AUSTRALIAN VOLUNTEERS PROGRAM 2017-2022

DESIGN DOCUMENT

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Glossary

AGVP	Australian Government Volunteer Program
AIPs	Aid Investment Plans
AOs	Australian Organisations
AVA	Australian Volunteers Abroad
AVID	Australian Volunteers for International Development
AVS	Australian Volunteer Section
AYAD	Australian Youth Ambassadors for Development
DFAT	Department of Foreign Affairs & Trade
ICM	In-Country Management
MC	Managing Contractor
MELF	Monitoring, Evaluation and Learning Framework
MIS	Management Information System
NGOs	Non-Government Organisations
ODE	Overseas Development Effectiveness
POs	Partner Organisations
RAVN	Returned Australian Volunteers Network
SDGs	Sustainable Development Goals
SMEs	Small and Medium Enterprises
ToC	Theory of Change
VIF	Volunteer Innovation Fund
VP	Volunteer Program

B: Executive Summary

Background

Australian volunteers contribute to economic growth and development overseas, as well as to Australia's relationships globally. They do so of their own free will and without financial gain. DFAT has been supporting Australian volunteers to undertake international development work overseas for 60 years. The Joint Standing Committee on Foreign Affairs, Defence and Trade noted that:

> *Australian volunteering contributes to "people to people linkages, builds local capacity across the Indo-Pacific, and provides valuable cross-cultural experiences for participants"*[1].

The current program of support, the Australian Volunteers for International Development (AVID), will end in December 2017. This design document sets out the next 10-year phase of DFAT's Australian Volunteers program, from 1 January 2018 to 31 December 2027. The name of the new program will be "Australian Volunteers".

This investment design document focuses on the first five years of the program implementation, aligning with the expected contract length. The budget for the five-year program will be approximately AUD$198 million, or AUD$39.6 million per annum, and is designed to scale up through private sector investment or additional funding allocations. This budget will support approximately 750 full-year equivalent, volunteer assignments per annum. DFAT expects that this number to be substantially higher, with increasing external partnerships and co-funding arrangements.

Since May 2011, over 5000 volunteers have been supported in over 40 countries around the world. At peak funding levels 2013-14, over 2000 volunteers were on assignment in over 1,350 host organisations, with placements in international and local NGOs, government bodies, United Nations agencies, educational institutions and the private sector.

The Design Process

The process that led to this design document has been highly consultative and iterative, ensuring transparency throughout. A comprehensive desk review of key documents including evaluations and other donor approaches to volunteering provided a foundation of knowledge. This was followed by an extensive and in-depth consultation process with a broad range of stakeholders in Australia, Indonesia, Laos, Cambodia and the Solomon Islands. To engage a wide domestic audience, Australia-based consultations were conducted in four state capital cities, and included private sector, education institutions, current partners, and a range of community groups. In addition, a survey was undertaken of relevant DFAT Posts.

[1] Partnering for the Greater Good: The role of the private sector in promoting economic growth and reducing poverty in the Indo-Pacific region, June 2015, Page 73.

Consultations indicated overwhelming support for the Australian volunteers program from all key stakeholders, and widespread praise for the skills and commitment volunteers bring to their roles.

- Overseas Partner (or Host) Organisations (POs) were highly appreciative of the contribution Australian volunteers had made to their organisations.
- One hundred per cent of Posts surveyed stated that they would choose to participate in the new program and emphasised the important contribution the current program makes to achieving both development and diplomacy outcomes in-country.
- A Survey of returned volunteers (2012) found that 97 per cent of volunteers felt their assignments had increased their understanding of other cultures and knowledge of aid and development.

The New Design

The new Australian volunteer program will contribute to:

- the Australian government achieving its development objectives
- Australians becoming more globally literate and connected
- Australian aid being perceived positively in Australia and internationally.

The program will retain and enhance a number of core elements of the current program, including the program standards developed under AVID[2] and the Returned Australian Volunteers Network (RAVN), and extend other elements of the program that have not yet reached their full potential including:

- Increasing partnerships with Australian Organisations (AOs) to strengthen Australia's linkages overseas, and to increase private sector engagement with the program. It will also provide opportunities for piloting new partnerships and/or initiatives through the establishment of the Innovative Ideas Challenge Fund.
- Expanding the visibility and reach of the program through a more purposeful focus on development and public diplomacy outcomes, increased flexibility in approaches to volunteering, fostering stronger linkages and networks between individuals and organisations, encouraging innovative approaches to implementation and encouraging collaboration with other Australian aid programs.
- Highlighting the importance of cross-cultural awareness and opportunities for mutually beneficial learning and professional development through the sharing of skills and expertise.

[2] The program standards establish quality and compliance requirements for applications across the program. For example, they include volunteer allowances; health, safety and welfare standards; safeguards such as child protection and environmental and social protection. The program standards are being revised for this new program design and will be finalised with the MC once appointed. They will form a part of the operations manual, and compliance with the program standards will be mandatory.

- Increasing its contribution to bilateral relationships between Australia and other countries, particularly through the development of strong and enduring people-to-people and organisational partnerships.
- More effectively supporting country and sector-level aid priorities, piloting new and innovative approaches to capacity development and institutional-level partnerships, as well as promoting broader public understanding of Australia's aid investment.
- Improving diversity and inclusion by developing strategies and targeted streams of volunteers to increase participation of indigenous Australians, youth, older Australians and Australians from diverse socio-economic, religious and cultural backgrounds.

This design envisages a volunteer program that continues to make Australians proud, and one that allows Australians from all walks of life to appreciate and participate.

C: Background

Strategic Setting & Rationale for Investment

The Australian aid program is focused on promoting Australia's national interests and stability in the region by contributing to sustainable economic growth and poverty reduction in the Indo-Pacific region[3]. Effectively achieving these objectives requires strong linkages and partnerships with individuals, organisations and governments and sustained engagement with civil society and the private sector to catalyse change.

Volunteers are recognised globally for their unique and valuable contribution to development outcomes, and their ability to build strong and enduring relationships with diverse stakeholders at all levels. The UN recognises volunteering as a powerful means for implementing the Sustainable Development Goals (SDGs) in its "Integrating volunteering into peace and development: the plan of action for the next decade and beyond" resolution[4]. This SDG plan of action calls on member states and stakeholders to integrate volunteering into national and global strategies, recognising that volunteering strengthens ownership of the Sustainable Development agenda, and requests that volunteerism be measured as part of broader monitoring of progress towards achieving the SDGs.

Volunteering not only strengthens cross-cultural awareness and understanding, but also provides opportunities for mutually beneficial learning and professional development through the sharing of skills and expertise. In 2013, the Office for Development Effectiveness (ODE) found that AVID is making an effective contribution to Australians and partner government development objectives and is an effective public diplomacy mechanism[5]. Volunteer programs are also an effective vehicle for supporting country and sector-level aid priorities, piloting new and innovative approaches to capacity development and institutional-level partnerships, as well as promoting broader public understanding of Australia's aid investment.

The Australian government has been funding overseas volunteering for more than 60 years. Support was initiated through the establishment of Australian Volunteers Abroad (AVA). Subsequently, the Australian Government introduced a separate Australian Youth Ambassadors for Development (AYAD) program. In 2005 these two volunteer programs were consolidated to become the Australian Government Volunteer Program (AGVP), consisting, the Australian Youth Ambassadors for Development (AYAD) program and the Volunteer Program (VP). The Volunteer Innovation Fund (VIF) was also introduced to pilot twinning, exchanges and south-south volunteering. However, this program was discontinued due to program and branding fragmentation and in-country security concerns. A review of AGVP in 2009 recommended the design of a unified volunteer program that shifted focus from service delivery to capacity development and provided consistent recruitment, management and allowances across service providers. This resulted in the design of the

[3] Australian Aid Strategy

[4] Achieving the global goals: why volunteers are important, UN Volunteers, http://www.unv.org/en/what-we-do/mdgspost-2015/doc/achieving-the-global-goals.html, 22 March 2016.

[5] ODE 2013

current AVID program (2011-2017). AVID originally included the AYAD and Volunteer Pilot Fund (VPF) streams to engage Australian youth and increase volunteer diversity. Based on recommendations from an ODE review of the AVID program in 2014, AYAD was retired with opportunities for young Australians aged 18-30 to volunteer consolidated under AVID. The VPF was also retired to consolidate Australian Government funded volunteer placements under the AVID brand and standards and to improve program efficiency.

The AVID program aims to contribute to sustainable economic growth and poverty reduction, and advancing Australia reputation and relationships in partner countries[6]. Since May 2011, over 5000 volunteers have been supported in over 40 countries in the Pacific, Asia, Africa, the Caribbean, Latin America and the Middle East. At AVID's peak in 2013-14, over 2000 long and short term volunteers were on assignment in over 1350 host organisations, with placements in international and local NGOs, government bodies, United Nations agencies, educational institutions and the private sector.

Volunteer assignments through AVID support development outcomes and public diplomacy across the aid portfolio by strengthening the capacity of partner organisations and building linkages and relationships with communities, organisations and governments both during and post assignment. The 2014 ODE review found that 63% of volunteer assignments align with the Australian Government's country/regional Aid Investment Plans (AIPs), with volunteers working in the key sectors of social infrastructure and services, governance, health, education and environmental protection[7]. In addition, volunteering provides reciprocal benefits to Australian volunteers in terms of cross-cultural understanding, professional development and future career opportunities. 59% of Australian volunteers surveyed in 2012 stated that volunteering led to career benefits and approximately one-third of returned volunteers are now working in international development[8].

With a current global annual budget of approximately AUD39.6 million, the AVID program is relatively low cost compared to other Australian aid bilateral programs, as well as other DFAT global programs including Australia Awards and New Colombo Plan. In 2013, ODE reported that "although AVID is one of the most visible elements of Australia's aid effort, it comes at a modest cost relative to the annual aid budget"[9]. A future Australian volunteer program has the potential to be highly visible and provide significant promotion of the role and achievements of Australia's aid program both in Australia and internationally. Volunteering contributes to bilateral relationships between Australia and other countries, particularly through the development of strong and enduring people-to-people and organisational partnerships. A volunteer program can enable diverse partnerships that include the private sector (small, medium and large), civil society (including health and education services, academic institutions, NGOs, and others), and governments. A volunteer program is an effective mechanism for increasing opportunities for diverse stakeholders to participate in international development, including people with disabilities, indigenous

[6] AVID Monitoring and Evaluation Framework, DFAT, July 2015.

[7] Evaluation of the Australian Volunteers for International Development (AVID) Program, ODE, January 2014

[8] Australian Volunteers for International Development: an evaluation of the contribution that volunteers make to development effectiveness, ODE, March 2014.

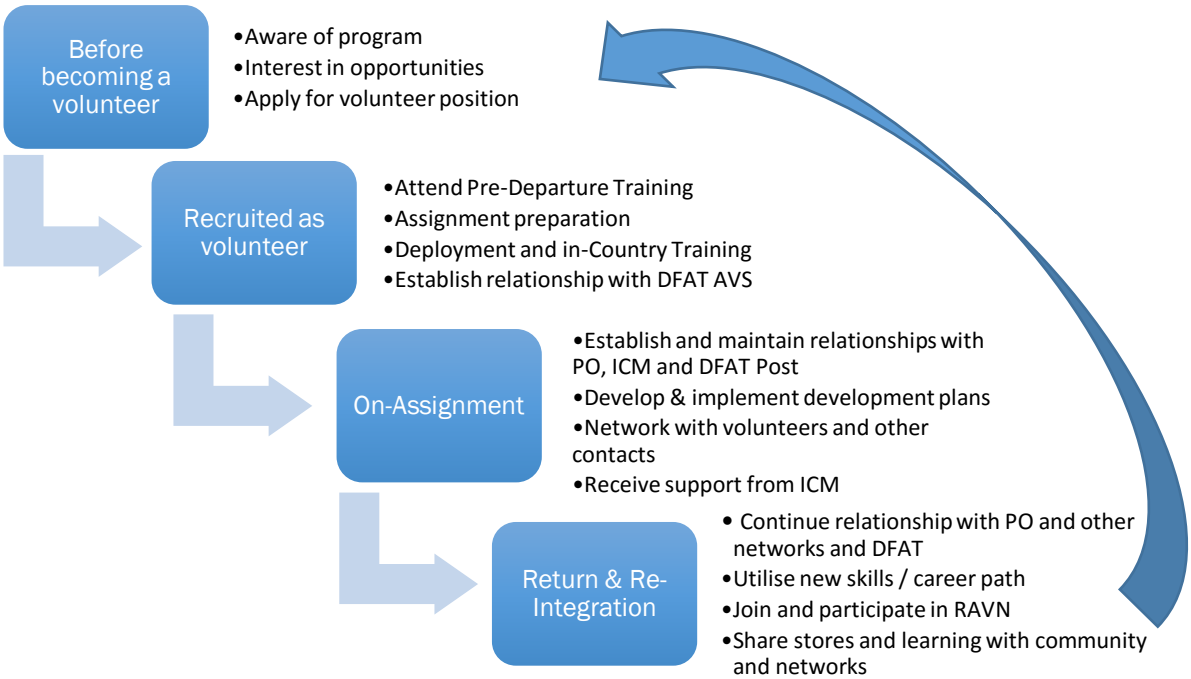
[9] ODE 2013

Australians and people from different cultural backgrounds, to contribute to Australia's aid program and support improved capacity overseas to address issues of inclusion. It can also provide opportunities for piloting new areas of Australian government support and be a flexible mechanism that can be scaled up or down in response to changing aid priorities and budget availability.

The new Australian Volunteers program will build on the existing phase of the Australian Government's investment in international volunteers. The program will retain and enhance a number of core elements of the current program, including the program standards developed under AVID and the Returned Australian Volunteers Network (RAVN). The visibility and reach of the program will be expanded through a more purposeful focus on development and public diplomacy outcomes, increased flexibility in approaches to volunteering, fostering stronger linkages and networks between individuals and organisations, encouraging innovative approaches to implementation and incentivising collaboration and leveraging from other Australian aid programs.

The new Australian Volunteers program has been designed to both support the whole of lifecycle of a volunteer, and to leverage it to achieve the program outcomes. *Figure 1* describes the stages: the volunteer lifecycle starts with an individual becoming aware of the program, and continues through the volunteer placement and return to Australia.

Figure 1: Volunteer Lifecycle



What is a Volunteer?

Volunteerism is a powerful means of engaging people in tackling development challenges, and it can transform the pace and nature of development. Volunteerism benefits both

society at large and the individual volunteer by strengthening trust, solidarity and reciprocity among citizens, and by purposefully creating opportunities for participation[10].

Australian volunteers contribute to economic growth and development overseas, as well as to Australia's relationships globally. They do so of their own free will and without financial gain. The Australian Volunteers program defines a volunteer as:

Volunteers are Australians who willingly give time, skills and knowledge for overseas development and the common good, without financial gain.

This definition aligns with the United Nations view that volunteering 'should be for the common good. It should directly or indirectly benefit people outside the family or household or else benefit a cause, even though the person volunteering normally benefits as well'[11].

The term "without financial gain" does not imply that volunteers will be out-of-pocket. Australian volunteers will continue to receive a basic living and housing allowance in alignment with local standards. The allowances will be determined on a country-by-country basis, and updated as necessary to take into account changes in the cost of living. The allowances enable Australian volunteers to live modestly, safely and with good health (relative to local conditions). Importantly, Australian volunteers will not be in a position to make a financial gain from their volunteer assignment.

Lessons Learned

The design of the next phase of Australian Government support for overseas volunteering (2018-2027) builds on lessons learned over the past 60 years of investment in volunteer programs and has been developed to align with Australia's aid policy and priorities. The design process involved a comprehensive desk review of key documents including evaluations and other donor approaches to volunteering as well as in-depth consultations with a broad range of stakeholders in Australia, Indonesia, Laos, Cambodia and the Solomon Islands including all DFAT Posts.

Lessons from AVID

The design of the new Australian Volunteers program was informed by key lessons learned from the AVID program.

Embracing and encouraging flexibility and innovation in volunteer approaches will increase the program's reach, effectiveness and visibility both within Australia and overseas. Examples of this may include staff exchanges between Australian and overseas Partner Organisations (POs), small grants for volunteers to support POs, cluster placements focused on a sector/theme such as gender equality or geographic area, teams of volunteers working on a specific project design from start to finish, varied volunteer assignment lengths to meet diverse needs and contexts, platforms for on-going learning and knowledge exchange for volunteers and POs.

An increased focus on inclusiveness and diversity will ensure the new Australian Volunteers program attracts a cohort of volunteers that is more representative of Australian society and open up opportunities for volunteering to a broader range of people. Broadening

10 United Nations Volunteer Program, http://www.unv.org/about-us.html.

11 Ibid

the reach of the program and supporting increased inclusivity and diversity also requires specifically developing opportunities for youth, people with disability and indigenous Australians to participate in the volunteer program.

Over 50% of volunteers consulted through the design process had volunteered previously, and a large number of respondents were in-country when they applied for their current position, or were part of developing the position they subsequently moved into. The high number of repeat volunteers leads to a number of potential program risks including: fewer opportunities for new volunteers; a sense of elitism within the program (only open to a limited number of people); limited ability for new skills to enter the program and development field; and hampering the achievement of some program objectives (regional/global literacy and connection for the Australian public).

To support the achievement of broader bilateral development outcomes and sector interventions, it is important for 'volunteer assignments to continue to have majority alignment with Aid Investment Plans (AIPs)'[12]; however, flexibility is required to allow DFAT to respond to Australian Government and partner government priorities and other opportunities. Alignment of volunteer assignments with AIPs allows Posts to enhance and complement their portfolio and take account of their own and partner government priorities in-country, while a degree of flexibility allows new relationships to be established, long-term objectives to be maintained and Post to maintain or pilot engagement in sectors outside AIPs.

Building closer connections and linkages between all key stakeholders involved in the volunteer program can broaden networks, increase program visibility and provide more opportunities for collaboration and leveraging across bilateral programs. More purposeful and effective processes and mechanisms for forging relationships between key stakeholders through the new program has the potential to strengthen program impact. Links with NCP and Australia Awards program will also support connections and new partnerships.

Increasing organisational linkages between POs and AOs will help to foster ongoing organisational partnerships and leverage more sustainable development outcomes. In the current AVID program, 25% of volunteers are assigned to host organisations through AOs and 67% of these volunteers had contact with their AO during their assignment.

The quality, experience and expertise of in-country management is a significant factor in the success of the program in the eyes of POs, volunteers and Posts. As a result, in-country management teams need to be resourced with expertise in capacity and organisational development, administration, logistics, networking skills, media and communications and monitoring and evaluation expertise.

Qualitative and quantitative outcomes from volunteering need to be tracked, recorded and measured to ensure that development and diplomacy impacts are effectively captured and reported. The current focus of the AVID program on annual volunteer quotas (the sole indicator in the absence of development-related performance measures) implies that other outcomes are of lesser value. As a result, the program is perceived to be achieving less than it could for all stakeholders (volunteers, POs, Australian public, DFAT, partner

[12] 71.43% of Posts with volunteer programs stated that it was very important for the volunteer program to align with Australian Aid program objectives at Post (Post Survey for the design, 2016).

governments). The new volunteer program will require a robust MEL system with quantitative and qualitative measures for all outcomes to ensure the contribution of the Australian Volunteers program at the beneficiary, country and global levels is captured.

The Australian Volunteers program provides a strong platform for addressing cross-cutting issues such as women's empowerment, gender equality and inclusion. Similarly, the Australian Volunteers program can be an effective mechanism for piloting investment in new sectors and thematic areas and identifying potential stakeholders and organisations for future engagement, including the private sector.

Lessons from Other Donors

A review of other donor volunteer programs highlighted a number of approaches that can contribute to the overall effectiveness and impact of volunteering. Specific lessons learned through review of other donor programs during the design process are:

- Outcomes from volunteer programs should be focused on the **reciprocal benefits** to individuals, organisations and countries through volunteer assignments, as well as learning and professional development that occur through volunteering.
- Exchanges and institutional **twinning arrangements** can be an effective approach to capacity development and leveraging the reciprocal benefits of volunteering for both countries. For example, FK Youth (Norway) funds more than 20 different volunteer exchange programs, south-south and twinning programs that have led to reciprocal benefits and increased partnerships between Norway and other countries.
- **Effective volunteer preparation** should be emphasised to leverage the skills and experience of volunteers. Volunteers with an in-depth understanding of both the language and culture of the country of assignment prior to a volunteer assignment are more likely to have a positive volunteer experience and able to contribute more effectively to the capacity development of an organisation.
- **Returned volunteers** are effective ambassadors for volunteering and should be encouraged to promote the program upon return to their home country. A number of other donors, including Germany (Weltwarts), Norway (FK Youth) and the USA (Peace Corps) either mandate or recruit returned volunteers as ambassadors to promote their volunteer programs and broader contribution to development overseas.
- **Volunteer assignments should vary in length** according to context and the needs of an organisation, with short-term assignments focused on specific technical needs requiring a specific skill set and longer term assignments for those assignments focused on achieving more sustainable capacity development outcomes.
- A significant number of other donor volunteer programs include **grants, co-funding and fundraising elements** which complement the contribution of volunteers and enables volunteer programs to achieve development outcomes for organisations and their communities as well as donor aid programs. In addition, other volunteer programs offer e-volunteering and research through volunteering.

D: Australian Volunteers Program Logic

This section details *what* the Australian Volunteers program will achieve, beginning with the theory that underpins our program logic model (at Annex A). The program logic model and narrative include the goals that the program will contribute to and the end of program outcomes the program aims to achieve.

The Australian Volunteers program is part of Australia's people-to-people program portfolio. The program sends Australian volunteers on assignments overseas that are designed to sustainably build the capacity of people, organisations, communities and institutions. The assignments are varied and will include assignments focused on developing internal structures, policies and procedures for an organisation and developing the knowledge, skills and experience of individuals within an organisation. Through these meaningful volunteer assignments, the program creates enduring links between Australians and people and organisations in partner countries.

Long term Goals

The Australian Volunteers program aims to **contribute** to the following **long-term broader development and diplomacy goals:**

- the Australian Government is achieving its development objectives
- Australians are becoming more globally literate and connected
- Australian aid is being perceived positively in Australia and internationally.

End of program Outcomes

The program aims to **achieve** and be **measured** against the following **end of program outcomes**:

- partner organisations (POs) are supported by Australia to achieve their development objectives
- Australian volunteers gain professionally and personally
- the public and governments in Australia and overseas better appreciate the value of volunteering.

The Australian Volunteers program uses a well-known mechanism (modality), overseas volunteering, to connect Australians from all walks of life to Australia's aid program and the region, and to contribute to the Australian government's broader development objectives.

Intermediate Outcomes

The **intermediate outcomes** articulate the steps or outcome chains that will lead to the end of program outcomes. This section presents the series of pre-conditions that are expected to trigger the outcome chains, starting with the end of program outcomes and working back to the immediate changes (outputs).

The program logic model, proposes that the experiences of POs and volunteers will lead to the achievement of the end of program outcomes. For POs this entails having a competent and suitable volunteer delivering a relevant volunteer assignment that leads to valuable change for the organisation. For volunteers this entails positively contributing to an overseas organisation's success whilst growing personally and benefitting professionally from the experience.

At its core, the program aims to enable POs and volunteers to make the most of opportunities offered through volunteering. To do this the program works towards achieving four intermediate outcomes that enable POs and volunteers to be well positioned to fully leverage the program. These are:

- POs have **built their capacity and gained from the program** – if POs and volunteers genuinely benefit from their involvement with the program it is expected that as a result POs will become better equipped to achieve their development objectives, volunteers will report personal and professional gains and this will lead to a greater appreciation of volunteering in Australia and overseas.
- POs have a **strategic rationale** for participating in the program and provide a **safe and productive working environment** for volunteers. POs should address capacity/capability gaps through one or multiple volunteer assignments and align with both Australia's and the POs strategic interests. The PO is prepared to receive a volunteer by ensuring all relevant staff within the organisation understand the role of the volunteer, the intent of the volunteer assignment, and an appropriate physical working space and tools are available to the volunteer.
- Volunteers **complete their assignments well** and have a **positive volunteering experience** – the volunteer is able to competently deliver the assignment and enjoy their time overseas and are able to connect with people professionally and socially.
- Volunteers **promote greater understanding** between partner countries and Australia – volunteers through a variety of channels share their volunteer experiences with a broad range of Australians and others overseas.

The program will achieve these four outcomes if it can galvanise the support and commitment of DFAT, Australian organisations and mainstream media, business, community and popular communication platforms.

DFAT posts are expected to leverage the program to further deliver on country-level Aid Investment Plans by contributing to the selection of POs and the development of volunteer assignments to align (or complement) the Australian government's development objectives. DFAT's active and on-going involvement in the program will ensure that the program is aligned to Australia's development objectives and utilises DFAT's existing networks and programs.

Tailored partnerships with relevant AOs are expected to support the program to deliver its objectives. The support will vary and could include identifying potential volunteers and/or POs, supporting the development of technical volunteering assignments, or providing other in-kind and financial support. The involvement and ongoing commitment from a diverse range of suitable AOs will enable the program to cater to the needs of a wide range of POs and volunteers. For example, the program may partner with an AO that has expertise in

working with people with disabilities; the partnership would assist the program to enable the involvement of Australian's with disabilities. These partnerships are likely to enable POs to receive volunteers and support volunteers to undertake and complete their assignments well.

For the program to have broad appeal in Australia and overseas the cohort of volunteers coming through the program will need to be diverse, well supported and have the required skills and attitudes for the assignments.

Lastly, mainstream media, business, community and popular platforms are expected to pro-actively disseminate volunteers' stories to a large cohort of diverse Australians and people from partner countries.

Immediate Changes (outputs)

For the Australian Volunteers program to effectively activate the theory described above, six key immediate changes (or outputs) need to be achieved.

- **The program is dependent on having systems and resources** in places to identify, recruit, train and support volunteers to deliver their assignments while having a positive experience. Key program activities will include setting up, improving and maintaining these systems and resources to ensure the success of the program.
- **DFAT and potential POs and AOs need to be aware of the new program** – this will be achieved through targeted and tailored engagement and communications. Over time it is expected that DFAT, POs and AOs will value the program because of its effectiveness.
- **Returned volunteers and existing POs and AOs remain engaged with the program** beyond the end of their assignment this will be achieved by developing meaningful ways in which these stakeholders can remain active contributors to the program. For example, by contributing to the training of new volunteers or providing peer support
- **Relevant partnerships are established** –these partnerships are expected to bring different attributes to the program. For example, the program may establish a partnership with a community magazine to provide a platform for volunteer stories.
- **The program is inclusive of and accessible to all Australians** – this is a key outcome for the program and is fundamental to achieving the end of program outcomes and contributing to the broader goals. Australian volunteers will include representatives from across Australia with varied education backgrounds, ages and ethnicities, sexuality, socio-economic backgrounds and be inclusive of people with disabilities. This outcome will be achieved through strategic engagements and partnerships that reach diverse groups of Australians.
- **The program is recognised as innovative and leading** which is integral to maintaining and broadening the interest in the program. In particular, it is expected that the program's reputation will drive further support and commitment to the program from DFAT and Australian partners. It is also expected that this should drive continuous improvements to the benefit of all stakeholders. Activities to

achieve this may include establishing partnerships with organisations that can support the development of new ways of delivering the program and increase the reach or the effectiveness of the program. The program may also look at encouraging input from a diverse range of stakeholders including volunteers and partner organisations.

Assumptions

The program logic contains the following assumptions:

- there will be ongoing bi-partisan support for the Australian Volunteers program
- potential, current and returned volunteers have a positive perception of the Australian aid program and Australia's development objectives overseas
- most volunteers will share their volunteering experiences with others in Australia and overseas
- with the right support, volunteering overseas can be an attractive and accessible opportunity to Australians from all walks of life
- a diverse and relevant range of Australian organisations will be interested in and have the capacity to partner with the program
- the success of individual volunteer assignments will lead to growing interest from DFAT and partner organisations
- the success of individual volunteer assignments will contribute in a meaningful way to Australia's development objectives
- the successful delivery of volunteer assignments will make a real contribution to Partner Organisations' ability to achieve their objectives.

Principles for Implementation

The Australian Volunteers program will be guided by the following principles:

- **The Australian Government highly values volunteers** who are committed to sustainably building the capacity of POs, and to representing Australia with integrity (*Section E - Capacity Development Approaches*; *Component 4: Public Diplomacy*).
- **The Australian Volunteers program embraces innovation;** testing and piloting new ideas for achieving outcomes, and bringing successes to scale through the broader bilateral, thematic and global programs of the Australian Government (*Section E - Innovation*).
- The Australian Volunteers program **fosters people-to-people links and partnerships** between Australian and overseas organisations, strengthening our relationships across the region and globally (Section E - Component *2: Partnerships*).

- The Program needs to be **inclusive of all Australians** which means that Australian volunteers are diverse in age, gender, dis/ability, ethnicity and culture, socio-economic status and educational background. (*Section G* - D*iversity and Inclusion*).
- The Australian Volunteers program **promotes global literacy** and cross-cultural understanding within Australia, particularly through the work of returned volunteers. (*Section E - Component 4: Public Diplomacy).*
- **High Visibility** of the Australian Volunteers program within Australia contributes to global literacy, public awareness of volunteering as an opportunity, and increased support for the work of the Australian aid program overseas. (*Section E - Component 4: Public Diplomacy).*

E: Delivery Approach

This section details *how* the outcomes will be achieved. It describes the components and activities that the MC will undertake in order to achieve the program outcomes.

The new Australian Volunteer program has been designed with a 10-year horizon. This timeframe reflects the Australian Government's commitment to international volunteering over the past 60 years, and provides for program stability throughout implementation. Implementation of the program will be managed through a single contract with a MC or consortium (this may be a managing contractor or other private sector company or a not-for-profit organisation), selected through an open tender procurement process. DFAT will provide strategic direction. The MC will require wide ranging skill sets in development effectiveness, strategic and operational management, communications, recruitment, pastoral care and organisational needs analysis.

A range of implementation options were considered as part of the design process, including delivery through multiple partners; establishing an autonomous entity; and implementing a grants program. Through analysis of the risks and benefits of the various delivery options, and through in-depth internal consultation within DFAT, contracting to a single legal entity (e.g. a company or an NGO) was deemed the most effective and efficient approach to management and implementation; it will ensure overall cost-effectiveness and value for money, and allow DFAT to focus on the strategic direction of the program, while outsourcing implementation to a specialist organisation. A single organisation or company for implementation will streamline reporting, avoid financial and administrative duplication, and minimise overall operational costs. In addition, it will strengthen cohesiveness of the overall program strategic direction and enable DFAT to more readily articulate the contribution of the program to broader Australian aid program goals.

Building on AVID Successes

This new Australian Volunteers program design **retains** elements of the previous program that are proven successes, including:

- maintaining a strong focus on achieving capacity building outcomes with POs
- alignment with the broader Australian aid program
- the key activities associated with each stage of the volunteer lifecycle, such as high quality pre-mobilisation training and preparation and strong in-country support
- the application of program standards
- the geographic footprint for the program will continue to be flexible and guided by Official Development Assistance eligibility criteria, Australian Government development priorities and ability for the MC to provide adequate volunteer safety and security in country.

A number of the current program's design elements will be **enhanced** including:

- building on work undertaken to promote disability, gender and indigenous inclusion

- a renewed focus on increasing diversity and inclusion outcomes
- ensuring DFAT's gender, disability and indigenous peoples' strategies guide integration of inclusion considerations and approaches under the program
- further development of the Returned Australian Volunteers Network (RAVN)
- Increased visibility of the program within Australia.

The Australian Volunteers program will be **different** to the previous program in the following ways:

- Moving to a single MC delivery model, and from a Grant Agreement to a Contract. These measures are designed to increase administrative efficiency, improve program coherence, and provide DFAT with strategic program oversight and a highly responsive MC.
- Changing the financing model and MEL approach from the primary measure of success being the number of new volunteers placed in-country each year to a more balanced approach which will encourage quality placements, innovation and partnerships.
- Integrating improved mechanisms and approaches to innovation and private sector engagement by increasing partnerships between Australian Organisations (AOs) and Partner Organisations (POs); identifying meaningful opportunities for collaboration with other DFAT global people-to people programs; and providing more opportunities for inclusion and diversity.

Approaches to Volunteering

The Australian Volunteers program will support a flexible and demand-driven approach to volunteer assignment development, ensuring they are fit-for-purpose and support the needs and development objectives of POs and DFAT. It is expected that the program will support approximately 750 (full-year equivalent) volunteers overseas each year. The actual number of volunteers supported will depend on the type of assignment and the length of the assignment.

Volunteer assignments vary in nature and duration, depending on the specific capacity development needs of a PO. Scoping and shaping a volunteer assignment with a PO will determine the needs of the PO and therefore inform the length of assignment and the level and types of volunteer expertise and experience required. Assignments may consist of a single, or a series, of short term inputs (weeks to several months), and/or longer term inputs (one to two year[13]). The majority of assignments that focus on organisational capacity development will be at least one year in length. Shorter, more targeted assignments will address specific technical needs of POs. Examples of shorter assignments include in areas

[13] Based on consultations with volunteers and Partner Organisations during the design process, in most cases a minimum assignment length of one-year is required to achieve capacity development outcomes, with two years being the optimal length of time to achieve sustainable outcomes. For many volunteers it was difficult to commit to two year assignments upfront, however they felt that after completing one year, they would be willing to extend their assignment for up to another year.

such as IT/website development, organisational strategy development, or development of a business case or plan.

Assigning a team of volunteers to work together across a specific geographic location (for example, in rural and remote areas where the team members may support each other and minimise risks associated with isolation), or a single person who works across a number of organisations in a specific sector (for example, if the original PO does not have the requisite capacity to host a volunteer full-time).

Examples of types of assignments may include (but is not limited to):

- the traditional placement of one volunteer with a PO to address specific organisational and capacity development needs
- a team-based approach where a number of volunteers are assigned to a single PO to address a range of organisational and capacity needs
- a project-based approach to engagement with strategic host organisations aimed at achieving longer-term objectives
- a single volunteer assigned to a number of POs based on a specific theme such as gender equality, disability inclusion, marketing/communications
- cluster volunteer placements based on geography to support learning between volunteers and POs and reduce geographic isolation of volunteers.

New and innovative approaches to volunteering may include:

- supporting follow-up visits by volunteers to embed capacity development and therefore sustainability
- supporting staff exchanges or two-way volunteering between AOs and POs
- enabling e-volunteering
- development of targeted streams to support the effective participation of youth and business volunteers.

The above examples are not exhaustive. The MC will be expected to be creative and flexible in generating innovative ways to support overseas volunteering. Monitoring and evaluation will capture the relative merits and effectiveness of different volunteer assignment approaches in achieving outcomes for POs and encouraging innovation.

Capacity Development Approach

Achieving development outcomes through the program will primarily focus on strengthening the capacity of individuals, organisations and/or institutions through volunteer placements with Partner Organisations (POs). In order to prepare the foundations for future successful placements with the PO a capacity assessment of their strategic, organisational and human resource needs should be undertaken. The assessment will enable the MC and PO (and AO depending on the partnership arrangement) to identify priority gaps in capacity, and therefore the kinds of skills they need to help them build their capacity.

A ***capacity development plan*** which sets out the duration of the partnership and the types of volunteer inputs required to achieve the agreed objectives should be developed. The plan will include review and reflection points, as well as an exit strategy. The plan should demonstrate progression in organisational strengthening through the life of the plan, as a consequence of various volunteering inputs.

The plans will provide the framework for ensuring the right people with the rights skills and experience are identified for successive volunteer positions; identify best practice and effective capacity development approaches and tools; and supporting timely planning and volunteer recruitment. The plans will also outline considerations for improving the capacity of POs to integrate gender, disability and indigenous inclusion into their work and organisational objectives.

The MC will develop the systems and templates to support the capacity development approach. The approach should be simple and include feedback from volunteers, AOs and POs. An additional tool to assist in the capacity building efforts of volunteers will be access to ***volunteer project grants*** to purchase low cost, small scale equipment or technology that supports the objectives of their assignment. This additional grant program will complement (and not duplicate) DFAT's Direct Aid Program (DAP); and should be of a much smaller scale (approximately $200 - $1,500 for successful applicants). The MC will design and manage the volunteer project grants, ensuring the application and administration process is as simple as possible.

ICM teams will require a good theoretical and practical understanding of effective capacity development principles, approaches, strategies and tools and the ability to pass this knowledge onto volunteers. Some of the key factors for understanding and building capacity that volunteers will need to understand include:

- internal and external incentives that motivate people and organisations
- the types of capacity requirements and the supply and demand for capacity building solutions
- contextual constraints, enabling factors and opportunities (including existing capacities)
- the political economy and resilience of an organisation
- coherence and linkages between capacity building interventions
- the time and commitment required for change to occur.

Local ownership, internal leadership, and the identification of "champions" or agents of change within a PO will also be important for volunteer assignment success, and the sustainability of capacity development activities and outcomes. Volunteers will need to support POs to integrate gender, disability and indigenous and other social inclusion considerations into their work as part of capacity development.

Innovation

The New Aid Paradigm[14] emphasises the importance of encouraging innovation to identify creative and clever ways to achieve improved results through the delivery of Australian aid. The Australian aid program identifies partnerships, exchanges and technical assistance as key to supporting new ideas, local innovation and reform processes in the region, and unlocking new sources of funding. The new Australian Volunteers program is uniquely placed to support the innovation agenda by piloting new approaches to achieving outcomes.

The **Innovative Ideas Challenge Fund** (the Fund) will be established as a vehicle through which the Australian Volunteers program can encourage innovations. The Fund will complement traditional volunteer placements; increase the reach of the program to broader stakeholders and enhance overall program performance to support the broader outcomes of the program.

The Fund will provide niche support for proposals from civil society groups, SMEs, clubs and member organisations and non-traditional participants, to trial new approaches and ideas in international volunteering that are outside the scope of the core Australian Volunteers program. The Fund may complement and will be delivered in coordination with other innovation opportunities within the Australian aid program including the DAP, Business Partnerships Platform and the Gender Equality Fund. Within the parameters of the pre-determined criteria and the program standards, applicants will have freedom and flexibility to design their ideas and solutions.

The indicative objectives of the Fund will be:

- to encourage interest among new and diverse Australian organisations in international volunteering
- to identify and pilot new ideas and to identify innovations that enhance development and public diplomacy outcomes for replication and scale-up through the program
- to encourage partnerships, shared learning and collaboration on solutions and opportunities for innovation between local, regional and international organisations and entities
- to increase the scope and scale of the volunteer program through private sector and non-traditional investment in the volunteer program and volunteer projects.

The MC will work with DFAT to design and manage the Fund including developing selection criteria, management procedures and MEL guidance to measure successes, learnings and impact. Indicators may include, but are not limited to, the following:

- interest and applications in the fund from target audience
- number of new innovations piloted
- number of Australian organisations new to the program
- number of pilots replicated and/or scaled-up
- development objectives, people-to-people linkages, and public diplomacy outcomes achieved

[14] http://foreignminister.gov.au/speeches/pages/2014/jb_sp_140618.aspx

- contributions provided by entities other than the Australian Government.

It is important to note that the nature of a challenge fund means there will be successes and failures and that much can be learned from both, provided MEL is well-resourced and captures data effectively.

The Volunteer Advisory Board (*Section F*) will approve the final list of recipients. The MC will be required to undertake due diligence on potential recipients and provide ongoing monitoring and support to recipients to ensure compliance with the program standards throughout implementation.

Potential ideas for what could be included within the scope of the Fund are:

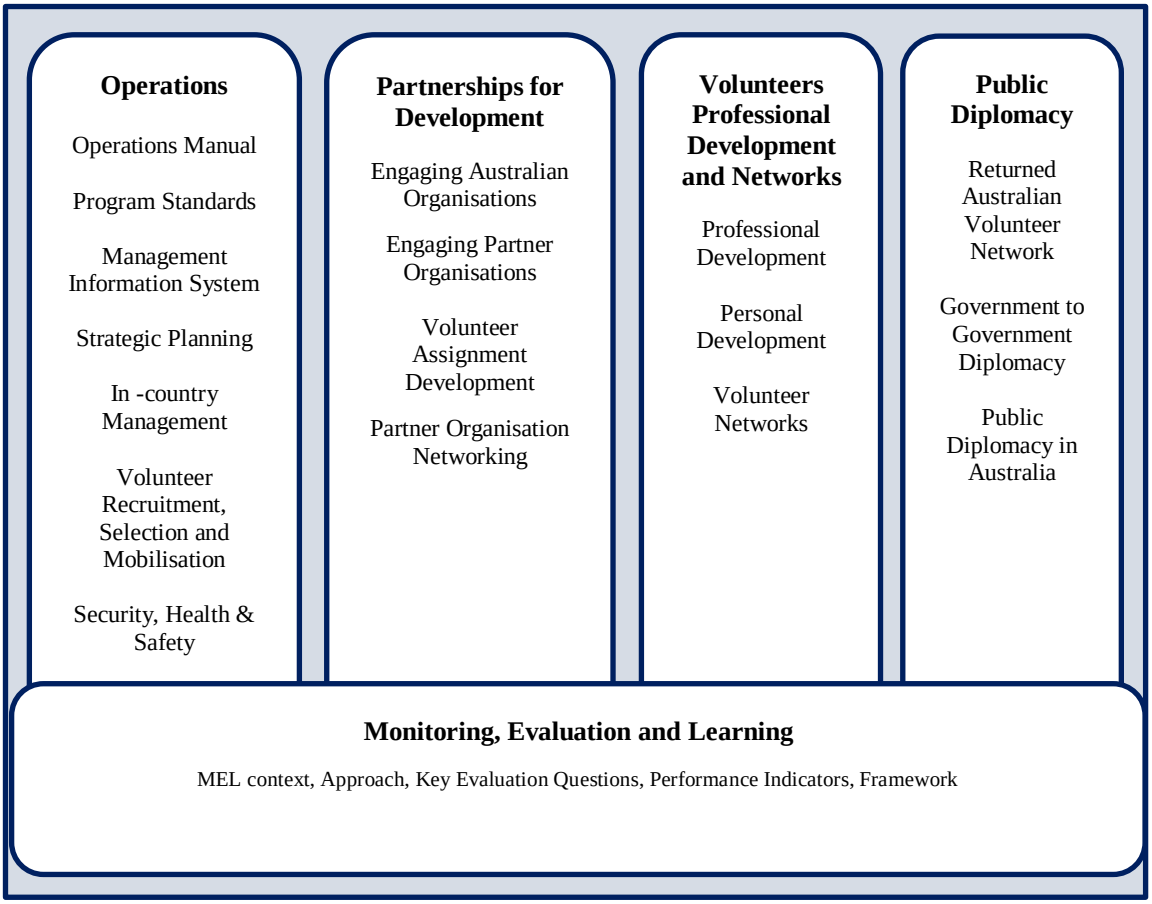
- piloting scalable partnerships, for example, between private sector and community organisations, or between volunteers and Australian scholarship alumni
- crowd funding to support the specific capacity-building projects identified by volunteers and POs where volunteers are placed
- AO/PO staff exchanges
- matching or co-funding arrangements for volunteer assignments or projects
- supporting additional volunteer assignments through private sector investment, gifts or donations
- e-volunteering
- regional/intra-country volunteering pilots.

Notwithstanding the Innovation Fund, the MC will be expected to be creative and flexible in generating innovative ways to deliver the Australian Volunteer program. Monitoring and evaluation will capture the relative merits and effectiveness of different volunteer assignment approaches in encouraging innovation and achieving outcomes.

Five Program Components

The Australian Volunteers program will be delivered through five components that each include a series of inter-related functions. Four of those components (Operations; Partnerships for Development; Volunteer Networks and Professional Development; and Public Diplomacy), need to work together to ensure that the program operates to maximum effectiveness and achieves the end-of-program outcomes. The fifth component (Monitoring, Evaluation and Learning) is cross-cutting and therefore operates horizontally across the other four components.

Figure 2: Delivery Approach Overview



Component 1: Operations

This section outlines the key elements of operational management that will underpin all aspects of implementation and enable the achievement of the end of program outcomes.

Operations Manual

The MC will resource all aspects of operational management and develop a quality management system tailored to the needs of the program. Operational systems and processes are required to comply with all DFAT and relevant Australian Government laws, regulations, and policies, and will be accessible to all through the ***operations manual***. Beyond the operational compliance foundations, systems and processes need to allow for flexibility so that the MC can be responsive to DFAT requests and are able to pilot innovative and new delivery approaches.

Program Standards

The previous program (AVID) had *Shared Standards* which guided program operations and ensured operational quality across multiple delivery partners. The *Shared Standards* will be adapted by DFAT and the MC during the inception phase to form the new **program standards** which include:

- Volunteer allowances
- Volunteer code of conduct

- In-country management quality and requirements
- WHS and safeguards
- Annual planning (process and outputs)
- Reporting and monitoring, evaluation and learning (MEL).

The standards must be fit-for-purpose and maintain alignment with DFAT safeguards and policies. The frequency of review of the program standards will be determined by DFAT and the MC.

Management Information System

The Australian Volunteers program will use best practice and cost effective information and management systems which will facilitate connectivity between key stakeholders and allow easy access to information through secure portals. The system will allow customised reporting tailored to the information needs of the user and will be accessible globally.

The system(s) will be developed and managed by the MC, and will:

- streamline program management
- be a repository for all program reporting and information management including data collection, performance and progress reporting including disaggregated data and customised, real-time tracking of volunteer numbers
- enable data from the current AVID program partners to be migrated to the new system
- enable volunteer management throughout the assignment life-cycle (e.g. recruitment, training, in-country management and support after completion)
- provide secure access and tailored portals for each stakeholder (DFAT, MC, volunteers, RAVN and partners)
- provide an effective management tool for marketing and communications functions
- support returned volunteer engagement.

Strategic Planning: global and country level

The new Australian Volunteers program will continue to contribute to Australian aid program development outcomes by complementing and enhancing the development effectiveness of the rest of the Australian aid program globally. Through *majority alignment* with bilateral and regional Aid Investment Plans (AIPs), volunteer assignments will continue to support the objectives of Australian aid and strengthen relationships and partnerships required to achieve sustainable development impacts. The new program will continue to undertake comprehensive strategic planning processes with key stakeholders at both the global level and the country level. Cross-cutting considerations including disability, gender and indigenous inclusion and DFAT safeguards will continue to guide strategic planning and approaches to implementation.

Global level strategic direction and policy for the program will be articulated in an Australian Volunteers ***global program strategy***, which will have a three-year planning

horizon and focuses on priority activities, new opportunities, changing contexts and high level budgets. The strategy will be prepared by the MC in conjunction with DFAT and will be approved by the Advisory Board. The strategy will be updated annually as required. The second and consecutive strategy processes will start early in Year 3 of the preceding strategy to ensure adequate lead in and planning periods.

Australian Volunteers c***ountry program plans*** will be developed by the MC's in-country management teams in close collaboration with Posts. The plans will have a three-year planning horizon, however, will be updated annually through an **annual planning process**. The annual process will also develop an **annual work plan** which will set out annual budget and allocations.

DFAT posts will contribute to the country program plans and the work plan by identifying country-level priorities and opportunities for the program and new potential partners and/or sectors. The plans will set out how Posts will support Australian volunteers in-country, and the resources they require to do so, including requirements for public diplomacy funding.

The MC will set out a timeline and process for annual planning for DFAT's approval. DFAT will have final approval of the country program plans and annual work plans.

In-Country Management

The MC will be responsible for ensuring that the volunteer program is effective, relevant and sustainable in each country of operation. Quality in-country management is essential to the success of the program. Management structures may vary in each country/region depending on the size, spread and complexity of the program[15]. ICM teams will be adequately resourced with the skills, experience and networks to support the in-country stages of the volunteer life-cycle. Flexible arrangements (e.g. regionally based ICMs) should ensure that program standards and WHS are not compromised and the agreed level of volunteer support is provided.

ICM teams will work closely with DFAT Posts and support DFAT engagement with the program. They will undertake preparatory work necessary for the success of the annual planning process, support public diplomacy activities with Post, and ensure that MEL is collected and fed into planning processes and reporting.

DFAT Post involvement in PO selection and volunteer assignment development will be through engagement in annual planning, and regular meetings with the ICM team. The ICM team will facilitate opportunities for volunteers to engage with Posts, attend events (including diplomatic events, seminars, training, etc.), and support positive, productive relationships between volunteers, Posts, and other Australian bilateral programs.

Volunteer Recruitment, Selection and Mobilisation

Recruiting and placing a diverse range of Australians, with the personal attributes required to successfully complete a volunteer assignment, is critical to program effectiveness. The

[15] Many, but not necessarily all, Australian volunteer receiving countries will have an ICM team. An MC may choose to undertake the ICM team functions through a regional office, particularly for a cluster of the small states.

MC will develop a ***volunteer recruitment strategy***, for approval by DFAT, that builds on effective recruitment approaches and strategies established under the current AVID program, but also demonstrates how the program will ensure broad cross-representation from the Australian community. In addition to the open recruitment process currently utilised under AVID, targeted strategies will be necessary to attract diverse volunteers and to meet the arrangements agreed with certain AOs to advertise and recruit from their organisations and networks. The MC will work with DFAT at the start of the program to establish soft targets to ensure the new program achieves inclusion and diversity outcomes and to develop recruitment strategies which meet the needs of the AO without compromising the program standards.

Recruitment processes will be predictable and completed in a timely manner to ensure POs are aware of when assignments need to be developed and avoid prolonged time lags between the identification and development of volunteer assignments in country, and the placement and mobilisation of volunteers (often between 6-9 months). Substantial time between assignment development and volunteer placement can result in disconnection between the capacity development needs of a PO and the skills and experience of the volunteer. As part of the recruitment strategy, the MC will be expected to develop a plan for minimising the recruitment period and effectively managing any changes in the capacity development needs of POs, for example, through an MC pool of pre-screened candidates.

To support suitable match between POs and volunteers, the POs will be actively involved in volunteer selection through review of short-listed applicants and where appropriate, involvement in volunteer interview processes. Where possible, volunteers will also be connected with POs (and their previous volunteers) prior to mobilisation to initiate relationship building, planning and preparation for the volunteer assignment. The ability to source niche skill sets quickly through targeted and specialised recruitment will also be critical.

The MC will be responsible for all aspects of mobilisation including pre-departure training, administration and logistics, deployment and in-country orientation. The pre-departure training and modules will be developed by the MC and reviewed by DFAT and will prepare volunteers to undertake assignments and effectively manage their health, well-being and safety while on assignment. Training will provide comprehensive country-specific information and include a broad range of core topics including, but not limited to:

- understanding the Australian aid paradigm
- goals and outcomes of the Australian Volunteers program
- capacity development approaches
- cross-cultural communication
- gender and social inclusion; child protection; disabilities
- risk, WHS; security and emergency and disaster management.

Pre-departure training will be regularly reviewed to ensure it remains responsive to needs and integrates learning from the experiences of returned volunteers.

The MC will be responsible for returning volunteers to Australia and assisting with their reintegration.

Security, Health and Safety

DFAT policies and the program standards will continue to guide the management of volunteer security, health and safety while on assignment in-country and will be reviewed as required. The MC will be required to establish security, health and safety systems and processes that comply with Australian legislation and DFAT policy. They will also undertake security assessments; regular safety and security monitoring; incident reporting and management. The MC will be responsible for assessing and monitoring the security, health and safety of volunteer's in-country at both work and home locations. Safety and security policies and standards will be regularly monitored to ensure they remain comprehensive and responsive to needs.

The MC will assume primary responsibility for the safety, security and welfare of Australian volunteers, including those volunteers that are sponsored by AOs (civil society groups, organisations and private sector companies). DFAT may make suggestions to the MC for volunteer assignments, and selection of volunteers, POs and AOs, however, the MC will be responsible for ensuring the assignment location and PO can safely support a volunteer and that adequate health and safety standards are applied and checks carried out before deploying a volunteer. In some instances, DFAT may also determine that a location, assignment, volunteer or partner organisation is not suitable.

The MC will be required to apply and ensure compliance with the program standards and DFAT policies and safeguards at all levels and across all countries and report to DFAT regularly. DFAT will conduct compliance audits on the MC from time to time throughout the life of the contract.

Component 2: Partnerships

Effective and diverse partnerships are central to the new program and key to successfully achieving the end of program outcomes. Relationships between Australian Organisations (AOs) and overseas Partner Organisations (POs) will deepen Australia's relationships with our partner countries by enhancing development benefits to POs and building sustainable institutional linkages. AOs will be able to offer high performing staff volunteer opportunities, low risk pathways for exploring emerging markets and supply chains and potential for staff retention.

Partnerships between AOs and POs will enable the program to not only support individual linkages, but also institutional linkages in order to strengthen Australia's relationships internationally. Institutional partnerships provide sustainability to the program beyond an individual assignment, and enables opportunities to promote Australia's credentials in areas such as science and agriculture, and education and training. This design encourages strong and enduring partnerships between all stakeholders, including AOs, POs, DFAT (including Canberra, Post and state offices who have relationships with state-based groups and companies already operating overseas) and whole-of-government, partner governments and other Australian bilateral programs. Engaging a broad range of partners at the local, state, national and international level will support improved linkages across a diverse range of

stakeholders, which in turn will provide opportunities for future partnerships, mutual learning, and promotion of the Australian aid program and Australian volunteering more broadly. In addition, the program will benefit from the expertise and networks of potential volunteers who can be accessed through AOs. It is expected that this partnership approach will also support new and innovative ways to address and promote inclusion and diversity.

Under previous phases of volunteer programs, partnerships have led to some program fragmentation, branding confusion and variations in types and levels of support for volunteers. It is expected that the MC will establish procedures to ensure that Australian Volunteer program partners are aware of and operate within the program standards.

Engaging with Australian Organisations (AOs)

Australian Organisations (AOs) are broadly defined as any registered Australian organisation or company. AOs may include, but are not limited to, NGOs, community groups, faith-based organisations, education and training institutions, sporting clubs, member organisations, professional networks, small and medium enterprises, large companies and corporations.

The MC will be required to develop an ***Australian organisation engagement strategy*** (as a part of the global three-year strategy), to guide engagement with AOs. The strategy will include the methods of advertising to and selecting AOs to participate in the program, grant and co-funding arrangements and the duration of the partnerships. The MC will identify and work with suitable AOs to design and develop partnership arrangements under the Australian volunteer program and the program standards. DFAT will review the strategy and its underlying processes and may also identify suitable partnerships.

The extent of a AOs involvement in the program will vary depending on the size of the organisation, its current networks in Australia and overseas, and its current involvement and experience in international volunteering. The approach will be flexible and the mechanisms for engagement in the Australian Volunteers program will be set out in the *Australian organisation engagement strategy*. Some organisations may shape their existing volunteer programs to meet the Australian Volunteer program standards in order to participate. Selected AOs will be expected to adhere to DFAT branding guidelines and comply with the Australian Volunteers program standards. The MC will be expected to ensure AO compliance with these guidelines and standards through sub-contractor agreements and regular monitoring checks.

Previously volunteers have been individuals who usually applied for a specific role within POs to help build their capacity in a variety of areas where expertise was required. Under the new Australian Volunteers program, where AOs have an existing partnership with a PO, they may undertake a first round of volunteer recruitment from within their own staff or networks, to identify suitably qualified candidates for volunteer positions. The MC will take these candidates through their own processes, approve them as suitable (or otherwise), mobilise them, and provide support in-country in line with their duty of care and the program standards.

The MC may support some AOs to partner with new overseas POs in order to foster longer-term relationships. Some AOs may be more interested in supporting a wide number of POs with limited involvement (for example, a foundation or company may want to support some

overseas volunteer assignments through the provision of funds only). It is expected that involvement in the Australian Volunteer program will also benefit AOs through strengthening their corporate social responsibility platforms, supporting their own networks overseas and leveraging new opportunities.

The ***Australian organisation engagement strategy*** will outline when DFAT involvement in engaging key stakeholders is required. Recruitment strategies will target AOs who can demonstrate how they will use this opportunity to strengthen linkages and relationships with POs overseas, and support access to a diverse range of volunteer candidates. AOs will be able to leverage volunteers to support existing and new programs and activities with POs, and develop new working relationships with POs. AOs may be active in the program's broader public diplomacy activities, and in shared learning across the program. Monitoring and evaluation will include a focus on how the program is supporting relationships between AOs and POs, and the extent to which diverse AOs have been represented in the program. Recruitment of AOs will be a vehicle for the MC to ensure the program reflects Australia's diversity. Through the vehicle of partnering with AOs, the MC will be expected to undertake private sector engagement, particularly reaching out to those companies that have already demonstrated a willingness and readiness to engage with Australia's aid program.

Engaging with Partner Organisations (POs)

POs are defined as any overseas group, organisation, or institution that is the beneficiary of an Australian volunteer assignment. POs have tended to be civil society groups and partner governments in developing countries, however this program will expand the reach of Australian volunteering overseas by ensuring that volunteers are placed with a broad range of overseas organisations including (but not limited to) civil society, government agencies (national, sub-national or local), private sector companies and industry bodies, health and education institutions. The MC will be guided in its selections of POs by DFAT's AIP and Post suggestions, ensuring representation of POs broadly aligns with the aid program objectives in each country. New Colombo Plan or Australia Awards alumni organisations may provide useful links, networks or support. To ensure clear Duty of Care responsibilities are maintained, DFAT may suggest PO inclusion but the MC will be responsible for due diligence of potential POs, and assessment of the readiness of POs to host volunteers.

The MC will develop and implement a ***partner organisation engagement strategy*** for each country, as a part of the country program plans. This strategy will align with AIPs yet retain sufficient flexibility for the program to remain responsive to changing needs and priorities, adopting new POs as necessary to achieve development outcomes. Many POs have a long-standing relationship with the Australian volunteers program and these will continue whilst the program continues to provide these POs with capacity development outcomes. However, the program will seek to broaden the range of POs to include, for example, small & medium enterprises (SMEs), other private sector groups and partners of AOs.

Volunteer Assignment Development

Volunteer assignment development will be driven by POs to foster ownership of the volunteer assignment from the start. Development of the assignment collaboratively between the ICM and the PO is both a process and a goal, as it requires POs to assess their capacity development needs and forms the foundation of the volunteer lifecycle. Assignments will be developed and articulated in a ***capacity development plan*** together with POs (Section E – Capacity Development Approach). It is important that this process is kept simple and straight-forward so that it does not unnecessarily burden POs. DFAT Posts may recommend sectors, POs or partnerships, however the ICM teams will be responsible for the development of assignments with POs.

PO involvement in the volunteer assignment and placement is critical and each assignment should be reviewed throughout the recruitment, pre-departure stages and throughout the assignment.

Partner Organisation Networks

Stronger linkages between like-minded POs (both within and inter-country), and between POs and AOs, will enhance the overall volunteer experience and increase connectivity, networks and shared learning opportunities. The MC should facilitate these linkages which may also include potential funding opportunities for POs, regular updates on learning and networking opportunities. This additional support in-country will contribute to the broader development objectives of POs and therefore to the outcomes of the Australian Volunteers program.

Component 3: Volunteer Professional Development & Networks

This component focuses on achieving outcomes for volunteers in terms of their professional and personal development and developing and enhancing networks for the volunteers both during and after their assignment.

Professional Development

People who have volunteered overseas often reflect that they gained as much benefit from the experience as their PO. This design recognises this key outcome for Australian volunteers, and bolsters activities that support it. A high level outcome of the Australian Volunteers program is ensuring that volunteers gain professionally and personally from the volunteer experience (Annex A - Program Logic). This includes developing new skills that will support career progression, and new career opportunities beyond the volunteer assignment. It also includes ensuring that volunteers gain personally which can include providing a mechanism that enables later career people to “give back” to communities and contribute to development overseas.

The Australian Volunteers program will provide training and learning opportunities for volunteers and POs throughout the volunteer life-cycle, to both support outcomes for POs as well as ensure volunteers and POs continue to gain personally and professionally. There are a wide variety of ways to achieve this outcome, including through training and professional development opportunities, networking and knowledge sharing. Examples of the types of activities the MC might initiate include:

- Prior to mobilisation and while in-country, volunteers and their counterparts could have access to online learning on a broad range of thematic issues including disability and gender inclusion.
- ICM teams could identify and support volunteers and POs to attend trainings, contribute to seminars, and engage in relevant forums that support learning, knowledge and skills development. Accredited training for volunteers while on-assignment could also be considered.
- New volunteers could be linked with returned volunteers to form a mentoring relationship throughout their assignment. Volunteers could be introduced to Australia Awards scholarships alumni to formulate stronger people-to-people links between countries, and also make connections with New Colombo Plan students
- The involvement of AOs in the program provides volunteers with access to additional professional support and resources while on assignment, and potential future career opportunities.

Personal Development

The experience of working with an overseas organisation in a cross-cultural environment provides significant personal learning and development for Australian volunteers themselves. Volunteers are exposed to new ways of working and thinking, having to draw upon their creativity to achieve outcomes in isolated environments with minimal resourcing. This builds personal resilience and adaptability, and requires volunteers to identify and explore innovative approaches and solutions to complex issues. Through their experience, returned volunteers notice that they better adapt to changes in the workplace, and have developed more effective communication and interpersonal skills. The volunteer experience also builds people-to-people linkages and networks that support future careers for volunteers and contributes to broader cross-cultural understanding and personal growth.

To ensure volunteers gain personally and professionally from the experience, the MC must adequately prepare them, and provide ongoing support throughout the assignment and upon return to Australia.

Volunteer Networks

Networking is multi-layered and will operate across all levels of the program and between all stakeholders. ICM teams will provide a range of services that assist volunteers to take advantage of the shared learning and networking that the program presents. ICM teams will host networking events aimed at building relationships and promoting the volunteer program in-country by connecting volunteers with bilateral programs, DFAT Posts, partner governments and other relevant stakeholders. In addition, DFAT Posts will facilitate linkages between the volunteer program and other bilateral programs to ensure volunteers have a sound understanding of sectoral programs and activities and can support country-specific aid objectives through volunteer assignments.

Component 4: Public Diplomacy

Component 4 is focused on achieving public diplomacy outcomes in Australia and overseas. Public diplomacy about the volunteer program enhances the visibility of the Australian aid program in Australia and overseas, and demonstrates how volunteers foster people-to-people and institutional linkages internationally. Through volunteers, the Australian Government can demonstrate and effectively communicate how its aid investments contribute to increasing prosperity, poverty reduction and enhanced stability in the region. In addition, volunteers directly and indirectly support improved global literacy within Australia and are valuable because of their ability to promote the aid program more broadly to the Australian public.

This design significantly bolsters communications and public diplomacy from past levels, particularly in Australia. The Australian Volunteers program MC will be responsible for the development and implementation of a comprehensive **public diplomacy and communications strategy.**

The MC will be required to work in close collaboration with DFAT to develop these strategies and support delivery through the provision of operational, logistics, and event management support, and actively identifying new opportunities and innovative approaches to achieving public diplomacy outcomes. The strategies will outline public diplomacy and communication goals and provide a detailed plan for how these goals will be achieved through the program.

Branding of the program will be a key consideration in development of the strategy. The implementing partner will need to work with DFAT to develop a brand identity which considers existing AVID branding and further developments in DFAT branding more broadly. As there will be a diverse range of volunteer initiatives within the Australian Volunteers program, the MC will need to ensure that there is a single Australian Government identity for all elements of the program that aligns with DFAT Branding Guidelines.

Another key element of the communications for the program is to attract the 'right people for the right assignments'. The MC will be required to use proven successful methods for advertising and informing identified target groups within the Australian public about the program, as well as suggesting innovative ways to promote the volunteering opportunities to under-represented groups.

Returned Australian Volunteers Network (RAVN)

The Returned Australian Volunteer Network (RAVN) is currently lead by DFAT and managed in conjunction with the AVID delivery partners. It was launched in 2015 and builds on the alumni networks of the partners and other government volunteer programs. It provides a line of engagement between DFAT and volunteers. Through RAVN, DFAT promotes information, opportunities and events with which volunteers can directly engage.

RAVN will continue to grow as a platform for providing ongoing networking opportunities for returned volunteers and increasing program visibility.

The RAVN will achieve the following objectives:

- Build vibrant networks of influence and strengthen engagement with domestic communities and stakeholders to help build recognition and awareness of our regional and global context, and Australia's international development work overseas.
- Build connections and networks through increasing Australian Government interaction with volunteers throughout the program cycle (including Post, DFAT state and territory offices, DFAT Canberra and Members of Parliament).
- Promote returned Australian volunteers as skilled and committed professionals and the Australian Volunteers program as valuable for career advancement.
- Facilitate a coordinated approach for Australian Government engagement with volunteers' in-country and in Australia and other alumni of international government programs.
- Inform strategic and annual planning processes through consultation with volunteers on program direction.

The MC will develop a ***RAVN strategy*** in consultation with DFAT to further develop the network. The strategy will outline key activities, annual events, returned volunteer support and engagement with the Australian community, communications and monitoring and evaluation to ensure outcomes are being achieved. DFAT will continue to lead RAVN, with administrative support from MC. This will include integrating and maintaining the records of existing RAVN members and newly returned volunteers for the purposes of contacting the returned volunteers to invite them to events, participate in surveys and other activities organised through the network. The MC will also assist in organising RAVN events and communications.

Government-to-Government Diplomacy

Australian volunteers support government-to-government diplomacy through the positive impression of Australia that they demonstrate through their commitment and efforts to assist development in partner countries. Governments and decision-makers in partner countries see and appreciate the contribution and impact of the program. However, in the absence of efforts to draw attention to the work of volunteers it can sometimes be invisible, particularly in larger countries. Involving partner governments in the volunteer program through increased promotion of positive volunteer stories in-country, media events, partner government and volunteer attendance at Embassy/Australian High Commission events, and linking volunteer assignments to other bilateral development programs will help to build recognition of Australia's aid investments in overseas countries and strengthen positive perceptions of Australia. Inclusion of diplomatic representatives from partner governments in Australia at domestic events, such as RAVN events, would also increase visibility of the program at a government level.

A renewed focus on ensuring volunteers have a well-developed understanding of Australian aid objectives in-country and, more specifically, the goals and outcomes of the Australian Volunteers program, will also ensure volunteers are able to clearly articulate what they are doing and how it fits into the broader Australian aid story.

The flexibility of a volunteer program to respond to emerging priorities and needs provides DFAT Posts with an important mechanism for promoting Australian aid with partner governments and broadening their aid footprint into other sectors. The new program will identify ways to more effectively leverage volunteers when partner governments seek Australia's support in new areas of investment.

Public Diplomacy in Australia

The Australian Volunteers program provides significant opportunities for public diplomacy activities within Australia. The volunteering experience provides Australians with cross-cultural awareness and global literacy skills. These skills support future careers, as well as broader global literacy amongst the Australian population, particularly when volunteers share their experiences with other Australians. Returned volunteers are often willing to champion the program, and a strategic approach to leverage this support will be an important component in the public diplomacy strategy.

Promoting the contribution of Australian volunteers demonstrates to the Australian public the impact of the program and showcases how the program engages with organisations, individuals, communities and partner governments. Furthermore, it increases domestic visibility and awareness of how the Australian aid program contributes more broadly to increased prosperity and stability. Public diplomacy efforts through the program will seek to increase awareness of the program to prospective volunteers and Australian POs, as well as the general public, extending the reach and effectiveness of the program.

Component 5: Monitoring, Evaluation and Learning

MEL context

The monitoring, evaluation and learning framework (MELF) in the new program will help drive continuous improvements and clearly identify program achievements using both qualitative and quantitative data. The framework will be relevant to all program stakeholders including the Australian public, private sector, government and non-government sector more broadly.

The MC will design the MELF in conjunction with DFAT. The MC will have the primary responsibility for the delivery of the MELF. The MC will share MEL results and findings and work with DFAT and other stakeholders to implement program learning. DFAT will oversee independent monitoring and evaluation activities to check and assess the program's performance.

Purpose and scope

The scope of the MELF is for the entire 10-year program and will need to be reviewed at regular intervals to adjust and adapt to changes in context. Its purpose will be three-fold:

1. Accountability - DFAT and the Australian public
2. Program performance – DFAT and the MC
3. Learning, continuous improvement and contribution to the volunteer community – DFAT and the MC.

Areas of specific interest for MEL include the quality of the delivery (complementarity with DFAT's aid policy and standards for delivering the volunteer program), the program's efficiency in delivering its activities, the reach of the program (geographically, issues, demographic of volunteers, types of partners, etc.), the program's effectiveness in achieving its end of program outcomes, and learning. The program requires recruitment and management of hundreds of volunteers every year and will require close ongoing monitoring by the MC to ensure that program processes remain relevant and effective.

Value for money will be an important aspect of reporting and will be measured by assessing program performance against quality and efficiency indicators. In addition, with a renewed focus on diversity and inclusivity, it is expected that the MELF will include indicators for measuring how effectively the program is contributing to gender equality, disability inclusiveness and the engagement of youth and Indigenous Australians.

Lastly, the MELF will be concerned with all aspects of the program. This includes volunteers, volunteer assignments, returned volunteers, organisations in Australia and overseas involved with the program, DFAT posts and all other stakeholders. It also includes all of the program processes, projects, research and pilots (and other activities conducted to innovate) and should focus on both program activities and impacts overseas and in Australia.

Approach

The approach for the MELF for the Australian Volunteer program will be heavily weighted towards monitoring and learning activities with fewer regular evaluative activities and some discreet evaluations to support the trialling of new activities and approaches or to support program improvements. The MELF will draw on both quantitative and qualitative approaches to MEL, as well as additional approaches that will be proposed by the MC or DFAT. These approaches should focus on supporting improved program performance, providing assurance of the quality of the delivery of the program, as well as telling the story of the program.

The role of **evaluation** under the MELF includes enabling:

- annual assessments by the MC of the program's progress
- independent assessments of the program's performance
- evaluations to inform the improvement of the program's performance by contributing to a greater understanding of the program
- support testing and piloting of new ideas and ways of working including the Innovation Ideas Challenge Fund.

The approach to MEL for the program will need to be:

- **Scalable** to enable MEL for volunteer projects of different scales from individual assignments to multi-stakeholder projects.
- **Agile** to enable both a quick description of the entire program's performance (breadth) and to capture the diversity and depth of the impacts of the program.

- **Inclusive** in its development and implementation, to be of meaning to a diverse audience and meet DFAT's reporting expectations.
- **Responsive** to changing political, economic, social and environmental contexts both in Australia and overseas.
- **Evaluative**: the evaluations of the program must enable a judgement on the program's performance.
- **Produce stories of change**: the monitoring of the program must enable stories of change to be harvested from all stakeholders.

Key evaluation questions

Key evaluation questions are qualitative and either descriptive or evaluative.

Descriptive questions outline the work undertaken by the program, its reach, impacts (changes resulting from the program activities) and explores which impacts are sustainable (continue without further assistance from the program).

1. What has the program done?
2. Who has the program reached?
3. What impacts can be attributed to the program?
4. What are the sustainable achievements of the program?

Evaluative questions seek to pass a value judgment (or assessment) on the program.

5. **How relevant is the program to the Australian aid program and to Australians?** This question will look at the programs alignment with DFAT's cross-cutting policies and strategies and aid program, as well as how well it meets the expectations of the Australian public.
6. **How well is the program being delivered?** This question will look at whether the program meets good practice standards, is being delivered efficiently and achieving its immediate outcomes, if the program is innovating and improving, and whether the program can be assessed as value for money.
7. **How effective has the program been in achieving its end of program outcomes?** This question will look at the reach and impact of the program in Australia and overseas, networks, whether the intermediate outcomes are being achieved as a result of program activities and determine how well the program is progressing towards the achievement of end of program outcomes. This question would also look at identifying the key success criteria of the program's overall impact.

The MELF will be used to collect ongoing reflections and feedback from volunteers and other stakeholders that can be used to inform program decision-making to ensure the program remains relevant and performs to a high standard.

Performance Indicators

The program has an annual target and primary and secondary annual performance indicators, which could include but are not limited to the following:

Annual target

The annual target is a combined measure of the number of volunteers deployed and their retention rate over a given period. The annual target serves to ensure that volunteer numbers on the ground are maintained. The annual target will be determined by the DFAT AVS in negotiation with the successful MC. It is recommended that this is a 'soft' target rather than a 'hard' target and should not, on its own, determine the success of the program.

Annual performance indicators

The annual performance indicators (broken down as primary and secondary) have been developed as a guide of what DFAT may require as an annual quantitative review of the program's reach, contribution to cross cutting themes, and stakeholder satisfaction with the program. All data is expected to be collected in a disaggregated manner (see the monitoring section).

The ***primary*** annual performance indicators include:

- number and retention rate of volunteers per annum broken down by a) country b) gender, c) people living with a disability, d) age, and e) Indigenous Australians (also expressed as a proportion of the total)
- number of partner organisations by DAC sector
- number of Australian organisations by type of organisations a) companies, b) CSOs, c) government, d) service providers (universities, TAFE, hospitals etc.) (also expressed as a proportion of the total)
- proportion of total volunteers deployed for that year who are satisfied and very satisfied with the program
- proportion of partner organisations out of the total partner organisation cohort for that year who reported being satisfied and very satisfied with the program.

The ***secondary*** annual performance indicators may present challenges in measurement during the first years of program delivery as the collection tools are developed, tested and refined and partners and others are engaged to contribute the required information to the program. The secondary annual performance indicators include:

- media coverage (rubric to assess spread and diversity of media coverage both within Australia and overseas)
- total amount of funds leveraged through the program disaggregated (including AOs and RAVN)
- diversity of volunteers (rubric to assess the diversity and background of volunteers)
- total number of RAVN members.

Monitoring

Monitoring will be required to produce real time results and collect data that responds and contributes to the key evaluation questions. The scope of monitoring activities will not be limited to the data relevant to the MELF but will also collect data and information relevant to the management of the program by the MC. The monitoring activities should include the collection and analysis of quantitative and qualitative data to enable tracking of the program's performance across the program, produce information to manage and assure the quality of the delivery of the program and enable continuous learning. The monitoring activities are also expected to enable the production of regular and on demand snapshot progress reports. These are expected to include indicators at all levels of the program logic, that enable tracking of performance, quality and key performance areas (gender, disability, etc.). The monitoring results will be shared with DFAT and contribute to DFAT's internal performance reporting as well as be used and contributed to by a range of program stakeholders.

Evaluation

The evaluation activities for the MELF require both an independent evaluative activity every four years and a discreet tailored evaluation for specific components of the program. The evaluative activity should seek to respond to key evaluation questions 5, 6 and 7. It will also provide DFAT with a review of current implementing arrangements in order to inform decision making regarding contract extension (during the fourth year of the initial five-year contract).

A discreet evaluation budget should be made available to conduct evaluations on pilots and seek to produce a greater understanding of the program through evaluations targeted at either specific volunteer groups, or types of assignments. These discreet evaluations are intended to support improved program performance, and where necessary scale-up.

Learning

The MELF is geared towards producing information that highlights results and findings to enable program accountability. These will further DFAT and program stakeholders' knowledge of how to more successfully deliver and manage the program. It is expected that learning will take place at a number of levels in the program including:

- between volunteers to share experiences and knowledge on pre, during and post volunteering
- between POs to share experiences and knowledge and how best to host/support volunteers and make the most of the program
- between volunteers and POs on understanding and supporting each other
- between AOs and POs regarding volunteer recruitment and support
- between AOs regarding the skill level of volunteers required for the program
- between the MC and DFAT on how best to leverage the program

- between the MC and other similar programs on how to successfully deliver the program and improve its performance.

In addition, it is expected that further learnings will be collected and reported throughout the life of the program.

A number of platforms or learning activities should be developed to ensure the flow of information and learning between the different stakeholders and the program contribute to the program's success.

F: Budget, Management & Governance Arrangements

Budget

The budget for the new Australian Volunteers program will be approximately AUD198 million over five years, subject to funding allocations. The program is designed to scale up depending on private sector investment and changes in funding allocations. Expenditure is allocated across the five program components, however, the precise split will be determined at contract negotiations, and flexibility will be built into budgeting arrangements to provide opportunities for innovative approaches to be adopted during implementation.

The program will provide multi-year funding to accommodate the whole volunteer life-cycle, encourage value for money and maintain a focus on outcomes. This is a sample budget only and may be varied during the tender process or through contract negotiations. Tenderers will be asked to provide a detailed program budget.

Table 1: Indicative Budget Streams

AUSTRALIAN VOLUNTEERS PROGRAM ESTIMATED COSTS (Based on approximately $198 million over 5 years, or $39.6 million per annum)	
Component	**Percentage of overall funding**
Operations (Includes volunteer costs and operational support costs in Australia and overseas)	
Volunteer placement costs based on an estimated 750 full-year equivalent volunteers in-country for a 12-month period. Costs for airfares and housing vary between countries and depend upon length of assignment.	Up to 20% of overall funding
Volunteer Allowances to cover living costs (Based upon 750 full-year equivalent volunteers per annum)	Up to 40% of overall funding
Program Costs	
Partnerships for Development	**Up to 2% of overall funding**
Volunteer Professional Development and Networks	**Up to 2% of overall funding**
Innovative Ideas Challenge Fund	**Up to 3% of overall funding**
Public Diplomacy	**Up to 3% overall funding**
Monitoring, Evaluation and Learning	**Up to 5% of overall funding**
TOTAL	**Approximately $ 198,000,000.00**

The program will have the ability to be scaled up or down to address changes in budget, priorities, innovations and new partnerships.

Program Management Structure

The program will be delivered by the MC who will work in close collaboration with DFAT Australian Volunteer Section (AVS) and DFAT Posts. Overall global program strategic direction will be managed by the DFAT Canberra; DFAT posts will be responsible for country-level strategy.

The Australian Volunteers program incorporates multiple functions and relationships across multiple geographies necessitating clarity in functions and roles. Key parties include the MC (with distinct roles and responsibilities between their operations in-country and in-Australia), DFAT AVS in Canberra, and DFAT Posts. The division of functions, roles and responsibilities will be further articulated in contract negotiations and reviewed on an ongoing basis.

Volunteer Advisory Board

The **Volunteer Advisory Board** (the Board) will provide non-binding strategic advice on the program to the DFAT and the MC and increase the profile of the Australian Volunteer program in Australia and within their networks of influence. The Board will not bear legal or fiduciary responsibilities and will act as a high-level reference group for the program. Its terms of reference, size and structure will be determined by DFAT in consultation with the MC, and will be reviewed as required).

The Advisory Board will be chaired by DFAT at SES level. Membership will be by invitation only, and will include wide representation from public and private institutions who have demonstrated their support for the Australian Volunteer program, the Australian aid program, and/or similar. Board members will be appointed by the relevant DFAT Deputy Secretary, for periods of up to three years, which may be extended. It is expected that the DFAT portfolio ministers' may also engage with the Board from time to time.

The program will benefit from the knowledge, insights and broader networks of the board members without the expense and formality of a Board of Directors. It is expected that the Advisory Board will support linkages and networks domestically and internationally, and promote and enhance the prestige of the Australian Volunteers program. The Board will drive innovation, promote the Australian Volunteer program, review the three- year global strategy, and recommend outcomes for the Innovative Ideas Challenge Fund.

DFAT Australian Volunteers Section (AVS)

AVS, with oversight by the Assistant Secretary of DFAT's NGOs and Volunteers Branch (NVB), will have responsibility for the management of the Australian Volunteers program, including strategic direction, polices and program standards. First Assistant Secretary Humanitarian NGOs and Partnerships Division (HPD) will be responsible for approving high level strategies and policies. The role of AVS will be to:

- manage contractual and financial arrangements
- liaise with global and thematic areas of DFAT, Posts and whole of government

- develop global policy and strategic direction for the program in alignment with the Department's priorities and policies
- support DFAT posts to align the program with Australian Government priorities
- determine global volunteer allocations
- contribute to and approve all strategy and planning documents, budgets, etc.
- lead RAVN and set strategic direction for public diplomacy activities
- contribute to pre-departure training
- contribute to MEL and manage independent reviews and evaluations
- trouble-shooting on security, volunteer behaviour and relationships
- liaison, relationships and events with AOs, political stakeholders, and internal DFAT
- maintain high-level oversight and support for the integration of inclusion and diversity priorities and approaches across the global program.

DFAT Posts

DFAT Posts' strategic in-country engagement with the volunteer program is seen as critical to the success of the volunteer program. DFAT Posts will establish country level strategic directions for the program in keeping with AIPs, undertake monitoring and assessment, and support in-country diplomacy activities (with access to program funds to support these activities). Posts will also determine the geographic and sector focus areas for the volunteer program and facilitate linkages between the Australian Volunteers program and other bilateral programs. Posts will also have the opportunity to provide additional funds that can contribute to an increased allocation of volunteers' in-country through the volunteer program.

DFAT Posts will facilitate country-level annual planning processes (with final approval from DFAT AVS) and monitor implementation of the Country program plans and their annual work plans.

Given the responsibility that DFAT posts have for managing and maintaining bilateral relationships in-country, their role is key in supporting the negotiation and signing of Subsidiary Agreements (SAs) required for program implementation. DFAT Posts are also the key stakeholder responsible for coordination and management of volunteers during and post-disaster or emergency. The MC will maintain primary responsibility for the security and safety of volunteers but may be expected to comply with DFAT decisions in-country if/when disasters or emergencies occur.

Recognising that there is significant variation between DFAT Posts in terms of resourcing and the contexts in which they operate, a number of Posts may need to adapt and tailor roles and responsibilities between Posts and the MC to align with regional or country-specific circumstances. While it will be important to maintain a level of consistency in the global approach to implementation of the Australian Volunteers program, the design is a strategic framework for implementation and should not be applied prescriptively. Minimum

standards for support and scope for variation in approach to implementation, including roles and responsibilities of the key players, should be determined through close consultation between the specific DFAT Post, DFAT AVS and the MC.

DFAT Posts Resourcing

DFAT Posts engagement with the volunteer program is a key success factor. DFAT Posts that participate in the program will be required to dedicate sufficient resources to engage with program stakeholders (MC, POs, AOs, volunteers and partner government) and undertake annual planning and regular engagement with the MC throughout implementation. Upon request, DFAT Posts will be provided with a small pool of funds of up to AUD20,000 per post per annum, to support their monitoring efforts, facilitate linkages with other bilateral sector programs, and undertake in-country public diplomacy work.

Managing Contractor

The MC is responsible for implementation of the program and the achievement of outcomes. It will manage the operational and administrative resources necessary to implement the program, as well as the technical capacity required to achieve the program outcomes. The Australia-based team will provide high-level strategic and operational oversight of the program, support in-country management, manage accountability requirements (reporting etc.) and planning processes, manage public diplomacy, volunteer professional development and networks, volunteer operational management, and MEL functions.

The MC will be the key conduit for maintaining consistent operational standards, quality assurance and maintaining effective communications between all key stakeholders.

The MC will:

- manage the whole volunteer cycle including: recruitment, mobilisation, training and in-country management and support for volunteers
- manage the development of capacity development plans and volunteer assignments collaboratively with POs and AOs
- develop and manage the Australian Volunteers Management Information System (MIS)
- ensure compliance with DFAT policies and program standards
- develop (with DFAT input and for DFAT approval) the full suite of required strategies, plans and reports that are detailed in this design
- establish ICM teams and provide ongoing operational and technical support to ICM teams
- collaboratively undertake organisational capacity assessments of POs
- identify and form partnerships with AOs
- with direction from DFAT AVS and DFAT Posts, manage and implement public diplomacy activities
- develop and manage a grant management system

- establish and manage the Innovative Ideas Challenge Fund
- develop an MEL system and undertake monitoring and reporting
- provide support for annual planning processes, events, monitoring visits, etc.
- ensure inclusion and diversity considerations are integrated across and within all elements of program implementation.

Operational systems and processes will be aligned with the program standards and be responsive to implementation needs, opportunities for innovation and deliver value-for-money. Efficient and fit-for-purpose systems and processes will be established in each country office, and in-country offices will be adequately resourced to deliver quality human resource management, administration, finance, grants, logistics, risk management, security and marketing and communications. The MC will also be resourced with organisational and capacity development expertise and monitoring and evaluation expertise to support the achievement of development outcomes across the program.

The MC will organise events involving volunteers, POs, AOs, DFAT, Australian Government and overseas governments, and other relevant stakeholders. In addition, they will support activities under RAVN (in Australia and overseas) and provide administration and logistical support for partnerships. In addition, the MC will work with DFAT AVS and DFAT Posts to:

- ensure consistent branding across the program
- develop and disseminate marketing materials for a wide range of audiences
- collate and share volunteer stories
- communicate the impact of the program through a range of fora and media platforms.

MC Staffing (capabilities)

The MC will provide all the personnel required for program management and implementation through long and short-term positions across the full suite of functions and responsibilities. Within the broad parameters outlined in this design document, the MC will identify appropriate staffing resources for the program. Tenderers will be asked to provide DFAT with a proposed staffing structure.

The following five positions are specified in this design:

- Program Director
- Deputy Program Director
- Communications, Marketing & Public Diplomacy Manager
- Partnerships Manager
- Monitoring, Evaluation & Learning Manager

The **Program Director** is the most senior team member and is therefore responsible for all aspects of volunteer program implementation and achievement of outcomes. S/he will be responsible for strategic and high-level management of the program; liaison with DFAT

AVS; and delivery of timely and high quality strategies, plans and reports. The Program Director will effectively communicate information between stakeholders, and build a positive team culture that is enthusiastic for achieving program outcomes. The Program Director will be responsive to DFAT and address any areas of concern professionally and quickly. The position will manage strategic partnerships development with AOs, ensure the program achieves a high profile within Australia, and promote engagement of volunteers with the program before, during and after their assignments. The Program Director will also work with the Deputy Program Director/Operations Manager to ensure inclusion and diversity considerations are integrated at all levels of the program. The Program Director will be responsible for achieving quality and efficiency targets and program outcomes.

The **Deputy Program Director / Operations Manager** is the second most senior position within the program and will oversee all of the "mechanics" of the program including: volunteer recruitment and placement; in-country management; volunteer housing and payment of allowances; health, safety and welfare of volunteers, risk management, etc. The Deputy Program Director will be responsible for ensuring compliance with Program standards, as well as broader DFAT policies and safeguards. S/he will be responsible for contract management, finance and IT systems, logistics and deployment. This position will report directly to the Program Director.

The **Communications, Marketing & Public Diplomacy Manager** will be responsible for working with DFAT to design and implement the *Communications and Public Diplomacy Strategy* for the program. The position will be responsible for the development and dissemination of all marketing and communication outputs and events management. This position will support management of the RAVN, the development of the *RAVN Strategy* and social media platforms, ensuring visibility of the aid program and DFAT. The position will identify new opportunities for achieving the programs public diplomacy objectives and the contribution it can make to achievement of higher order program outcomes. Information from MEL (including qualitative and quantitative data) will be integrated within communication and media outputs, providing an evidence base and data to demonstrate successes. The position will support ICM teams to develop country-specific communications and marketing products, and feed country-level data into media outputs. This position will report directly to the Program Director.

The **Partnerships Manager** will be responsible for developing and managing strategic partnerships with Australian Organisations, including private sector engagement. The Partnerships Manager will work together with DFAT to identify potential AOs and approach them with a view to seeking their engagement with the program. Given the diversity of potential AOs (small and large community groups, health and education institutions, large companies, etc.), agreements with AOs will be tailored to enable maximum potential Australia-wide involvement in the program. The Partnerships Manager will need to ensure that through AOs the program achieves improved development outcomes (e.g. through twinning arrangements between AOs and POs), increased visibility of Australian volunteering, and also increased volunteer numbers (through additional funds). This position will report directly to the Program Director.

The **MEL Manager** will be responsible for developing the Monitoring, Evaluation and Learning Framework and supporting the implementation of MEL across the program, overseas and in-Australia. The MEL manager will manage the development and

maintenance of the Management Information System (MIS) to support knowledge management, reporting and the development of media products; consolidate country-level reporting into global reports and ensure the data needs of key stakeholders are met, including disaggregated data; ensure key principles underpinning the MEL approach (see MEL section) are adhered to at implementation; and identify key evaluations that promote the development and diplomacy outcomes of the program, including stories of change. The MEL Manager will also take responsibility for ensuring results related to gender equality; social inclusion and diversity are systematically captured and reported.

Further to these specific positions, tenderers will be required to propose appropriate staffing levels in Australia and in partner countries to effectively and efficiently implement the program.

Reporting

The reporting cycle for the program will be determined by DFAT, in consultation with the new MC, and set out in the program operations manual and the global program three-year strategy. The inception phase of the program will see the development of all key strategies and plans; progress reports will be required to report against them. At the country level, reporting will be against country program plans, and include country-level MEL and financial reporting. All reporting, including monthly financial reports, should be submitted through the MIS.

Progress Reporting

Progress reports should be submitted annually (at the global and country-level) prior to annual planning processes to ensure information and learning is used to inform annual strategy updates and work plans. DFAT AVS and Post will review the reports, with approvals provided at Post for country-level reports, and Canberra for global-level reports.

Annual progress reports should include the following:

- highlights from previous period
- update on progress against the global / country-level work plans
- MEL data and analysis demonstrating progress towards outcomes including:
    - PO achievements against their capacity building plans
    - volunteer numbers, profile, etc.
    - volunteer and PO satisfaction
    - diversity and inclusion disaggregated data
- new AO / PO partnerships
- public diplomacy and communications achievements
- volunteer and PO networking and learning opportunities provided
- volunteer health, safety and welfare issues
- innovation and private sector engagement

- risks and mitigation strategies
- future directions
- financial reports.

Six-monthly progress reports should be a shorter version of the annual report. DFAT AVS will work with the MC to develop an agreed reporting template to be used across all countries that aligns with DFAT needs and the MELF.

DFAT Posts will provide AVS with input on program outcomes, for example, successes, achievements, sector focus areas, linkages with other bilateral programs innovations and new opportunities.

Volunteer Reporting

Volunteers should be required to submit a mid-term and end-of assignment report. The mid-term report will outline, among other things, key achievements against the assignment Terms of Reference (ToR), challenges, opportunities (including innovation), lessons learned and recommendations for future volunteer assignments with the PO. This information will guide ongoing MC support for the assignment, changes in approaches to implementation and planning for future assignments.

The final volunteer report should be submitted at the end of a volunteer assignment with recommendations collated by the MC as input for ongoing implementation and provided to DFAT AVS and DFAT Posts to feed into annual strategic planning processes. Where appropriate, volunteers will deliver short presentations on their assignment to DFAT Posts and relevant sector programs to support opportunities for sharing learning and entry points for collaboration.

Partner Organisation (PO) and Australian Organisation (AO) Reporting

The MC should develop an online mid-term and end-term survey for POs and AOs to complete through the MIS. The survey should include questions on assignment achievements, challenges, opportunities, lessons learned and recommendations. This information should be collated to inform ongoing improvements to implementation and feed into higher level MEL and reporting on progress towards the achievement of program outcomes.

Financial Reporting

The MC should provide DFAT with regular financial updates to enable ongoing up-to-date management of expenditure and forward commitments. Country-level financial reports should be consolidated into a single monthly financial report that aligns with the final budget allocations. A dashboard that outlines expenditure by country could be considered as part of the monthly financial report to provide DFAT with a visual snapshot of expenditure.

G: Implementation

Program Transition

It will be important to ensure that the inception and handover time for the MC is generous. The AVID program ends on 31 December 2017. All volunteers in the field will need to be novated to the new MC prior to this date. There will be up to 1000 volunteers in the field at the time of handover, living across more than 25 countries. There should be minimal disruption to their experience and support services over the course of the transition.

The key requirements during this period are for a new MC to work with DFAT closely on the forward strategy and planning, and then complete a successful handover from previous implementing partners. Comprehensive planning and resourcing of this transition phase will be needed. While the exact details of the transitions period will be worked out with the selected MC, an outline of DFAT's proposed, three-phased approach to transition is detailed below.

Phase 1: Inception & Handover – until December 2017

During the *inception* part of phase one, the MC will begin mobilisation of key staff, followed by an intensive period of detailed implementation planning, and preparation for the transition phase. The key output from this phase is the t*ransition plan* to be developed in close consultation with DFAT and the current AVID partners. It will outline when and where staff will be mobilised and an approach to ensuring a smooth transition, including the functions to be handed over, sequencing of activities and task and a detailed timeline with accountabilities, etc. The transition plan will be accompanied by a full budget and will be completed by August 2017.

The *handover* period will commence around September 2017 and will see all aspects of the current AVID program (including relevant equipment, files, systems, data and other information) handed over to the new MC in a well-sequenced manner. The handover period will focus on the novation of current volunteers still on assignment to the new MC, and the handover of in-country and in Australia program management to the new MC. To avoid a significant pause in program recruitment, current AVID partners will continue mobilising until November 2017. As a mid-recruitment handover causes a number of difficulties, volunteers will be handed over to the new MC only after arrival in-country, not during the recruitment or training stages. The new MC will have information and program management system operational prior to 31 December 2017. They may also need to commence some assignment development and recruitment activities during this period.

By 31 December 2017, the handover from current AVID partners of all volunteers, in country and in Australia management and support functions will be complete.

Phase 2: Early Implementation – January 2018 to 30 June 2018

The early implementation phase will be detailed in the i*mplementation plan*, to be approved by DFAT in December 2017. The implementation plan will include the operations manual and program standards. Activities during this phase will be focussed on supporting novated

volunteers, commencing recruitment activities and developing program architecture and systems to implement core program activities until 30 June 2018. Suggested or indicative activities during this phase include:

- identification of POs and recruitment of AOs
- identification of strategic partnerships for volunteer assignments
- organisational capacity assessment work with POs
- development of tools and platforms for volunteer learning and development
- recruitment of first round of volunteers
- pre-departure training and mobilisation of first round of volunteers
- initial RAVN activities in Australia and other networking events in-country
- development of the information and program management system and mechanisms for sharing learning and disseminating information
- development of MEL tools and processes
- development of initial overarching program strategy in support of Australian Government objectives.

Phase 3: Full program implementation – July 2018 to end of program

From July 2018, the program will be operating in its final form. It will be guided by a *three - year global program strategy*, to be developed by the MC and approved by 30 June 2018. The strategy should include:

- MELF
- communications and public diplomacy strategy
- Australian organisation engagement strategy
- volunteer recruitment strategy
- Innovative Ideas Challenge Fund and volunteer project grant strategies
- diversity and inclusion strategy
- RAVN strategy
- risk register and risk management plan
- terms of reference for Volunteer Advisory Board
- operations manual including program standards.

Risk Management

This section outlines the main risks associated with the implementation of the Australian Volunteers program and proposed mitigation strategies. A draft Risk Management Plan at Annex B provides a preliminary assessment of high level risks, based on the current AVID program, and outlines corresponding potential mitigation strategies. During the Inception &

Planning Phase the MC will use this plan as the basis for developing a more comprehensive and detailed global risk management plan. The global risk management plan will be reviewed and updated annually as part of the annual planning and reporting process. ICM teams will develop country specific risk management plans as part of the Three-Year Country Program Plan, and will update this annually as part of the country level annual planning process.

Risk management plans will guide implementation, ensure early identification and management of potential risks, and identify effective mitigation strategies. Risks will be included in progress reports and communicated early to ensure all stakeholders can contribute to risk management throughout implementation.

Key high-level risks to the program and related mitigation strategies include:

1. There is a risk that the program does not attract a diverse range of Australians as volunteers. This reduces opportunities for promoting inclusion and ensuring the program is representative of the Australian public, and will impact on the public diplomacy outcomes and visibility of the program.

Key mitigation strategies include: considering the commissioning of a review into barriers and 'blind spots' that may limit the participation of people from different socio-economic, age, religious or cultural groups to inform implementation of the inclusion strategy; developing a volunteer recruitment strategy (informed by the review of barriers to participation) that identifies differentiated approaches for targeting diverse Australians; establishing soft targets for youth, people with disability, older Australians and indigenous Australians; establishing partnerships with AOs that specialise in (or target) under-represented groups; and promoting volunteer opportunities through a range of social media platforms, forums and institutions within Australia.

2. There is a risk that volunteers do not have a positive experience and feel dissatisfied with their volunteer assignment. This would result in the program under-achieving in relation to the end-of-program outcomes, and negatively impact public diplomacy efforts.

Key mitigation strategies that have been integrated into the design include: ensuring ICM teams are properly resourced to support volunteers; investing in support for PO capacity assessment and plans up front; regular monitoring and reviewing of volunteer assignments to mitigate risk early; ensuring volunteers are adequately prepared for an assignment; generating strong networks to POs, other volunteers in country, and former volunteers; providing volunteers with access to learning and development opportunities while on assignment; forging partnerships between AOs and POs to provide volunteers with additional learning support and access to resource.

3. There is a risk that stakeholders at all levels do not effectively communicate and coordinate due to the number of stakeholders involved in program implementation and management. This will generate confusion and subsequent dissatisfaction between stakeholders, impact efficiency and effectiveness of the program, and undermine efforts at developing enduring partnerships and networks for all partners.

Key mitigation strategies include: collaboratively establishing clear reporting lines and the division of roles and responsibilities between all key stakeholders at the start of

implementation and reinforced throughout; annual planning processes at the global and country-level that include all key stakeholders; establishing a customised MIS to streamline communications, reporting and coordination; and identifying opportunities for shared learning and forging linkages between the volunteer program and other bilateral programs in-country.

4. There is a risk that the program does not effectively deliver on public diplomacy outcomes and does not increase the visibility of the program.

Key mitigation strategies include: resourcing the MC to undertake Public Diplomacy; DFAT AVS and the MC developing a Public Diplomacy and Communications Strategy at the start of implementation; establishing strong media relations; engaging Australian Organisations, including private sector organisations, in the program; strengthening and broadening the reach of the RAVN; linking with other Australian government programs through networking activities and events; promoting volunteer stories through a range of fora and social media platforms; and DFAT Posts promoting the volunteer program through regular events involving partner governments, volunteers and other bilateral programs.

5. There is a risk that security and safety measures are not sufficiently robust, impacting the health and security of volunteers and the reputation of the program and DFAT.

Key mitigation strategies include: establishing effective, context-specific security and safety policies aligned with DFAT policies from the outset; providing training to ICM teams in security and safety policies and procedures; undertaking regular monitoring of compliance with security and safety policies and procedures; early engagement between DFAT AVS, Posts and MC to develop country and public diplomacy strategies; regularly updating policies and procedures to ensure they remain relevant and responsive; including security and safety risks in risk management strategies; routinely updating and providing DFAT with information on potential security and safety risks in-country and identifying appropriate additional measures required to mitigate any risks.

Sustainability

Sustainability has been integrated into the overall design of the Australian volunteer program. The management of an efficient and effective program will ensure the right candidates with the right skills and attitudes will be selected as volunteers. These volunteers will then return to Australia and make a positive contribution to increasing global literacy and supporting public diplomacy in Australia. In addition, the focus on supporting partnerships and networks will have sustainable impacts on volunteers beyond the life of the program. Further, the experience of being a volunteer will remain with the volunteer throughout their life and support career opportunities in Australia and overseas. Providing volunteers with access to learning and development opportunities while on assignment will also increase the professional skills of volunteers, a resource they will carry with them throughout their careers. It is also envisaged that the RAVN network will contribute to sustainable program impacts as it aims to ensure the continued engagement of volunteers beyond the volunteer assignment and ensure volunteers are connected to each other, to employers and to broader networks in Australia.

Supporting partnerships between AOs and POs is a key sustainability strategy. It is envisaged that the partnerships developed through the program will support both the long-

term development objectives of POs, as well as deepen the relationships Australia has with other countries. AOs with strong linkages to POs will likely carry forward their relationship beyond the resourcing and life of the volunteer program. In addition, a focus on private sector engagement aims to broaden partnership opportunities that will support longer-term aid and trade opportunities between Australia and other countries.

The development of PO 3-5 year capacity assessment and plans also aims to support sustainable impacts for POs, ensuring that volunteering is contributing to their ongoing organisational strengthening and achievement of PO outcomes and planning for exiting when volunteer support is no longer required.

Aligning volunteer assignments with AIPs and forging stronger linkages between the Australian Volunteers program and other bilateral and global programs are key sustainability strategies designed to ensure the program supports bilateral program outcomes, and contributes to the visibility of the Australian aid program with partner governments.

Diversity and Inclusion

An increased focus on inclusiveness and diversity will attract cohorts of volunteers that are more representative of Australian society and increase opportunities for volunteering to a broader range of people. The Australian Volunteers program will have specific strategies and opportunities for youth, people with disability and indigenous and female Australians to participate in the volunteer program and to facilitate assignments with POs that also focus on these development sectors. The current AVID program has made significant contributions to promoting inclusiveness, particularly indigenous participation, disability and gender inclusion.

Disability Inclusion

A disability inclusion strategy was developed and implemented in 2013 under the AVID program that outlines a three-pronged approach to disabilities incorporating a strategic approach to supporting disability-related host organisations; providing introductory training on disability inclusion for all AVID volunteers and staff and ensuring that Australians with a disability are able to access volunteering opportunities. The strategy included specific funding over three years and the support of the AVID disability inclusion officer to facilitate including Australians with a disability to participate and work with DPOs in partner countries. A significant number of volunteer assignments currently engage with DPOs and in 2014-15, 165 out of 921 new assignments were focused on disabilities (17.9%). 1.4 per cent (or 13 volunteers) were identified as having a disability.

Gender Inclusion

The current ratio of female to male volunteers is 3:1 and 11% of (or 104) new assignments in 2014-15 focused on gender inclusion and women's empowerment[16]. At the time of this design, the AVID program is developing a gender inclusion strategy to guide its activities in this area until the end of the program. The new program will build on this strategy and the supporting activities.

[16] Data provided by AVS DFAT on 10 March 2016.

Indigenous Participation

The ***AVID Indigenous Participation Framework*** guides the current program and is supported by specific programs for indigenous inclusion. The framework has a number of recommended actions in five key areas:

1. Promote international volunteering opportunities using targeted communications
2. Tailor assignments and recruitment and selection methods to improve access for Indigenous Australians in AVID
3. Provide additional program and peer support for Indigenous volunteers
4. DFAT and AVID Core Partner use of specialist skills
5. Engage with appropriate Australian Partner organisations.

In terms of the recruitment of indigenous participants in the program to date; there were three volunteers that self-identified as indigenous in 2012-13, 14 in 2013-14 and 14 in 2014-15 (around 1.5%). There have also been a number of successful programs designed to attract indigenous participants, including the Classic Wallabies Indigenous Exchange Program (CWIE) and the Young Australians - Cultural and Community Ambassadors (YACCA) program.

Youth Participation

Previously, the Australian Government supported a targeted youth volunteering program, the Australian Youth Ambassadors for Development (AYAD). There are significant benefits to volunteers themselves, particularly youth, gained through their experiences in international volunteering. Australians who have recently gained qualifications are able to gain requisite industry experience in the sectors supported by the AVID and predecessor programs. Those with international relations or development qualifications in particular are able to gain safe, practical international development experience which is useful for future career opportunities. Since the retirement of AYAD in 2013-14, participation in the AVID program by Australians under the age of 30 has declined by 20 per cent. A ***youth strategy***, which may propose a specific youth stream and a clear target for youth will be developed by the successful MD in conjunction with DFAT. The renewed focus on youth participation will complement the activities under the New Colombo Plan (NCP). Further links to the NCP and Australia Awards through exploring mentoring opportunities between NCP scholars and volunteers in country and returned volunteers and Australia Awards scholars in Australia should also be explored.

Diversity and Inclusion Strategy

At the time of finalising this design, these policies were under review within the AVID program to ensure alignment with updated DFAT policies and guide implementation until the conclusion of the AVID program. The new Australian Volunteer program will build on these achievements to strengthen inclusion including through improved targeting and providing additional support to facilitate the recruitment and mobilisation of people with disability. The new program will build on the current approach to inclusion to ensure volunteers are broadly representative of Australia through increased participation of indigenous Australians, youth, older Australians and Australians from diverse socio-economic and cultural backgrounds.

During the inception and planning phase, the MC will work with DFAT AVS to develop a *Diversity and Inclusion Strategy* that sets out a comprehensive approach to promoting diversity and inclusiveness through the delivery of the program. The strategy will draw upon the *DFAT Gender Equality and Women's Empowerment Strategy* (February 2016)[17], *DFAT Development for All 2015-2020 Strategy* (May 2015)[18] and the *DFAT Indigenous Peoples Strategy 2015-2019: A framework for action* (August 2015) and will be updated as required. The strategy will consider inclusiveness across all levels of the program and the MC will work with DFAT AVS to develop a new program standard for diversity and inclusion that all key stakeholders will be required to comply with. Considerations for the strategy include, but are not limited to:

- Volunteer Targeting & Recruitment: strategies that are inclusive of people with disabilities; people from diverse socio-economic, religious and cultural backgrounds; indigenous peoples; and strategies for targeting both men and women of all ages.
- Assignments: integrating diversity and inclusion into volunteer assignment job descriptions and capacity development approaches.
- POs and AOs: working with organisations that focus on diversity and inclusion, and addressing inclusiveness in PO capacity development assessments and planning.
- Mobilisation: that takes into account the diverse needs of volunteers and addresses support requirements for volunteers with disability and other groups.
- In-country Support: that ensures the diverse needs (physical and social) of all volunteers are adequately met while on assignment.
- Pre-departure training: in gender equality and disabilities and ensuring volunteers have an adequate understanding of barriers to inclusion and women's empowerment in partner countries, as well as how to manage discrimination in a cross-cultural context.
- Policies: develop policies for volunteers that address how to manage all forms of discrimination in the workplace and reports of gender-based violence.
- Resources & Learning: ensure volunteers and POs have access to resources for supporting inclusiveness and opportunities for learning and development on inclusion issues.
- Public Diplomacy: promoting the stories and contribution to development outcomes of volunteers working with POs on gender and disabilities; and promoting the linkages and partnerships between AOs and POs.

The MELF will include indicators for measuring inclusion beyond disaggregated data on gender and disability inclusiveness. Annual planning processes will address strategies for innovative approaches to inclusion and progress on inclusion achievements and outcomes will be included in reporting.

17 http://dfat.gov.au/about-us/publications/Documents/gender-equality-and-womens-empowerment-strategy.pdf

18 http://dfat.gov.au/about-us/publications/Pages/development-for-all-2015-2020.aspx

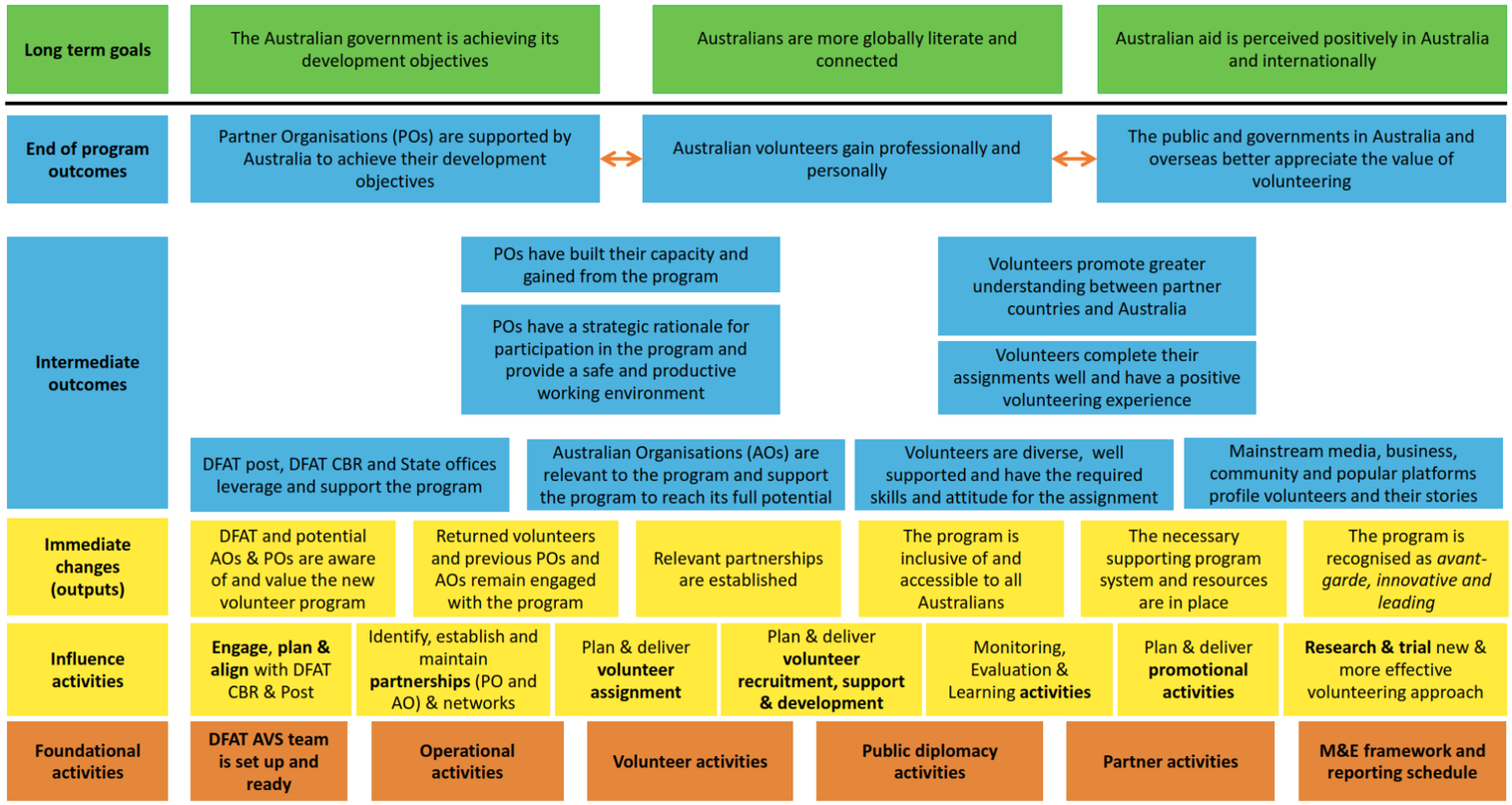
Private Sector Engagement

The Joint Standing Committee on Foreign Affairs, Defence and Trade has urged the Australian Government to review current volunteering and mentoring initiatives to: improve connections with other Australian-funded business; improve public information about Australian volunteering; and increase collaboration between the volunteer programs funded by Australian business. This design has significantly bolstered the Australian Volunteers program role in private sector engagement through the emphasis on partnerships. In developing the ***Australian and Partner Organisation Strategies*** consideration will be given to the ways that Australian multinational, national, local and SMEs are able to participate as partner organisations. The private sector will also be able to apply to participate in the *Innovation Ideas Challenge Fund* to find effective and innovative solutions for international volunteering and invest in volunteer assignments and projects.

The new Australian Volunteers program will support an increased number of placements with the private sector overseas. Currently, only 3% of AVID volunteer assignments are with private sector entities. The program will increase the number of volunteer placements with private entities in countries where partner governments and DFAT Posts are supportive of such placements. The placement of volunteers with private sector organisations will allow the program to establish and build relationships and test the potential for scaling up engagement with the private sector through other bilateral programs. The new Australian Volunteers program will work closely with DFAT's Private Sector Engagement Section to ensure complementarity, identify entry-points for engagement with Australian companies, and support potential volunteer placements with the private sector. The program will also identify opportunities for volunteer placements that support and enhance Public-Private Partnerships (PPPs) initiated under other bilateral programs and pilot new strategic engagements of interest to the Australian aid program.

The monitoring, evaluation and learning framework will capture information on private sector engagement through the program as both quantitative (number of volunteer placements and partnerships with private sector) and qualitative data (contribution to achieving outcomes).

Annex A: Program Logic Model



Annex B: Risk Management Plan

This Risk Matrix applies at the global level across the program and will need to be reviewed, revised and endorsed by DFAT AVS at the start of implementation. The MC will be required to develop and submit a comprehensive risk matrix that addresses risks at the implementation level. Country specific risk management plans will need to be developed at the start of implementation and consolidated and updated in the global risk management plan throughout implementation.

Probability of Risk Occurring	**Impact of Risk Occurring**				
	Negligible = 1	**Minor = 2**	**Moderate = 3**	**Major = 4**	**Severe = 5**
Almost Certain = 5	Moderate = 2	Moderate = 2	High = 3	Very High = 4	Very High = 4
Likely = 4	Moderate = 2	Moderate = 2	High = 3	High = 3	Very High = 4
Possible = 3	Low = 1	Moderate = 2	High = 3	High = 3	High = 3
Unlikely = 2	Low = 1	Low = 1	Moderate = 2	Moderate = 2	High = 3
Rare = 1	Low = 1	Low = 1	Moderate = 2	Moderate = 2	High = 3

KEY: **P** PROBABILITY | **I** IMPACT | **IRR** INITIAL RISK RATING | **RE** RESPONSIBLE ENTITY | **RRR** RESIDUAL RISK RATING

Risks	P	I	IRR	Impact on Program	Options to Ameliorate the Risks	RE	RRR	Approach to Mitigate Impact
External Risks (outside of the control of the project)								
Australian aid budget cuts reduce funds for program.	3	3	3	> Program has been designed to be scaled up or down in line with budget availability. Reduced funding would impact on country level funding allocations and the number of volunteers; levels of resourcing and support for partnerships, networking and learning opportunities. Budget cuts would disrupt program implementation and the reach of the program. Budget cuts could also lead to some volunteer assignments being cancelled.	> Program delivery partners to provide good quality MEL reports to DFAT to demonstrate progress and value of the program. > DFAT AVS to maintain open and regular communication with DFAT Posts to build and maintain understanding and support for the program.	MC, DFAT AVS, DFAT Posts.	2	> Develop contingency plan outlining options for dealing with various budget reduction scenarios, to allow smoother decision-making should this be required. > In the event of any budget cuts, maintain early and regular communication with program delivery partner around budget decisions. > Potential for additional bilateral funding of volunteers through DFAT Posts.
Natural disaster disrupts program implementation.	5	3	3	> Safety of volunteers compromised and disruption to volunteer assignments due to need for evacuation or volunteer support required in the event of a natural disaster.	> The program cannot prevent the occurrence of a natural disaster but can prepare volunteers for what to do in the event of a natural disaster which will reduce their risk.	DFAT & MC	2	> Establish and implement robust security and safety policies that take into account specific country hazard profiles and include procedures to be activated in the event of an emergency. > Include training for volunteers in pre-departure training on policy and protocols in the event of an emergency. > Ensure data on location of volunteers accessible at all times and ICM teams and volunteers understand emergency management procedures. > Utilise MIS to maintain effective communications between all stakeholders and contact and update volunteers on disaster risks and updated information during and after a disaster.
Program Risks								
Program is unable to effectively transition initiatives (RAVN, disability inclusion and other innovations) developed under the AVID program to a single contractor.	4	3	3	> Gains made during AVID (in inclusion, innovation and developing a cohesive network of returned volunteers) are lost in the implementation of the new program	> Develop and transition plan with current AVID partners to enable effective handover of these initiatives from the AVID program. > Ensure that the transition plan is implemented and transition issues are raised early and resolutions found swiftly.	DFAT, MC and current AVID Partners		> DFAT to work with current AVID partners to develop a transition plan which includes new initiatives developed under AVID. > DFAT to work with MC from mid-2017 to ensure transition plan is implemented and issues are addressed effectively.
Program does not attract a sufficiently diverse range of volunteers.	4	3	3	> Lack of diversity could impact on public diplomacy and visibility outcomes and ability to promote inclusion through the program.	> Ensure diversity and inclusion strategies considered in global strategic planning and country level planning. > Commissioning a review into barriers to participation that limit the involvement of Australians from different socio-economic, religious and cultural groups > Development of a volunteer recruitment strategy and Inclusion Strategy > Including soft targets for people with disabilities, youth, older Australians and indigenous Australians > Establishing partnerships with AOs that have diverse connections and networks > Promoting volunteer opportunities through a range of social media platforms, forums and mechanisms.	DFAT and program delivery partners	1	> DFAT to work with MC to support and monitor diversity outcomes and identify additional strategies for attracting diverse groups of Australians as required.
Volunteers do not have a positive experience and/or feel dissatisfied with the volunteer assignment.	5	4	5	> End of Program Outcomes impacted as volunteer contribution to PO objectives not fully realised and public diplomacy and professional and personal benefits from an assignment reduced. > Volunteers do not complete their assignments.	> Sufficient resourcing of ICM teams to ensure volunteers and POs fully supported throughout implementation > Investing time and support to POs upfront and throughout implementation to ensure PO ownership of volunteer assignment and readiness to host a volunteer. > Ensuring volunteers are properly prepared for the volunteer experience and connected to POs and returned volunteers prior to and during an assignment. > Providing volunteers with resources, networking opportunities and access to learning while on assignment. > Partnerships between AOs and POs that contribute to broader capacity development objectives and support the success of volunteer assignments.	MC	1	> Track and review key issues impacting instances of volunteer dissatisfaction to identify where additional support is required. > Ensure volunteer and PO feedback is addressed and integrated into implementation approaches.

Risks	P	I	IRR	Impact on Program	Options to Ameliorate the Risks	RE	RRR	Approach to Mitigate Impact
Stakeholders at all levels do not effectively communicate and coordinate.	4	3	3	> Poor communications and coordination between key stakeholders may undermine the efficiency and effectiveness of the program and achievement of outcomes.	> Collaboratively establish clear reporting lines and the division of roles and responsibilities at the start of implementation and regularly review throughout implementation. > Ensure DFAT and MC understand up-front that the new program requires a transition to a new way of working. > Annual planning at the global and country level that involves all key stakeholders. > Develop a communications and marketing strategy and establish a customised MIS to streamline communications, reporting and coordination through a single platform. > Regular opportunities for sharing learning, networking and forging linkages between the volunteer program and bilateral programs in-country. > Monitoring coordination and relationships through MEL.	DFAT and MC	1	> DFAT to work with MC to review communications and coordination mechanisms. > Identify additional mechanisms for improving coordination and communications including ensuring MIS remains fit-for-purpose.
Program does not attract a diverse range of Volunteers Advisory Board members and/or members do not adequately engage with the program.	3	2	2	> Role of the Volunteers Advisory Board becomes obsolete and fails to support the achievement of the program outcomes.	> Promoting membership broadly through a range of networks and agencies and undertaking broad consultation on key institutions and agencies to target for membership. > Promoting as a high-level advisory board that is endorsed by the Minister to increase interest of senior level representatives. > DFAT and MC work collaboratively to finalise types of institutions to target at the start of implementation to ensure diversity and regularly review membership. > Clear articulation of role and responsibility and level of commitment of members.	DFAT and MC	1	> DFAT and MC to review function and viability of the Advisory Board and/or new strategies for improving engagement and attracting a diverse membership.
Program does not effectively deliver on public diplomacy outcomes.	3	4	3	> This would impact the visibility of the volunteer program and broader opportunities for promoting Australia's aid program in Australia and internationally.	> Development of a Public Diplomacy strategy based on the DFAT Public Diplomacy Strategy, the design and lessons from the implementation of AVID. > Developing a Communications and Marketing Strategy for the program. > Engaging Australian Organisations including the private sector. > Strengthening and increasing the reach of the RAVN and linking with other Australian government programs and bilateral programs. > Promoting volunteer stories and the contribution of the program to broader aid objectives through a range of fora and social media platforms. > DFAT Posts engagement in the program and promoting the program through events involving partner governments, volunteers and bilateral programs.	DFAT and MC	1	> DFAT to monitor public diplomacy impacts and manage any blockages limiting effectiveness of activities supporting public diplomacy outcomes.
Operational Risks								
Security and safety incidents occur.	5	4	4	> Health, safety and security of volunteers compromised > Reputational risks for DFAT.	> Establish overarching policy and context specific security and safety policies aligned with DFAT policies from the outset. > Provide ICM teams with training in security and safety policies and procedures. > Regular monitoring of compliance with security and safety policies and procedures. > Regular updating of policies and procedures to ensure remain relevant and responsive. > Routinely updating DFAT on information about incidents and potential security and safety risks in-country. > Security and safety risks included in country-level risk management plans and consolidated into global risk management plan.	MC & DFAT	1	> Identify appropriate additional measures required and country specific risks and mitigation measures.
DFAT negotiations for agreements with MC is problematic, potentially leading to delays or failure to reach agreement.	3	3	3	> Delays in contracting or failure to reach agreement will lead to delays in program implementation and continuity and transition from current AVID program to the new volunteer program.	> DFAT to commence negotiations on agreements with MC six months in advance of program mobilisation, as per implementation plan. > DFAT maintain open and regular communication with MC regarding agreement.	DFAT		> DFAT to resolve any contractual issues with MC as soon as possible. > Annual plans, including expenditure plans, will need to be adjusted accordingly if there are delays to start of implementation. There will be flexibility to reallocate underspends into the second year of implementation.