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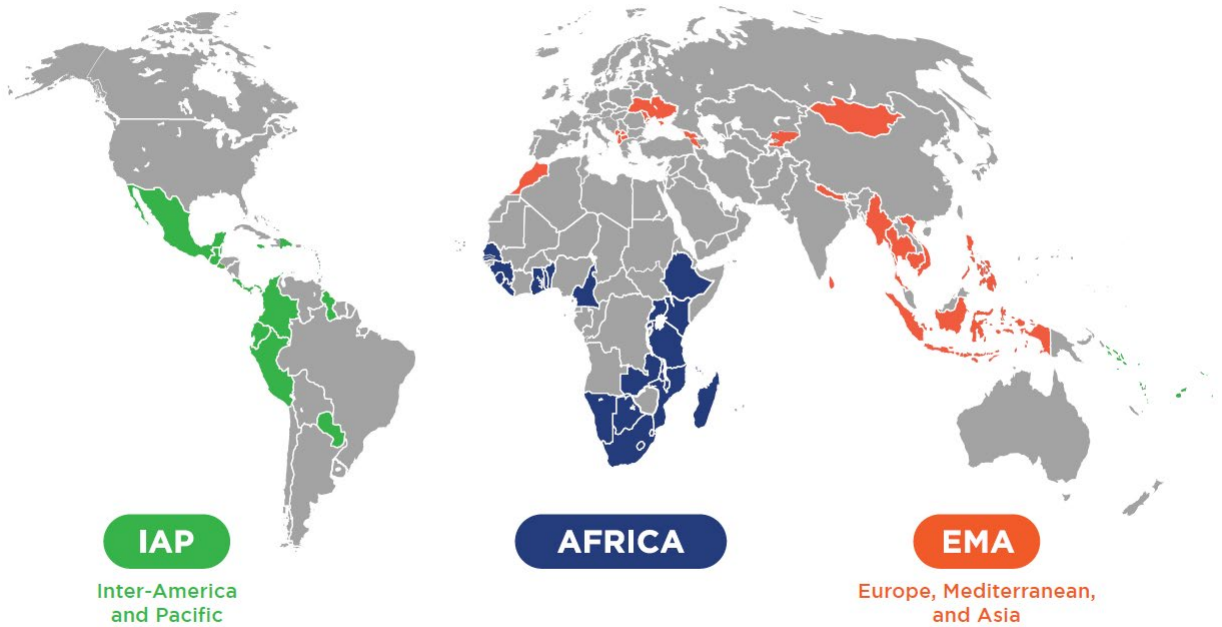
Caribbean
Dominican Republic
Eastern Caribbean*:
  • Dominica
  • Grenada and Carriacou
  • St. Lucia
  • St. Vincent and
    the Grenadines
Jamaica*

**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 have Volunteers.

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

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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.
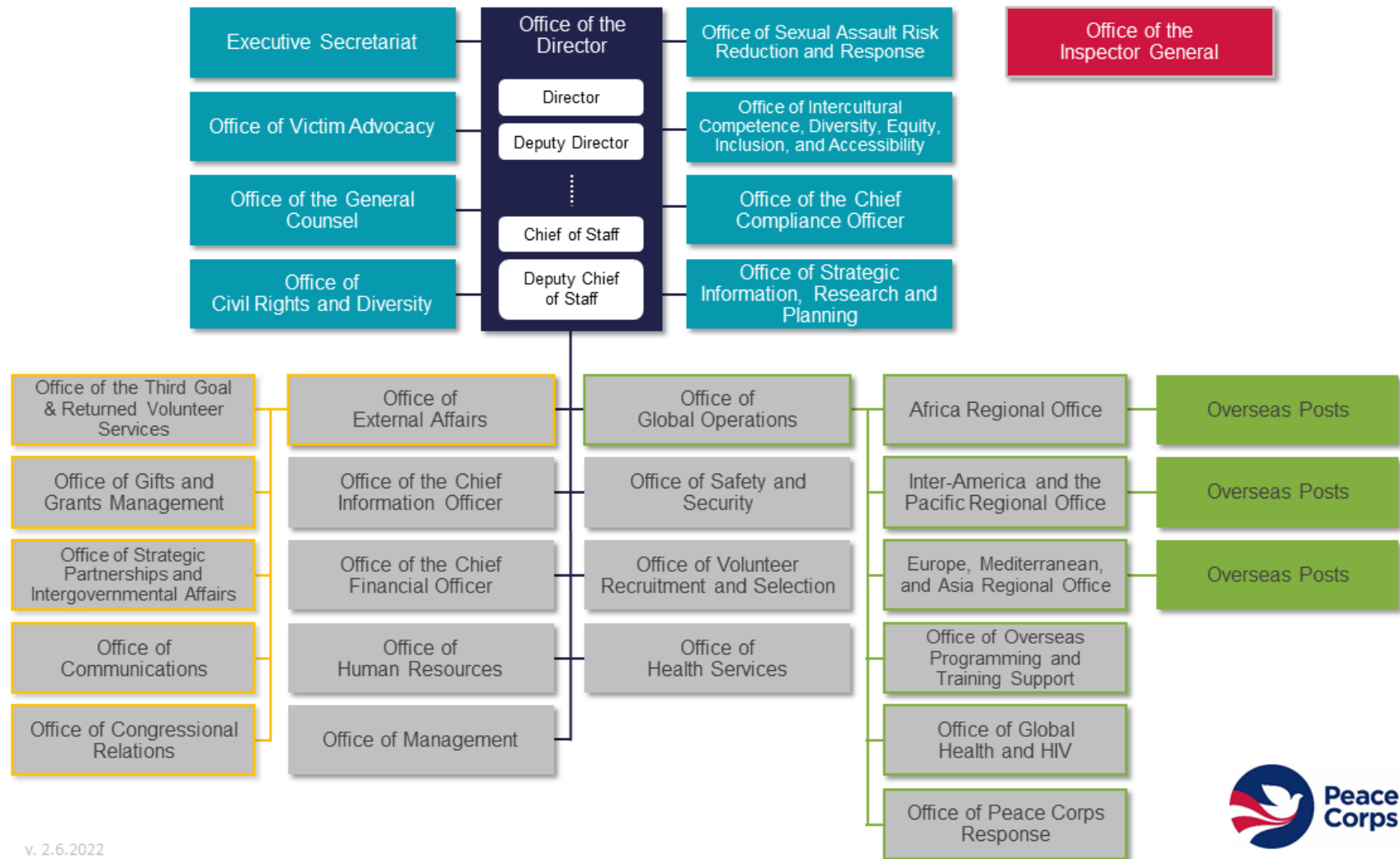
Peace Corps Volunteers are the face of our nation in communities around the globe. They build positive perceptions of the United States by working directly at the local level with members of their communities. After Volunteers complete their service, they return to the United States with new skills, 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
- Director
- Deputy Director
- Chief of Staff
- Deputy Chief of Staff

Reporting to the Office of the Director (left)
- Executive Secretariat
- Office of Victim Advocacy
- Office of the General Counsel
- Office of Civil Rights and Diversity

Reporting to the Office of the Director (right)
- Office of Sexual Assault Risk Reduction and Response
- Office of Intercultural Competence, Diversity, Equity, Inclusion, and Accessibility
- Office of the Chief Compliance Officer
- Office of Strategic Information, Research and Planning

Office of the Inspector General

Column 1
- Office of the Third Goal & Returned Volunteer Services
- Office of Gifts and Grants Management
- Office of Strategic Partnerships and Intergovernmental Affairs
- Office of Communications
- Office of Congressional Relations

Column 2
- Office of External Affairs
- Office of the Chief Information Officer
- Office of the Chief Financial Officer
- Office of Human Resources
- Office of Management

Column 3
- Office of Global Operations
- Office of Safety and Security
- Office of Volunteer Recruitment and Selection
- Office of Health Services

Column 4
- Africa Regional Office
- Inter-America and the Pacific Regional Office
- Europe, Mediterranean, and Asia Regional Office
- Office of Overseas Programming and Training Support
- Office of Global Health and HIV
- Office of Peace Corps Response

Column 5
- Overseas Posts
- Overseas Posts
- Overseas Posts

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		

[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

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

Peace Corps