The Peace Corps

Strategic Plan
Fiscal years 2009–2014

Performance Plan
Fiscal years 2009–2011

The Peace Corps Strategic Plan

FISCAL YEARS 2009–2014

and Performance Plan

FISCAL YEARS 2009–2011

Contents

Positioning the Peace Corps for Growth and Impact in the 21ˢᵗ Century

Agency Mission

The Peace Corps' mission is to promote world peace and friendship. While much has changed in the world since the Peace Corps' founding in 1961, its mission has not. The Peace Corps' three core goals are as relevant today as they were over four decades ago:

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

The Peace Corps carries out its mission and goals by assisting interested countries with their development needs and building cross-cultural understanding while providing efficient and effective support to ensure a positive Volunteer experience for a diverse group of Americans in a safe and secure environment.

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

Overall, the Peace Corps provides practical assistance to developing countries by sharing America's most precious resource—its people. The men and women who serve as Peace Corps Volunteers reflect the rich diversity of the United States and represent some of the finest characteristics of the American people: a generosity of spirit, a strong work ethic, a commitment to service, and an approach to problem solving that is both optimistic and pragmatic. Peace Corps Volunteers are afforded no special privileges and often live in remote, isolated communities where they speak local languages and learn the cultures and customs of the people they serve. The Peace Corps combines development with personal relationships that Volunteers forge with host country colleagues and communities. This combination serves as a crucial foundation for peace and friendship for generations to come.

Strategic Goal Overview

The Peace Corps has five new strategic goals that encapsulate all of the key elements needed to measure the agency's performance as it carries out its important mission.

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

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

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

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

Strategic Goal Five
Implement the Peace Corps mission in an effective and efficient manner through the provision of high quality Volunteer support with optimal health care, safety and security support, and effective management of resources.

Overview of the Strategic Plan Development

In May 2007, the Office of Strategic Information, Research, and Planning was created and charged with enhancing the agency's strategic planning and reporting, evaluation and measurement, and data governance efforts. The Office led the agencywide effort to create a new strategic plan for fiscal years (FY) 2009–2014 that positions the Peace Corps for 21st century growth and impact.

Prior to the kickoff of the FY 2009–2014 strategic plan development process, the Peace Corps developed a logic model[1] to show the "relationships among the resources that are invested, the activities that take place (outputs), and the benefits or changes that result (impact)." Through the relationships, the model illustrates how an organization's activities and processes are linked to its output and outcomes, or results and impact. A logic model helps an organization ensure that what it is doing is aligned with its goals.

The Peace Corps Logic Model provides an agency level view of the Peace Corps program and its intended results. It does not include each and every activity, process or function, but instead represents what the organization as a whole is trying to achieve. In this depiction, however, each function is able to identify where it fits in contributing to the outputs and outcomes of the organization.

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[1] A logic model is an internationally recognized tool, usually a graphic representation, for accurately framing what an organization does and what it intends to accomplish. It is a "roadmap" that describes the sequence of events connecting the need for a program with the program's desired results.

Peace Corps Logic Model

Peace Corps Goals:

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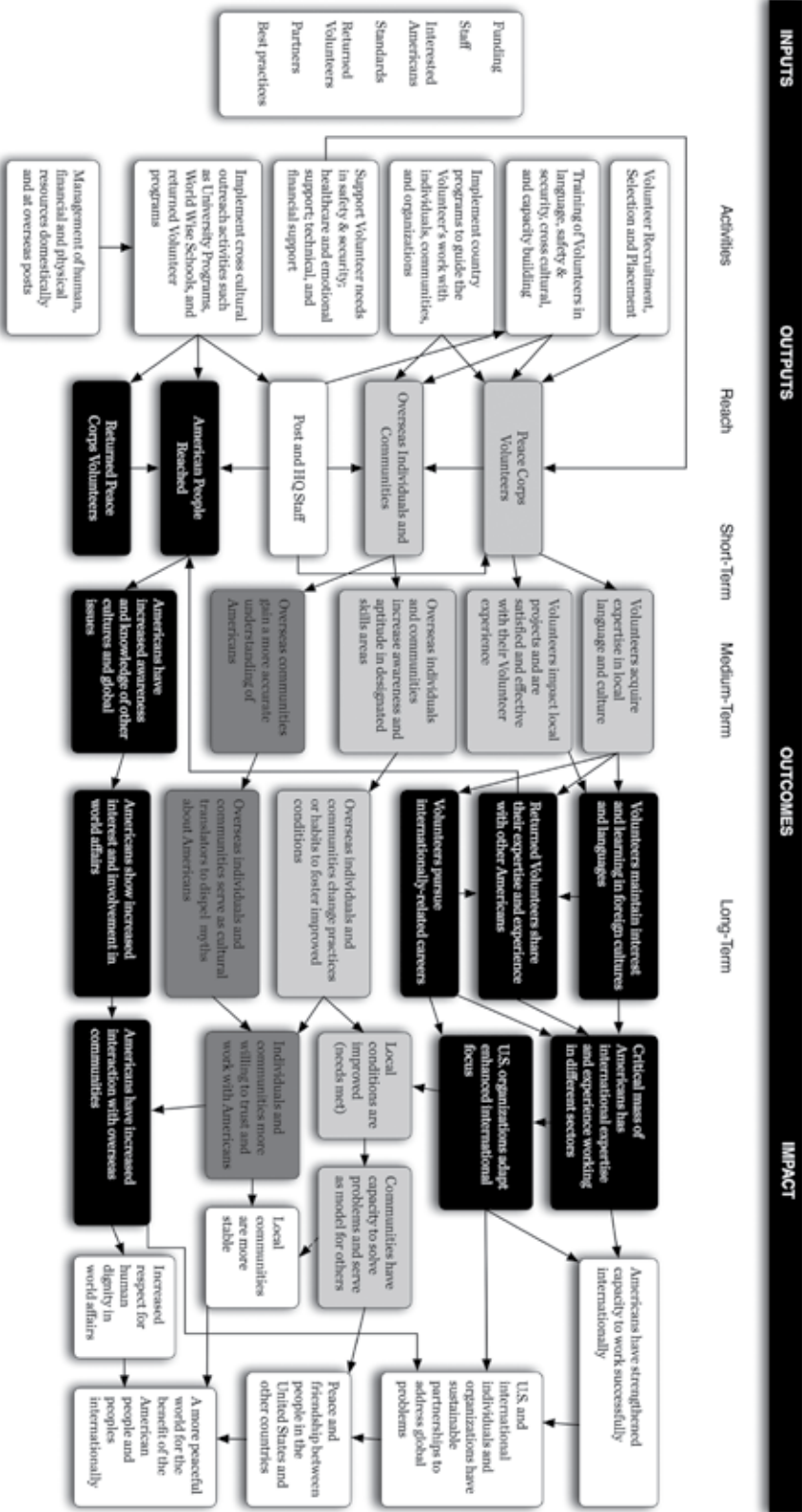3. and to help promote a better understanding of other peoples on the part of Americans.

Priorities

1. Delivering a trained and diverse group of Volunteers to interested countries to transfer tangible skills and promote cross–cultural understanding, all the while "doing the same work, eating the same food, [and] talking the same language" as locals;*
2. Ensuring Volunteers have an effective experience by providing relevant health, safety, and programmatic support;
3. Increasing exposure of Americans to other cultures by sharing Volunteer experiences through a variety of avenues; and
4. Meeting the needs of applicants and Volunteers with efficient and effective support.

*Language adapted from President Kennedy's Executive Order.

Situation

The Peace Corps addresses the needs of people from interested countries for trained manpower, particularly in meeting the basic needs of those living in the poorest areas of those countries. It also meets the need to promote peace and friendship between the United States and other nations.

INPUTS

- Funding
- Staff
- Interested Americans
- Standards
- Returned Volunteers
- Partners
- Best practices

OUTPUTS

Activities

- Volunteer Recruitment, Selection and Placement
- Implement country programs to guide the Volunteer's work with individuals, communities, and organizations
- Training of Volunteers in language, safety & security, cross-cultural, and capacity building
- Support Volunteer needs in safety & security; healthcare and emotional support; technical, and financial support
- Implement cross cultural outreach activities such as University Programs, World Wise Schools, and returned Volunteer programs
- Management of human, financial and physical resources domestically and at overseas posts

Reach

- Peace Corps Volunteers
- Overseas Individuals and Communities
- Post and HQ Staff
- American People Reached
- Returned Peace Corps Volunteers

OUTCOMES

Short-Term

- Volunteers acquire expertise in local language and culture
- Volunteers impact local projects and are satisfied and effective with their Volunteer experience
- Overseas individuals and communities increase awareness and aptitude in designated skills areas
- Overseas communities gain a more accurate understanding of Americans
- Americans have increased awareness and knowledge of other cultures and global issues

Medium-Term

- Volunteers maintain interest and learning in foreign cultures and languages
- Returned Volunteers share their expertise and experience with other Americans
- Volunteers pursue internationally-related careers
- Overseas individuals and communities change practices or habits to foster improved conditions
- Overseas individuals and communities serve as cultural translators to dispel myths about Americans
- Americans show increased interest and involvement in world affairs

Long-Term

- Critical mass of Americans has international expertise and experience working in different sectors
- U.S. organizations adapt enhanced international focus
- Local conditions are improved (needs met)
- Individuals and communities more willing to trust and work with Americans
- Americans have increased interaction with overseas communities

IMPACT

- Americans have strengthened capacity to work successfully internationally
- U.S. and international individuals and organizations have sustainable partnerships to address global problems
- Communities have capacity to solve problems and serve as model for others
- Local communities are more stable
- Peace and friendship between people in the United States and other countries
- A more peaceful world for the benefit of the American people and peoples internationally
- Increased respect for human dignity in world affairs

Assumptions

1. Personal, in-country interaction leads to improved understanding and relations level
2. Learning local language increases effectiveness of Volunteer and project
3. Recruitment of creative, problem-solvers who are flexible and open-minded keeps Peace Corps relevant
4. Two-year immersion of Volunteers leads to transformational empowerment of self and others
5. Awareness and knowledge about other cultures generates increased interest and involvement in international affairs

External Factors

1. Taxpayers and Congress continue to support the mission—Agency funding
2. Foreign governments continue to request and support Volunteer work
3. Political, economic, or social instability dampen interest /hinder ability to send PCVs
4. Proliferation or reduction of alternate volunteer opportunities
5. Peace Corps maintains its independence

As a first step in the formulation of the new Strategic Plan for FY 2009–2014, the Peace Corps Logic Model was rolled out to the agency through introductory sessions. This resulted in the participation of approximately 110 staff members at headquarters and the participation of the leadership of 70 percent of all overseas posts.

The agency's development of its new Strategic Plan for FY 2009–2014 was a very inclusive effort that reached out to hundreds of staff members at headquarters and all posts throughout the world for input. The agency created a steering committee and various working committees to formulate specific goals and identify appropriate performance indicators. Agency managers and staff participated directly with the formulation and vetting of the strategic plan. Moreover, managers understand their responsibility for meeting their performance goals and that their progress will be assessed at regular intervals, including during the mid-year and year-end reviews.

The agency significantly strengthened its alignment of office level performance with agency level performance goals, creating a more integrated set of goals. With field reviews of the agency level plan and agency level reviews of the field plans, both goal alignment and indicator consistency have been improved. The feedback loops on the agency level strategic plan utilized during the budget and performance planning cycle helped domestic and overseas staff look more holistically at the integration of budget and performance for their individual offices as they related to the agency as a whole.

Furthermore, Peace Corps' agency level performance monitoring and reporting has been significantly strengthened through the assignment of the Peace Corps Performance Improvement Officer and the organizational specific discussions that have been held over the last year. The development of Performance Indicator Data Sheets for each indicator in the FY 2009–2014 Strategic Plan will ensure consistent performance reporting in the future. The data sheets provide important accountability, transparency, and consistency in performance reporting.

The Integrated Planning and Budget System (IPBS) and Peace Corps Strategic Plan

The Integrated Planning and Budget System (IPBS) is the Peace Corps' operational planning mechanism. IPBS is consistent with the planning process defined by the Government Performance and Results Act (GPRA). It features a multilevel planning process that requires each Peace Corps office and sub-office to set goals and establish quantifiable objectives and specific tasks—in essence, a performance plan—with related timelines. IPBS incorporates a three-year planning cycle, where every Peace Corps office and overseas post is required to define its goals and objectives and develop an operational plan and budget that will enable each office to meet them.

During the development of the FY 2009–2011 IPBS plans, all offices and posts were provided the draft of the agency's FY 2009–2014 Strategic Plan to ensure compatibility and alignment of strategic and operational performance goals. This approach also provided an opportunity for the posts and headquarters offices to fully participate in the strategic planning process through their input and ideas.

The IPBS plans are based on projected levels of funding, which are adjusted accordingly if the funding levels are not realized through actual appropriations. This is possible through the annual update of the three-year plan, as well as quarterly reviews and adjustments of office plans. IPBS annually includes an assessment of the previous year's plans and projects. It then identifies lessons learned, potential improvements, and plans for the future. IPBS aligns the agency with federal planning and budget mandates and takes full advantage of the agency's

integrated financial management system. The IPBS structure provides appropriate flexibility for all levels of budget holders while demanding increased accountability agencywide. The system has resulted in effective resource management, transparent decision-making, timely external reporting, and the production of financial statements directly from the financial management system.

The agency's operational planning process begins each spring with the issuance of guidance by the Peace Corps Director. Each office aligns its individual plans with the agency's overall direction and then each office's operating plan submission is presented to the Director and reviewed. After the review activities conclude, each overseas post, sub-office, and major office assembles its respective performance plan with an emphasis on alignment with the agency strategic plan and on defining and implementing the outcome and performance goals together with accompanying performance indicators.

Addressing performance results during periodic budget reviews allows the agency to further align performance and budgeting. The integrated mid-year review allows for the reallocation of funding and human resources to correct a course of action if there are challenges in meeting performance goals, or to validate positive actions taken to meet performance goals.

Evaluations

Peace Corps' methods for measuring recruiting, training, and the support of Volunteers (outputs[2]) has significantly improved over the past several years, but determining Peace Corps' demonstrated impact[3] has remained elusive. The Peace Corps has assumed that a two-year Peace Corps Volunteer experience leads to changes for the Volunteer, the host country community, and communities in the United States. Validating these assumptions remains a significant challenge.

The creation of the Office of Strategic Information, Research, and Planning to focus on evaluation efforts is a significant step for the agency. Experienced staff is in place and working closely with all offices to enhance existing data collection efforts and develop new means to collect the data necessary to inform evaluation efforts and demonstrate the impact of the Peace Corps.

As the agency looks to evaluate its impact, the Office of Strategic Information, Research, and Planning is directing research implemented by local host country resources to provide a perspective on the effectiveness of the Peace Corps in accomplishing its mission. Specifically, the Peace Corps will undertake a series of country level studies to evaluate the impact of Volunteers on the host country nationals with whom they live and work. The overseas studies will focus on the outcomes of efforts to transfer needed skills and promote a better understanding of Americans. The study will use a multi-method approach to gather information, and will include outreach to counterparts, host families, and community members, as well as host country ministries and other organizations.

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[2] Outputs are an organization's deliverables and are usually expressed quantitatively (e.g: number of Volunteers in the field).

[3] Impact is the net cumulative effect of changes in attitude, behavior and/or condition of the program recipients and their immediate environment. For example, the Volunteers efforts to carry out the Peace Corps' second goal of promoting a better understanding of Americans are intended to result in overseas individuals and communities gaining a better understanding and serving as cultural translators to dispel myths about Americans. Thus, the impact of the Volunteers' second goal efforts are a more peaceful world for the benefit of the American people and peoples internationally because of the cumulative effect of increased understanding and individuals and communities more willing to trust and work with Americans.

Additionally, the agency plans to conduct an extensive survey of Returned Peace Corps Volunteers (RPCVs) to gather more perspective on RPCV efforts to carry out the Peace Corps' third goal of promoting a better understanding of other peoples on the part of Americans. The survey will also obtain RPCV feedback on agency outreach programs to better inform agency programming. The survey will help the agency to assess, through updated and objective data, the effect of RPCV cross-cultural activities on families, friends, and communities throughout the United States with whom RPCVs have come in contact.

The Peace Corps requires overseas posts to develop plans for their projects in health, business, education, or other sectors that describe the goals, objectives, and life spans of such projects. Existing ongoing evaluations include reviews that assure project plans are current and appropriately meet host country needs. Each project sector's strengths and weaknesses are assessed, and the plan is reaffirmed or altered based on lessons learned during its actual implementation.

Additionally, in an effort to focus on the efficiency and effectiveness of Peace Corps operations, the agency continues its program of Internal Management Assessments. The goal of the assessments is to partner with senior leadership to strengthen and improve management at the post or office level. Assessment teams have pursued meaningful solutions to improve post operations and to enhance Volunteer service and programmatic impact. The assessments are insightful, collaborative, and timely and produce specific recommendations for change. Finally, the Office of Inspector General regularly conducts evaluations of the effectiveness of programs that support Peace Corps Volunteers.

These ongoing and future evaluations, from different angles and at different levels, help provide the agency a multidimensional picture of its efficiency and effectiveness, as well as a foundation upon which to build the direction of the strategic plan.

Key Factors

While social, political and economic conditions in the United States and abroad have remained favorable for the Peace Corps to continue to carry out its important mission, there are key factors that could affect the agency's ability to achieve its strategic goals. Domestically, the agency has enjoyed solid support from Congress and the American people; however, competition for sufficient funding is often a key issue in being able to maintain the agency's high standards to effectively recruit, train, and support Volunteers who are carrying out the agency's mission. These funding issues have been recently aggravated by negative currency fluctuations and increases in the costs of energy and food throughout the world. Furthermore, as alternate volunteer or employment opportunities flourish or diminish, the agency's ability to attract and place the Americans needed to match the demand from host countries is often affected. Internationally, shifting political, economic, or social conditions can hinder the Volunteer effectiveness on the ground or result in the agency having to close operations in certain countries. While the Peace Corps works in some of the most challenging and dynamic places in the world, which present ever-changing external factors, the agency retains the flexibility to meet its strategic goals.
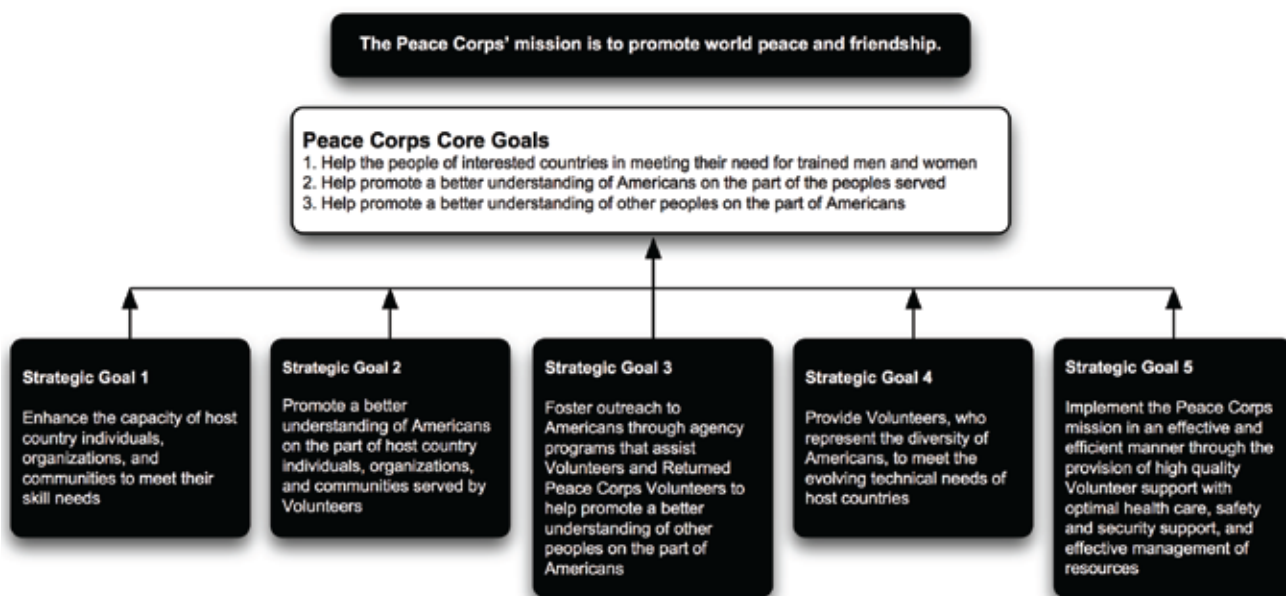
Other Strategic Alignment

Moreover, the Peace Corps reports its annual performance results in the Performance and Accountability Report (PAR), and receives a review via the Performance Assessment Rating Tool (PART) process. The last PART review was completed in 2005, with the Peace Corps receiving an effective rating. In the PAR, the agency must report and analyze its annual performance results compared to the annual targets. Together, these tools ensure that the agency is monitoring and reporting performance goals and results and continually seeking ways to improve.

The annual performance plans have performance indicators that include annual targets for achievement. These indicators are often measured using tools that produce monthly, annual, or ongoing results, such as the Peace Corps Volunteer Survey or specific databases or reports. Thus, the agency is able to address regularly its performance in these key operational areas. The annual performance indicators directly link and roll up into the related performance, outcome, and strategic goals. At the strategic level, the agency can benefit from the long-term trends that the annual data show, as well as the more outcome oriented evaluations directed by the Office of Strategic Information, Research, and Planning.

The strategic plan for fiscal years 2009–2014 lays out five strategic goals that the Peace Corps seeks to achieve. Each strategic goal shows the related performance and outcome goals, followed by the means and strategies that will be implemented to accomplish the goals. All of the goals link back to the agency's focus on achieving its three core goals and carrying out the Peace Corps' mission.

Peace Corps' Five Strategic Goals

The Peace Corps' mission is to promote world peace and friendship.

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

Strategic Goal 1

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

Strategic Goal 2

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

Strategic Goal 3

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

Strategic Goal 4

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

Strategic Goal 5

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

Strategic Goal One: Enhance the capacity of host country individuals, organizations, and communities to meet their skill needs.

In order to enhance the capacity of host country individuals, organizations, and communities to meet their skill needs, the agency must first work with the host country to identify its needs. To do this, the agency must have open communication and positive working relationships at all levels—with the host country governments, partner organizations, communities, and counterparts. Once those needs are identified, the agency must provide appropriate Volunteers who are well trained to meet the specified needs and can effectively build capacity and transfer skills. Thus, it is essential to provide Volunteers with adequate language, cultural, technical, and capacity building training.

The Peace Corps currently utilizes projects that focus on six main sectors according to the needs in country: agriculture, business development, education, environment, health and HIV/AIDS, and youth. Additionally, there are numerous cross-cutting initiatives that are integrated into all sectors as appropriate and allow for agility in recognizing shifts in skills needed on the ground. During the time frame of this Strategic Plan, the agency will be emphasizing the environmental, educational, and food security issues that are critically important and interrelated to addressing the basic development issues in the countries served by Peace Corps.

A key mechanism to capture data related to Volunteer capacity building and skills transfer activities is the Volunteer activity report, which Volunteers complete and submit on a periodic basis. The agency is deploying an improved data collection tool that will automate, where technological reliability and access exist, how Volunteers record and report data on their community development activities. This new tool will allow overseas staff to more easily aggregate, view, and analyze this data across and among programs within their countries. The implementation and institutionalization of this tool at posts and with Volunteers is both a challenge and an opportunity for the Peace Corps in performance reporting.

Effective Volunteers must be trained and supported by effective overseas staff. The agency is working to improve the way it measures, assesses, and supports overseas staff capacity and performance. The agency conducted an internal assessment on the efficacy of the office charged with providing programming and training support to overseas staff at post. In response to the assessment, the agency is implementing numerous recommendations, including making substantial organizational and functional changes to ensure the office focuses primarily on overseas staff capacity building. Specifically, this office reviewed and redesigned its main overseas staff training program from a four-week training program to a targeted orientation for overseas staff. The agency plans to supplement this orientation with a performance-based continuum of training.
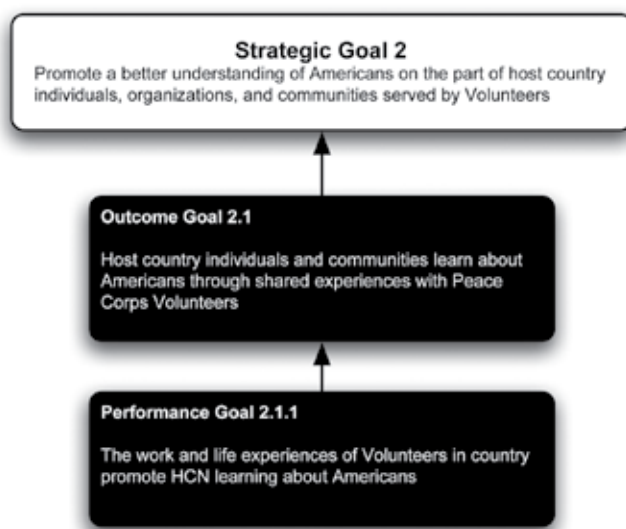
The agency continues to look to technology to assist in effectively leveraging expertise and knowledge through online collaboration and knowledge management platforms. The agency has offered P.DOT (pre-departure online training) for Volunteers to enhance language, cross-cultural, and other skills prior to departing for their country of service. Additionally, the agency's new online collaboration program, called GURU, empowers staff worldwide to share best practices and acquire information and knowledge.

Additionally, the Peace Corps will conduct field evaluations that include host country national assessments of the Peace Corps' success in transferring needed skills and building capacity. The evaluations will identify in what way and to what degree skills transfer and capacity building occur as Volunteers work alongside their host country counterparts and community members.

Overall, to enhance the capacity of host country individuals, organizations, and communities to meet their skill needs, the agency will:

- Improve connectivity to host country needs and enhance Volunteer training
- Improve Volunteer activity data collection by implementing a more effective reporting tool designed to ease the collection and compilation of Volunteer project, capacity building, and skills transfer activities
- Enhance staff effectiveness in supporting Volunteers through improved overseas staff training, including targeted orientation programs and a performance-based continuum of training
- Implement field data collection based on the feedback of host country nationals to evaluate impact in the transfer of skills and capacity building

Strategic Goal Two: **Promote a better understanding of Americans on the part of host country individuals, organizations, and communities served by Volunteers.**

Strategic Goal 2
Promote a better understanding of Americans on the part of host country individuals, organizations, and communities served by Volunteers

Outcome Goal 2.1

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

Performance Goal 2.1.1

The work and life experiences of Volunteers in country promote HCN learning about Americans

The Peace Corps sends Volunteers to countries around the globe to help promote a better understanding of Americans on the part of the host country individuals, organizations, and communities they serve. A key to effectively sharing about Americans is to ensure that Volunteers learn the local language, customs, and culture, and can live and work alongside host country nationals in a manner that builds trust and a willingness to work together. Thus, the Peace Corps structures its program to maximize a Volunteer's ability to integrate into the local community, thereby earning trust and the ability to share a better understanding of Americans.

Because language is such an important component of everyday life and a conduit of cross-cultural interaction, Peace Corps' language training must ensure Volunteers are well-equipped to communicate in the local language. The agency is expanding its efforts to help future Volunteers get an early start by providing online tools for language acquisition prior to the intense pre-service training. The agency is using its pre-departure online training (P.DOT) and other language tools to provide for early language exposure. Additionally, the agency continues to ensure its language testers are properly trained and certified to assess Volunteers' language abilities. Moreover, the language testing data are being analyzed to determine learning gains and provide insight on overall language learning.

Cross-cultural training for both the Volunteers and their counterparts—the specific host country nationals with whom the Volunteers work on a regular basis—is another key factor in providing the groundwork for positive interactions in which Volunteers share a better understanding of Americans. Effective training can break down cultural barriers that exist through lack of knowledge of cultural norms. The Peace Corps strives to ensure that the pre-service and in-service training prepares Volunteers to integrate into their communities and work with their counterparts to carry out project goals and build cross-cultural understanding.

Furthermore, the Peace Corps will conduct field evaluations that include host country national perspectives of their understanding of Americans as a result of interacting with Peace Corps Volunteers. The aim is for the host
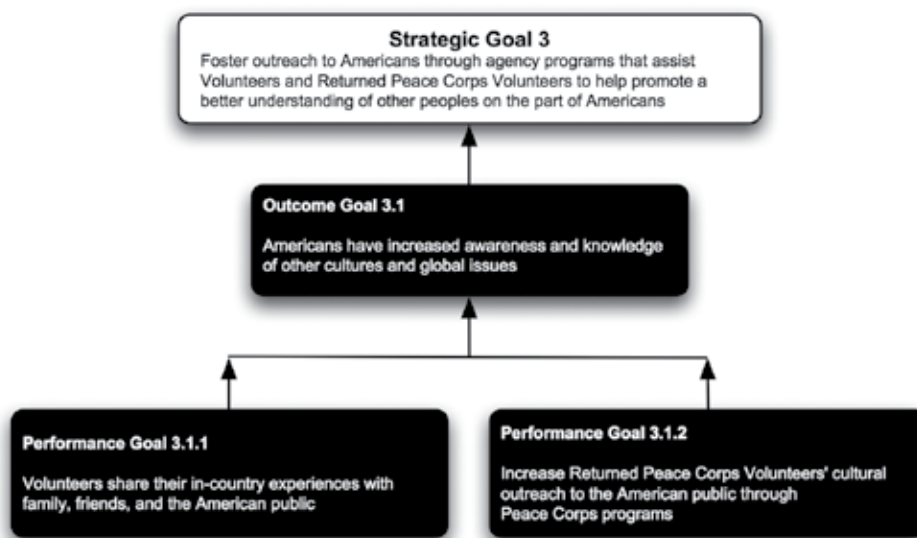
country partners with whom Volunteers live and work to learn from the Volunteer, exhibit a willingness to work together, observe and learn about Americans, have new perceptions about Americans, and increasingly trust the Volunteer. These evaluations will look at the experience from various angles and seek to show the knowledge, attitude, and behavior changes that occur within the host country populations through their work and contact with Volunteers.

Overall, the Peace Corps strategy to provide Volunteers who help promote a better understanding of Americans on the part of host country individuals, organizations, and communities they serve involves:

- Effecting cross cultural training of Volunteers and their counterparts

- Early and continuous language learning

- Building cross-cultural understanding and communication with local host country nationals and government partners

- Implementation of the field evaluation to obtain host country national feedback on how their understanding of Americans has evolved as a result of living and working with Peace Corps Volunteers

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

Strategic Goal 3
Foster outreach to Americans through agency programs that assist Volunteers and Returned Peace Corps Volunteers to help promote a better understanding of other peoples on the part of Americans

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

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

Performance Goal 3.1.2
Increase Returned Peace Corps Volunteers' cultural outreach to the American public through Peace Corps programs

Volunteers and Returned Peace Corps Volunteers (RPCVs) help promote a better understanding of other peoples on the part of Americans through formal and informal interactions during and after their Peace Corps service. The agency supports such interactions by establishing programs that encourage outreach to the American public through a variety of means, such as personal interaction, electronic communication, and cross-cultural education

curricula. The interactions are both one-on-one and in large group settings in classrooms, schools, civic clubs, and with other audiences.

The challenge for the Peace Corps in advancing outreach is to ensure that the programs are publicized and on target in matching Volunteers and RPCVs with appropriate audiences, and that the agency uses technology effectively to reach more people to increase knowledge and awareness of cross-cultural issues.

The Peace Corps' education partners at the K–12 and university levels are emphasizing global awareness and 21st century millennium skills, creating a positive environment in which to expand Peace Corps' programs. The agency has many excellent outreach programs and educational resources. The programs target different segments of the population—ranging from age-based curricula to a correspondence match program that connects a Peace Corps Volunteer with an American classroom to a master's level program in which a Peace Corps Volunteer's service helps make progress toward his or her degree. Additionally, the Peace Corps Partnership Program, in which students, clubs, individuals, and organizations provide funds to assist a Peace Corps Volunteer and his or her host community in completing a community driven project, creates a strong connection between the American public and communities overseas.
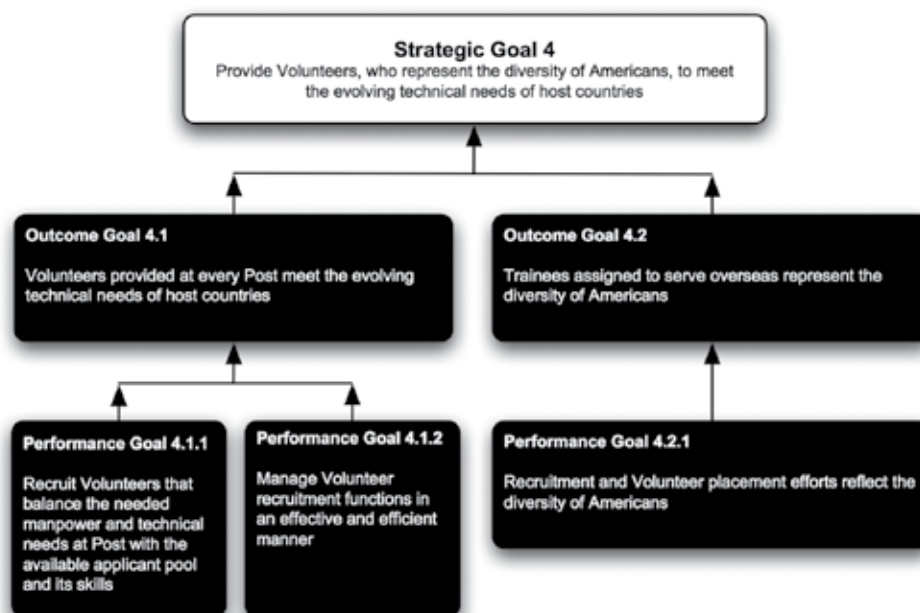
Moreover, tracking agency progress in interacting with the American public will always be a significant challenge. Since promoting a better understanding of the cultures in which they served is a lifelong commitment that becomes so second nature to most RPCVs, many share their experiences repeatedly but do not report such interactions to the agency. Thus, capturing the true breadth of the interactions and keeping RPCVs connected with agency programs remain areas of opportunity for the agency. The Peace Corps has recently improved upon its RPCV database to provide a consistent, up-to-date repository for contact information for RPCVs. In addition to an improved database, the agency plans to use technology, such as WebEx and e-blasts, to improve support services to partners, stay connected with returned Volunteers, and to publicize its programs through which they can share their overseas experience with Americans. Additionally, the agency will survey RPCVs to gain their perspectives on their activities and agency outreach programs.

The Peace Corps will celebrate its 50th anniversary in 2011. This landmark occasion will create tremendous opportunities for the Peace Corps community to share with the American public and carry out its outreach mission in a highly visible manner. The Peace Corps is planning events in the nation's capital and throughout the country to celebrate the anniversary and educate the American public about cultures overseas.

Overall, in order to foster outreach to Americans through agency programs that assist Volunteers and Returned Peace Corps Volunteers to help promote a better understanding of other peoples on the part of Americans, the agency will:

- Utilize innovative marketing to broaden the reach of programs
- Improve efforts to keep RPCVs connected
- Implement an RPCV survey to obtain their perspectives on agency outreach programs and of their efforts to introduce a better understanding of other peoples to the American people
- Effectively use technology to enhance program support, outreach and efficiency

Strategic Goal Four: Provide Volunteers, who represent the diversity of Americans, to meet the evolving technical needs of host countries.

The Peace Corps is charged with supplying Volunteers to host countries to meet their skill needs. Essentially, the agency must properly recruit the "supply" to meet the "demand" for specific skill sets. Thus, it is important to have well refined systems in place to help synchronize the recruitment of individuals with appropriate skill sets with the evolving technical needs of host countries throughout the world. Moreover, since the agency also has a critical cross-cultural component to its mission, it is important that the Volunteers recruited help reflect the rich diversity of Americans.

The Volunteer Delivery System (VDS) is a continuous cycle of Volunteer recruitment, screening, and placement that allows the Peace Corps to deliver the best suited Volunteers for a host country's needs. The Peace Corps has strategically aligned its VDS with the agency's mission, modernizing its processes to speed up the delivery process and to reach different diverse groups more effectively. Nonetheless, overall process redesign and improvements are needed to allow for a more seamless exchange of information to provide a continuous and timely flow of data for planning, recruitment, and marketing purposes. In addition to continuing to focus on communication, information technology use, and cross-training to develop synergies and break down barriers to effective and efficient recruitment, the agency has a team focusing specifically on the VDS process redesign.
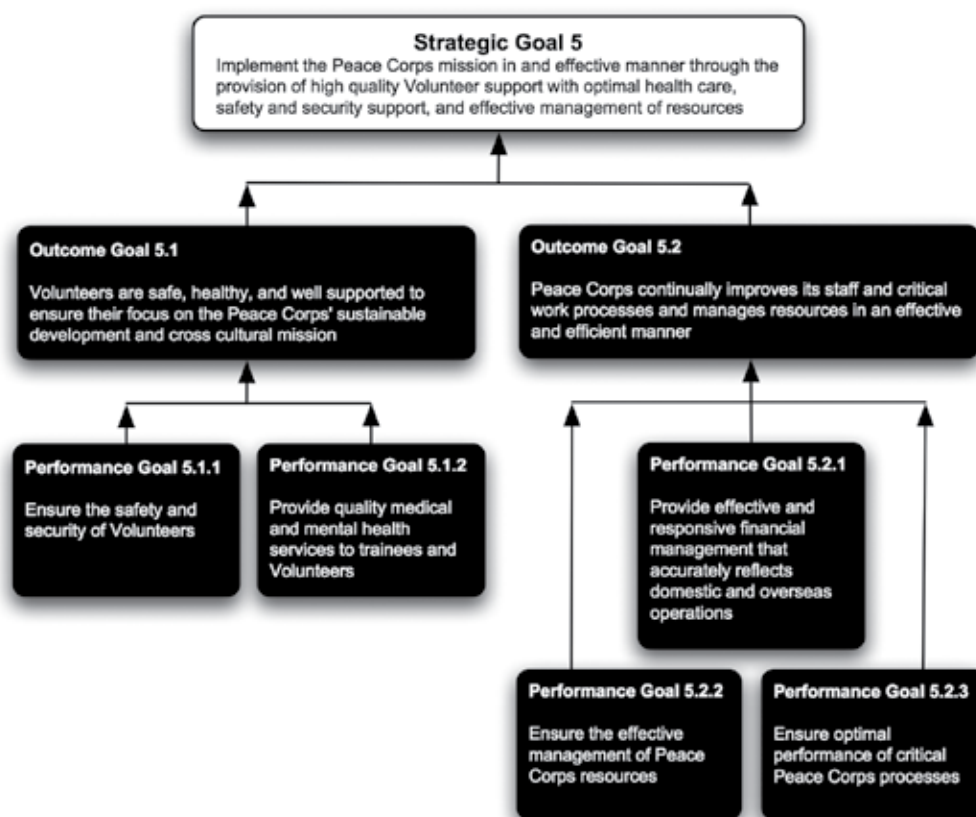
Peace Corps Volunteers are the face of America in the communities in which they serve around the world. Therefore, when Peace Corps Volunteers reflect the rich diversity of Americans, it helps communicate the opportunities and values of the American people. Furthermore, more experienced Volunteers often bring skill sets and life experience that can also bring a different perspective to host communities. As the Peace Corps looks

to build a more ethnic, skill-specific, and age diverse corps of Volunteers, the agency will employ broad-based recruiting efforts, strategic planning, and innovative marketing. The agency will use specific research data for appropriate targeting of messages to specific populations such as students, diverse populations, and more mature audiences. Targeted skill-specific outreach will take place though industry associations, federal agencies, and campus communities.

Overall, to provide Volunteers, who represent the diversity of Americans, to meet the evolving technical needs of host countries, the agency will:

- Maximize the number of Volunteers who serve, balancing the available funding and the necessary support to ensure Volunteer effectiveness

- Redesign its Volunteer Delivery System to continue to enhance its effectiveness and optimize communications and efficiencies

- Utilize information technology assets to allow for better and more timely alignment when matching technical and language needs in-country with requisite Volunteer skill sets

- Continue to reduce the amount of time that it takes to respond to applicants to the Peace Corps

- Use creative management tools to support more cost effective and productive means of penetrating lucrative recruiting markets

- Continue to develop market forecasting capabilities and techniques to seek out recruitment opportunities in niche markets, such as more experienced and ethnic populations

Strategic Goal Five: Implement the Peace Corps mission in an effective and efficient manner through the provision of high quality Volunteer support with optimal health care, safety and security support, and management of resources.

Strategic Goal 5
Implement the Peace Corps mission in and effective manner through the provision of high quality Volunteer support with optimal health care, safety and security support, and effective management of resources

Outcome Goal 5.1
Volunteers are safe, healthy, and well supported to ensure their focus on the Peace Corps' sustainable development and cross cultural mission

Outcome Goal 5.2
Peace Corps continually improves its staff and critical work processes and manages resources in an effective and efficient manner

Performance Goal 5.1.1
Ensure the safety and security of Volunteers

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

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

Performance Goal 5.2.2
Ensure the effective management of Peace Corps resources

Performance Goal 5.2.3
Ensure optimal performance of critical Peace Corps processes

Peace Corps Volunteers serve at the grassroots level worldwide and experience the broadest range of social and environmental conditions, making health and safety risks an inherent part of Volunteer service. Peace Corps staff and Volunteers work together to create a framework that maximizes, to the extent possible, Volunteers' well-being, enabling them to focus on their mission. Furthermore, the effective management of resources creates the ability to provide an excellent level of support to Volunteers in all aspects of their service.

The safety and security of Peace Corps Volunteers is always the agency's highest priority. The agency has dedicated safety and security personnel at post and headquarters who are part of an extensive safety and security support network. The agency will endeavor to enhance the safety and security of Volunteers by identifying risks, developing mitigation strategies, educating personnel, evaluating effectiveness, and incorporating feedback and appropriate policy revisions. Adequate training of staff and Volunteers and continual assessment are key factors in ensuring Volunteers are well-supported to carry out their work in a safe manner.

The agency is responsible for all aspects of a Volunteer's health care during Peace Corps service. The Peace Corps provides a comprehensive Volunteer health care program that focuses on the delivery of high quality care and service. The Volunteer health program addresses both the physical and mental health of Volunteers and includes

training, access to counseling, and the provision of medical services. Peace Corps Volunteers can work in very demanding environments, so the agency will continue to focus on issues of Volunteer resiliency and coping with stress, especially as some Volunteers experience the emotional challenges of working with communities affected by HIV/AIDS. Furthermore, the Peace Corps is working to utilize information technology to create an integrated health information management system to enhance the agency's ability to provide exceptional customer service and an effective and efficient Volunteer health system from the application process through the post-service phase of a Volunteer's experience.

Effective management of Peace Corps' domestic and overseas operations, including human and financial resources, is critical to carrying out the mission of the agency. The agency has a mechanism in place to send management assessment teams to support posts or offices in need of review and to make recommendations for improvement. Furthermore, the posts must work to integrate the many perspectives of their stakeholders— Volunteers, staff, and host country partners—in ensuring that its programs are on target and serving host country needs. The agency will ensure that the proper communication mechanisms and advisory councils are in place to review and recommend improvements to its programs. Additionally, staff development will be an area of focus for the agency as it seeks to provide consistent, high quality support to its programs over time.

The Peace Corps strives for constant improvement to provide the most efficient and effective services to Volunteers, staff, host country partners, and in the fulfillment of its mission to the American people. In addition to the continual efforts to evaluate and enhance work products throughout the agency, the Peace Corps seeks to regularly review its businesses processes. Evaluating current models and implementing streamlined critical work processes will enhance services to all of the agency's valuable partners.

Overall, to implement the Peace Corps mission in an effective and efficient manner through the provision of high quality Volunteer support with optimal health care, safety and security support, and effective management of resources, the agency will:

- Ensure that the safety and security environments and programs are regularly assessed, risks mitigated, training provided, and improvements implemented

- Utilize technology to improve and integrate health information systems to more efficiently track, manage, analyze, and utilize data that results in improved health care for Volunteers

- Ensure effective management of resources overseas by implementing best staff development practices and integrating the expertise of Volunteers, staff and host country nationals in program development and implementation

- Institutionalize continuous improvement of mission critical work processes

Conclusion

The Peace Corps combines development with the strong people-to-people relationships that Volunteers forge with host country colleagues and communities, providing a crucial foundation for peace and friendship for years to come. Indeed, the core values of the Peace Corps since its establishment on March 1, 1961, have remained steadfast and continue to build stronger communities and cross-cultural relationships between Americans and host country partners around the world.

The Peace Corps Performance Plan

FISCAL YEARS 2009–2011

The Peace Corps' Performance Plan as Required
Under the Government Performance and Results Act

FY 2009–2011 PERFORMANCE PLAN

The agency has developed a FY 2009–2014 Strategic Plan. The following FY 2009–2011 Performance Plan provides guidance and targets compatible with the new Strategic Plan.

Strategic Goal 1

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

Outcome Goals:

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

Performance Goal 1.1.1:

Ensure the effectiveness of in-country programs

Agency Level Performance Indicators:

a.   Percentage of projects plans that meet the expressed needs of the host country

Targets	FY 2009	FY 2010	FY 2011
	85%	90%	95%

b.   Percentage of posts that provide annual progress reports to their host country agency sponsors and partners

Targets	FY 2009	FY 2010	FY 2011
	75%	80%	85%

c.   Enhance the average length of service of Volunteers to equal or exceed 21 months

Targets	FY 2009	FY 2010	FY 2011
	A minimum of 21 months		

Performance Goal 1.2.1:

Ensure the effectiveness of in-country training

Agency Level Performance Indicators:

a. Percentage of Volunteers who meet local language requirements for service per post testing standards

Targets	FY 2009	FY 2010	FY 2011
	A minimum of 85%		

b. Percentage of Volunteers reporting training as adequate or better in preparing them technically for service

Targets	FY 2009	FY 2010	FY 2011
	70%	72%	75%

c. Percentage of Peace Corps Volunteers reporting training as adequate or better in preparing them to work with counterparts

Targets	FY 2009	FY 2010	FY 2011
	60%	62%	65%

Performance Goal 1.3.1

Increase the effectiveness of skills transfer to host country individuals, organizations, and communities

Agency Level Performance Indicators:

a. Percentage of Volunteers reporting that their work transferred skills to host country individuals and organizations adequately or better

Targets	FY 2009	FY 2010	FY 2011
	70%	72%	75%

b. Percentage of PCVs reporting their HIV/AIDS education and outreach is effective

Targets	FY 2009	FY 2010	FY 2011
	75%	80%	85%

c. Percentage of projects that document increases in host country national capacity

Targets	FY 2009	FY 2010	FY 2011
	70%	75%	80%

d. Percentage of partner organizations that report their assigned PCV fulfilled their requested need for technical assistance

Targets	FY 2009	FY 2010	FY 2011
	50%	60%	70%

Means and Strategies

The Peace Corps will:

- Utilize e-learning to enhance early language acquisition and ensure language learning techniques are appropriate for Volunteers with diverse learning needs

- Promote communications between staff and host country partners through Project Advisory Committees, progress reports and annual updates

- Enhance staff effectiveness in training and supporting Volunteers through increased staff training

- Utilize technology to promote and support the exchange of field resources for enhancing programming and training effectiveness

- Train Volunteers in effective ways to build capacity by increasing knowledge, improving skills, and promoting behavior change of individuals and families in the countries they serve

- Enable Volunteers to effectively learn the local language and community engagement so local partners can learn skills to manage their own development in a sustainable manner

- Use more effective Volunteer reporting tools to ease the collection and analysis of Volunteer project, capacity building, and skills transfer activities

Verification and Validation:

Overseas Programming, Training, and Support (OPATS) and the regions, through their annual Project Status Review (PSR) and Training Status Review (TSR) processes, will compile annual data and review observations related to programming and training as submitted by the field; identify general trends and promising practices; and make information available to Peace Corps field staff to help them improve their programming and training.

The capacity-building efforts of Volunteers are a central component of the project goals, and the projects will be reviewed, analyzed, and provided specific feedback for improvement. OPATS will also monitor the production and quality of programming and training materials with the regions through review of annual reports and project evaluations. Furthermore, the language testing data that is collected at post will funnel in to OPATS for evaluation and review.

The Office of Strategic Information, Research, and Planning (OSIRP) will provide oversight of data and information quality, will analyze Volunteer survey data, conduct agency level evaluations, and will provide information to Peace Corps management to enable the improvement of programming and training. OSIRP will also collect data on reasons for resignations and the average length of service for Volunteers.

Strategic Goal 2

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

Outcome Goal:

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

Performance Goal 2.1.1:

The work and life experiences of Volunteers in-country promote host country national learning about Americans

Agency Level Performance Indicators:

a.   Percentage of Volunteers reporting training prepared them to manage cultural differences during service adequately or better

Targets	FY 2009	FY 2010	FY 2011
	91%	92%	93%

b.   Percentage of posts conducting supervisory/counterpart training on working effectively with Volunteers

Targets	FY 2009	FY 2010	FY 2011
	A minimum of 95% annually		

c.   Percentage of host country nationals who have interacted with Volunteers who believe that Americans are committed to assisting other peoples

Targets	FY 2009	FY 2010	FY 2011
	Under development based on ongoing field evaluations		

d.   Percentage of Volunteers reporting that their work helps promote a better understanding of Americans on the part of the peoples served

Targets	FY 2009	FY 2010	FY 2011
	75%	80%	85%

Means and Strategies:

The Peace Corps will:

- Maintain and improve systems to ensure appropriate site preparation for Volunteers, including the selection and training of host country counterparts

- Ensure that effective cross cultural orientation of host families, counterparts, and community partners takes place

- Effectively train Volunteers in the cross-cultural component of Peace Corps service

- Implement field evaluations to obtain feedback from host country national individuals

Verification and Validation:

The Office of Strategic Information, Research, and Planning (OSIRP) will collect and analyze Volunteer survey data to provide Volunteer feedback on the effectiveness of the training and support they receive to enable them to carry out their cross-cultural mission. Overseas Programming, Training, and Support, Regions, and OSIRP will work together on collecting, reviewing, and verifying data on various counterpart trainings that take place at post. OSIRP will also review overall data and information quality.

Additionally, OSIRP is overseeing a series of country level studies to evaluate the impact of Volunteers on the host country nationals with whom they live and work. The study will use a multi-method approach to gather information, and will include outreach to counterparts, host families, and community members, as well as host country ministries and other organizations. The result of these studies will provide more third-party data and provide a deeper perspective on the views of host country partners.

Strategic Goal 3

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

Outcome Goal:

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

Performance Goal 3.1.1:

Volunteers share their in-country experiences with family, friends, and the American public

Agency Level Performance Indicators:

a.   Percentage of Volunteers participating in the Coverdell World Wise School Program

Targets	FY 2009	FY 2010	FY 2011
	60%	62%	64%

b. Number of individuals and organizations supporting the Peace Corps Partnership Program

Targets	FY 2009	FY 2010	FY 2011
	8,000	8,500	9,000

c. Number of youth-serving programs hosting Volunteer activities

Targets	FY 2009	FY 2010	FY 2011
	4,600	4,700	4,800

d. Monitor the percentage of Volunteers that report sharing their experiences with family, friends, and the American public

Targets	FY 2009	FY 2010	FY 2011
	None, this is a monitoring activity		

Performance Goal 3.1.2:

Increase Returned Peace Corps Volunteers (RPCV) cultural outreach to the American public through Peace Corps programs

Agency Level Performance Indicators:

a. Number of RPCVs participating in agency-initiated activities

Targets	FY 2009	FY 2010	FY 2011
	7,700	8,300	8,600

b. Number of schools impacted by the activities of RPCVs

Targets	FY 2009	FY 2010	FY 2011
	550	600	650

Means and Strategies:

The Peace Corps will:

- Promote Volunteer awareness and participation in the Peace Corps' Coverdell World Wise program

- Use innovative marketing to promote awareness of the Peace Corps' educational programs and materials to U.S. educators

- Raise awareness of the Peace Corps Partnership Program as a vehicle through which private sector entities (RPCV groups, civic/community organizations, faith-based organizations, schools, businesses, etc.) and individuals can connect with and support Volunteer projects

- Improve communication with, and information services to, returned Volunteers, especially through the use of technology, to increase their awareness of Peace Corps activities and engagement in third goal initiatives
- Implement an RPCV survey to obtain feedback and input on agency outreach efforts

Verification and Validation:

The Office of Domestic Programs will collect data, monitor, and assess implementation of events and delivery of services, furthering the Peace Corps' third goal of improving Americans' understanding of other peoples. This includes participation of Volunteers, returned Volunteers, and classrooms and youth programs in events and programs throughout the country.

Furthermore, the Office of Private Sector Initiatives will monitor and report on private sector individuals and organizations who support Peace Corps Volunteer projects through the Peace Corps Partnership Program. The Office of Strategic Information, Research and Planning will review data and information quality.

Strategic Goal 4

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

Outcome Goals:

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

Performance Goal 4.1.1:

Recruit Volunteers that balance the needed manpower and technical needs at post with the available applicant pool and its skills

Agency Level Performance Indicator:

a. Maximize the number of Volunteers serving annually based on available funding and the provision of support to ensure their optimal effectiveness

Targets	FY 2009	FY 2010	FY 2011
	7,300	7,600	8,100

b. At least 95% of the number of trainees and skills sought annually are met

Targets	FY 2009	FY 2010	FY 2011
	A minimum of 95%		

Performance Goal 4.1.2:

Manage Volunteer recruitment functions in an effective and efficient manner

Agency Level Performance Indicators:

a. Redesign the Volunteer Delivery System and implement recommendations to improve its effectiveness

	FY 2009	FY 2010	FY 2011
Targets	Complete redesign of critical processes and prioritize implementation of recommendations	Implement top 50% of recommendations	Implement balance (50%) of recommendations

b. Reduce the response time to applicants from 100 days in FY 2009 to 80 days by the end of FY 2011

	FY 2009	FY 2010	FY 2011
Targets	100 days	90 days	80 days

Performance Goal 4.2.1:

Recruitment and Volunteer placement efforts reflect the diversity of Americans

Agency Level Performance Indicators:

a. Number of midcareer and age 50 and older applicants

	FY 2009	FY 2010	FY 2011
Targets	1,500	1,700	1,900

b. Number of applicants of diverse ethnicities

	FY 2009	FY 2010	FY 2011
Targets	2,100	2,200	2,300

Means and Strategies:

The Peace Corps will:

- Strengthen staffing capabilities to provide the level of support needed for the planned increases in the number of Volunteers

- Encourage operational alignment for filling skill needs through periodic Program Advisory Group (PAG) meetings

- Have the team evaluate and make recommendations for the Volunteer Delivery System redesign

- Institutionalize and enhance Web-based application procedures for prospective recruits

- Continue to modify the Peace Corps' external website to provide a more citizen-centered experience

- Use the website as a tool in training, educating, and preparing Volunteers for service

- Develop market forecasting capabilities to seek out recruitment opportunities in niche markets

- Reach target populations of strategic skills, minorities, and mid-career and older Americans using creative recruiting tools that are cost-effective and productive

Verification and Validation:

Trainee input, which directly affects the number of Peace Corps Volunteers in the field, will be tracked by the Program Advisory Group (PAG). The PAG reports to the Volunteer Delivery System steering committee and is composed of staff from each of the three overseas regions, the Office of Volunteer Recruitment and Selection, Volunteer Support, the Office of the Chief Financial Officer, the Office of the Chief Information Officer, the Office of Strategic Information, Research, and Planning, and Peace Corps Response. The group will meet regularly to manage issues related to meeting the agency's annual goals for trainees and Volunteers-on-board, as well as to develop strategies for balancing supply, demand, and strategic skill issues.

The Office of Volunteer Recruitment and Selection (VRS) will monitor its recruitment efforts and improvement strategies using a standardized system that tracks Peace Corps applications from the initiation of the application process to submission and throughout the subsequent phases. VRS will track applicants from diverse ethnicities and mid-career and older applicants in quarterly minority recruitment reports, as well as utilize placement reports to capture skills matches. Similarly, the Office of Medical Services will utilize tracking mechanisms to monitor the timeliness of the key steps needed for an applicant to be medically evaluated for Peace Corps service.

The Office of Strategic Information, Research, and Planning will utilize the process definitions of the Enterprise Architecture team to assess and report on the progress of the Volunteer Delivery System redesign. OSIRP will also review data and information quality.

Strategic Goal 5

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

Outcome Goals:

5.1   Volunteers are safe, healthy, and well supported to ensure their focus on Peace Corps' sustainable development and cross-cultural mission

5.2   Peace Corps continually improves its staff and critical work processes and manages resources in an effective and efficient manner

Performance Goal 5.1.1:

Enhance the safety and security (S&S) of Volunteers

Agency Level Performance Indicators:

a.   Percentage of Volunteers reporting that their S&S training is adequate or better

Targets	FY 2009	FY 2010	FY 2011
	A minimum of 95% annually		

b.   Percentage of posts that have their S&S plans reviewed annually by Peace Corps safety and security officers

Targets	FY 2009	FY 2010	FY 2011
	A minimum of 33% annually		

c.   Percentage of posts that implement critical recommendations focused on Volunteer/Trainee safety and security on a timely basis

Targets	FY 2009	FY 2010	FY 2011
	100% annually		

d.   Percentage of Volunteers who report they feel usually safe and very safe where they live and work

Targets	FY 2009	FY 2010	FY 2011
	A minimum of 90% annually		

Performance Goal 5.1.2:

Provide quality medical and mental health services to trainees and Volunteers

Agency Level Performance Indicators:

a. Percentage of PCVs reporting their satisfaction with health care received from PC medical officers as adequate or better

Targets	FY 2009	FY 2010	FY 2011
	A minimum of 90% annually		

b. Percentage of Volunteers reporting the emotional support they received from PC staff as adequate or better

Targets	FY 2009	FY 2010	FY 2011
	70%	75%	80%

c. Percentage of PCVs reporting adequate or better support in coping with stress from issues such as food insecurity, HIV/AIDS and other stressors in their community.

Targets	FY 2009	FY 2010	FY 2011
	60%	65%	70%

Performance Goal 5.2.1:

Provide effective and responsive financial management that accurately reflects domestic and overseas operations

Agency Level Performance Indicators:

a. Percentage of posts and HQ offices that manage resources within approved budgets and operational plans

Targets	FY 2009	FY 2010	FY 2011
	A minimum of 95% annually		

b. Percentage of posts and HQ offices that annually review resource management ratios for improvement

Targets	FY 2009	FY 2010	FY 2011
	A minimum of 95% annually		

Performance Goal 5.2.2:

Ensure the effective management of Peace Corps resources

Agency Level Performance Indicators:

a. Percentage of post projects that engage host country officials in their formulation and implementation

Targets	FY 2009	FY 2010	FY 2011
	A minimum of 95% annually		

b. Percentage of posts and HQ offices with documented personnel practices that include staff development, performance management, and awards and recognition policies

Targets	FY 2009	FY 2010	FY 2011
	70%	80%	90%

Performance Goal 5.2.3

Review and improve critical Peace Corps work processes to ensure optimal performance

Agency Level Performance Indicator:

a. Annually review, streamline, and implement improvements to at least one agency mission critical process

Targets	FY 2009	FY 2010	FY 2011
	Volunteer Delivery System and Human Capital Management	A minimum of one critical process per year	

Means and Strategies:

The Peace Corps will:

- Conduct safety and security training for both overseas staff and Volunteers

- Through the Peace Corps safety and security officers, provide training and technical assistance so posts meet their safety and security needs

- Conduct country risk assessments on safety and security concerns utilizing Peace Corps safety and security officers in the field

- Review post compliance with Peace Corps Manual Section 270 (MS 270)—Volunteer Safety and Security, and the timely implementation of critical recommendations

- Use information technology to improve the health care system

- Implement resource management practices that improve budget planning and execution, post management

- Create working groups to redesign and improve the Volunteer Delivery System and the Human Capital Management processes

Verification and Validation:

The Peace Corps will track its progress in meeting safety and security requirements through post reports on safety compliance and through assessment of Peace Corps safety and security officers on the implementation of recommendations to posts to enhance post safety and security training and processes. In addition, the agency will monitor survey results, as well as information reported in *Safety of the Volunteer*, the Peace Corps' annual report on safety and security incidents involving Volunteers.

The Office of Medical Services will collect, analyze, and monitor statistics on specific health indicators to gauge the health of Volunteers and monitor the impacts of improvement strategies through the annual *Health of the Volunteer,* Peace Corps Volunteer surveys, and other reports.

The Office of the Chief Financial Officer (OCFO) will utilize its financial management systems to monitor resource management. Furthermore, through its annual Project Status Review process, Overseas Programming, Training, and Support and the regions will collect and report on host country official engagement in project formulation and implementation. The regions will work with the Office of Strategic Information, Research, and Planning (OSIRP) to document post efforts for effective post management.

OSIRP will collect and analyze Volunteer survey data to provide Volunteer feedback on safety and health issues. OSIRP will work with the Enterprise Architecture team in reporting progress on improving critical work processes. OSIRP will also review data and information quality.

The Peace Corps

Strategic Plan
Fiscal years 2009 - 2014

Performance Plan
Fiscal years 2009 - 2011

PEACE CORPS