to drive performance toward these goals in FY 2012 – 2014.

The Office of Strategic Information, Research and Planning (OSIRP) led a highly participatory process - convening over sixty meetings with individuals across the agency - to review the thirty-eight indicators against which the agency has measured its performance over the past three years. Through Strategic Plan Quarterly Performance Review sessions, OSIRP gathered performance data from agency stakeholders and facilitated discussions on performance and measurement issues. As a result, the indicators in the FY 2012 - 2014 Performance Plan are both rigorous and ambitious in scope and reaffirm Peace Corps’ commitment to performance improvement.

The FY 2012 – 2014 Performance Plan also reflects the agency’s response to new challenges and opportunities. The Comprehensive Agency Assessment, a review of the agency’s performance mandated by Congress, is an essential component of the new performance plan. The plan also responds to concerns about the safety and security of the Volunteers, aligns Peace Corps with President Obama’s Global Development Policy, and emphasizes evidence-based performance management and monitoring and evaluation.

### **Comprehensive Agency Assessment**

Peace Corps Director Aaron S. Williams submitted a Comprehensive Agency Assessment Report to the House and Senate Committees on Appropriations on June 14, 2010. The assessment outlined a new vision, six strategies, and 63 recommendations focused on quality improvements to guide the Peace Corps over the next decade. The Comprehensive Agency Assessment was conducted in response to a provision in the FY 2010 appropriations bill requiring the Peace Corps to conduct a comprehensive assessment to identify strategies and provide recommendations for strengthening and reforming Peace Corps operations. The bill specified that the following topics be addressed in the assessment:

1. Improving the recruitment and selection process to attract a wide diversity of highly and appropriately skilled volunteers
2. Training and medical care for volunteers and staff
3. Adjusting volunteer placement to reflect priority United States interests, country needs and commitment to shared goals, and volunteer skills
4. Coordinating with international and host country development assistance organizations
5. Lowering early termination rates
6. Strengthening management and independent evaluation and oversight
7. Any other steps needed to ensure the effective use of resources and volunteers and to prepare for and implement an appropriate expansion of the Peace Corps

In response, the Director assembled a team of development and government experts, including Peace Corps staff and external consultants, to conduct a comprehensive assessment of the agency's operations. In addition to the topics requested by Congress, the Director also asked the team to explore how best to strengthen activities and improve agency reporting mechanisms related to promoting a better understanding of other peoples on the part of Americans.

The Comprehensive Agency Assessment refined Peace Corps' vision, stating that the agency will be "a leader, in partnership with others, in the global effort to further human progress and foster understanding and respect among people." To achieve that goal, the assessment recommended the following six strategies:

1. Target our resources  
Allocate Peace Corps' resources and target country presence according to specific selection criteria to maximize grassroots development impact and strengthen relationships with the developing world
2. Focus on key sectors and train for excellence  
Maximize the impact of what Volunteers do best. Focus in and scale-up a limited number of highly effective projects. Provide world-class training and comprehensive support to prepare Volunteers for success. Measure and evaluate Peace Corps' impact to improve performance and better serve the communities in which Volunteers work
3. Recruit the best and brightest of America's diverse population  
Implement a more streamlined, customer-focused, competitive, state-of-the art strategy for recruitment, selection and placement of Volunteers that reflects the rich diversity of America and recognizes the majority of applicants will be recent college graduates
4. Innovate to meet host country needs of today and tomorrow  
Leverage the skill sets of experienced applicants, RPCVs, and third year extension Volunteers for special assignments to expand Peace Corps' presence and technical depth. Through Peace Corps Response, develop an innovative program to incorporate highly skilled Volunteers to meet the needs of host countries
5. Elevate the Third Goal  
Engage Volunteers, returned Volunteers and the American public through strong partnerships with businesses, schools, civil society and government agencies to increase

understanding of other cultures and generate a commitment to public service and community development

6. Strengthen management and operations

Strengthen management and operations by using updated technology, innovative approaches and improved business processes that will enable the agency to effectively carry out this new strategic vision

Upon delivering the assessment to Congress, the Director established a team charged with coordinating the implementation of the strategies and recommendations contained in the report. When implemented, these 63 recommendations will significantly improve the quality and efficiency of Peace Corps operations.

Consistent with Recommendation V-1 of the Comprehensive Agency Assessment, the vision, strategy, and recommendations of the assessment have been integrated into the agency's FY 2012 – 2014 Performance Plan.

### **Safety and Security**

Peace Corps Volunteers serve at the grassroots level worldwide and experience a broad range of social and environmental conditions during their service. As a result, safety and security risks are an inherent part of Volunteer service. Peace Corps staff at all levels work to create a framework that maximizes Volunteers' well-being to enable them to focus on their assignment. The safety and security of Peace Corps Volunteers is the agency's highest priority.

The FY 2012 – 2014 Performance Plan reflects this commitment. Existing indicators have been revised to improve the measurement and performance of safety and security operations. Together, these safety and security indicators directly measure the effectiveness of safety and security training, prevention, and response systems in each Peace Corps country; compliance with agency policies; and the changing security conditions in each country. Importantly, a new indicator was added to gauge Volunteer confidence in reporting serious crime incidents.

Several indicators provide proxy measures of Volunteer safety and security. To improve performance on the selection of the sites where Volunteers live and work, a new indicator was added to set targets for Volunteer satisfaction with site selection and preparation. Other indicators measure how well the Volunteer and posts are able to manage the local environment, including language requirements, cross-cultural training, and training for local counterparts. In addition, targets are set for emotional and medical support provided to the Volunteer. A final indicator tracks the completion of an annual Country Portfolio Review process that considers objective management data, including safety and security conditions, in order to best allocate limited agency resources.

### **Presidential Policy Directive on Global Development**

On September 22, 2010, the first U.S. Presidential Policy Directive on Global Development was announced. Extending the impact of U.S. development policy and programming to the most remote corners of the world, Peace Corps' programming is strategically aligned with and an essential complement to the President's new policy on global development. Peace Corps

Volunteers are dedicated to a mission of world peace and friendship and pursue sustainable development and citizen diplomacy through the people-to-people friendships they establish at the community level. Representing the diversity of America in communities around the world, Peace Corps Volunteers are America's best and most cost-effective grassroots development workers. Volunteers build relationships from the ground up while living under the same conditions as those with whom they work. Peace Corps' history of global engagement fosters an energized U.S. domestic constituency supportive of development assistance.

In keeping with the emphasis placed on whole-of-government approaches by the new global development policy, the FY 2012 – 2014 Performance Plan will measure Peace Corps' efforts to increase its impact both domestically and abroad through the expanded use of strategic partnerships. The plan is also aligned with other key elements of the new Global Development Policy, including a heightened emphasis on monitoring and evaluation to foster and facilitate strategic planning, performance measurement and evidence-based management at posts; active engagement in all four countries participating in Partnerships for Growth; and a targeting of resources by focusing on a more limited number of highly technical interventions.

### **Monitoring and Evaluation**

Peace Corps is moving into a new era of measuring and evaluating impact to improve performance and better serve the communities where Volunteers live and work. The agency has seen major improvements in its project monitoring and evaluation processes under the FY 2009 - 2011 Performance Plan. The challenge going forward is to coordinate and integrate the monitoring and evaluation activities undertaken at various levels within the agency and standardize the collection and consistent use of data to inform management decisions across all posts and headquarters offices. Additionally, the Comprehensive Agency Assessment strongly encouraged Peace Corps to continue improving its ability to demonstrate the agency's impact.

Looking forward, the agency will develop an evaluation policy that articulates Peace Corps' philosophy of participation, transparency, and local engagement to generate and apply knowledge. The agency will build Volunteers' evaluation capacity with a mandatory monitoring and evaluation course included as a core competency in the Volunteers' training. The agency will also build the monitoring and evaluation capacity of the host country staff and project partners. Further, standard outcome indicators will be developed for the Volunteer work activities in all six major sectors allowing the agency to aggregate the results of its work across the world.

This increased focus on monitoring and evaluation will create a learning environment throughout the organization that will support improved performance and facilitate evidence-based management.

### **FY 2012 – 2014 Performance Plan**

The FY 2012 – 2014 Performance Plan builds on the work achieved during the first three years of the strategic plan to establish a foundation for a stronger Peace Corps focused on improved performance planning, measurement, and results. Performance management at the agency is further improved in this plan through the adoption of performance planning and reporting requirements mandated by the GPRA Modernization Act of 2010.

The Office of Strategic Information, Research and Planning (OSIRP) is responsible for performance planning and reporting and works with agency stakeholders to collect and analyze performance data to improve the operations of the agency. The Director of OSIRP serves as the Performance Improvement Officer for the agency, and the office provides agency-level guidance and oversight of data and information quality. OSIRP conducts Strategic Plan Quarterly Performance Review sessions to collect performance data from agency stakeholders and develop strategies for meeting performance indicator targets.

OSIRP has also refined its indicator measurement methodology to improve accuracy and better drive agency performance. Improvements to indicator methodology include the use of dynamic targets when baseline data is not available or when planned agency process enhancements, such as the redesign of the Volunteer Delivery System to improve efficiency, are expected to result in uncertain levels of performance improvement. The dynamic targets utilize nominal percentage, or percentage-point, directions of change. Percentage measures are also used, where possible, to account for the fluctuating Volunteer population resulting from varying funding levels. Data collection and reporting consistency is ensured by the use of detailed indicator data reference sheets which include operational definitions, data sources, and a comprehensive methodology for measuring each performance indicator.

The performance plan includes forty indicators with annual performance targets to drive achievement towards Peace Corps' strategic, outcome, and performance goals. The annual performance targets established within the performance plan serve as the milestones for achieving the performance goals. A "goal leader" is identified for each performance goal; the goal leader is the agency official responsible for the achievement of the performance goal with agency support.

Peace Corps is one program activity; as a result, low priority program activities are not identified. However, the agency utilizes processes such as the Country Portfolio Review to review agency operations, identify areas for improvement, and strategically allocate resources. The 2013 Cuts, Consolidations, and Savings (CCS) Volume of the President's Budget identifies the lower-priority program activities under the GPRA Modernization Act, 31 U.S.C. 1115(b)(10). The public can access the volume at: <http://www.whitehouse.gov/omb/budget>.

For each strategic goal, means and strategies are offered that address the major actions the agency plans to take in order to meet the performance goals. Background is also provided on how the performance plan is integrated with strategies and recommendations from the Comprehensive Agency Assessment.

### **Verification and Validation of Performance Data**

The agency utilizes several data sources to measure performance indicators. The agency is strongly committed to performance improvement through the use of high quality performance data. The verification and validation measures for key data sources are listed below.

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

The AVS is a voluntary survey and provides feedback directly from the Volunteers regarding agency activities. The consistently high response rate from Volunteers (86 percent in FY 2011) ensures the responses reliably represent the Volunteers. The demographic profile of respondents is compared to all Volunteers in service to confirm respondents are representative of the Volunteer population as a whole. Responses to AVS questions are entered by Volunteers and housed in an external, electronic survey database. Faulty data are cleaned prior to analysis and constitute only a small percentage of overall responses. Analyzed data are used to inform management of the Volunteers' perspective on key issues. The high response rate from Volunteers, as well as the verification and validation measures in place for the AVS, ensures the high level of AVS data accuracy needed for its intended use.

### ***Peace Corps Enterprise Database Systems***

The agency maintains several enterprise database systems to collect Volunteer and program information. Only authorized staff members who have been properly trained can access key systems, maintaining data integrity and ensuring data entry methodology is followed. Regular reconciliation processes between agency units enable users to verify and test performance data to isolate and correct errors. Internal, automated system processes also ensure data are appropriately transferred between different applications. The required level of accuracy to provide current and historical information about programs and Volunteers is met through database rules and business processes.

### ***Overseas posts***

Overseas posts submit data for seven performance indicators through an online survey at the end of the fiscal year. The information is self-reported; validity of the data is strengthened when multiple sources are utilized by overseas staff, and when all posts respond to the survey. Overseas posts use multiple data sources when responding to the survey, including site visits, interviews with host country partners, and the Volunteer Reporting Tool, the system designed for Volunteers to report on their activities. The survey is designed with clear logic to minimize data entry error. Data is independently reviewed and anomalies are addressed and corrected to improve data quality. The survey gathers the activities of overseas posts. When all posts respond to the survey and high data quality is established, the required level of accuracy is met.

### ***Host Country Impact Studies***

Host Country Impact Studies evaluate the impact of Volunteers on the host country nationals with whom they live and work. The studies utilize a mixed-method approach to collect both qualitative and quantitative information including outreach to counterparts, host families, community members, host country government agencies at the local and national levels, and other partner organizations. These studies provide information from the perspective of the people served, thereby offering a deeper understanding of the impact of Peace Corps. Given the limited number of studies per fiscal year, OSIRP will monitor the study results instead of measuring the achievement of a defined target.

**Strategic Goal 1:**

Enhance the capacity of host country individuals, organizations, and communities to meet their skill needs

**Outcome Goals:**

- 1.1 Country programs fulfill host-country skill needs
- 1.2 Volunteers have the competencies necessary to implement a country program
- 1.3 Host country individuals, organizations, and communities demonstrate an enhanced capacity to meet their own needs

**Performance Goal 1.1.1: Ensure the effectiveness of in-country programs**

*Goal Leader: Associate Director, Office of Global Operations*

Agency-level Performance Indicators	Data Source	FY 2012 Target	FY 2013 Target	FY 2014 Target
a. Percentage of project managers who meet with their host country Project Advisory Committees	Overseas posts	5 percentage-point increase over FY 2011 result	5 percentage-point increase over average of FY 2011, FY 2012 results	5 percentage-point increase over average of FY 2011, FY 2013 results
b. Percentage of posts that provide annual progress reports to their host country agency sponsors and partners for all of their projects	Overseas posts	95%	95%	95%
c. Percentage of projected length of service actually served by Volunteers	Peace Corps Enterprise Database	85%	1 percentage-point increase over average of FY 2010, FY 2011, FY 2012 results	1 percentage-point increase over average of FY 2011, FY 2012, FY 2013 results
d. Percentage of Volunteers who report their satisfaction with site selection and preparation as adequate or better	Annual Volunteer Survey	76%	1 percentage-point increase over average of FY 2010, FY 2011, FY 2012 results	1 percentage-point increase over average of FY 2011, FY 2012, FY 2013 results

**Performance Goal 1.2.1: Ensure the effectiveness of in-country training**

*Goal Leader: Associate Director, Office of Global Operations*

Agency-level Performance Indicators	Data Source	FY 2012 Target	FY 2013 Target	FY 2014 Target
a. Percentage of Volunteers who meet local language requirements for service per post testing standards	Peace Corps Enterprise Database	86%	1 percentage-point increase over average of FY 2011, FY 2012 results	1 percentage-point increase over average of FY 2012, FY 2013 results
b. Percentage of Volunteers who report training as adequate or better in preparing them technically for service	Annual Volunteer Survey	82%	84%	86%
c. Percentage of Volunteers who report training as adequate or better in preparing them to work with their counterparts/community partners	Annual Volunteer Survey	80%	82%	84%
d. Percentage of posts that provide monitoring and evaluation training to their Volunteers	Overseas posts	85%	90%	95%

**Performance Goal 1.3.1: Increase the effectiveness of skills transfer to host country individuals, organizations, and communities**

*Goal Leader: Associate Director, Office of Global Operations*

Agency-level Performance Indicators	Data Source	FY 2012 Target	FY 2013 Target	FY 2014 Target
a. Percentage of Volunteers who report their primary project work transferred skills to host country individuals and organizations adequately or better	Annual Volunteer Survey	85%	87%	89%
b. Percentage of projects documenting measurable impact in building the capacity of host country nationals	Overseas posts	85%	86%	87%
c. Percentage of partner organizations at post that report their assigned Volunteer fulfilled their requested need for technical assistance	Overseas posts	70%	75%	80%

## **Means and Strategies:**

The Peace Corps will:

- Develop world-class training programs and comprehensive support to prepare Volunteers for success
- Strengthen current monitoring and evaluation efforts to improve performance and better serve the communities in which Volunteers work
- Improve project development and planning collaboration between Volunteers, staff, and host country partners, including government officials, community members, and beneficiaries, through annual meetings with Project Advisory Committees
- Train Volunteers to build capacity by increasing knowledge, improving skills, and promoting behavior change of individuals and families in the countries where they serve
- Implement the recommendations of the Focus-In/Train-Up Task Force to focus on a limited number of highly effective projects that can best meet the needs of the countries in which Volunteers serve
- Provide standard guidance and training on monitoring and evaluation to Volunteers and staff
- Utilize technology to promote and support the exchange of field resources to enhance programming and training effectiveness
- Use more effective Volunteer reporting tools to ease the collection and analysis of Volunteer project, capacity building, and skills transfer activities
- Seek feedback from host country partners to continually improve projects
- Enhance the safety and security of Volunteers by helping them integrate into their communities through more effective language training
- Report percentage of projected length of service completed as well as other improved measures of early terminations during quarterly review sessions with the Office of Global Operations and the regions for operational realignment at posts or regions with low performance
- Enhance the safety and security of Volunteers through improvements in the processes and criteria for site selection and preparation

## **Data Collection and Management:**

The Office of Overseas Programming and Training Support and posts will collect and monitor project and training data through program evaluations, including Project Status Reviews and Training Status Reviews. Evaluations are conducted by technical experts and verified through the use of theory-based evaluation methods. The Volunteer Reporting Tool allows Volunteers to directly report on their activities and the outcomes achieved. Improved Volunteer training regarding monitoring and evaluation as well as the use of site visit reports and counterpart surveys will ensure the validity of the data.

The Office of Strategic Information, Research, and Planning (OSIRP) will collect and analyze data from the Annual Volunteer Survey (AVS) which provides Volunteer feedback on the effectiveness of training, their satisfaction with site selection and preparation, and their effectiveness in transferring skills.

OSIRP will collect and analyze projected length of service data through the Peace Corps Volunteer Database Management System..

## **Integration of the Comprehensive Agency Assessment:**

The Comprehensive Agency Assessment calls on Peace Corps to maximize the impact of what Volunteers do best by focusing on and scaling-up a limited number of highly effective projects. The strategy, known as “Focus In/Train Up” will directly enhance Peace Corps’ ability to deliver on Strategic Goal 1. As the agency sharpens its programmatic focus through evidence-based analysis, it will also make a strengthened commitment to providing world-class training and comprehensive support to prepare Volunteers for success.

**Strategic Goal 2:**

Promote a better understanding of Americans on the part of host country individuals, organizations, and communities served by Volunteers

**Outcome Goal:**

2.1 Host country individuals and communities learn about Americans through shared experiences with Peace Corps Volunteers

**Performance Goal 2.1.1: The work and life experiences of Volunteers in country promote host country national learning about Americans**

*Goal Leader: Associate Director, Office of Global Operations*

Agency-level Performance Indicators	Data Source	FY 2012 Target	FY 2013 Target	FY 2014 Target
a. Percentage of Volunteers who report their training prepared them to manage cultural differences during service adequately or better	Annual Volunteer Survey	90%	90%	90%
b. Percentage of posts conducting supervisory and counterpart training on working effectively with Volunteers	Overseas posts	95%	95%	95%
c. Percentage of host country nationals who report positive opinions of Americans through their interactions with Volunteers	Host Country Impact Studies	No targets established; results are monitored		
d. Percentage of Volunteers who report their activities and interactions help promote a better understanding of Americans on the part of the peoples served	Annual Volunteer Survey	72%	1 percentage-point increase over average of FY 2010, FY 2011, FY 2012 results	1 percentage-point increase over average of FY 2011, FY 2012, FY 2013 results

**Means and Strategies:**

The Peace Corps will:

- Train Volunteers in the cross-cultural component of Peace Corps service to ensure that cultural differences that arise during service are managed in a culturally appropriate way, thereby leading to increased mutual understanding and a safe environment for Volunteers
- Effectively orient counterparts and community partners to the cross-cultural component of Peace Corps service, including safety issues, to ensure a positive and collaborative work environment conducive to meeting the requested technical needs of the country

- With the assistance of local research teams, implement field evaluations to obtain feedback from host country individuals on the success, effectiveness, and sustainability of Peace Corps projects
- Develop a new survey of counterparts in FY 2012 to gather additional information on Volunteer impact in building a better understanding of Americans

### **Data Collection and Management:**

The Office of Strategic Information, Research, and Planning (OSIRP) will collect and analyze data from the Annual Volunteer Survey (AVS) to provide Volunteer feedback on the effectiveness of the cross-cultural training and support they receive. OSIRP will also utilize AVS data to present an assessment from Volunteers of the extent to which their activities and interactions promote a better understanding of Americans in their countries of service.

The Office of Overseas Programming and Training Support, the regions, and OSIRP will collaboratively collect, review, and verify posts' data on counterpart trainings via the annual Project Status Report and Training Status Report processes.

OSIRP will manage the implementation of host country studies to evaluate the impact of Volunteers on the host country nationals with whom they live and work.

### **Integration of the Comprehensive Agency Assessment:**

Strategic Goal 2 will also benefit from the successful adoption of "Focus In/Train Up" strategy recommended by the Comprehensive Assessment. Peace Corps' history consistently shows that Volunteers who are effective in their work assignments are also those most likely to be successful in creating a better understanding of Americans on the parts of host country partners through their increased interactions with host country individuals, organizations, and communities. By enhancing Peace Corps' ability to provide needed technical assistance, the Volunteers will create a greater appreciation for the contributions of American Peace Corps Volunteers to host country development needs. The agency's host country impact studies will capture the increased understanding of Americans that stems from this work.

**Strategic Goal 3:**

Foster outreach to Americans through agency programs that assist Volunteers and Returned Peace Corps Volunteers to help promote a better understanding of other peoples on the part of Americans

**Outcome Goal:**

3.1 Americans have increased awareness and knowledge of other cultures and global issues

**Performance Goal 3.1.1: Volunteers share their in country experiences with family, friends, and the American public**

*Goal Leader: Director, Office of Third Goal and Returned Volunteer Services*

Agency-level Performance Indicators	Data Source	FY 2012 Target	FY 2013 Target	FY 2014 Target
a. Percentage of Volunteers who report active participation in the Coverdell World Wise Schools/Correspondence Match Program	Annual Volunteer Survey	40%	1 percentage-point increase over average of FY 2010, FY 2011, FY 2012 results	1 percentage-point increase over average of FY 2011, FY 2012, FY 2013 results
b. Number of individuals and organizations supporting the Peace Corps Partnership Program	Peace Corps Enterprise Database	10,000	10,500	11,000
c. Percentage of Volunteers who report sharing their experiences with family, friends, and/or the American public	Annual Volunteer Survey	98%	98%	98%

**Performance Goal 3.1.2: Increase Returned Peace Corps Volunteers (RPCV) cultural outreach to the American public through Peace Corps programs**

*Goal Leader: Director, Office of Third Goal and Returned Volunteer Services*

Agency-level Performance Indicators	Data Source	FY 2012 Target	FY 2013 Target	FY 2014 Target
a. Number of Returned Peace Corps Volunteers participating in agency-initiated activities	Peace Corps Enterprise Database	10,000	10,500	11,000
b. Number of educational institutions where RPCVs engage in third goal activities	Peace Corps Enterprise Database	760	810	865

**Means and Strategies:**

The Peace Corps will:

- Encourage Third Goal activities through the distribution of a monthly newsletter to currently serving Volunteers and Returned Peace Corps Volunteers
- Promote Volunteer awareness and active participation in the Peace Corps’ Coverdell World Wise Schools program
- Use innovative marketing to promote awareness of the Peace Corps’ educational programs and materials to U.S. educators and educational institutions
- Raise awareness of the Peace Corps Partnership Program as a vehicle through which private sector entities (RPCV groups, civic/community organizations, faith-based organizations, schools, businesses, etc.) and individuals can connect with and support Volunteer projects
- Improve communication with and provide information services to returned Volunteers, especially through the use of technology, to increase their awareness of Peace Corps activities and engagement in Third Goal initiatives such as the Coverdell World Wise Schools Speakers Match program

**Data Collection and Management:**

The Office of Third Goal and Returned Volunteer Services and the Office of Volunteer Recruitment and Selection will collect and analyze data using enterprise database systems and

event reports. The data will include the participation of Volunteers and returned Volunteers in formal classrooms, youth programs, and other Third Goal activities throughout the country.

The Office of Strategic Information, Research, and Planning will collect and analyze Annual Volunteer Survey responses to questions about Volunteer participation in the Coverdell World Wise Schools program and sharing experiences with family, friends, and/or the American public. Volunteers share their experience through a variety of means, including: websites and blogs, social media, hosting American visitors, posting to the Peace Corps Digital Library, and others.

The Office of Gifts and Grants Management will monitor and report on the numbers of private sector individuals and organizations that support the Peace Corps Partnership Program through an enterprise database system.

### **Integration of the Comprehensive Agency Assessment:**

The Comprehensive Agency Assessment recommends that the Peace Corps “elevate the Third Goal” by engaging Volunteers, returned Volunteers and the American public through strong partnerships with businesses, schools, civil society and government agencies to increase understanding of other cultures and generate a commitment to public service and community development. The assessment also calls on the agency to fully institutionalize the Third Goal into all portions of the Peace Corps experience, from receiving an invitation to swearing in as a Volunteer to “continuing service” as a returned Volunteer by taking full advantage of technology and communications capabilities.

**Strategic Goal 4:**

Provide Volunteers, who represent the diversity of Americans, to meet the evolving technical needs of host countries

**Outcome Goals:**

- 4.1 Volunteers provided at every post meet the evolving technical needs of host countries
- 4.2 Trainees assigned to serve overseas represent the diversity of Americans

**Performance Goal 4.1.1: Recruit Volunteers that balance the needed manpower and technical needs at post with the available applicant pool and its skills**

*Goal Leader: Associate Director, Office of Volunteer Recruitment and Selection*

Agency-level Performance Indicators	Data Source	FY 2012 Target	FY 2013 Target	FY 2014 Target
a. Percentage of trainees requested for generalist assignments	Peace Corps Enterprise Database	63%	1 percentage-point increase over average of FY 2010, FY 2011, FY 2012 results	1 percentage-point increase over average of FY 2011, FY 2012, FY 2013 results
b. Percentage of trainee requests filled by trainee inputs	Peace Corps Enterprise Database	95%	95%	95%

**Performance Goal 4.1.2: Manage Volunteer recruitment functions in an effective and efficient manner**

*Goal Leader: Associate Director, Office of Volunteer Recruitment and Selection*

Agency-level Performance Indicators	Data Source	FY 2012 Target	FY 2013 Target	FY 2014 Target
a. Nominee attrition rate	Peace Corps Enterprise Database	27%	26%	25%
b. Number of days from application to invitation	Peace Corps Enterprise Database	137	5 percent reduction from average of FY 2010, FY 2011, FY 2012 results	5 percent reduction from average of FY 2011, FY 2012, FY 2013 results

**Performance Goal 4.2.1: Recruitment and Volunteer placement efforts reflect the diversity of Americans**

*Goal Leader: Associate Director, Office of Volunteer Recruitment and Selection*

Agency-level Performance Indicators	Data Source	FY 2012 Target	FY 2013 Target	FY 2014 Target
a. Percentage of applications from individuals age 50 and older	Peace Corps Enterprise Database	8%	8.5%	9%
b. Percentage of applications from individuals of diverse ethnicities	Peace Corps Enterprise Database	25%	26%	27%

**Means and Strategies:**

The Peace Corps will:

- Develop Focus-In/Train-Up projects that leverage the skills of recent college graduates while providing training on highly-effective technical interventions to meet the technical needs of host countries
- Strategically allocate trainee resources to regions and overseas posts through the trainee allocation process administered by the Office of Global Operations
- Engage in trainee programming discussions with overseas posts, the regions, and the Office of Volunteer Recruitment and Selection early in the fiscal year with strategic guidance from the Office of Global Operations
- Align Volunteer recruitment and selection operations to recruit and retain individuals that meet the expressed needs of the overseas posts
- Develop an evidence-based nominee retention strategy to limit nominee attrition due to factors that Peace Corps can control
- Monitor the effectiveness of customer service standards recommended by the Customer Service Task Force
- Implement the Volunteer Delivery System redesign project to improve the efficiency of Volunteer lifecycle management processes and reduce applicant processing time
- Leverage new technologies to identify recruitment opportunities in specialist and niche markets

- Recruit and retain ethnically diverse and age 50 and older Americans through proven and cost-effective recruitment techniques
- Develop a new recruitment and placement model in order to attract more competitive applicants, reduce application time, increase communication, improve transparency, and enhance efficiency of operations

### **Data Collection and Management:**

The Office of Global Operations and the Office of Volunteer Recruitment and Selection will collect and analyze trainee request and trainee input data through the Peace Corps Volunteer Database Management System.

The Office of Global Operations will track the percentage of trainees requested for generalist assignments and the Office of Volunteer Recruitment and Selection will track trainee inputs compared to trainee requests. Together, these indicators measure the performance goal by looking at how well the agency balances the overseas posts' trainee needs with the available supply of applicants. Targets for generalist trainee requests encourage the development of Focus-In/Train-Up projects where Volunteers in generalist assignments are "trained-up" in highly-effective interventions. As a result, volunteers from the available applicant supply are provided to meet the technical needs of the host country.

The overall trainee request and input process will be monitored through the Program Advisory Group (PAG). The PAG is a resource group composed of staff from each of the three overseas regions; the Office of Volunteer Recruitment and Selection; the Office of Volunteer Support; the Office of the Chief Financial Officer; the Office of Strategic Information, Research and Planning; and other headquarters offices. The group will meet regularly to manage issues related to meeting the agency's annual goals for trainees and Volunteers-on-board, as well as to develop strategies for balancing supply, demand, and strategic issues.

The Office of Volunteer Recruitment and Selection will review the effectiveness of its recruitment, retention, and process improvement efforts. The Office of Medical Services will monitor the timeliness of the key steps needed for an applicant to be medically evaluated for Peace Corps service.

### **Integration of the Comprehensive Agency Assessment:**

The Comprehensive Agency Assessment recommends the Peace Corps innovate to meet new and emerging needs of our overseas partners by better leveraging the skill sets of experienced applicants while understanding that the majority of applicants will be recent college graduates with limited skills. The Focus-In/Train-Up initiative offers an opportunity to leverage and augment the skills of the majority of applicants to focus on highly-effective technical interventions. The assessment challenges Peace Corps to be the service opportunity of choice for Americans with many options from which to choose. Additionally, greater Volunteer diversity in the Peace Corps, as addressed in the assessment, is dependent upon strengthening recruitment

efforts and improving recruitment systems. Finally, the assessment recommends that Peace Corps develop a new recruitment model with streamlined processes designed to attract the “best and brightest of America’s diverse population.”

**Strategic Goal 5:**

Implement the Peace Corps mission in an effective and efficient manner through the provision of high quality Volunteer support with optimal healthcare, safety and security support, and effective management of resources

**Outcome Goals:**

- 5.1 Volunteers are safe, healthy and well supported to ensure their focus on Peace Corps’ sustainable development and cross cultural mission
- 5.2 Peace Corps continually improves its staff and critical work processes and manages resources in an effective and efficient manner

**Performance Goal 5.1.1: Enhance the safety and security of Volunteers**

*Goal Leader: Associate Director, Office of Safety and Security*

Agency-level Performance Indicators	Data Source	FY 2012 Target	FY 2013 Target	FY 2014 Target
a. Percentage of Peace Corps Volunteers who report their safety and security training is effective or very effective	Annual Volunteer Survey	71%	73%	75%
b. Percentage of Posts that have their safety and security systems reviewed by a Peace Corps safety and security officer	Peace Corps Enterprise Database	One-third of posts annually; 100% of posts over three years		
c. Percentage of all critical Volunteer safety and security recommendations made by Peace Corps safety and security officers implemented by posts by the agreed upon time	Peace Corps Enterprise Database	85%	88%	91%
d. Percentage of Volunteers who report they feel more than adequately safe or very safe where they live and work	Annual Volunteer Survey	90%	91%	92%
e. Ratio of unreported serious crimes to reported serious crimes	Peace Corps Enterprise Database/ Safety and Security Survey	No targets established; results are monitored		

**Performance Goal 5.1.2: Provide quality medical and mental health services to trainees and Volunteers**

*Goal Leader: Associate Director, Office of Volunteer Support*

Agency-level Performance Indicators	Data Source	FY 2012 Target	FY 2013 Target	FY 2014 Target
a. Percentage of Peace Corps Volunteers who rate their satisfaction with healthcare received from Peace Corps medical officers as adequate or better	Annual Volunteer Survey	93%	94%	95%
b. Percentage of Peace Corps Volunteers who report the emotional support they received from staff as adequate or better	Annual Volunteer Survey	82%	83%	84%
c. Percentage of Peace Corps Volunteers who report adequate or better support in coping with stress from living and working in their community	Annual Volunteer Survey	75%	76%	77%

**Performance Goal 5.2.1: Provide effective and responsive financial management that accurately reflects domestic and overseas operations**

*Goal Leader: Chief Financial Officer*

Agency-level Performance Indicators	Data Source	FY 2012 Target	FY 2013 Target	FY 2014 Target
a. Percentage of posts and headquarters offices that manage resources within approved budgets and operational plans	Peace Corps Enterprise Database	95%	95%	95%
b. Percentage of posts and headquarters offices whose Integrated Planning and Budgeting System (IPBS) strategic goals support the agency's strategic plan goals	IPBS process	95%	98%	100%

**Performance Goal 5.2.2: Ensure the effective management of Peace Corps resources**

*Goal Leader: Chief of Staff*

Agency-level Performance Indicators	Data Source	FY 2012 Target	FY 2013 Target	FY 2014 Target
a. Conduct a Country Portfolio Review process to assess and formulate financial and Volunteer resource allocations at all posts	Country Portfolio Review Process	Complete process annually		
b. Percentage of posts and headquarters offices that adhere to agency-wide staffing policies and procedures	Peace Corps Enterprise Database	85%	90%	95%
c. Percentage of posts and headquarters offices that benefit from collaboration with agency strategic partners	Overseas posts and headquarters offices	75%	5 percentage-point increase over average of FY 2011, FY 2012 results	5 percentage-point increase over average of FY 2012, FY 2013 results

**Performance Goal 5.2.3: Review and improve critical Peace Corps work processes to ensure optimal performance**

*Goal Leader: Chief Operating Officer*

Agency-level Performance Indicators	Data Source	FY 2012 Target	FY 2013 Target	FY 2014 Target
a. Identify at the beginning of the fiscal year and complete by the end of the fiscal year improvements to one mission-critical work process	Strategic Plan Quarterly Review Sessions	At least one mission-critical process per year		

**Means and Strategies:**

The Peace Corps will:

- Develop and administer an anonymous safety and security survey of Volunteers to collect data on unreported serious crimes
- Streamline Peace Corps safety and security officer reporting systems and decision-making processes regarding critical recommendations and standardize the reporting format to be used globally
- Standardize the data collection tool used by posts to report on implementation of critical recommendations made by safety and security officers and establish an oversight group

to determine the agreed-upon time frame for implementing critical recommendations made by Peace Corps safety and security officers

- Implement the recommendations of the agency's Sexual Assault Working Group to develop a sexual assault prevention and response program including the establishment of sexual assault response teams
- Under the leadership of Peace Corps' Victim Advocate, establish the Coordinated Agency Response System (CARS) to serve as Peace Corps' unified response to any serious incident involving a Volunteer overseas
- Develop strategic partnerships with outside experts and other federal agencies including the Department of Justice; the Department of Defense; the Department of State's Bureau of Diplomatic Security; the Rape, Abuse, and Incest National Network (RAINN); returned Volunteers; and other experts in the areas of security, risk, and sexual assault to act as consultants
- Develop new training and evaluation methods on safety and security for Volunteers that begins with pre-departure training and continues through to the end of their service
- Establish the Health Care Quality Assurance Council to prioritize agency initiatives to improve the quality of health care provided to Volunteers and provide oversight for quality integration to ensure optimal health outcomes
- Establish and maintain a Credentialing Committee to improve and evaluate the Peace Corps medical officer credentialing process to ensure that staff have the necessary skills to provide quality medical care to trainees and Volunteers
- Provide standardized active listening training to Peer Support Networks of Volunteers to assist in providing support to Volunteers with stress from living and working in their communities
- Implement training of in-country staff on how to appropriately respond to Volunteers who have been victims of serious crime
- Partner with leading development organizations to provide Volunteers with enhanced training opportunities, leverage financial and technical resources, exchange best practices, and maximize development impact and sustainability
- Implement financial resource management processes and practices that improve budget planning and execution and increase dialogue and collaboration between the Office of the Chief Financial Officer and headquarters offices and posts
- Implement strategic human resource management practices and increase dialogue and collaboration between the Office of the Director, the regions, and posts

- Develop instructions, via the annual Integrated Planning and Budget System guidance, for all headquarters offices and posts to align their office or post goal statements with the Peace Corps Strategic Plan goals
- Utilize the Strategic Plan Quarterly Performance Review sessions to identify and track progress on improvements to mission-critical work processes
- Oversee the implementation of personnel practices and standards as outlined in the Overseas Staffing Policy Handbook for posts and through the Office of Human Resources for headquarters offices
- Develop standard and transparent criteria for objectively allocating scarce agency resources through the Country Portfolio Review process

### **Data Collection and Management:**

The Office of Global Operations; the Office of Strategic Information, Research and Planning (OSIRP); the Office of Safety and Security; and overseas posts will work jointly to collect and analyze safety and security data through safety and security officer reports and assessments, the Crime Incident Reporting System (CIRS) database, the Annual Volunteer Survey, and a new anonymous Safety and Security survey administered to Volunteers.

Safety and security officer country assessments are conducted every three years. As in-country conditions can change rapidly, Peace Corps also partners with the Department of State's Bureau of Diplomatic Security to verify assessment data.

Data from the CIRS database originates from crime reports submitted by Volunteers and staff in-country and is limited by the under-reporting of crime incidents by Volunteers. The Annual Volunteer Survey (AVS) currently captures unreported crime incidents; this data will be captured by the new Safety and security survey beginning January 2012. The AVS also provides Volunteer feedback on safety and security training and their perceptions of safety.

The Office of the Chief Financial Officer will utilize the Hyperion and Odyssey financial management systems to monitor Peace Corps' financial resource management. The accuracy and validity of these systems is established by the agency annual federal audit process.

OSIRP will review the logical framework models submitted for the annual Integrated Planning and Budget System to determine if the expressed goals of each post and headquarters office support the agency's strategic goals.

OSIRP will lead the Country Portfolio Review process to inform trainee and financial allocation decisions. As the inaugural Portfolio Review process was completed in FY 2011, OSIRP will monitor the completion of subsequent Portfolio Review processes instead of measuring the achievement of a defined target.

The Office of Human Resource Management (HRM) will collaborate with each headquarters

office to ensure the adoption and implementation of new employee orientation and an employee performance review process for all HQ staff. HRM will collect information from each office to determine compliance. The Office of Global Operations and the Regions will oversee the implementation and determine compliance with these processes at posts.

Through the Strategic Plan Quarterly Performance Review process, OSIRP will collaborate with headquarters offices to identify a work process for improvement in the first quarter of each fiscal year, establish a working group to develop and implement an improvement plan, and receive progress reports each subsequent quarter.

### **Integration of the Comprehensive Agency Assessment:**

The Comprehensive Agency Assessment calls on the Peace Corps to execute decisions regarding Peace Corps' financial and human resources and country presence according to specific selection criteria to maximize grassroots development impact and strengthen relationships with the developing world. Through the development, implementation, and institutionalization of an annual Country Portfolio Review process, Peace Corps can strategically allocate scarce resources using standard criteria. This practice greatly enhances Peace Corps' ability to effectively manage resources.

The assessment also recommends that the Peace Corps strengthen management and operations through the use of updated technology, innovative approaches, and improved business processes that will enable the agency to effectively carry out Peace Corps operations and fully implement the new strategic vision outlined in the assessment. An important component of this strategy is strengthening and improving the use of the Peace Corps' monitoring and evaluation systems to better inform decision making. The cornerstone is better preparation, training and support of agency staff, particularly the host country national staff who constitute the majority of Peace Corps' overseas staff presence.

## Major Management Challenges

The major management challenges for FY 2011 are identified by the Inspector General in the FY 2011 Performance and Accountability Report ([www.peacecorps.gov/open](http://www.peacecorps.gov/open)). The agency works to resolve these challenges to more effectively manage resources and reduce the potential for waste, fraud, and abuse. The following challenges are related to performance goals. The agency's plans for addressing these challenges and the agency official responsible are noted as well.

### *Business Processes and Information Systems*

Several business processes and information systems have been identified for improvements needed to more effectively administer the Peace Corps program.

- *Medical Care.* To improve efficiency and delivery of care, an electronic filing of health records was recommended. In response, the agency has started the development of an electronic medical record system to be deployed in FY 2014. To provide guidance on pharmaceutical inventory management, a workbook was designed and sent to overseas medical staff. The agency has also improved training for medical officers through continuing medical education conferences. The Associate Director for Volunteer Support is responsible for addressing this challenge. Milestones for improving medical care are included in Performance Goal 5.1.2 (*Provide quality medical and mental health services to trainees and Volunteers*).
- *Safety and Security.* The agency is in discussions with the Bureau of Diplomatic Security in the Department of State on the terms of a formal Memorandum of Understanding documenting their respective roles in ensuring the safety and security of Volunteers. It is expected that this Memorandum of Understanding will be completed in the first half of FY 2012. The agency has also developed systems to ensure safety and security improvements are being implemented. The Associate Director for Safety and Security is responsible for addressing this challenge. Milestones for improving safety and security support are included in Performance Goal 5.1.1 (*Enhance the safety and security of Volunteers*).
- *Volunteer Delivery System.* The agency expects the new automated Volunteer Delivery System, DOVE, will be fully implemented in FY 2012. This system will, among other things, make applicant data more readily available and, together with associated changes to the Volunteer application process, enable more effective matching of applicants with the needs of countries being assisted. The Associate Director for Volunteer Recruitment and Selection is responsible for addressing this challenge. Milestones related to improving the efficiency of the Volunteer Delivery System are provided for in Performance Goal 4.1.1 (*Recruit Volunteers that balance the needed manpower and technical needs at post with the available applicant pool and its skills*) and Performance Goal 4.1.2 (*Manage Volunteer recruitment functions in an effective and efficient manner*).