Australian Government

Department of Foreign Affairs and Trade

Australian
Volunteers
FOR INTERNATIONAL
DEVELOPMENT

**Australian Volunteers Program
Annual Report
January – June 2018**

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Executive summary

The Australian Volunteers Program is an Australian Government initiative. It replaced the Australian Volunteers for International Development (AVID) program, which ended on 31 December 2017, and builds on the Government's investment in international volunteering over the past 60 years. The program is managed by AVI, in consortium with Cardno Emerging Markets Pty Ltd and The Whitelum Group.

The Australian Volunteers Program matches skilled Australians with organisations in developing countries to help these organisations to deliver on their own objectives. The program is at the end of its first year of implementation – a period that can be seen as both a time of continuing the core elements under AVID as well as a time of rapid change.

The first six months of implementation (known as the transition phase) were focused on scaling up program operations from 11 countries to 26 countries and preparing for the novation of volunteers and partners from Scope Global to AVI. The second six months of implementation were focused on ensuring a smooth and safe transition of all volunteers and partners to the program, mobilising and supporting the first cohort of volunteers under the program, and laying the strategic foundations for the next 10 years.

This report focuses on the January – June 2018 period, as the AVID Completion Report provided data until 31 December 2017.

1.1 Progress towards outcomes

Over the last six months the program has worked with 496 different partner organisations in 26 countries. Three-year Country Program Plans have now been developed for all countries to ensure a strategic approach to assignment development and alignment with DFAT's aid priorities. While currently the most common types of in-country partners are NGOs (local, national and international) and small business enterprises, Country Program Plans identify approaches to diversify partners to increasingly engage with government, the private sector, and education and research institutions.

Feedback from partner organisations indicates that 99% are satisfied with the program. Partners report being effectively supported by volunteers to build staff skills, strengthen systems within the partner organisation, and build networks and relationships in the sectors they work in.

Feedback from volunteers completing their assignments during the reporting period suggests 72% of volunteers fully achieved their assignment objectives, which contributed to a range of Sustainable Development Goals (SDGs).

In addition to supporting the partner organisation's objectives, volunteers report gaining a range of personal and professional skills. These include written and spoken communication skills; becoming more resilient, flexible and being able to adapt to different circumstances; and being able to lead change.

Volunteers are also helping partners to build networks with Australian organisations, and many are maintaining connections with their partner organisation when they return to Australia.

The Australian Volunteers Program is also working to promote the value of volunteering in Australia and overseas. During the reporting period, a baseline assessment of perceptions of international volunteering was undertaken to inform public diplomacy efforts in Australia.

The research findings indicate that around two-thirds of Australians think the Government should support international volunteering, about half personally value international volunteering, and around a third have heard of the Australian Volunteers Program. Additionally, in the January to June 2018 reporting period, 85% of volunteers who completed their assignments report actively promoting the program and sharing their volunteering experience through meetings and events, and on social media.

Indonesia *Australian volunteer Siobhan Heatwole Coral Reef Rehabilitation Advisor with a colleague, PT KokoSmart.*

1.2 Progress against program outputs

The focus of the first year of the Australian Volunteers Program has been laying the essential foundations for a five plus five year program. This has been a major undertaking for program staff and for DFAT. Reflection events[1] suggest it has been an intense period, delivering on contractual requirements in complex operating environments, learning new systems and adapting to new policies and processes. Within this context, there has been some significant foundational achievements, and the program is on track to achieve its end of program outcomes.

Key achievements include:

» **The early novation,** at Scope Global's request, of 320 volunteers, 168 partner organisations (POs) and 29 Australian Organisations (AOs) on 1 December 2017, and 15 November 2017 for those in Indonesia, to the Australian Volunteers Program.

» **Establishing 13 new country offices**, bringing the total number of country offices to 22, and the program operating in 26 countries.

» **On-boarding 58 long-term personnel.** This major recruitment effort, during the transition phase, included a large complement of new staff that had to learn AVI systems, new roles (such as in-country Recruitment Officers) and new priorities.

» **Mobilising 219 volunteers** under the new program between February and June 2018, exceeding the initial indicative target of 200 volunteers.

» **Maintaining high quality support to volunteers**, ensuring critical volunteer safety and program procedures are followed, throughout the transition and early implementation stages.

» **Increasing the frequency and duration (to 3 days) of pre-departure briefings**, to enable volunteers to be more prepared for their assignments, including increasing the training in public diplomacy.

» **Delivering 16 of 19 planned contractual strategies**[2], plans and documents that provide the scaffolding to guide and inform the strategic direction of the new program (see Annex 3).

» **Designing the Innovation Fund**, which will support a range of innovation activities to be undertaken.

» **Developing 22 Country Program Plans**.

» **Commencing implementation of a Monitoring, Evaluation and Learning Framework (MELF)** including commissioning two research projects, one focusing on 'diversity and inclusion' of volunteers and the other on 'opinion leaders' perception on international volunteers and the Australian Volunteers Program'. These provide useful baselines, and help guide program efforts in diversity and inclusion and public diplomacy.

» **Building a strong team and a shared understanding of the new program** through significant efforts by the Melbourne program team and the Regional Directors to create a sense of regional teams, providing opportunities for face-to-face interactions and training between Melbourne staff and in-country teams in the Regional Partnerships Workshops and Regional Reflection events.

» **Building a strong and collaborative working relationship with DFAT** in Canberra and Posts.

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1. Three reflection events were held in August 2018 – one in Melbourne, one in Fiji for the Pacific and PNG teams, and one in Colombo for East Asia, Asia Archipelago and South Asia and Africa teams.

2. With DFAT's agreement, three deliverables were changed or delayed: Program Standards (approved to incorporate into the Global Program Strategy); the Group of Champions Workplan (agreed to delay as DFAT is considering the best approach in 2018/19); and the Diversity and Inclusion Strategy (approved for submission on 10 August 2018).

Vanuatu *MICA Paramedic Educator Kall Sugden volunteers at ProMedical as a Paramedic Clinical Instructor in Port Vila.*

Indonesia *Program Development Officer Bridget Keenan, Milas staff Ningti Athesia Sarsan, and a local community member.*

1.3 Challenges and lessons learnt

The regional reflection events in August provided the opportunity for program staff and DFAT staff to consider program strengths, challenges and lessons learnt over the reporting period. Key challenges and lessons identified during this reflection process include:

» **The transition and program start-up was a major undertaking.** The program managed the transfer of information and volunteer safety very well. Feedback from stakeholder surveys suggest that, with the benefit of hindsight, the program could have communicated more consistently and clearly with in-country teams, volunteers and partners.

» **Integrated systems transformation within AVI** is a major investment which will provide significant efficiencies for the program. However, the transformation project was also a challenge to implementation as it added to the high volume of work in the transition and early implementation phase.

» **Program staff understand the challenges of needing to work smarter, not harder when it comes to diversifying and supporting POs to build their capacity.** The ambition of the program to diversify partners in country needs to be delivered without increasing the overall number of partners.

» **Investments in team building and staff development are important.** They are critical for successful program delivery, particularly for a program with staff geographically dispersed across 26 countries.

» **Organisation change at AVI amplified normal start up challenges.** AVI is working to clarify its organisational identity as it delivers on the program, and capitalise on synergies between the program and AVI's other programs and activities.

» **Investing in a strong relationship with DFAT and clarifying roles and responsibilities has been very important.** While there will always be issues to work through on a program of this size and complexity, the first year of implementation has demonstrated a sound capacity to navigate these through frank and open communications.

» **Clearly messaging the absolute priorities helps staff manage heavy work programs.** This was effective during transition and will be continued throughout implementation.

» **Volunteer allowances need to be reviewed under the program as a review has not been carried out for some time.** In addition, stakeholders report that finding appropriate accommodation is getting difficult, particularly when volunteers are placed in remote areas. In some places in the Pacific there are significant numbers of donors competing for very limited housing stock.

» **Child protection is critical, but a challenging space for the program.** In some cases, the requirement to have a valid child protection policy in place prior to acceptance of a volunteer in-country has led to delays in volunteer placements. The program is looking at ways that it can streamline our child protection approach whilst ensuring it still meets DFAT's Child Protection Policy requirements.

» **Infographics and analysis of volunteer and PO feedback have been useful but we need more qualitative evidence.** We need to provide better support to POs to give good quality feedback. The MEL team is working to refine the monitoring tools and consider how the program can best support POs to fill in the forms.

Samoa *Australian volunteer Emma Hand with a farmer.*

Solomon Islands *Jake Marusich, Australian volunteer at Public Solicitor's Office (PSO) as a Criminal Unit Support Lawyer, with Senior Legal Officers Cathy Hite and William Kadi, Honiara, Solomon Islands.*

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About the program

The Australian Volunteers Program is an Australian Government initiative. It builds on the Australian Government's investment in international volunteering over the past 60 years.

The program replaced the Australian Volunteers for International Development (AVID) program, which closed on 31 December 2017.

The new program retains the core elements of AVID with the aim of enhancing program reach, visibility, impact and value for money. The Australian Volunteers Program is managed by AVI, in consortium with Cardno Emerging Markets Pty Ltd (Cardno) and The Whitelum Group (TWG). It is a five-year program with an estimated total budget of AU$190 million.

The Australian Volunteers Program matches skilled Australians from all walks of life with organisations in developing countries to help these organisations to deliver on their own development objectives.

The program uses international volunteering as a people-centred approach to capacity development, and is part of the Australian Government's people-to-people program portfolio, connecting Australians to Australia's aid program and the region.

Over the next five years, the Australian Volunteers Program aims to achieve the following outcomes:

» partner organisations are supported by Australia to achieve their own development objectives

» Australian volunteers gain professionally and personally

» the public and governments in Australia and overseas better appreciate the value of volunteering

By successfully achieving these outcomes, the Australian Volunteers Program will have contributed to the following broader development and diplomacy goals:

» the Australian Government is achieving its development objectives

» Australians are more globally literate and connected

» Australian aid is perceived positively in Australia and internationally

Fiji *Australian volunteer Mieke Hutchinson-Kern with a colleague at CMW Hospital in Suva.*

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About this report

The program is at the end of the first year of five plus another potential five years of implementation. The first six months of implementation (known as the transition phase) were focused on scaling up program operations from 11 countries to 26 countries and preparing for the novation of volunteers and partners. The second six months were focused on ensuring a smooth and safe transition for all volunteers and partners, **mobilising and supporting the first cohort of volunteers** under the program and **laying the strategic foundations** for the next 10 years.

This period was guided by a number of core documents but the most critical were:

» the Transition Plan outlining activities between July and December 2017

» the Implementation Plan[3] outlining activities between January to June 2018

» the Global Program Strategy Concept Note,[4] which informed the final Global Program Strategy

» the Monitoring, Evaluation and Learning Framework.[5]

This report primarily reviews activities in the January – June 2018 operating period,[6] but also reflects on feedback about the transition phase and draws on insights from the reflection events[7] held in August 2018.

Whilst this reporting period has been focused on delivering the program's foundational activities, the report also presents an opportunity to **provide some baseline** information and **insights** about a number of the program's intermediate and end of program outcomes against which progress will be tracked in future years (Section 5).

A summary of progress against **program outputs** is in Section 6, **lessons learned** are identified in Section 7, and **key management actions** are outlined in Section 8.

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3. Dated 8 December 2017
4. Submitted to DFAT on 15 September 2017
5. Finalised in December 2017
6. The AVID Completion Report documented program performance until program closure in December 2017.

7. Three reflection events were held. One in Melbourne, one in Fiji (covering the Pacific and PNG), and one in Colombo (covering East Asia, Asia Archipelago and South Asia and Africa.

4 | The program operating context

Solomon Islands *Australian volunteer Rachel Bartley with Finance Officer Bere Usua and Director Josephine Teakeni, Honiara.*

The program operating environment over this reporting period can be characterised as a **rapid scale up** which constituted a **high volume of change** in a short period. This report should be read in relation to the below context that outlines key achievements, challenges and lessons learned.

» By 1 December 2017, one month prior to the original contract period, and at Scope Global's request, **320 volunteers, 168 partner organisations (POs) and 29 Australian organisations (AOs) were novated from Scope Global to AVI.**

» **The program has successfully filled its staffing complement of 107,** including **on boarding 26 new staff from January – June 2018**.

» **Thirteen new country offices were established** (to a total of 22 offices) and the program is now operating in 26 countries. This included important operational processes such as locating and registering new offices, establishing bank accounts, embedding risk security protocols and child protection controls.

» **The program has delivered 16 contractual documents, strategies and plans,** providing the strategic scaffolding for the program

» **Two hundred and nineteen volunteers were mobilised** under the new program between February and June 2018, **exceeding the initial indicative target of 200.**

» **The benefits of an active and structurally embedded consortium team** are evident. AVI, the lead contractor, is at the heart of this consortium, and draws on 65 years of operational expertise in skilled volunteering to efficiently source the right volunteers for partners, and ensure volunteer safety and security is paramount.

Cardno has helped the program to operate under a commercial contract with DFAT and strengthened compliance and quality assurance processes (for example through the operations manual and procurement procedures).

TWG, through the dedicated monitoring, evaluation and learning (MEL) unit, has ensured a strong and early focus on learning (reflection events and research), and provided information for program decision making and accountability (transition survey and monitoring tools).

Delivering on the scale up has occurred in a variety of contexts, and has been done whilst maintaining high-quality day-to-day support for volunteers. Some of the internal and external factors which have impacted the program team include:

» **Setting up new offices and relocating others**. In some new AVI countries, there were long office registrations processes. Some existing country offices had to relocate to new buildings and, in the case of PNG, to a new city.

Indonesia *Australian volunteer Alicia Godycki (Humanitarian Capacity Development Coordinator) with Australian Volunteers Program Officer Josta Sipahutar (middle) and Humanitarian Benchmark Consulting (HBC) helper Mazidah, Bantul District, Yogyakarta.*

» **Recruiting a large number of staff from Scope Global was positive**, particularly in terms of in-country relationships. The staff had experience of working in the volunteer program but had to learn a range of new processes and systems under the new volunteer program.

» **Adapting to new program processes.** A new financial system was introduced and a new procurement processes were also introduced to meet Commonwealth Procurement requirements.

» **Changes in government policies or delays that affect volunteers.** For example, a merger between the National Health Services and Ministry of Health in Samoa meant volunteer roles had to be adjusted, and the merger impacted the quality of the volunteer experience.[8]

In Fiji and PNG, government processes for obtaining visas became more difficult. In Nepal, all assignments now need to be in government departments.

As of mid-June 2018, the program can only place volunteers with NGOs in South Africa. In countries that require government approval of volunteer assignments there are sometimes slow response times. Staff in government organisations can change frequently, so it takes time to build new relationships and understanding of the program.

» **Natural disasters, elections and civil unrest.** Program teams have had volunteers in natural disasters like flooding, cyclones and earthquakes, some having to move volunteers. Other teams have managed restricted movements or heightened security of volunteers during elections and civil unrest.

» **New ways of working with DFAT AVS and Posts.** The new program has, to an extent, required new ways of working with DFAT AVS and Posts in line with the change from grant to contract that required an increased engagement.

Building the relationships and shared understanding of the program takes time but program teams in-country and in Australia report the strengthened relationship with DFAT to be a very positive evolution of the program.

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8. Staff movement in the Ministries resulted in staff changes and ultimately a lack of counterpart support and supervision for volunteers.
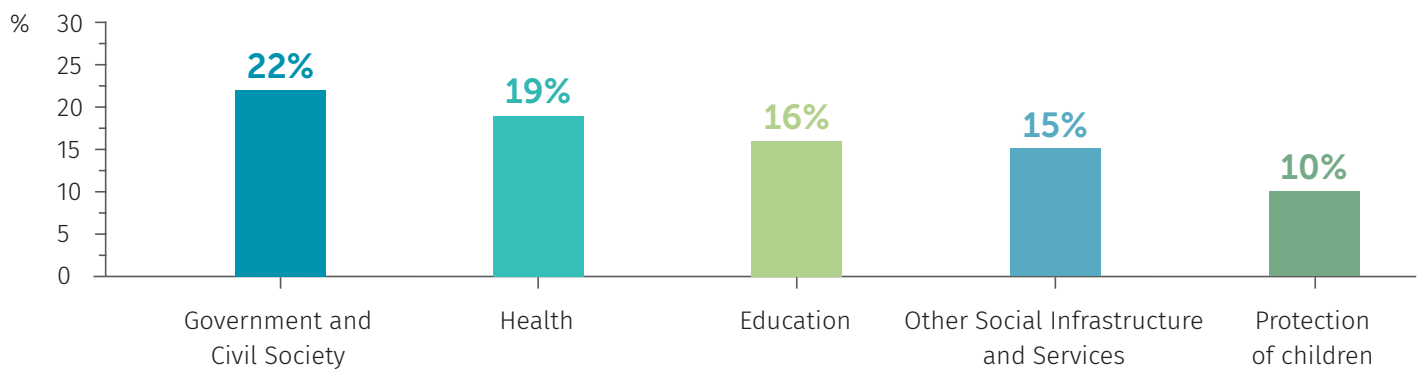
5 | Progress toward outcomes

Figure 1: The five most common development sectors of volunteers on assignment between January – June 2018.

5.1 Supporting the development outcomes of our POs

Over the last six months the program has worked with 496 different partners organisations in 26 countries. The Australian Volunteers Program supports partner-led capacity development to enable its partners to deliver on their own development objectives. Below is a summary of progress against program outcomes that relate to partner organisations. The summary includes feedback from partner organisations about how the program can improve going forward.

5.1.1 End of program outcome 1: POs are supported by Australia to progress their development outcomes

To be able to demonstrate development outcomes for the program, the program uses data from Volunteer and Partner Organisation Assignment Feedback. Moving into 2018/19 this will be supplemented by stories of change.

When assignments are complete, volunteers are asked which Sustainable Development Goals their assignment has contributed to.

Over the last six months Australian volunteers report their assignments have primarily made contributions to the following Sustainable Development Goals (SDGs):

» 13% reported that their assignment outcomes contributed to SGD 11 – Making cities and human settlements inclusive, safe, resilient and sustainable

» 10% contributed to SDG 10 – Reduce inequality within and among countries

» 9% contributed to SDG 12 – Ensure sustainable consumption and production patterns

» 8% contributed to SDG 1 – End poverty in all forms everywhere

» 7.5% contributed to SDG 17 – Strengthen the means of implementation and revitalise the global partnership for sustainable development. Contributions to this SDG are likely to be under-represented as the evidence outlined in section 5.1.2 suggests that about half of all volunteers are helping partners to build networks and forge partnerships.

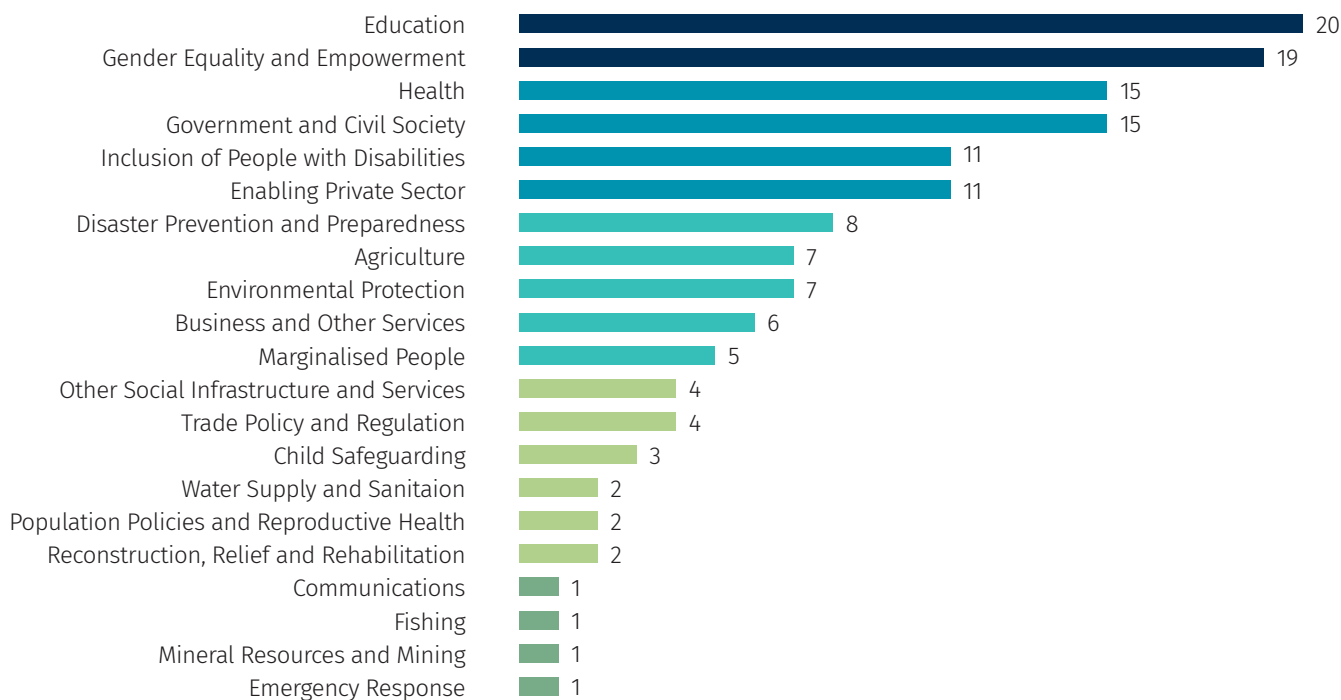Sustainable Cities and Communities   Reduced Inequalities   Responsible Consumption and Production   No Poverty   Partnerships for the Goals

Education — 20
Gender Equality and Empowerment — 19
Health — 15
Government and Civil Society — 15
Inclusion of People with Disabilities — 11
Enabling Private Sector — 11
Disaster Prevention and Preparedness — 8
Agriculture — 7
Environmental Protection — 7
Business and Other Services — 6
Marginalised People — 5
Other Social Infrastructure and Services — 4
Trade Policy and Regulation — 4
Child Safeguarding — 3
Water Supply and Sanitaion — 2
Population Policies and Reproductive Health — 2
Reconstruction, Relief and Rehabilitation — 2
Communications — 1
Fishing — 1
Mineral Resources and Mining — 1
Emergency Response — 1

Figure 2: Sector priorities in the Country Program Plans 2018 – 2021
(number of the 22 country program plans that identify each sector as a priority)

The new version of the MEL feedback forms and data collection, to be launched in late 2018, will enable volunteers and partners to improve reporting on contributions to the SDGs.

Figure 1 summarises the top five most common development sectors volunteers have been working in over the last six months.

Ensuring strategic alignment with DFAT's aid priorities is important for the Australian Volunteers Program. In this reporting period, three-year Country Program Plans were developed for all programs (22 Plans covering 26 Countries[9]) which set out priority sectors and partner organisations for the program in each country. The plans align with the objectives in DFAT's country level Aid Investment Plans, where these exist.

Figure 2 provides a summary of the sectors prioritised in the Country Program Plans.

Education, health and government and civil society will remain strengths of the program going forward. Country Program Plans show a strong alignment with DFAT policy priorities of gender equality, disability inclusion, establishing an enabling private sector environment and supporting disaster prevention and preparedness.

A priority over the next reporting period will be to demonstrate how our partners and volunteers deliver on the three impact areas set out in the Global Program Strategy:

» Inclusive economic growth
» Promoting human rights
» Climate change, disaster resilience and food security

While it is possible to see broad alignment to these priorities in Figure 2, research will be conducted to baseline the program's contribution to each of these impact areas in 2018/19, and to ensure that program monitoring captures data to report progress against them. Future annual reports will include program results against these three impact areas.

Country Program Plans are reviewed annually and, where necessary, can be updated if there are opportunities to strengthen contribution to a particular priority or to reflect changing policy circumstances. Future Country Program Reports will report against their sectoral priorities.

9. North Pacific covers 3 countries (Palau, RMI, FSM); Southern Africa covers 3 countries (South Africa, eSwatini and Swaziland).

5.1.2 Intermediate outcome: POs have strengthened their capacity and gained from the program

There is evidence in this reporting period that partner organisations are being supported by volunteers to strengthen their capacity. Feedback from 127 partner organisations across the program suggests volunteers have played a role in supporting partners at three levels; building individual staff skills, building partner organisation systems, and building networks and relationships in the sectors they work in.

At an individual level 93% of all partners reported that volunteers had helped to build staff skills and knowledge.

At an organisational level, 60% of partner organisations report volunteers have helped to improve organisational systems (manuals, filing, administration, records management practices, clinical standards, improved management awareness of disability inclusion etc.). Thirty-seven per cent felt the volunteers had improved organisational planning processes, 28% felt that the volunteer helped better position the PO in the sector they work in, 22% felt their volunteers had helped them to identify innovative ideas for program development, and 15% of POs reported the volunteers had helped them to secure funding.

We now have connections with most of the international Non-Governmental Organisations where we share the same interest of our work. We also have a better network with the government at the district level, provincial level and the national level. – PO

At a network and sector level, 69% of partner organisations reported improved strategic relationships with international and local agencies and government. Fifty-six per cent of POs reported strengthened partnerships with local organisations and academic institutions, 37% reported better networks with government agencies at different levels, 17% had stronger connections with Australian organisations and 15% developed linkages with private sector organisations. 10% of partner organisations felt that volunteers had helped to influence legislation or policy in the host country.

In late 2018, three-year Partnership Plans between the Australian Volunteers Program and our partner organisations will be progressively rolled out across the program. It will then be possible to track, over time, how each partner is progressing toward their own objectives. Additionally, stories of change about partner capacity development will be captured, analysed and profiled.

5.1.3 Intermediate outcome: POs have a strategic rationale for participation in the program and provide a safe and productive working environment.

As indicated in Figure 3, in the January – June 2018 period, the most common types of in-country partner organisations are NGOs (local, national and international). An analysis of the Country Program Plans for 2018 – 2021 indicates that over the next three years, there will be shifts in some country programs to increasingly engage the government sector (at multiple levels),[10] private sector partners,[11] and education and research institutions.[12]

Additionally, a number of Country Program Plans[13] identify the need for more assignments outside of the capital centres, which will be pursued in a way that balances volunteer security and considers ways to manage isolation (such as cluster placements in a new area).

The aim is to have the majority of volunteer assignments aligned to priorities in the agreed Country Program Plans. The Australian Volunteers Program is open and able to respond to DFAT requests for assignments outside of these priorities as required. An assessment of alignment between PO Partnership Plans and Country Program Plans will be available in the 2018/19 report.

In terms of safety and security, 93% of volunteers reported being satisfied[14] that their PO provided a safe and productive work environment. In this reporting period there were 252 incidents, an increase due to the program's 'call early – call often' approach to prevent minor risks escalating. The majority of these were low level health related incidents. Further detail is available in Section 6.7.3.

Work environments were found to not be productive when there was no counterpart or the partner organisation was not well-prepared to take the volunteer.[15]

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10. For example in Laos, Nepal, Fiji and Bhutan.
11. Cambodia, Mongolia, Myanmar, Vietnam, Sri Lanka, Fiji and PNG.
12. This aligns with 20 Country Program Plans (of 22) identifying education as a priority sector. 22 Country Program Plans going forward.
13. Timor-Leste, Cambodia, Mongolia, Sri Lanka, Nepal, Fiji, Vanuatu, Solomon Islands, PNG and the North Pacific.
14. 38% fully satisfied, 30% very satisfied, 25% satisfied.
15. From Volunteer End of Assignment Feedback Forms.

Figure 3: Top partner organisation types (from most to least frequent)[16]

January-June 2018	2018-2021 Country Program Plans
Local NGOs	Government (Local, Regional, National)
Small Business Enterprices	Private Sector
National NGOs	NGO (Local, Regional, National)
International NGOs	Education Institutions
Semi-Governmment/Statutory Athorities	Small and Medium Businesses
	International Agencies

Indonesia *Australian volunteers Karen Macdonald and John Macdonald with Indonesian language tutors Yakobus Didit Setiawan and Kanya at Wisma Bahasa, Yogyakarta.*

Mongolia *Australian volunteer Bronwyn Thomson working with a colleague in Ulaanbaatar.*

How partner organisations want the program to support their capacity development

Feedback from POs suggests that 99% are satisfied with the program. Two-thirds would like another volunteer in the same role and just over a third would like a volunteer in a different role. 85% of POs and volunteers would also consider online-volunteering with their volunteers after they have completed their assignment.
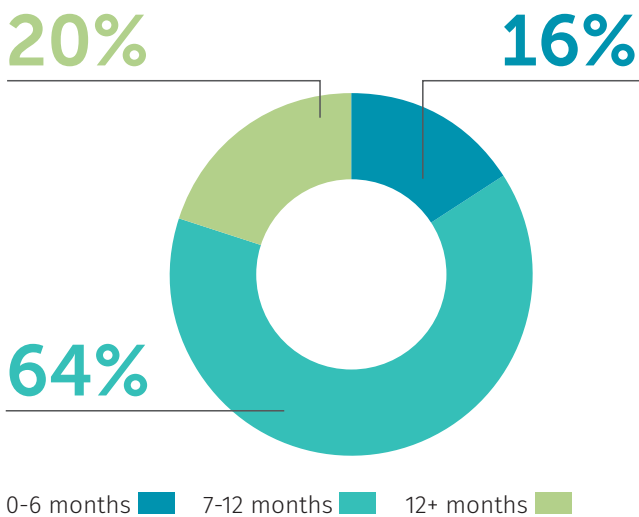
The three-year Partnership Plans being rolled out from late 2018 aim to address the longer-term capacity needs of the POs.

From the End of Assignment Feedback and the findings from the Transition Survey held in March/April 2018 partners recommend:

» longer term assignments (of at least 12 months) support capacity development

» the program sources volunteers with the following attributes: cultural sensitivity (48% of POs rated this as important), adaptability (41%) and flexibility (35%)

» ongoing communication between the program and partner to identify the right person for their organisation, as well as more general information on program priorities and contacts

» more opportunities to share learning between the different partner organisations in-country

» providing volunteers more training on fitting into to the local workplace culture

16. January – June 2018 figures are PO types with active volunteers in this period. Country Program Plan data is the most frequently identified priority partners across all 22 Country Program Plans going forward.

Figure 4: Duration of assignments

20%   **16%**

64%

0-6 months ▮   7-12 months ▮   12+ months ▮

Figure 5: Most common professions of volunteers

🤲	Community/Social Development	106	👤👤👤👤👤
🎤	Media/Comms/Public Relations/ Fundraising	101	👤👤👤👤👤
🩺	Health	86	👤👤👤👤
🎓	Education/Training/Library	84	👤👤👤👤
📁	Management/Admin/HR	70	👤👤👤👤

5.2 Supporting Australian volunteers to gain personally and professionally

Between January and June 2018, 219 (138 female, 80 male, 1 other) Australian volunteers commenced their assignment. Of these, 64% had assignments of 7 – 12 months duration, 20% had assignments of more than 12 months, and 16% were six months or less. Around 34% of the volunteers were in the Pacific, 26% of the volunteer were in East Asia, 23% in Asia Archipelago and remaining 17% in South Asia and Africa.

The most common professions of volunteers were:

» community and social development
» fundraising, marketing, public relations, and media
» health, education and training
» management, administration, and human resources

5.2.1 End of program outcome: Australian volunteers gain personally and professionally

Two hundred and sixteen volunteers completing their assignments in the reporting period provided feedback on their personal and professional development:

» 60% reported that they had **improved their written and spoken communication skills** – they were able to get a clear message across to others.
» 54% reported being **more adaptable** – keeping an open mind and seeking to understand new and unusual problems.
» 54% reported being **more resilient** – able to achieve goals in the face of difficulties.
» 53% were **more able to lead change** – understanding organisational culture and practice and getting results through both formal and informal channels.
» 48% reported they were **more flexible** and able to adapt to different circumstances, including modifying their thinking and approaches to address the challenges they faced.

*The challenges that I expected have been quite minor due to the strengthening of my personal competencies and interpersonal skills during my assignment. This assignment was personally transformative and fulfilling. I try to be more tolerant and open to finding empathy and patience towards people who I find challenging. I try to be more patient, and feel better equipped to work my way through uncertainty and unfamiliar situations.
– Volunteer*

A number of volunteers also reported that they had gained skills and confidence in **mentoring and coaching**.

Further work within the program over coming years will capture and promote the personal and professional benefits of volunteering. The Diversity and Inclusion Formative Evaluation noted that potential volunteers (particularly younger people and those mid-career) could not readily demonstrate the professional value of international volunteering to potential or existing workplaces and that this may be a barrier for some applying to the program.

5.2.2 Intermediate outcome: Volunteers promote greater cultural awareness and build stronger connections between partner countries and Australia.

In the January through June reporting period, five Australian organisations formally partnered with five partner organisations overseas.

However, feedback from volunteers and partners indicates the program is also creating less formal partnerships on a much wider scale.

There is good evidence of stronger networks for partner organisations being created through the volunteer program. (see Section 5.1.2). Eighteen per cent of partner organisations and 24% of volunteers reported volunteers have helped the organisations to build partnerships with Australian organisations.
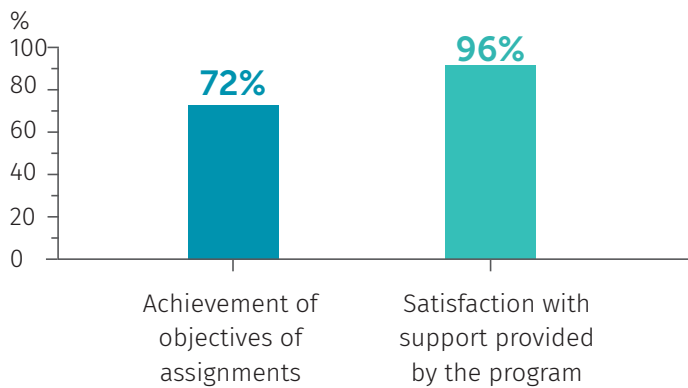
More work will be done in the coming years to better capture the benefits of these relationships for both Australian and partner organisations.

A number of volunteers indicated that they intend to continue their relationship with the partner organisation at the conclusion of their assignment.

Twenty-five per cent of volunteers planned to stay in email and Skype contact and another 25% planned to do additional work from Australia to support the partner organisation, either in the form of ongoing mentoring or working remotely. Longer term connections and impacts will be traced through the Returned Volunteer Survey which will be conducted in 2019.

5.2.3 Intermediate outcome: Volunteers complete their assignments well and have a positive volunteering experience

Figure 6 presents the percentage of volunteers who were able to achieve their objectives and were satisfied with the support provided by the program. Where assignment objectives were not able to be achieved, volunteers report the key reasons being:

» a mismatch in expectations between the volunteer, what was in the assignment description and the partner organisations understanding of the assignment

» the partner organisation not having the required resources to achieve the objectives of the assignment

Reasons partners felt assignment objectives were not always met include lack of clarity around assignment objectives, and volunteer assignments being too short.

The **most satisfying** parts of the assignment for the volunteers were:

» relationships formed with colleagues and the local community (54% of all volunteers providing feedback)

» the success of the work activities (34%)

» learning more about the country of deployment (34%)

» improvements in personal competencies (29%) (see section 5.2.1 for further detail)

» the opportunity to be involved with the partner organisation and their work (28%)

The **most challenging** parts of the assignment for volunteers were:

» health and living issues - accommodation, local transport, visa, allowances (35%)

» the work culture in the partner organisation – pace of work, diligence, hierarchies (34%)

» learning to work in a different country culture (22%)

How volunteers want the program to further support them

Overall, 96% of volunteers were satisfied with support provided by the Australian Volunteers Program. There was strong support and praise for the in-country teams and for the management of volunteer safety and security.

Through the End of Assignment Feedback and the Transition Survey conducted in March/April 2018 volunteers recommend:

» more support for volunteers in remote regions
» more support on return to Australia
» more support to find accommodation
» more support to help manage issues with the partner organisation about their assignment
» shortening the In-Country Orientation Program (note this currently differs country to country)
» better communication about future volunteering opportunities, the program, and the other volunteers in-country
» more language training
» increasing allowances

5.3 Promoting the value of international volunteering in Australia and internationally

The program has an explicit objective to raise awareness of international volunteering both in Australia and internationally.

5.3.1 End of program outcome: The public and governments in Australia and overseas better appreciate the value of volunteering

The focus of the Australian Volunteers Program public diplomacy efforts is initially in Australia. The program was launched at an event at Parliament House, Canberra, Australia on Monday 12 February 2018. The event, celebrating the Australian Government's continuing commitment to skilled international volunteering, involved a cohort of volunteers about to depart on assignments, members of the international diplomatic corps, Australian partner organisation representatives, returned volunteers, Members of Parliament and senior DFAT staff. The event was aimed at building awareness and promoting the value of volunteering.

In April 2018 the program commissioned Roy Morgan to help develop a baseline on perceptions of international volunteering in Australia.

The final report is not available yet but results from the baseline survey[17] indicate:

» 66% of the population feel that it is either fairly important (39.7%) or very important (26.5%) for the Australian Government to support international volunteering
» 53% of Australians either highly valued (17%) or quite valued (35.5%) international volunteering
» Just over one third of Australians (35.6%) are aware of the Australian Volunteers Program
» Four in ten were made aware of the program through print media. An additional four in ten were aware through word of mouth (from friends, family and work colleagues). Three in ten were aware through online media
» When prompted about the benefits of volunteering:
- 60% agreed the program connects Australia and Australians to people and countries in our region
- 55% felt the program helped volunteers to develop personal skills
- 52% felt that the program helps organisations in developing countries better support poor communities
- 47% felt that the program helps developing countries hosting volunteers to build their professional skills
- 43.5% felt that volunteers gained professional skills they could use in their workplace when they return to Australia
- 4.2% felt there were no benefits

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17. 1,311 individuals responded to the survey from the 13 audience segments – by socio-political affiliation - identified in Roy Morgan's regular poll, providing a statistically significant sample of the Australian population.

Myanmar *Tin Ko Ko (Physics Lecturer & Registrar Grade I) and Chris Chaffe (Australian volunteer EFL English as a Foreign Language Curriculum & Teacher Trainer) with students at Yezin Agricultural University, Naypyidaw.*

There were some minor differences between those who identified as working within government and the general population. For example, those that identified working within government were less likely to highly value international volunteering and they knew less about international volunteering.

The research has identified market segments and demographics that will be more amenable to learning about the Australian Volunteers Program. Initial indications are that around a quarter of Australians are likely to be amenable to learning more about the program and a further 48% are a potential growth market.

The research is identifying key influencers, media channels and key messages that would best influence these markets.

There has been significant progress to baseline the value of volunteering in Australia that will allow the program to demonstrate its impact in Australia over time. However, this will be much harder in other countries.

The program contends that it will be very difficult to demonstrate that the program has made a significant contribution to raising awareness of international volunteering in the general public and governments in all 26 countries.

This is especially the case where the number of volunteers is relatively small and where there are limited public diplomacy and communications resources in-country. Whilst the program can report the number, types, distribution and uptake of media promoted by volunteers, partners and DFAT, it is not feasible to link this to an overall change in perception in governments and the public in all 26 countries.[18]

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18. At present resources have not been committed to baselining public and government opinion anywhere other than Australia. Should the program choose to focus public diplomacy efforts on a couple of countries and explicit resources are provided to scale up public diplomacy efforts, it would be possible to conduct a baseline and endline.

Myanmar *Australian volunteer Rupert Mann with Yangon Heritage Trust staff Kyan Dyne Aung in Rangon.*

5.3.2 Intermediate outcome: AOs, POs, volunteers and DFAT promote the benefits of volunteering to their constituencies

Volunteers who completed their assignments in January – June 2018 reported promoting the program and their experience through:

» personal engagements, including meetings and events (67% of all volunteers)

» social media (21%)

» presentations at events (21%)

» 15% of volunteers reported they did not promote the program

In this reporting period, the program's social handle, #AusVols4Dev, was used 684 times across various social channels and a total of 146 media hits referenced the program in Australia and internationally, with 96% positive sentiment. The most successful proactive media was part of an International Women's Day campaign, with an article syndicated through 76 regional and local newspapers across Australia.

Further evidence of program communications reach, visibility and public diplomacy outcomes will be possible in 2018/19 when the new Australian Volunteers Program website goes live and social listening tools are active. Section 5.5.3 provides detail of the considerable work that has been done in the last reporting period to support volunteers and the program in public diplomacy.

Reflections on public diplomacy

DFAT and the program could reconsider the framing of the public diplomacy outcomes (end of program and intermediate outcomes). For example, remove the overseas ambition from the end of program outcome '*public and governments in Australia and overseas better appreciate the value of volunteering*', unless resources are made available to deliver on this. The intermediate outcomes could reflect promoting the benefits of volunteering to constituencies in Australia and overseas.

Nepal *Australian volunteer Ariane Forsythe works on scholarship applications with Geeta Limbu, Coordinator, at the Independent Living Centre for Persons with Disabilities in Kathmandu.*

5.4 Cross-cutting issues

All volunteer assignments have an objective related to cross-cutting issues. Volunteers must demonstrate how, in their assignment, they are using strategies that promote:
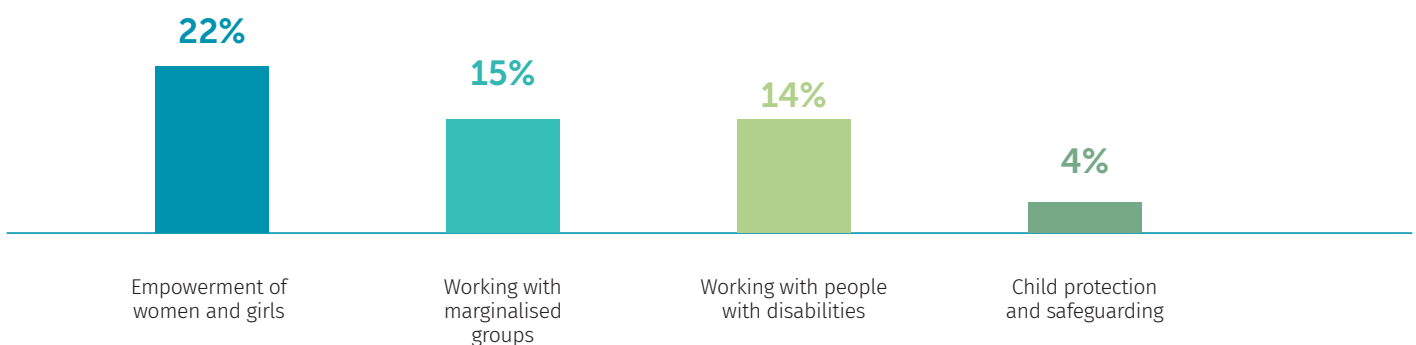
» gender equality

» inclusion of youth and people with disabilities (PWD)

» child protection and safeguarding[19]

» inclusion of other marginalised groups

While a number of country reports provide examples of how assignments have benefited women and girls and people with a disability, this section, highlights the extent to which cross-cutting issues are embedded across the program.

5.4.1 Empowerment of women and girls

» 48% of volunteers reported they were directly implementing activities related to the empowerment of women and girls

» 22% had empowerment of women and girls as a primary objective of the assignment

» a further 20% reported working on aspects of gender equality as part of their assignment

» only 16% reported that the assignment didn't provide an opportunity to work in this area

» partner organisations report that volunteers had been able to influence their organisation on gender equality issues through their daily interactions

Figure 7: Percentage of assignments completed in January – June 2018 focusing on cross-cutting issues

22%	**15%**	**14%**	**4%**
Empowerment of women and girls	Working with marginalised groups	Working with people with disabilities	Child protection and safeguarding

19. All local/national non-government partner organisations are required to have a DFAT compliant child protection policy.

Solomon Islands *Australian volunteer Mark Brennan with Legal Officer Elma Veenah Rizzu at the Office of the Director of Public Prosecutions in Honiara*

The volunteer promoted gender equality and empowerment of women and girls through; provision of support to implement training and modify the content on the Eliminating Gender Based Violence Toolkit; successful grant application to deliver a Women's Economic Empowerment Initiative; and successfully completed final draft of the Kiribati National Disability Policy that has a specific policy priority for women and girls with disabilities. – PO

5.4.2 Working with people with disabilities

» 30% of volunteers reported that their assignment directly benefited people with disabilities

» 14% had working with people with disabilities as a primary objective of their assignment

» 36% stated their assignment did not provide an opportunity to work in this area

5.4.3 Inclusion of marginalised groups

» 41% of volunteers reported that their assignment directly benefited people from marginalised groups

» 15% had working with people from marginalised groups as a primary objective of their assignment

» 26% stated their assignment did not provide an opportunity to work in this area

The volunteer assignment is largely focused on youth, hence it also covered disabilities. It included capacity building of youth to realise and acknowledge that PWD were part of the assignment. The assignment allowed the volunteer to extend the network and partnership to youth in rural areas and those with disabilities. – PO

5.4.4 Integration of child protection and safeguarding

» 30% of volunteers contributed to the partner formulating or implementing a child protection policy and incorporating child protection into partner organisation

» 4% of volunteers had child protection as a primary focus of their assignment

» 39% of volunteers stated their assignment did not provide an opportunity to work in this area

6 | Progress against program outputs

Papua New Guinea *Australian volunteer Marilyn Havini on the boat with Lewisa Amani and Erica, Bougainville.*

Indonesia *Australian volunteer Robert Franzone with Yabbiekayu gardening staff Rochmad Sudarmaji, Yogyakarta.*

The first year of the program has been about ensuring a **safe and smooth transition** of volunteers from the Australian Volunteers for International Development (AVID) program to the Australian Volunteers Program and **laying the essential foundations** for a five plus five year program.

The start-up of the new program has been a major undertaking by the program staff, DFAT AVS and Posts, the broader AVI staff (former and present), and with the support of Scope Global during the transition.

Regional reflection events suggested it has been an intense period, delivering on contractual requirements in complex operating environments, learning new operational systems, and adapting to emergent policy priorities as the program starts to clarify its strategic focus for the next 10 years.

In this context, the program has made some very **significant foundational achievements**, and is **on track to achieve its end of program outcomes.**

Key achievements

» **The early novation**, at Scope Global's request, of 320 volunteers, 168 partner organisations and 29 Australian organisations on 1 December 2017, and 15 November 2017 for those in Indonesia, to the Australian Volunteers Program.

» **A safe transition and maintaining high quality support to volunteers, ensuring critical volunteer safety and program procedures are followed**, throughout the transition and early implementation stages. There were 252 safety incidents during the reporting period.

» **Mobilising 219 volunteers under the new program between February and June 2018, exceeding the initial indicative target of 200.** This includes mobilising 80 volunteers in February 2018 as the first Australian Volunteers Program intake.

» **A successful launch event**: The program was celebrated with an event at Parliament House in Canberra.

» **Increasing the frequency and duration (to 3 days) of Pre-Departure Briefings**, to enable volunteers to be more prepared for their assignments, including increasing public diplomacy training.

» **The delivery of 16 contractual strategies, plans and documents** that provide the scaffolding to guide and inform the strategic direction of the program (see Annex 3).

» **Establishing 13 new country offices** (to a total of 22 offices) and the program operating in 26 countries. This included important operational processes such as locating and registering new offices, establishing bank accounts, embedding risk security protocols and child protection controls.

» **On-boarding long-term personnel.** To support continuity in the program, and reflecting the high calibre staff, over 90% of new in-country positions were filled by former Scope Global team members. Overall, the start-up required a major recruitment effort and introduced a large complement of new staff that had to learn AVI systems and new roles (such as in-country Recruitment Officers) and new priorities.

» **Monitoring, Evaluation and Learning Framework (MELF).** Developing the MELF before the implementation of the program proved very useful for the program. MELF provided a clear understanding and focus on measuring the outputs and outcomes of the program.

» **Research**, two research projects were commissioned early in the program, one focusing on 'diversity and inclusion' of volunteers and the other on 'opinion leaders' perception of international volunteering. These will provide useful baseline information, input to the development of diversity and inclusion strategy and inform public diplomacy initiatives to build awareness of the volunteers program.

» **Innovation Fund** design was developed in June 2018, which will support a range of innovation activities to be undertaken.

» **Building a strong team and a shared understanding** of the program through significant efforts by the Melbourne senior program team and the Regional Directors to create a sense of regional teams, providing opportunities for face-to-face interactions and training between Melbourne staff and in-country teams in the Regional Partnerships Workshops and Regional Reflection events. Building stronger links between the recruitment team in Melbourne and the Recruitment Officers in-country to deliver a new recruitment approach. With 107 staff in 22 locations across the globe, building a shared understanding and sense of team is a critical building block for successful program delivery.

» **Building a strong and collaborative working relationship with DFAT.** The program has worked closely with DFAT AVS on key strategy documents, critical operational and risk management issues, and to aid learning through research and evaluations. Stronger relationships are also being built between program staff and DFAT Posts through regular interaction with Regional Directors and in-country Program Managers. Posts and program staff collaboratively developed 22 Country Program Plans covering 26 countries and 12 Posts actively participated in the program's Regional Reflection events in August 2018. This helped build a shared understanding of program progress, challenges and opportunities to increase impact.

6.1 Output 1: DFAT and potential Australian organisations and partner organisations are aware of the new volunteer program

6.1.1 Partner organisations

The transition survey conducted in March/April 2018 indicated that 87% of partner organisations were aware of the transition of all partners to the AVI-led consortium on 1 December 2017, and 81% reported knowing that a new chapter of the Australian Volunteers Program was commencing. Sixty-nine per cent reported being aware (prompted) of the difference between AVID and the Australian Volunteers Program.

While both AVI and former partners of Scope Global knew a transition was occurring, Scope Global partners reported being better informed than AVI partners and having a better understanding of the differences between the previous and new chapters of the program. Partner organisations were looking for greater clarity on what the transition means for them as ongoing partners with the program.

Key to informing partners of the program's partnership approach, was finalising the Partner Organisation Engagement Strategy in March 2018. The strategy was socialised with in-country teams who have the primary relationship with partner organisations via two workshops (in Suva and Bangkok).

The workshops supported the in-country teams to develop local strategies and plans to increase partner organisation diversity (see Output 2 below), and also provided an opportunity to receive staff feedback on the draft Partnership Plan tool. In-country teams are in regular contact with their partners and starting to socialise the refreshed approach to partnerships, including through workshops in Nepal[20] and Mongolia.[21]

The Partnership Plan tool was developed and field tested in April 2018 and the content was finalised in May 2018. The plans will be progressively rolled out across the program from end of 2018 onwards once the new volunteer management system comes online.

6.1.2 Australian organisations

All 45 Australian organisations supporting an AVID volunteer, including those novated from Scope Global,[22] were contacted by Melbourne program staff to check on satisfaction, issues with transition, introduce the new features of the program and discuss future partnership planning. A standardised Record of Understanding was developed to capture partnerships and ensure compliance with program and contract standards.

Through these initial conversations, a number of Australian organisations reported that communication hadn't been strong during the transition period, and a number of placements that were in the pipeline were put on hold with limited updates on timelines.

The program acknowledges these challenges throughout the transition whilst the focus was on managing existing volunteers, ensuring the safety of all volunteers, mobilising new staff and establishing new offices. The program's Partnerships team was only established in January 2018, and was not fully staffed until April 2018.

A workshop conducted in Melbourne in May 2018 was attended by 15 potential Australian organisations. The workshop aimed to raise awareness of the program and how Australian organisations can engage with the program. Eighty-two per cent of survey respondents[23] agreed that the workshops helped to increase their understanding of the program, and 64% were clearer about how they can engage with the program going forward.

The Australian Organisation Engagement Strategy was submitted to DFAT in June 2018.

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20. 38 participants from 23 POs who discussed the purpose of the program and how the Australian Volunteers Program can contribute in Nepal.
21. 26 participants from 20 POs who discussed the purpose of the program and how the Australian Volunteers Program can contribute in Mongolia.
22. 34 Australian organisations were novated from Scope Global.
23. 11 responses.

Tonga *Australian volunteer and health professional Carolyn Jones with a colleague at a mediacl clinic in Nuku'alofa.*

6.1.3 DFAT

Key efforts by both the program and DFAT over the last six months have embedded a strong working relationship. DFAT gave the program the highest possible rating (of 6) for collaboration, communication and responsiveness, in the 2018 Partner Performance Assessment.

This is a difficult rating to obtain but one that was achieved by consistent efforts on both sides. Key areas of collaboration in the last six months have included:

» Engagement of DFAT in all key strategies developed (including the Global Program Strategy), in key pieces of research, and in major operational and risk management issues.

» Engagement between country teams and Posts in 26 countries to develop the Country Program Plans, aligned to DFAT's Aid Investment Plans.

» Collaboration with DFAT, over several months, as the program developed its first annual plan for 2018/19.

» Collaboratively participating in Regional Reflection events in August 2018 to review and assess program progress. This included representatives from DFAT AVS and 12 Posts.

6.2 Output 2: Relevant and diverse partnerships are established and maintained

The vast majority of existing partner organisations (99%) report being satisfied with the support they receive from the Australian Volunteers Program.[24] They are most satisfied with the trust and respect between the two organisations, the ongoing commitment of the program to them as partners, and the flexibility and responsiveness of the program. Maintaining and deepening most of these partnerships is important to the program going forward.

As outlined in Section 5.1.3, the 2018 – 2021 Country Program Plans also indicate an approach to diversify partners in terms of the types of partners the program is seeking to engage with, the sectors we will be working in and the location of these partners in country.

The program has been working to analyse the partner profile and ensure that they are engaging new partners. The program expects to maintain most existing partners, and to engage more deeply with those partners to develop capacity over time. In a number of contexts over the coming years, there may be fewer partners with more volunteers over a three-year time frame. This helps staff to manage a high-quality program given the resources available in-country and the considerable distances and difficulties to travel to more remote partners.

Further detail on how partnerships are being established and maintained is available in Section 5.5.1.

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24. From End of Assignment Feedback forms.

Vanuatu *Friana Kwevira with Australian volunteer Disability Inclusion Officer Jessica Richardson.*

6.3 Output 3: Volunteers, AOs, POs, and Posts supported to contribute relevant and engaging communications to global audiences

The Public Diplomacy and Communications Strategy, finalised in December 2017, articulates the program's approach to public diplomacy, which has storytelling at its core. The stories of our volunteers, our partners and the communities in which they live and work are the most powerful tool to communicate the value of skilled international volunteering.

In the first six months of 2018 the program has supported storytelling through:

» **Clarifying program identity:** Key elements of the program identity and brand were developed. The AVID logo was retained to maintain brand awareness and refreshed brand elements were added including colours and typefaces. Interim brand guidance was used until the branding was finalised.

Visuals are critical for story-telling. Photo shoots were conducted in the Solomon Islands, Vanuatu and Kiribati; and a video shoot was filmed in the Solomon Islands.

» **Well-trained volunteers:** During the reporting period, the public diplomacy training was strengthened and expanded at the pre-departure briefings and during the return workshops.

The training articulates the importance of participating in public diplomacy activities, introduces a wide range of potential public diplomacy activities, outlines the approvals processes and explores key considerations when undertaking public diplomacy.

» **Digital communications:** Planning and development of the new website and social channels was an important part of this reporting period, with the launches planned for the 2018/19 financial year.

The existing program website was updated to reflect the expansion of the program to 26 countries, and AVI's social channels were utilised to support promotion and recruitment.

From January to June 2018, the program social handle, #AusVols4Dev, was used 684 times across various social channels. A storytelling concept, Stories for Home, was developed which included field trips to Myanmar and Timor-Leste.

The project will include training, tools, story briefs and sharing across program channels.

» **Media outreach:** Volunteers were supported to participate in media activity and reactive media was managed in Australia and overseas.

There were a total of 146 media hits in Australia and internationally referencing the program, with 96% positive sentiment.

The most successful proactive media was part of an International Women's Day campaign, with an article syndicated through 76 regional and local newspapers across Australia.

» **Stakeholder outreach:** The program was celebrated at an event at Parliament House, Canberra, Australia on Monday 12 February 2018 to mark the Australian Government's continued commitment to skilled international volunteering.

6.4 Output 4: Learning is captured from program approaches, including innovations, and informs practice

In the reporting period there have been a number of both formal and informal opportunities to gain greater insights into the AVID program as well as learn about the performance and progress of the Australian Volunteers Program. Key formal learning opportunities have included:

» **The Transition Survey,** conducted in March/April 2018 provided insight into how well the transition was managed and communicated, from the perspective of volunteers and partner organisations. The survey results were shared with DFAT.

Key recommendations included more communications about the program, greater sharing of in-country relevant information, simpler MEL forms, and more support from in-country teams. These have been built into the 2018/19 Annual Plan.

» **The Formative Evaluation into Applicant and Volunteer Diversity.** This provided the program with a baseline on diversity and inclusion in the AVID program, as well as informed the Diversity and Inclusion Strategy, submitted to DFAT for comment in August 2018. Section 5.5.6 has further detail.

» **Research into Public and Government Opinion Leaders Perceptions of International Volunteering.**
This research provided a baseline on the Australian public and governments' perceptions of international volunteering.

While the final report is not yet available, it will provide useful insights about markets that will be receptive to learning more about the Australian Volunteers Program, identify some key opinion leaders, outline key methods of engagement and messages that will support raising the profile of the program. Section 5.3.1 has further detail.

» **Melbourne and Regional Reflection Events.** These were piloted in August 2018 in Melbourne, Fiji (for Pacific and PNG) and in Colombo (for Asia Archipelago, East Asia, South Asia and Africa). The events have informed some of the key messages and lessons learned in this report.

All recommendations emerging from these reflections were discussed by the senior management team. Priorities for action in 2018/19 and beyond have been fed into forward work plans (many of these outlined in Section 7 of this report).

» **Classic Wallabies Indigenous Exchange Review.** In May – July 2018 a review was conducted of five years (rounds) of the Classic Wallabies Indigenous Exchange program, a bespoke program for young indigenous Australians who do short term, group volunteer placements in remote South Africa.

The review recommended continuing the program but with revisions to enhance the overall effectiveness and relevance of the program. The program is taking these recommendations forward in 2018/19.

» **Analysing volunteer and partner information demographics and feedback on assignments.** This work has informed the content of Country Reports, materials for the reflection workshops including infographics, and the content in this report.

» **Field testing the revised Volunteer Feedback Forms and Partnership Plans** provided important feedback on the process of developing and reviewing these plans as well as refining the content.

There have also been many other less formal feedback mechanisms. For example, the weekly program management team meeting provides an opportunity for cross-team information sharing, the fortnightly teleconferences between the Regional Directors and Melbourne team allow two-way information exchange, the consultation on the development of key program strategies (such as the Innovation Fund design), and products such as the program website and the new volunteer information management system have all engaged staff and other key program stakeholders in analysing what is working well and what needs improving.

In June 2018 a high-level design for the Innovation Fund was delivered. Consultation with DFAT during the design process shifted the design from a 'challenge fund' towards a broader innovation approach that could support a range of innovation activities to be undertaken, reducing the risk of a 'one-shot' challenge, as well as increasing opportunities for innovation to create impact.

Papua New Guinea *Australian volunteer Melaina Tate with Bougainville Integrated Community Learning Centre colleague Judith Moini.*

6.5 Output 5: Returned volunteers, previous POs, and Australian organisations are supported to remain engaged with the program

The Returned Australian Volunteer Network Strategy was finalised in March 2018. Priorities include building the network, engaging through digital communications, media and outreach, and identifying networking and professional development opportunities. Key deliverables in this reporting period include:

» RAVN-led events on various themes[25] delivered in Brisbane, Sydney, Perth and Adelaide, with an average of 35 returned volunteers attending each event.

» Reinvigorating the bi-monthly RAVN e-newsletter through a new bulletin style. The e-newsletter provides RAVN, DFAT and program updates and promotes networking events and opportunities to over 6,500 returned volunteer subscribers. RAVN news was regularly shared on the RAVN LinkedIn Group and state-based Facebook groups.

» Eighteen state representative-led networking events across Australia (excluding Tasmania). New state representatives were recruited in May and attended a workshop in June, which included event planning for the next financial year.

» Conducting three Return Volunteer Workshops. These provide opportunities for returned volunteers to network with each other during their initial transition back home, debrief on their experiences, and to engage with RAVN news and activities.

Efforts to sustain partner organisation and Australian organisation engagement in the program during this reporting period are discussed in Section 5.5.1.

6.6 Output 6: The program is inclusive and accessible to a broad range of skilled Australians

Between April and June 2018 the program commissioned Coffey International to conduct a **formative evaluation on increasing the diversity and inclusion of the volunteer applicant and volunteer pool**. This research provided a comprehensive baseline of the diversity in the AVID program (May 2011 – December 2017). Key findings include:

» **Women** make up 66% of volunteers and outnumber men across all age groups until the 60+ age bracket when males start to outnumber women.

» The **average age** of a volunteer is 40, and the modal age[26] is 28 over the life of AVID. The proportion of young people in AVID dropped by 20% after 2012 – 2013, due to the closure of the Australian Youth Ambassador for Development program in 2014.

» The majority of applicants had **tertiary qualifications** (over 90%), which reflects the nature of skills requested for assignments but also indicates barriers to those with other qualifications.

» While more applicants (70%) came from major cities, the conversion rate to assignments is higher for those from outer **regional and remote areas**.

» People identifying as **Aboriginal and Torres Strait Islander** made up 3% of the volunteer pool (Aboriginal and Torres Strait Islander people applied for both targeted programs such as Classic Wallabies Indigenous Exchange, as well as general volunteer assignments).

» Less than 1% of volunteers identified that they were **living with a disability**. This compares with 18% of the Australian population having a disability.

The report provided insight into how to broaden accessibility of the program to more diverse groups including diaspora communities and LGBT+ persons (which the program had no baseline information available on).

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25. Sports for Development, Domestic Volunteering, Contributing to Sustainable Development Goals.
26. The age which appears most often across all AVID volunteers.

In August 2018, the program submitted the first **Diversity and Inclusion Strategy** to DFAT which drew on the research findings and outlines a phased approach for prioritising efforts to enhance diversity and inclusion across the program. In 2018, the program commenced the Diversity and Inclusion Learning program (DIAL Program).

In this reporting period, training was conducted for over 60 in-country volunteers in Cambodia and Vietnam, and program staff in Fiji. Findings from the formative evaluation were shared and participants explored how the program can be made more accessible and inclusive for the different target groups.[27] Discussions were also held with partner organisations and Posts in Vietnam, Cambodia and Fiji to identify priorities and needs to further strengthen diversity and inclusion in the program.

As mentioned in Section 5.5.4, there was a review of the **Classic Wallabies Indigenous Exchange Program** which involved 37 Indigenous youth in international volunteering over the AVID program and Australian Volunteers Program. This review found that the exchange provided often transformative experiences for the Indigenous youth involved. It increased their confidence, provided a sense of pride and achievement and contributed to their professional development on return.

In the South African communities, the program helped build partnerships between the partner organisation and schools, provided nutrition and learning for the children in the schools and enhanced community collaboration through shared labour.

There are also public diplomacy benefits for DFAT and the Australian Volunteers Program. The review recommends continuing the program but with a number of modifications to improve relevance and effectiveness.

6.7 Output 7: The necessary supporting program systems and resources are in place

6.7.1 Volunteer recruitment and mobilisation

An early focus in 2017/18 was ensuring that all data for the new volunteers was accurately novated into the AVI information management systems, and that throughout this novation period, volunteers felt supported and safe and were informed of what was going on through regular communication.

In December 2017, the program finalised its Volunteer Recruitment Strategy[28] which articulates how the program will attract more diverse volunteers, select the right volunteers, mobilise volunteers efficiently and support volunteers through their professional development and learning journey.

Key achievements this year include:

» **Building stronger relationships between the Melbourne-based and the in-country recruitment teams.** This occurred through designing the new recruitment model, allocating Melbourne recruitment officers to particular countries/regions so they could familiarise themselves with the operating environment and build stronger relationships with the in-country teams, and conducting face to face training for in-country Recruitment Officers in the new recruitment model in February 2018.

» **Laying the foundations to streamline the mobilisation process** by ensuring major parts of recruitment, mobilisation and the volunteer learning journey are incorporated into an upgraded volunteer self-service portal which will go live in 2018/19. The portal allows volunteers to have greater ownership over their journey and reduces double handling of compliance related documentation.

This partially addresses transition survey feedback from a number of volunteers looking for more efficient and accessible online program support.

27. Disability, gender, Indigenous persons, younger and older persons, LGBT+ persons, remote and rural persons and people from multicultural and diaspora backgrounds
28. Replacing the Interim Recruitment Strategy developed in 15 September 2017

» **Designing and rolling out a new three day pre-departure briefing workshop**. This incorporates an enhanced public diplomacy focus, provides DFAT with an opportunity to present, allows volunteers to hear from International SOS (the insurance provider), introduces a new session on Good Volunteer Practice, and draws on key subject matter experts to ensure up-to-date content.

» **Speeding up recruitment times by developing generic role descriptions** and creating a pool of potential volunteers for English language teacher/trainer, legal mentor, organisational development coach, accounting coach and media and communications mentor roles. Feedback from in-country teams[29] indicates the availability of this pool of potential volunteers made the recruitment process much faster.

6.7.2 Operations

Program governance

The program has established clear and comprehensive governance arrangements. The **Program Management Group (PMG)**, chaired by DFAT, is the primary governance body responsible for strategic oversight of the program. The PMG met twice during the transition phase (July – December 2017) and once during the first six months of implementation (May 2018).

Regular progress meetings (weekly in the transition phase and fortnightly since January 2018) between DFAT AVS and the Program Director and Deputy Program Director have proven an important investment and contributed to positive working relationships, encouraged a shared vision and helped to support a smooth transition and early implementation.

Outside of the governance arrangements, the program has a **Consortium Group**, which is an advisory group made up of senior representatives from AVI, Cardno and TWG. The Consortium Group is chaired by an AVI board member. Its role is to ensure a strong partnership between consortium members that supports high quality delivery of the program.

The Consortium Group has been active and engaged during the first 12 months of the program, meeting on five occasions between January and June 2018.

Operations: annual planning, operations manual, procurement

In February 2018 senior program staff and DFAT AVS staff commenced the **annual planning process**. A workshop facilitated by the program's Contractor Representative helped to set the high level vision and context for the Australian Volunteers Program in 2018/19. It also provided the opportunity to agree on the approach to developing a considered, coherent and creative annual plan for submission to DFAT by 30 April 2018. The Annual Plan was delivered on time, and after further discussions and resubmission of the plan, was approved by DFAT on 3 August 2018. The Annual Plan is the key operational document for the program and outlines the key activities, approaches and timelines for the program for 2018/19.

The Operations Manual is a major deliverable of the Head Contract and provides the key policies and procedures for the day-to-day operations of the program. As an internal document it is revised on an as-needs basis. Of particular note, the procurement volume of the manual was updated and a training program for staff involved in procurement was developed. All relevant Melbourne-based staff received training. This training will be rolled out to in-country staff in 2018/19.

Procurement continued to be a focus of the program, particularly in relation to public diplomacy, MEL and partnerships activities. As outlined in the Operations Manual, the program has developed procurement and subcontracting systems and procedures to support staff in their procurement activities and to ensure that Commonwealth Procurement Rules are adhered to.

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29. From August 2018 Reflection workshops

6.7.3 Risk management

On 1 December 2017, AVI engaged **International SOS** (ISOS) as the key provider of medical emergency services and in-country intelligence on risks. Volunteers have been actively using the ISOS mobile app and calling the service as trained to do so in pre-departure briefings and through information available online. **Response Psychological Services** has continued to provide mental health support and has proactively responded to incidents. For example, they were quick to contact volunteers affected by the Lombok earthquake.

With more vigilant reporting, the program had **252 incidents** during the January – June 2018 period. The majority of these are illness related and minor. Incidents are expected to increase given the program's proactive ethos of **'Call Early – Call Often'** to catch potential high-level incidents early, and reduce risk with early and timely intervention.

Seventeen level 3 incidents were reported. The majority of incidents were illness related, and attributed in most cases relatively minor conditions that merited further investigation in centres of medical excellence. There was one case of sexual assault (groping) in Nepal and a Code of Conduct warning was issued for a volunteer's behaviour in Fiji.

Five level 4 incidents were reported, including three child protection issues (Fiji, Solomon Islands and Tuvalu) and two related to tropical storms in Fiji. The program team continues to closely monitor a range of potential and actual risks and provide support, updates and referrals to volunteers as and when required. A summary of incidents is available in Annex 5.

All program countries now have a **security assessment** and in this reporting period, six on-ground security assessments were completed. The **Global Risk Management Plan**, submitted to DFAT on 1 December 2017, outlines risks to the program including risk likelihood, consequences and mitigation measures. This plan will be revised through a consultative internal process, and submitted to DFAT by 1 December 2018.

6.7.4 Child protection

In this reporting period AVI updated its Child Protection Policy. The Policy includes an updated Child Protection Code of Conduct, new obligations for national criminal record and Working with Children Checks (or equivalent in-country), and reinforcing AVI's zero tolerance of harm as a core principle. The Policy is being socialised globally, and is applied to all personnel, contractors, Board of Directors, program participants and accompanying adult dependents.

Child protection training was conducted for several Child Protection Focal Points,[30] updating knowledge and approaches in child protection and sharing the minimum standards in the policy. Over 160 representatives from both current and potential partner organisations attended five Child Protection Policy workshops in Cambodia, Timor-Leste and Papua New Guinea. Workshops were co-facilitated by the program's Child Protection Adviser and the program's Child Protection Focal Points. Workshop feedback provided evidence of the importance of partner engagement in supporting localised Child Protection Policy development.

Three level 4 child protection notifications were managed, involving alleged breaches of partner organisation Child Protection Policies.

Three notifications were reported to country national authorities, in line with the program's duty of care and obligations for national reporting. The notifications have also resulted in suspending partnerships, due to the program's commitment to child safety and zero tolerance of abuse.

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30. East Asia Region, Timor-Leste and Papua New Guinea

6.7.5 Finance

As shown in Annex 4, the program's expenditure for 2017/18 was $22,291,185. This was against a reforecast amount of $23,138,414, representing a **3.65% underspend on the total budget**. The underspend related to a number of factors including: lower than expected program management travel and the timing of expenditure of some of the program activity costs. For example both public diplomacy and MEL related activities (such as the public diplomacy research) were not completed in 2017/18 as expected and some milestone payments fell into the 2018/19 financial year.

6.7.6 Management Information System and IT hardware

The Management Information System (MIS) is the collective set of systems and applications which will support the delivery and management of the program, most notably to enable effective volunteer management during the duration of an assignment. Over the period of January to June 2018 a number of key activities were undertaken to ensure the success and longevity of the system. These included: the ongoing development of Salesforce to ensure effective program and volunteer management and tracking; the continued roll out of Netsuite (AVI's finance management and program budget tracking system) to staff in Melbourne and in-country; and the ongoing management and utilisation of Risk Wizard (AVI's security, risk and incident tracking system).

Program staff have worked with DFAT AVS to develop and expand the program's **MIS dashboards**, to ensure that timely, accurate and useful information is available to program staff and DFAT. Regular meetings have been a useful way to share ongoing developments of the dashboard and to enable reports to be built that reflect DFAT and program implementation needs. A mapping exercise was also undertaken to generate a shared understanding of the dashboard fields and to assist with report preparation. The program provided training to DFAT AVS staff in May 2018, with follow up training planned for 2018/19. Program staff received initial training in August 2018.

6.7.7 Human Resources

The January – June 2018 period involved the recruitment, selection, and induction of 26 new staff to the program, as well as additional support staff and contractors.

There were five resignations from program positions in this reporting period, including the Public Diplomacy Manager, MEL Manager, Program Officer Timor-Leste, Learning and Development Officer Melbourne and Recruitment Officer Solomon Islands. At the time of report submission, the program is still recruiting the Learning and Development Officer Melbourne whereas the other positions have been filled. The teams are now consolidating and embedding their knowledge of program approaches.

Staff training has occurred over this reporting period, both remotely through the AVI learn platform and through structured Zoom and Skype sessions. In-person training was possible at the February partnerships training sessions. Continued investment (time and resources) in staff learning of the new and updated program systems and approaches will be important for the successful delivery of the Australian Volunteers Program. Innovative and cost-effective approaches such as cross-team mentoring were successfully trialled to help new staff learn the current volunteer information management system and may be replicated for other new system roll-outs (such as the new finance system and partnership plan approach).

7

Lessons learned

The reflection events in August provided the opportunity for program staff and DFAT staff to consider program strengths, challenges and lessons learned over the reporting period.

In terms of **strengths**, staff felt the program has:

» **Strong and respected program leadership** in Melbourne and the in-country offices.

» **Committed, resilient staff** who have shared values, particularly a belief in the value of volunteering and providing high-quality programmatic support. This strength has enabled the teams to support each other through the transition and early implementation phases.

» **High performing in-country teams.** This was reflected in volunteer and partner organisation feedback provided in the transition survey and the end of assignment evaluation forms.

Challenges and lessons learned during this early implementation phase include:

» **The transition and program start-up was a major undertaking. The program managed the transfer of information and volunteer safety very well.** Feedback from stakeholder surveys suggest that, with the benefit of hindsight, the program could have communicated more consistently and clearly with in-country teams, volunteers and partners.

The Transition Survey carried out in March – April 2018[31] indicated that 74% of AVI-managed volunteers were satisfied with the support provided by the program since transition, compared to 43% of Scope Global managed volunteers.

Volunteers appreciated the support from the in-country teams and felt they were professional and responsive. Volunteers would have liked more support from in-country teams as well as more frequent and more comprehensive communication about the transition, including about insurance. Some former Scope Global managed volunteers were not satisfied with the insurance provided, noting it was not comparable with Scope Global conditions.

The program has addressed this in the reporting period through negotiations with insurance providers to improve some conditions.[32]

Partner organisations reported being highly satisfied[33] with the transition, but request more contact with the in-country teams and more frequent and simpler program information.

While the program had a transition communications plan in place, and did proactively communicate with volunteers and partners, the speed and volume of work involved in the transition, as well as the on-boarding of many new staff[34] (both at head office and in-country) had an impact on communication.

» **Integrated systems transformation is a major investment which will provide significant efficiencies for the program. However, the IT transformation project was also a challenge as it added to the high volume of work in the transition and early implementation phase.**

Strong system design requires significant staff time to map systems and design the new functionality. It also requires a sound understanding of the way DFAT and the Australian Volunteers Program want to operationalise the program. Designing the systems alongside transition and early start-up, put a lot of pressure on in-country and Melbourne teams.

Significant work has now been done on the systems, and the new systems offer the program exciting functionality. When rolled out in 2018/19 the program should start to see the envisaged efficiencies.

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31. Feedback received from 540 volunteers and 396 Partner Organisations
32. The insurance conditions were inherited by the program from AVID
33. 94% of AVI partners and 80% of former Scope Global Partners
34. 58 new FTEs across the program.

» **Program staff understand the challenges of needing to work smarter, not harder when it comes to diversifying and supporting POs to build their capacity.**
In-country teams have the primary responsibility of establishing and maintaining relationships with partner organisations. Many offices only have one, two or three staff to conduct a range of functions including: on-boarding and welcoming new partner organisations; maintaining relationships with existing partner organisations; working with partner organisations to identify new assignments; recruiting the right volunteer for the partner;[35] on-boarding and briefing the volunteers when they arrive in country; managing volunteer health, safety and pastoral care; and debriefing the volunteer and partner organisations at the end of the assignments.

The ambition of the new chapter of the program to diversify partners in-country (both geographically and by partner type) needs to be delivered without increasing overall number of partners. Significant work is being done (through Country Program Plans, team work planning, and into 2018 – 2019 through longer term Partnership Plans) to manage the ratio of partners to volunteers, deepen partnerships, carefully manage expectations about when volunteers can be supported in new geographic locations, and facilitate a sustainable staff structure. Our in-country teams reflect that quality (in terms of partner organisation's ability to successfully host volunteers[36]) over quantity is important when it comes to partners.

» **Investments in team building and staff development are critical for successful program delivery.** The program has 107 staff, geographically dispersed across 26 countries, with a solid existing operating model[37] but with aspirations to work smarter, and more closely aligned with DFAT policy priorities. There are 26 different operating contexts[38] in which to roll out new aspects of the program, to continue to maintain high quality standards and manage risk in all aspects of our operations.

Staff and program management have highly valued the significant investments in staff training and shared learning over the last operating period[39]. These have ensured Melbourne has stayed connected with the field, have helped build a stronger sense of team, have identified some innovative solutions to shared problems across countries, and started to build a shared vision. Critically important is Melbourne creating the space and trust to understand and respond to operational challenges from in-country teams.

» **Organisational change at AVI amplified normal start-up challenges.** A major change program in AVI was ongoing during this period. AVI continues to work to clarify organisational identity as it delivers on the program, and capitalise on synergies between the program and AVI's other activities and programs.

» **Investing in a strong relationship with DFAT and clarifying roles and responsibilities has been very important.** The program has adopted a 'no surprises' approach to communications with DFAT. The program worked closely with DFAT AVS on key strategy documents, critical operational and risk management issues, and to provide strategic direction and insights to research and evaluations. Stronger relationships are also being built between program staff and DFAT Posts through regular interaction with Regional Directors and in-country Program Managers. Posts and the program collaboratively developed 22 Country Program Plans covering 26 countries and a number of Posts actively participated in the program's Regional Reflection events in August 2018. Feedback from the reflection events indicates this collaboration has been highly valued by both DFAT and program staff. Whilst there will always be issues to work through on a program of this size and complexity, the first year of implementation has demonstrated a sound capacity to navigate any issues through frank and open communications.

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35. A process shared with the Melbourne recruitment team.
36. Including ensuring counterparts are available, the volunteer role makes a clear contribution to PO capacity development, and that POs provide a safe and welcoming operating environment. To support a strong placement it is critical the PO and volunteer have discussions prior to arrival in-country.
37. Also recognising that 58 full-time staff in this reporting period were new to the AVI operating model.
38. Including Melbourne

39. Face-to-face partnerships workshops in February 2018, Regional Reflections in August 2018 (both of which had explicit time for staff training). This was supplemented by online training and remote support via Zoom and Skype (the support from in-country Manager to all teams was specifically noted), regular team meetings between Melbourne staff and Regional Directors, consistent contact points between in-country recruitment officers and the recruitment team in Melbourne, and ongoing program cross-team meetings.

Fiji *Australian volunteer Kristina Wilhelmsen working with children with disability.*

» **Clearly messaging the absolute priorities helps staff manage heavy work programs.** Throughout the novation all staff received the very clear leadership message that the priority was to make sure that all volunteers were successfully novated safely and securely, and that country offices were established and staffed. Moving into implementation and with a number of new strategies to roll out, the program will continue to be very clear about the absolute priorities.

» **A review of volunteer allowances is required under the program as a review has not been carried out for some time.** In addition, stakeholders report that finding appropriate accommodation is getting very difficult, particularly when volunteers are placed in remote areas, and in some places in the Pacific where there are significant numbers of donors competing for a very limited housing stock. The program is responding to this through a review of volunteer allowances as reflected in the 2018/19 Annual Plan.

» **Child protection is critical, but a challenging space for the program.** The entire program team (in-country and Melbourne) feel very strongly that child protection is a critical part of the program. However, the requirement to have a valid Child Protection Policy in place prior to acceptance of a volunteer in-country can lead to delays in placing volunteers. Equally, ensuring partner organisation child protection policies in place are actually being implemented is a concern for the program. The program is looking at ways it can streamline its child protection approach, whilst ensuring it still meets DFAT's requirements.

» **Infographics, and analysis of volunteer and partner organisation feedback, have been useful but we need more qualitative evidence and to better support partner organisations to provide good quality feedback.** The MEL team is working to streamline the tools and consider how the program can better support partner organisations to fill in the forms. These recommendations have been factored into our approach to, and design of, the new partner organisation and volunteer feedback tools.

8

Management actions and forward priorities

The program is very proud of the achievements over the last six months. The pace and volume of work has been intense but has facilitated a smooth transition from AVID to the new program. As the program moves into year two, it will have a strong focus on **embedding the new strategies and systems** that have been developed during this reporting period and continuing to ensure that the **health, safety and security of our volunteers remains of paramount importance**.

Key management actions that we will take forward from issues raised in consultations to produce this annual report include (but are not limited to):

» **Providing more consistent and frequent communications with volunteers and partners.** While current communication approaches vary[40] between regions and countries, the program is improving its internal communications with volunteers and partners.

» **Supporting the needs of returning volunteers.** To respond to feedback from the transition survey, the program will review the return volunteer workshop approach to ensure that volunteers are appropriately supported when their assignment ends.

» **Streamlining our current approach to child protection** to ensure that delays in volunteer placements are reduced (where appropriate) and POs are supported to efficiently and effectively meet DFAT's requirements for child protection.

» **Continuing to provide opportunities for in-country partner organisations to meet and share experiences** through partner workshops and through the collaborative development of Partnership Plans.[41] This responds to feedback from partners about the importance of sharing learning between partners about what makes a successful volunteer assignment and how the program and volunteers can best support partner organisation capacity development.

» **Discussing the public diplomacy outcomes in the program logic with DFAT** to ensure that the ambition is accurate and clearly articulated.[42]

In addition, the program will deliver on the forward program priorities highlighted in the 2018/19 Annual Plan, which include:

» A **review of volunteer allowances** across the entire program, which will help to address the issue of housing affordability raised by staff and volunteers.

» A comprehensive range of activities to **attract and recruit a broader range of Australian volunteers**, responding to recommendations from the diversity and inclusion formative evaluation.

» The launch and ongoing enhancement of **a new program website**, which will house the volunteer portal and enable a more self-guided volunteer journey.

» Roll out of the **Partnerships Plans** to help deliver on the newly developed Country Program Plans.

» **Increase engagement with returned volunteers** through outreach activities and new offerings such as a mentoring program.

» **The early implementation of the program's Innovation Fund.**

» Conduct **evaluative activities**, including baselining the three program impact areas in the Global Program Strategy, to increase understanding of program impact.

» The development of a **select number of strategic partnerships**.

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40. For example in Africa and South Asia, the Regional Director sends personalised emails to volunteers about program updates, achievements and upcoming priorities.
41. Some countries, such as Indonesia, plan to roll out the Partnership Plans through a partner workshop approach.
42. For example, consider removing the overseas ambition from the end of investment outcome 'public and governments in Australia and overseas better appreciate the value of volunteering', unless resources are made available to deliver on this. The intermediate outcomes could reflect promoting the benefits of volunteering to constituencies in Australia and overseas.

Bhutan *Australian volunteer Naomi Diplock working as a Mycology Adviser with a colleague at Bhutan's National Mushroom Centre.*

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