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compendium of development services

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An Evaluation of
Development Services and Their Cooperative Relationships

Volume II

by

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Commissioned by: Charles F. Kettering Foundation
German Volunteer Service
Ministry of Economic Cooperation, Germany
U.S. Peace Corps
Agency for International Development, USA
International Secretariat for Volunteer Service, Switzerland

With cooperation of: Development Services in Canada, Costa Rica, Dahomey, Denmark, Germany (F.R.) Indonesia, Israel, Kenya, Malaysia, Nigeria, Panama, Thailand, United Kingdom, United States and the United Nations Volunteers.

Washington, D.C., June 1976

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A. INTRODUCTION

During the past two decades Development Services, both voluntary and obligatory, were established in many countries for various purposes:

—involving citizens in their personal, and their communities development, and for development assistance to other countries;
—providing technically skilled volunteer manpower in areas of need, especially remote rural areas;
—preparing uneducated youth for useful employment through training and work/service experience;
—bridging the communication gaps between various sub-cultures within a country, gaining understanding and developing an identity as a new nation (nation-building);
—promoting international understanding through work/service experience in a foreign country and contributing to peaceful relationships between countries around the world.

CATEGORIES

Four major categories of development services are described in this Compendium. They distinguish themselves by the type of people participating and, consequently, the kind of service they are able to provide in response to specified needs.

1. **Training and Employment Schemes** (National Youth Service types) involve uneducated youth or early school leavers for practical skill training, literacy, often civic training and employment preparation. Services are combined with actual work programs in areas like: public works construction, infrastructure development in rural areas, farming, craftsmanship, mechanics and trades in rural areas, etc. The age of the majority of volunteers ranges from 12-18 years. Most services are government sponsored and volunteers work full-time for a duration of 1-2 years.

2. **Study-Services** (sometimes called University Services) involve university or college students, and in some instances, those from high schools. The emphasis here is on long-term, and often full-time, programs linking formal study in an educational institution with service providing experiental learning in real life situations. Study-Services are mostly for credit, lasting about 6 months to 1 year. Students are assigned to development projects, mostly in local and rural communities for: teaching in rural primary and secondary schools, providing agricultural, health and social services, local community development work, etc. The age of volunteers ranges from 18-25 years. Most long-term Study-Services for credit are govenment sponsored programs.

3. **Social and Technical Development Services** involve most often citizens who have completed their formal schooling and/or skill training or professional education. In some cases, adult citizens educated by experience (and by heart) rather than formal schooling, participate in these services as well. The age of the majority of volunteers ranges from 17-30 years—with the exception of service programs designed especially for older citizens (see Compendium Nos. 15 and 20). Volunteers serve on a part-time or full-time basis with long-term commitments, for a duration of 6 months to 2 years. Volunteer projects include: teaching in schools; caring for the handicapped, underprivileged and offenders; technical skill training; community development work; agricultural extension; health services; development of crafts centers; trades or small scale industry in rural areas. Services are either private or government sponsored.

These three categories of services described above are often summarized under the term of **Domestic Development Services,** meaning citizens serving in their home country.

4. **Foreign Volunteer Services** involve professional and/or technically skilled volunteers for assignments abroad on the basis of specific assistance requests. Volunteers with a minimum age of 21 years (average age between 24-28 years) are assigned for 2 or more years in local community or national development projects of the host country such as: vocational and technical training, general education, industrial development, health and nutrition, social services, community development, agriculture and rural infrastructure development. Volunteers are assigned on the basis of bilateral contracts between the host country and the volunteer service organization or sending country. All services are government sponsored, even though many are private in their legal structure and supervision. The United Nations Volunteers is the only multi-national service in this category.

Finally, **Combined Development Services** comprise some or all of the four categories within one agency providing service opportunities for different groups of citizens in their programs, and addressing various societal needs.

COMPENDIUM

This Compendium compiles factual data on development services, both voluntary and obligatory, belonging to the above four categories and combined service agencies. The facts are presented without discussion or assessment of their value and importance. The data were obtained during field surveys by Regional Consultants and the Project Director. The following individual Compendia are based on organizational inventories, individual interviews, public and organizational records, mimeographed reports and publications.

Each Compendium is organized along a set of descriptors permitting a uniform review and analysis of the major aspects of a development service as follows:

1. The **institutional information** on establishment, type of service, directorship and supervision indicate the legal structure, authority and framework of leadership. Especially the supervisory structure reflects not only the supportive relationships (where the funds and the authority are coming from) but also the administrative dependencies. The extent to which an institution is permitted to come into its own and be effective is largely dependent upon the supervisory structure and the direct leadership.

2. **Reasons, Needs and Objectives** are interdependent providing the basic frame of references for program inputs and tasks and the assessment of achievements.

   Reasons identify the causes why the organization was established in the first place. A cause or reason occurs when demands for a certain action coincide with available resources (human, financial, political power, etc.)[1]. For example: the recent independence of nations, the masses of idle and most often unskilled

people, the expanded communications network and information flow (radio, TV, etc.), the inheritance of outmoded education systems from the colonial powers, certain aspects of tribalism preventing the development of national identity, etc., all of these represent demands and resources requiring action at this point in time. Identifying the reasons for the existence of an organization does not only help to understand its history, bearing on its current situation, but provides the basis for establishing and formalizing the objectives. Any institution—if true to its creation—must aim at either eliminating or modifying these causes, in other words solve the problem which caused their creation. To do otherwise would represent institutional self-perpetuation in contrast to achievement-orientation.

The **needs** are the response to the original reasons why the development service was established. Needs should describe the structured profile of quantitative and qualitative demands for action. For example: The number of uneducated youth with no chance for schooling or reasonable employment represent a specific need (demand) for training, employment preparation and jobs to which Training and Employment Schemes respond. All services describe the needs to which they respond in a general way and not in terms of quantitative or qualitative indicators.

The **objectives** in turn, should address these needs by specifying the preferred outcome of the operations of a development service but without defining a specific timeframe. In other words, the objectives of an organization are those aims which require an undetermined length of time for achievement but nevertheless are considered possible with the available resources. In contrast, program goals (such as training or work program goals) are those aims which should be achieved in a given period of time[2].

3. **Programs: Training** and **Work Programs** are the two major activities through which volunteer and development services work toward the achievement of objectives—in order to meet the needs and eliminate or modify the causes (reasons) why the organization exists. This responsiveness, the volume and coverage of programs determine the achievements of the service.

   Foreign Assistance provided to domestic development services in Africa, Asia and Latin America for planning/programming, training, and/or work programs support, indicate both foreign resources invested and international linkages. The extent and type of foreign assistance is of importance for the achievement of immediate institutional objectives and indication of international relationships and dependencies.

4. **People involved**: Volunteer and Development Services are "people to people business", therefore the knowledge of the kind of people involved, their background and relationships, best reflect the capabilities of a service.

4.1 **Volunteers** are both the essential resource and "product" of a development service. The number and geographical distribution of volunteers reflects the size of a service indicating the coverage in response to the earlier identified needs. The background of volunteers (age, sex, education) reflects the capability of a service to reach those groups of youth in need of training and participation. The recruitment and selection procedures describe not only a method to obtain a resource but also the "make-ready" step of a "production sequence". Recruitment and selection procedure also reflect the underlying concept of a service. Is it a service of, or for, volunteers? Is there a "right to service" for every citizen who applies? Does selection have the function of selecting "out" or "into" the best possible assignment for his/her gifts and background?

Contractual arrangements with volunteers reflect what lifestyle he/she can afford and what care is taken for health and safety. Contractual arrangements are also a reflection of the volunteer philosophy underlying the service. For example: the execution of oath of office or pledge of commitment; the level of living allowances in comparison to other equivalent local incomes and the provisions in kind (housing and/or board, transportation, health services, etc.). These arrangements not only indicate the level of living standard of the volunteer but also the restriction in executing responsibility on the part of the volunteer. Too many different allowances and provisions in kind indicate that he/she is a "regulated" volunteer under control of a central administration. This can be counterproductive to the development of a spirit of involvement and participation[3].

4.2 **Staff** in terms of number reflects both the feasibility of devoting attention to individual volunteers and the efficiency of staff performance (staff: volunteer ratio). More important, however, are the background (education, age, sex) and career arrangements of staff. Are the members of the staff hired or are they civil servants transfered from other departments? If hired, what are the conditions and career aspects in comparison to other equivalent officials in business or government? The answers to these questions indicate the capability to achieve qualified staffing, and the extent to which a service is accepted as an equal partner in the education/employment process.

4.3 **Directors** and their place in the organizational structure indicates the authority and leadership in decision-making allocated to the executive branch. They reflect the dependencies of services on other institutions and their interest and linkages enabling the service to carry out its program. The Director's duration in office, education and experience, and their employment arrangements indicate to what extent they are in a position to carry out their mandate and provide the necessary leadership to the organization.

5. Organization and Budget

5.1 The **organizational structure** of a development service indicates whether information flow, decision-making and supervision-execution functions are simple, and permit straight forward relationships and communications. For larger services, the decentralization of management and decision-making to regional offices and local levels is important for improving the certainty of management decisions, close to local needs, maintain flexibility and prevent bureaucratisation.

Complex organizational structures often indicate the subordination of the service as a sub-division under a larger administration. Overlapping jurisdictions among offices and officials do not advance effective management and often indicate compromises between different and divergent interests.

5.2 The **Budget** describes the amount of financial resources allocated to the program and reflects again, the source of funding, i.e. the authority and dependencies on supervisory or resource institutions. The revenues and provisions for payments "in kind" enable local community or host country participation in volunteer costs when no cash is available. The average cost per volunteer man-year, if all costs of the program are included (especially administrative overhead) is an excellent indication as to whether the development service is still a flexible instrument for non-bureaucratic solutions, or whether it has become bogged down as another bureaucracy. For example, costs per volunteer in a Training and Employment Scheme equal to those per student in formal schooling, defeat a very important aspect of a development service: to allow learning at less cost. It should be noted, however, that the cost aspect is only one consideration. Equally important (or

more important) is that many services provide learning opportunities for those who drop-out early because schools do not provide an environment which fosters learning. In other words, the effectiveness of a service is not only a question of lower costs per participant, but also that of better learning and contributing opportunities. Together, they indicate real success.

6. **Linkages and Public Participation:**

6.1 **Linkages** with other institutions fulfill various crucial functions: (a) they enable the service to obtain the necessary human, financial and material resources and provide the authority to conduct the program; (b) functional linkages secure the flow of inputs (volunteer funds) and acceptance of outputs (employment of volunteers) after completion of services; (c) normative linkages create relationships of approval or rejection: the philosophy and principal policy of the service, standard of performance, acceptance by the public, or by specific citizen groups, etc. The extent to which these various linkages function is an indication as to whether the volunteer service as an institution is "alive and well"[4]

6.2 **Public acceptance and citizen participation** indicates whether a service actually permits what all have as a common objective: to foster self-reliance and involvement. Without local community participation no program is able to respond to local needs. It is a second question, whether people—having the potential opportunity—do actually respond. The overall public acceptance of a national development service is the first step and a precondition for actually mobilizing involvement. Active participation of citizens are expressed by (a) becoming a volunteer; (b) by being involved in other support functions of the service and (c) participating in the decision-making of the service. All three indicate the extent of mobilization and level of self-reliance.

7. **Achievements** describe the extent to which the objectives of development services have been fulfilled in terms of skills learned, number of former volunteers employed, work projects completed (roads, houses built, health services or regular schooling provided, etc.), and necessary skills and professional services efforded to people who lacked such help previously. But the most important aspect of achievement by a development service goes beyond the mere provision of training, employment or technical assistance in a cost effective manner. The extent to which the service was able to eliminate or modify the very causes which made its initial establishment necessary, represent the crucial achievements. Those modifications of elimination of causes can include: (a) change of school or university curricula linking it with work service projects, and change of educational accreditation by accepting DDS training certificates as qualifying for further education or employment; in other words the extent to which the development service has changed the education system by changing the separation of the "formal" versus "non-formal" education system toward a perception of one integrated system of recurrent and lifelong learning opportunities; (b) the change of hiring practices of former volunteers and staff in the employment system with respect to acceptance of previous experience and certification of service and integration into equivalent career levels and promotion, thus gradually changing the "formal" versus "informal" employment perception and practice; (c) opening up of new citizen roles, based on indigenous traditions, for participation beyond local communities and tribal boundaries, i.e., ombudsman roles, cooperatives, citizen centers, consumer groups, etc.

The organizational Compendia of individual Volunteer and Development Services presented here are cases in the following major categories:

Chapter 1. Training and Employment Schemes (national youth service types) for uneducated youth;

Chapter 2. Study-Services (sometimes called university services) for students in educational institutions;

Chapter 3. Social and Technical Development Services (sometimes called Community Volunteer Services) for educated youth and/or experienced adults;

Chapter 4. Combined Development Services consisting of programs combining two or more of the other categories;

Chapter 5. Bi-lateral Foreign Volunteer Services for educated and skilled volunteers serving abroad on basis of agreements between the sending and receiving country/organization; and

Chapter 6. Multi-national Foreign Volunteer Service: the United Nations Volunteers, the only service for educated and skilled volunteers with a multinational organizational structure.

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1) Adapted from the critical examination rationale: Currie, R.M., CBE; Work Study, Pitman and Sons Ltd., London, 1959; Lewis, Frederick J.: "Work Study in Systems Analysis and Management", Washington, D.C. 1969, and "Problem Solving in Societal Systems", mimeographed Executive Training Program, Washington, D.C. 1970.

2) Adapted from Ackoff, R.C.: "Toward a system of systems concept", Journal of Management Science, 1971.

3) Pinkau, Irene: "Living Allowances and Arrangements for Overseas Volunteers", ISVS Report No. 11, Geneva, 1969.

4) The concept of linkages is adapted from the Institution Building Model: Eaton, Joseph W., Esman, Milton J., Siffin, William J. in: "Institution Building, a model for social change", Schenkmann Publishing Company, Cambridge, Mass. 1972; and Blase, Melven J.: "Institution Building, A Source Book", East Lansing, Michigan, 1972.

COMPENDIUM No. 1

1. **INSTITUTION:** **CLUBS 4-D DE JEUNES RURAUX** **DAHOMEY**[1]

Address: Direction de la Jeunesse Rural
Ministère du Dévéloppement Rural et de l'Action Coopérative
B. P. 58, Porto Novo, Dahomey

Director: M. Tognidé Damien (Agricultural engineer)

Establishment: Established in early 1966 as part of the agricultural popularization program of the Rural Development Service with 18 pilot clubs. Late 1966 merger with training centers for young illiterate farmers and placed under the Division of Rural Youth, Department of Agriculture, Ministry of Rural Development and Cooperative Action (see Attachment 1). Draft Statutes are presently being circulated in the various Ministries; they need approval by the Cabinet before they become the governing legislation for Clubs 4-D.

Type of Service: Training and Settlement Scheme for uneducated rural youth, (co-educational) full-time voluntary participation, village based; duration: 3-4 years up to settlement on own land about 5½-6 years; same period of training/service to achieve self-employment in trades in home village.

Supervision: Division of Rural Youth, Ministry. Provincial Rural Development Officers; District Officers (Chef Secteur) and Sub-District Officers (Chef Sub-Secteur) for Rural Development.

2. **REASONS AND OBJECTIVES:**

2.1 **Reasons:** The information folder of the Clubs 4-D states the reasons as follows:

"The young leave the fields, and more precisely farming, for adventure:

1. *The young literate and semi-literate deliberately hang on to the large cities of their country, even if they cannot obtain work.*

2. *The young illiterate want to escape their parents' discipline. They cannot change any of the traditional family exploitation because they have neither the authority nor the necessary knowledge to do so. These young prefer going to foreign countries to practice agriculture as "seasonal" farmers. In this way they can use their earnings as they wish, and consequently remain mobile.*

In villages the extension agent faces, most of the time, a large proportion of elderly people physically weak and often very attached to their traditional methods of farming.

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[1] As of November 30, 1975, Dahomey changed its name to Peoples Republic of BENIN after the ancient kingdom of Benin which covered the area currently belonging to Dahomey and West-Nigeria.

Under these conditions one cannot expect a rapid development of our agriculture and of the indispensable transformation of our rural areas because these areas specifically lack youth—not only physically able, but also eager for progress.

We must, therefore, be able to hold youth in the villages by teaching them their profession correctly.

We must, as much as possible, avoid that tomorrow's adults merely improvise as farmers. Farming is a profession that is taught and learned like any other profession.

The rural young should have confidence in themselves as much as any other youngster graduating from a school or technical training center."

The overall agricultural popularization services—of which the Clubs 4-D are a part—were established to make farmers aware of the potentials of agricultural production in Dahomey and change their attitudes towards farming as a profession. Within this context the Clubs 4-D were proposed by FAO to the Dahomeyean Government.

2.2 **Objectives:** The main objectives of a young farmers' club are quoted as:

"1. To incite in young people a favorable attitude toward agriculture, community life, and development of their civic spirit.

2. To teach and demonstrate the methods for improvement of farming practices and the upkeep of the home, increasing rural incomes, raising the standard of living, and making rural life more attractive.

3. To give young farmers the opportunity to "learn while working" by carrying out small scale agricultural projects, stock farming or handicraft projects.

4. To impress upon young people an intelligent co[illegible]t of and an appreciation for nature and the milieu in which they live.

5. To familiarize the young with cooperative work, to increase their self-realization and to help solve rural problems through joint efforts.

6. To help the young people in acquiring healthy life habits through intelligent use of their leisure time, practicing hygiene and organizing various sports." (Clubs 4-D publication).

Clubs 4-D stand for:

--Decision	We have made the	Decision:
--Duty	—To do our	Duty
—Development	—For a real	Development
—Dahomey	—Of our dear	Dahomey.

A copy of the song of the Clubs 4-D is enclosed in Attachment 2.

3. PROGRAM:

3.1 Definition of a Club (General Information Club 4-D):

"A club for young farmers is a voluntary association of rural youth aiming to give its members a training in agriculture and in manual arts, while developing their individual capabilities.

The age of the young may vary between 10 and 17 years; however, the age difference must not be over 3 years in the same club.

A minimum of 8 members is required for the foundation of a club of young farmers, and a maximum of 25 members is recommended."

A club receives a donation of land from the village or family clan which own the land. About 5 hectar necessary per Club for training purposes and agricultural production.

3.2 Training

Type of Training	Duration	Major Topics
Formal training limited to:	depends[2]	
–literacy		–reading, writing, counting ("because it is necessary for the sale of their products")
–civic information	30 mins.	–taxes, administrative structure of government, I.D. cards
–sanitation of drinking water, hygiene, health	1 hour per day	
–sports		

[2] Depends on time the local Club Supervisor has (he is responsible at the same time for establishment of local cooperatives, and extension service to farmers.)

3.3 Work Projects

Major Project Areas	Duration of Service	Number of Participants
–Crop production: maize, sorgum, yam, etc.[3] –animal production: cattle, poultry, sheep, kids –house construction (construct club house themselves and learn to make stabilized-earth parpen walls) –carpentry, handicrafts –food preservation, cooking, nutrition (girls) –child care (girls) –sewing (girls) –management of family budget (both)	Differs from club to club: Some work 6 days per week, some ½ day per week; Working hours about 5 hours per day, a few clubs work from 8 am to 6 pm.	Depends on size of club; all work together in the fields; the girls use own products to learn food preservation, etc.

Club members together with Supervisors plan their own work schedule; they elect chairman, vice-chairman and treasurer and manage their club's affairs and establish their own rules within the overall framework of the Club's mandate.

3.4 Settlement of Participants

Very few young farmers and young women (7 known cases) have been settled on new farm land or in crafts and trade (dressmakers, etc.).

Between 1975-1978 1,025 volunteers have to be settled, requiring about $500. settling-in costs per volunteer and personnel for initial assistance and extension service. The Director believes that for the latter foreign volunteers would be of great help.

[3] Including industrial commodities: cotton, peanuts, tobacco, etc.

3.5 Foreign Assistance received

Type of Activities Supported	Type of Foreign Assistance Received					Sponsoring Institution
	Personnel Assignments			Financial US$	Materials in kind	
	No.	Type	Duration			
- Stimulation of Clubs 4-D – Planning and programming, staff-training	1 1	Expert Expert	1965-66 1966-69			FAO FAO
– Implementation of program up to 2,250 members			1967-68	Amount Unknown		OXFAM U.S. Freedom from Hunger Foundation
– Program support Extension service	3	Experts & Administrative back-up	1973-77	350,000[4]		UNDP/FAO (DAH/72/027)
– Farming	?	volunteers			Establishment of grain silos for drying and storing corn in club farms	U.S. Peace Corps
– Land settlement	?	volunteers			Design of book-keeping system for young Clubs 4-D farmers about to be settled	Netherlands Volunteer Service
– Direction and Management of Clubs 4-D; 4 Directors/Supervisors participated	2	experts (ISVS)	5 days African Directors' Conf. Cotonue 1972			ISVS; hosted by Government of Dahomey
– Leadership and Management Training for DDS Staff; 1 Director participated	2	experts (ISVS)	25 days Francophone African Training Seminar '72			ISVS; hosted by Government of Ivory Coast
- Program Support	3	Experts	5 months Project Review Mission 1973/74	Application US$ (?)		IBRD loan under consideration

4. PERSONS INVOLVED:

4.1 **Volunteers:** Total number 1974: 3,337 trainee-volunteers;
Age range: 8–18 years
Co-educational program, the number of girls is not known

Educational background: more than 90% have no schooling at all; the rest are early school dropouts. Boys and girls live at home and learn and work during daytime on the Club's farm.

There are no structured **recruitment** ~~and selection~~ procedure. Since the village donates the land the children of villagers are accepted as they apply. The interest and growth of the program is directly related to the impact of the overall extension service and the change of attitudes toward agriculture as a profession.

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[4] Support of Rural Extension Service and especially Clubs 4-D, including rural women, and setting up a system of agricultural credit for settlement of young farmers (former members of Clubs 4-D). $350,000 for 3 experts and administrative back-up, staff training, farm equipment, tools for 4-D Club members, seed, fertilizer, food, etc. maintenance of cars, etc. UNDP funds are matched by the Dahomeyean Government over the 4 year period: $74,416 contributions in kind; $41,666 cash contribution.

4.2 **Staff**

—**Local supervisors:** 190 for boys clubs
15 for girls clubs
22 for coeducational clubs
Total 227

Educational background: Primary education; plus 8 months agricultural training.

Employment arrangements: Supervisors of Clubs 4-D (who often supervise more than one Club) are also in charge of cooperative promotion and assistance at the village level. They are employed by the Provincial Governments, which receive federal subsidies for their salaries. More supervisors are needed, and they seem to be gaining influence (they now have their own union).

—**District Officers:** 40 Chefs Secteur for Rural Development (including Clubs 4-D)

Educational background: secondary education, plus 4 years training in an advanced agricultural school (in the past abroad, usually in Togo, Ivory Coast or France, now in Dahomey).

5. ORGANIZATION AND BUDGET

5.1 The **Organizational Structure** of the Clubs 4-D within the overall Ministry of Rural Development and Cooperative Action is explained in Attachment 1. Clubs 4-D is the only organization carried out under direct responsibility of the Dahomeyean Government. The overall national responsibility rests with the Department of Agriculture and the Division of Rural Youth. Regional responsibilities of support and supervision rest with the Provincial District and Sub-District Officers. Local support and supervision to Clubs is provided by Supervisors. The local basis of the Clubs is strong because of the donation of land and the local participation of volunteer-trainees. The integration in the national agricultural administration provides professional staff support but at the same time competes with other governmental programs for staff time and financing (see achievements).

5.2 **Budget:**

Breakdown of Revenues and Disbursements not available except for Revenues provided in kind:

- land for Clubs 4-D farming projects from the village;
- food supplies for one warm meal per day for participants from FAO;
- seeds, fertilizer, animal stock, tools from both Government and UNDP/FAO;
- training manuals from Government; UNDP/FAO; Dutch Volunteer Service;
- silos from U.S. Peace Corps.

6. LINKAGES AND PUBLIC PARTICIPATION

6.1 Arrangements of Cooperation	Purpose
–Within the Ministry of Rural Development and Cooperative Action, especially extension service and Cooperatives Department	–support and advice to local clubs;
–UNDP/FAO	–supply of funds, materials and equipment; provide experts for advice;
–Overseas Volunteer Services (Dutch, U.S.)	–supply of training materials and silos
–ISVS	–Dahomey is a Council member; Cooperation in international volunteer service; mutual assistance

6.2 **Public Participation:**

No participation outside the village; the village chief is the key figure in promoting the acceptance of Clubs 4-D in the village; villagers provide land in support of Club and accept advice on new methods of farming from club members (i.e., their children).

COMPENDIUM No. 1

7. ACHIEVEMENTS:

7.1 In comparison with the objectives, the following achievements can be identified:

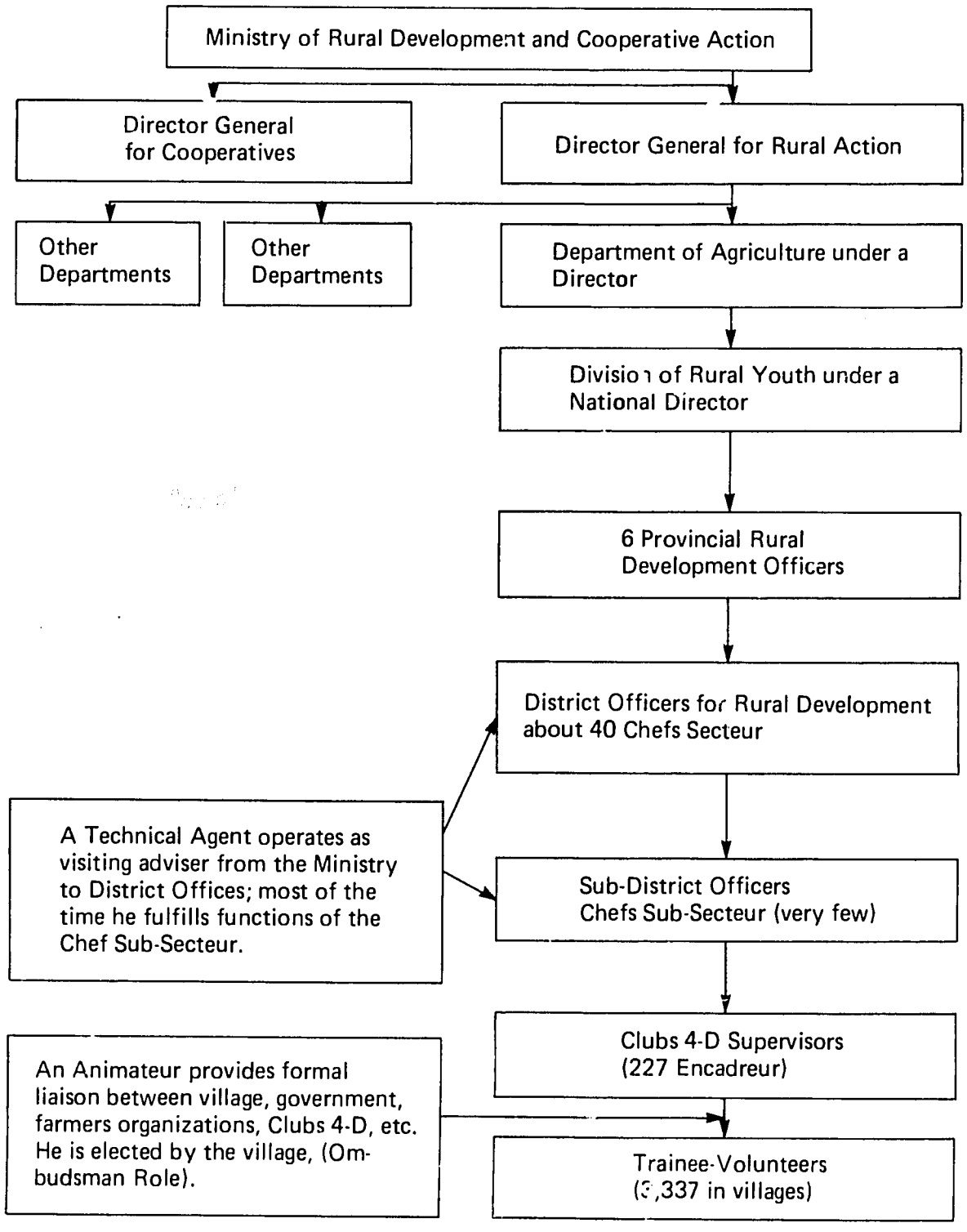
- improved methods of farming, crafts, home economics have been learned and demonstrated according to all reports received;
- the farming on Clubs 4-D land is superior to those of village farmers;
- increasingly, village farmers (often the parents of the participants) accept the better methods from their children and improve their own farming;
- a majority of the club members who continued working for a longer period of time (and did not drop out early) are now looking forward to being settled on their own farm land; i.e., they have decided to remain in rural areas, and do not wish to move to cities;

7.2 Objectives not yet obtained or no information available:

- the rate of early dropouts from clubs is not available but seems quite high in some clubs;
- the settlement on land or in trades for 1,025 volunteers has not yet been achieved (planned for 1975-1978) because of lack of funds and planning in the overall agricultural administration;
- the expansion of Clubs 4-D program to one club per village, i.e., a total of 2000 Clubs has not yet been achieved, which is an indication that the participation of villagers increases rather slowly;
- a definite change of attitude which rejects rural migration to cities in favor of rural settlement, is indicated occasionally but no overall feedback is available whether the percentage of rural migration has been reduced.

2 Attachments

ORGANIZATIONAL STRUCTURE



COMPENDIUM No. 1
Attachment 2

SONG: 4-D CLUB

Chorus

Yes! We have made the Decision
To do our Duty
For a real Development
Of our dear Dahomey

I

Dahomey you have only suffered too much
When I compare your glorious past
To your present position of anxious State
I do not have the right to be proud.

II

We must react to your situation
Your courageous people hereafter pledge
To give you a strong rise
To improve your destiny.

III

We, the young, jointly with our parents
Have chosen to regroup ourselves in time
And that the constant desire for progress
Guide our steps forever.

1. **INSTITUTION** **KENYA NATIONAL YOUTH SERVICE (KNYS)** **KENYA**

Address: P.O. Box 30397, Nairobi

Director: Mr. G.W. Griffin

Establishment: September 1, 1964; The National Youth Service Act, Chapter 208, Laws of Kenya

Type of Service: Training and Employment Scheme for uneducated youth or early school-leavers; disciplined labor, but voluntary in nature; full-time service for a two-year period.

Supervision: Ministry of Labor; the KNYS is a Directorate under that Ministry.

2. **REASONS AND OBJECTIVES:**

2.1 **Reasons:**

- Availability of militant youth who had been involved in liberation fights and who needed to be assimilated into the normal working life; this was a pressing need at the beginning of the program but transitory in nature and diminished over the years.
- National independence and the need for creation of a national spirit among youth—an important factor for moving from a multi-tribal society to a united nation.
- Unemployment, especially of youth—although the rapidly growing population counteracts all gains.
- Lack of education and training of youth, preparation for employment.
- Large manpower requirements in remote areas: project work in aid of national development, especially in remote rural areas.
- Need for the creation of a pool of trained manpower (if needed armed) to support police and army in cases of national emergencies. It was stated that this factor of paramilitary force was not a fundamental reason for the creation of the service.

2.2 **Objectives:** The National Youth Service Act stipulates:

"The functions of the Service shall be:

- *The training of young citizens to serve the nation, and*
- *The employment of its members in tasks of national importance and otherwise in the service of the nation"* (Art. 16)

And in times of emergency: *"The President may, during a state of war, insurrection, hostilities or public emergency, order that the Services or any part thereof be employed to serve with the armed forces...."* (Art. 17).

3. PROGRAM:

3.1 The program is carried out as an integrated scheme of alternating Training and Work Project Phases, with the following *goals*:

- *"to generally foster initiative and a spirit of self-reliance;*
- *to give those men and women who will return to their rural areas (about two-thirds of the total strength) skills which are likely to be of use to them—either in better farming, or in the development of small rural business and industry;*
- *to give the remaining one-third of the volunteers qualifications which will enable them to obtain a footing in the increasingly competitive urban economy."*

(quoted from a report by Mr. G.W. Griffin, Director, KNYS)

3.2 Training

Type of Training	Duration	Major Topics
Phase 1. —Basic Training	1.-2. months	Basic recruitment/training (discipline, no weapons) Literacy, English, Civics.
Phase 3. —Centralized full-time education	9.-12 months	Basic science up to lower secondary level
Phase 5. —Centralized full-time education	17.-20 months	Vocational training[1] or Continuing education[2] 400 participants per training unit.

[1] Basic agriculture, masonry, carpentry, etc

[2] Continuing Education: Crash course to reach standards of Government Grade III Trade Test (Labor qualifications) within 12 months—success rate 80%; some continue to Grade II.

3.3 Work Projects

Major Project Areas	Duration	Number of participants
Phase 2. —Project[3] or Farm Work[4]	3.-8. months	100 participants per work unit (company)
Phase 4. —Farm or Project Work or Vocational Work	13.-16. months	
Phase 6. —General Duties in service	21.-24. months[5]	

Work Projects are carried out in all regions of Kenya, especially in remote areas where business or governmental agencies have difficulty providing the necessary manpower for construction and services.

[3] Major projects requiring at least 100 men for completion and not competing with local self-help schemes and community development: i.e., road building, bush clearing to combat tsetse fly and for land settlements, general earth works for river embankments, etc.

[4] On Kenya farms: sheep and cattle raising, mixed farming.

[5] Store keeping accounts and clerical duties, health work; day to day running of service instead of hired personnel.

3.4 Foreign Assistance Received:

Type of Activities Supported:	Type of Foreign Assistance received:					Sponsoring Institution
	Personnel Assignments			Financial US$	Materials in kind	
	No.	Type	Duration			
– Work program	—	—	—	—	1964: 500 heavy duty equipment[3]	U.S. AID
– Volunteer support	—	—	—	—	clothing for volunteers	U.S. AID
– Work Program: Replacement of Heavy Duty Equip.	—	—	—	3½ million soft loan in 1971[4]	—	U.S. AID
– Technical training Curriculum, training of volunteers and staff training	?	experts	several years	grant	—	U.S. AID provided grant to ORT (Organization for Rehabilitation & Training – Geneva) for this purpose
– Staffing: Administration & Management of Volunteer units, Youth Leadership Training	6 1	Expatriate Officers Expert	1964-1970 1965-66	—	—	Ministry of Overseas Development, U.K. Government of Israel
– Technical skill training[5], Central Workshop, and work with servicemen in concrete projects land settlement	8 7 26 16 requested	volunteers " " "	since 1968 2-year periods " (since '73, phased out in '75 & replaced by Kenians) " Since '70 " "		Working tools	Danish Volunteer Serv., Friedrich-Ebert-Stiftung, Germany. Japanese Overseas Cooperation Vols U S Peace Corps, German Vol. Serv
Leadership training Seminar: 1 Deputy Director 2 Government officials participating	2	experts (ISVS)	25 days Seminar in 1971	—	—	ISVS; co-sponsored by UNICEF; NCCK; Department of Social Services Kenya
Direction and Management of DDS 1 Deputy Director participating	2	experts (ISVS)	5 days Directors' Conference	—	—	ISVS; hosted by Government of Dahomey
Staff training: Methodologies of Rural Mobilization and Self Help 1 Senior Staff (Commandant)	2	Experts (ISVS)	21 days Seminar 1974	—	—	ISVS; hosted by Government of Zambia

[3] Used bulldozers, grade scrapers, rollers, cranes, etc.

[4] For replacement of old heavy duty equipment.

[5] Including: Motor mechanics, welding, electrical engineering, agriculture, veterinary, education.

4. PERSONS INVOLVED:

4.1 **Volunteers:** Total Number since 1964: 20,000 volunteers;
Number in 1973: 3,500
(The law provides for up to 7,000 volunteers per year)
Age range: 16-30 years

An unknown number of female volunteers participate in the service.

Educational Background: No educational requirements; in recent years the educational entry level has improved, most have 7 years primary education; recently secondary school graduates and university students expressed interest in participating. In 1974 there were about 50 applicants per one service vacancy.

Recruitment and Selection: Candidates must be unemployed; medically fit and without dependents. Applications are directed to District Committees set up in all Districts by the Commissioner. Candidates recommended by District Committees are interviewed by KNYS Recruitment teams before acceptance. Equal quotas of vacancies are allocated to each Province to ensure national composition of participants.

Contractual Arrangements: Volunteers receive a monthly allowance of K.Shs. 20.–of which Shs.8.–are retained in savings accounts until they leave the service; they receive free board, lodging, uniforms, health care and transportation.

4.2 **Staff** Total number: 95 officers
2 Deputy Directors

Command structure of staff: Commandants (8), Senior Training Officers (9), Training Officers (11), Section Commanders (32), Section Officers I and II (35).

Educational Background: Former officers in military or police, teachers, social and youth workers. Staff is either seconded from other services or governmental departments or can enlist for service and is assigned by the Director.

In addition, there are three staff ranks held by servicemen and servicewomen:

84 Sergeants (12 per each 500 members)
182 Corporals (26 per each 500 members)
196 Lance Corporals (28 per each 500 members)
462 Total

These rank servicemen and women do not receive salaries, but an additional allowance over the regular monthly allowance of K.Shs. 20.–per volunteer of:

K.Shs. 20.-per month for Sergeants
K.Shs. 15-per month for Corporals
K.Shs. 10-per month for Lance Corporals

5. ORGANIZATION AND BUDGET

5.1 **Organizational Structure:** The information available indicates that KNYS is Headquarter oriented and all major decision-making is located there. The recruitment and pre-selection of volunteers is decentralized to District Committees (one for each District), and work projects are carried out with District or local institution supervision. KNYS is part of the Ministry of Labour and linked through inter-departmental arrangements with other Ministries and the Youth Council of Kenya responsible for other forms of youth work, education and training (see Attachment 1 and 2.)

5.2 **Budget:**

1974 Annual Budget: US$ 105,705.–
1974 Annual Revenues US$ 105,705.– (which derive from governmental sources)

Earnings through Work Projects: The service bills relevant governmental departments or public corporations (such as National Parks, Agriculture) for work accomplished, and pays the money back to the Treasury as an appropriation-in-aid against KNYS costs (for example, in 1966 these earnings amounted to 6% of the total budget).

Average cost per volunteer per year: US$ 302.– (including administrative overhead, training facilities, equipment, etc.)

Volunteer allowance per year: $35.–

6. LINKAGES AND PUBLIC PARTICIPATION

6.1 Formal Arrangements of Cooperation with:	Purpose
–other governmental departments (or public corporations): National Parks, Agriculture, Housing, etc.	–Work Projects carried out for them;
–Farmers Training Center	–advanced agricultural training for selected volunteers;
- Governmental Agricultural/Veterinary Institutes	–continuing education after certification from Farmers Training Center and completion of Service
- other Youth Services, Youth Council of Kenya, Ministry of Cooperatives & Social Services, Ministry of Education (see Attachment 1 and 2)	–continuing education in schools after completion of service; participation in Village Polytechnics after returning home from Service;

Formal Arrangements of Cooperation with:	Purpose
–U.S. Agency for International Development	–Supply of heavy equipment for Work Projects;
–ORT (Organization for Rehabilitation and Training, Geneva)	–Sub-contracted vocational/technical training institute ORT; Curriculum development; technical/vocational training provided to volunteers and to future KNYS training staff;
–Overseas volunteer services from Denmark, Germany, Japan, Norway and Sweden	–supply of volunteers for practical technical training such as: motor-mechanics, welding, electricity, agriculture, veterinary, education;
–British Ministry for Overseas Development, and Government of Isreal	–Staff in first six years.
–ISVS	–Kenya is an Assembly member. Participation in international volunteer service affairs; mutual assistance.

6.2 **Public Participation:**

The Service is well accepted as a means of achieving training and later employment; there are lists of applicants awaiting vacancies to join the Service; since about 1969 private business and industry prefer hiring former servicemen and women (Grades II and III) and forward their requirements to the KNYS in advance of graduation; families are in favor of their sons and daughters serving in KNYS.

7. ACHIEVEMENTS:

7.1 Achievements of the Service are expressed by the **completion of the** following **Work Projects** (until 1972):

COMPENDIUM No. 2

Work Project Location and Details	Approximate Value £	Duration
• Nairobi Game Park—Access Roads and Dams	5,000	12 months completed.
• Jamhuri Park Access Road	600	1 month completed.
• Seven Forks Hydro Electric Scheme 70 miles of road.	500,000	24 months completed.
• Trans Aberdares Road—35 miles —Major Road Improvement.	50,000	18 months completed.
• Bush Clearing for tsetse fly control— Yala River—4,000 acres	16,000	18 months completed.
• Port Victoria—Bush Clearing for tsetse fly control 10,000 acres	—	18 months completed.
• Shimba Hills, Ministry of Agriculture Land clearance and demarcation for settlement.	—	18 months completed.
• Roka Settlement—Gedi, Ministry of Agriculture, Trace cutting for demarcation.	1,500	12 months completed.
• Likoni—low cost demonstration housing	6,000	12 months completed.
• 100,000 trees planted	—	12 months completed.
• Donyo Sabuk Bush Clearing 1,000 acres tsetse fly control	—	12 months completed.
• Tsavo National Park Access Roads, Dams, Irrigation	5,000	12 months completed.
• Kenya/Ethopia Road, M.O.W. 300 miles of new road	2,000,000	continuing
• Nzoia River Embarkment Flood Control	—	completed
• Six Internal Airstrips—M.O.W., Namanga, Ferguson's Gulf, Amboseli, Arches Post, Nanguli, Sambura Game Lodge	—	continuing

Work Project Location and Details	Approximate Value £	Duration
• Garrisa Road (partly new realignment)	–	continuing
• Settlement Roads Construction	–	Phase I completed
• Machakes-Kitui Road (settlement roads)	–	Phase II

7.2 Achievements concerning the **individual volunteer's training and employment opportunities** are reflected in the following estimates by the KNYS:

- Between 80-90% of the volunteers participating in a 12 month vocational training course graduate with a Grade II Trade Test (recognized worker qualification for industrial employment);

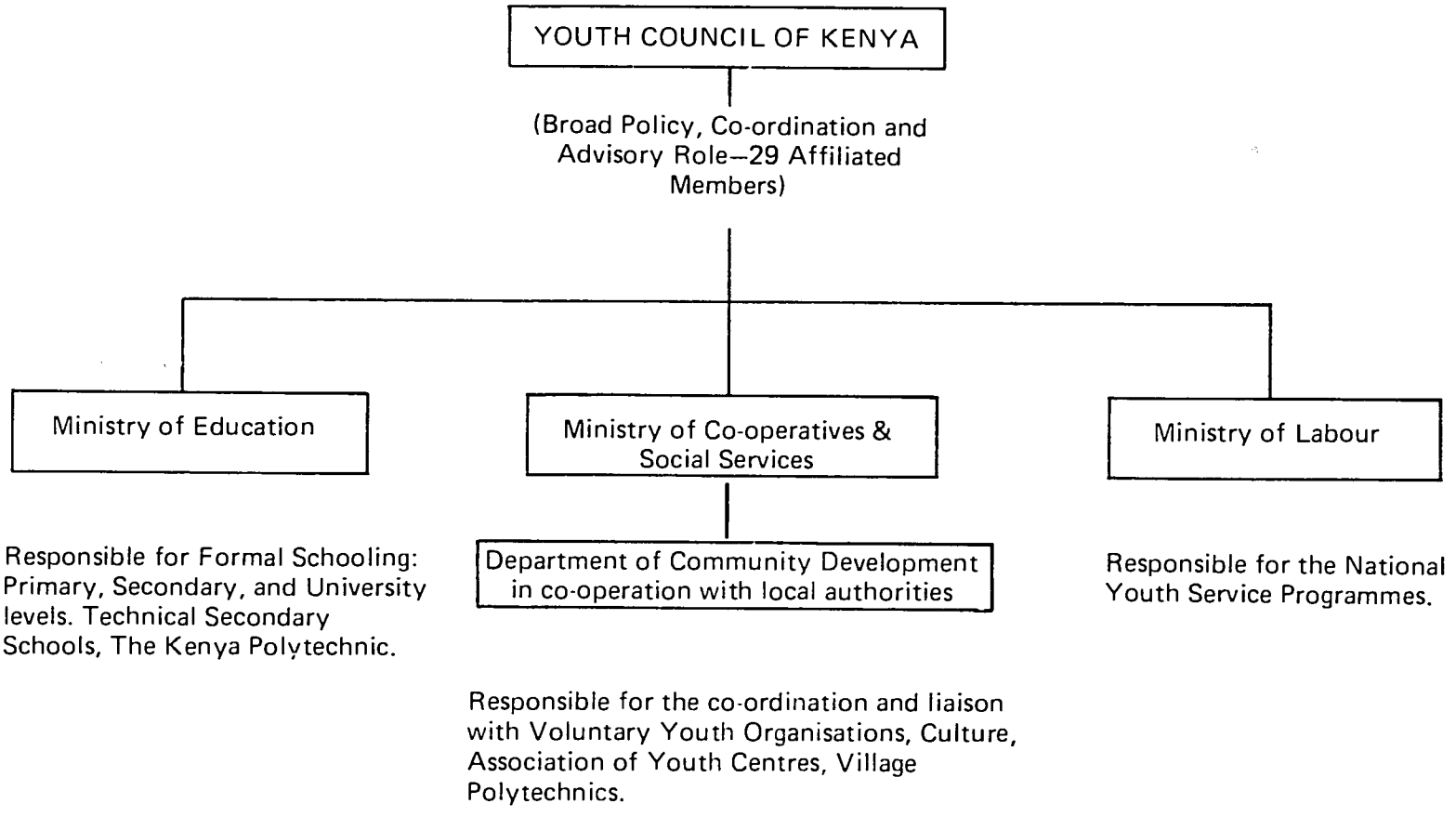
- A limited number of volunteers extend their service for another year (total three years) continuing their vocational training at the Service's central workshop to complete the Grade II Trade Test;

- Increasingly, industry and business place their manpower demands with KNYS and prefer direct hire of volunteers after completion of their service to hiring from the open labor market; about 8,000 (out of 20,000) former volunteers have been placed in direct employment;

- About one-third of former servicemen and women enter urban employment in the private and public sectors, whereas two-thirds remain in rural areas, most of them in self-employment in either farming (including land settlement) and/or small business and trade.

There is no formal procedure to record employment after completion of service, and nothing is known about how many remain unemployed.

ORGANISATIONAL SKETCH: MINISTRIES OR DEPARTMENTS RESPONSIBLE FOR EDUCATION, TRAINING AND YOUTH ORGANISATIONS



LIST OF YOUTH ASSOCIATIONS
Members of Kenya National Youth Service

1. Young Men's Christian Association, P.O. Box 30330, Nairobi.
2. Kenya Girl Guides Association, P.O. Box 4, Nairobi.
3. Kenya Boy Scouts Association, P.O. Box 256, Nairobi.
4. Kenya Youth Hostels Association, P.O. Box 8661, Nairobi.
5. Kenya Association of Youth Centers, P.O. Box 30547, Nairobi.
6. Kenya Voluntary Work Camps Association, P.O. Box 8902, Nairobi.
7. 4K Clubs, P.O. Box 30028, Nairobi.
8. K.A.N.U. Youth Service, P.O. Box 12394, Nairobi.
9. Young Women's Christian Association, P.O. Box 710, Nairobi.
10. Young Farmers' Clubs, P.O. Box 30176, Nairobi.

ORGANIZATIONS WHICH SERVE CHILDREN AND YOUNG PEOPLE INCLUDE:

1. Child Welfare Society, P.O. Box 3982, Nairobi.
2. The Starche Boys' Center and the Save the Children Fund (Kenya), P.O. Box 9089, Nairobi.
3. Catholic Secretariat, P.O. Box 8062, Nairobi.
4. Edelvale Girls' Home, P.O. Box 17063, Nairobi.
5. Kenya National Freedom From Hunger Committee, P.O. Box 30372, Nairobi.
6. Outward Bound Trust of Kenya, P.O. Box 9576, Nairobi.
7. Kenya Red Cross Society, P.O. Box 712, Nairobi.
8. The Salvation Army, P.O. Box 575, Nairobi.
9. St. John's Ambulance, P.O. Box 1469, Nairobi.

10. Christian Council of Kenya, P.O. Box 5009, Nairobi.

11. Kenya Society for Deaf Children, P.O. Box 2306, Nairobi.

12. Kenya National Council of Social Services, P.O. Box 7628, Nairobi.

13. Limuru Boys' Center.

1. INSTITUTION: VILLAGE POLYTECHNIC PROGRAMME (V.P.)[1] KENYA

Address: Youth Development Division
Department of Social Services
Ministry of Cooperatives & Social Services
Nairobi, Kenya

Director: Local Managers for each program;
Mr. E. Milton Masale, Principal Youth Officer, Department of Social Services, is responsible for national coordination of program.

Establishment: In 1968 the National Christian Council of Kenya established the first Village Polytechnic as a locally sponsored vocational training program for rural youth who had no opportunity after primary school for either continuing secondary schooling or finding a job. In 1969 the Government of Kenya recognized these efforts and established a Policy on the Village Polytechnic Programme for development of an integrated national network of approved pre-vocational youth training projects previously carried out by the National Christian Council of Kenya, Kenya Association of Youth Centres and other voluntary agencies. In 1971 this integrated national Village Polytechnic Programme was launched under a cooperative contract between the Youth Development Division, Department of Social Services, Ministry of Cooperatives and Social Services and the National Christian Council of Kenya.

Type of Service: Local Training and Employment Scheme for rural youth after primary schooling to bridge the gap into employment; two years, full-time program of linking learning and working. The Scheme is nationally coordinated and financed.

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[1] Data are not based upon an institutional Inventory but on the following main sources of information:

- "The Kenya Village Polytechnic Programme", A Report by an Evaluation Mission of the Government of Kenya and the Norwegian Agency for International Development, February 1974.
- "How to start a Village Polytechnic, A Guide for new V.P. Committees and Staff", by Youth Development Division, Ministry of Co-operatives and Social Services in conjunction with the National Christian Council of Kenya.
- Eight individual interviews in Kenya.

Supervision:
- Local autonomy of individual V.P.'s, managed and supervised by Management Committees of Villagers;
- Provincial Director of Social Services provides guidance, support and supervision;
- The Government of Kenya and the National Christian Council provide grant-in-aid assistance and supervise expenditures.

2. REASONS AND OBJECTIVES:

2.1 **Reasons:** The present education system in Kenya provides academic training for higher levels of learning to a small degree; about 75% of primary school dropouts have no opportunity for secondary education. 90% of the youth who terminate with primary schooling live in rural areas and have no employable skills. Out of 170,000 primary school leavers in 1970, about 100,000 did not find jobs nor were admitted to secondary education. By 1980 as many as 300,000 could remain unemployed with no chance for further education.

2.2 **Objectives:** Village Polytechnics are low cost training centers in rural areas aiming at:

- giving primary school leavers from that area skills, understanding and values which will make them look for money-making opportunities where they live, and
- contributing to rural development by building up the economic strength of their own community.

3. PROGRAM:

3.1 Training and Work Programs:

75 governmentally approved and aided Village Polytechnics operated until 1974 in 9 different Provinces: 100 V.P.s. are planned for 1974/75 and the goal for 1977/78 is about 250 V.P.s. In addition, there are 28 approved V.P.s but sponsored by the National Christian Council of Kenya which conceived and implemented the program. The program, called "courses", does not aim at formal instruction but rather practical work experience and guidance. Most of the following programs last two years:

- Commercial: includes bookkeeping, accounting, typing
- Domestic Science: includes dressmaking, cooking, childcare, handicrafts and some agriculture
- Leather work: includes tanning and shoe-making
- Blacksmithing; Tinsmithing/Metalwork; Fitting and Welding (some courses combine all three activities, some are given separately)
- Electrical (only one instructor in one center)
- Motor mechanics
- Plumbing
- Baking
- Masonry
- Carpentry

- Tailoring
- Agriculture: includes beekeeping, fruit and vegetable production, and animal husbandry (assistance from Department of Agriculture)
- Tractor Driving
- Bicycle Repair
- Painting and Signwriting
- Taxidermy (available at one center, cooperation from Game Department)
- Technical Drawing

The Centre for Training and Research of the Youth Development Division provides assistance to the local V.P.s and the intermediate level District Youth Officers concerning these training and work programs, especially upgrading of instructors. It has no supervisory role.

COMPENDIUM No. 3

3.2 Foreign Assistance Received:

Type of Activities Supported:	Type of Foreign Assistance received:					Sponsoring Institution
	Personnel Assignments			Financial US$	Materials in kind	
	No.	Type	Duration			
– Advise overall program	1	expert	full-time	—	—	
– Research, Curriculum Development – Expansion of program	5 (4 Norwegian, 1 British)	experts	"	1973-75 $829,400.-	—	NORAD, Norway, NORAD
– Local operations, equipment	—	—	—	Grants, amount unknown	—	OXFAM, CARE, Save the Children's Fund, Various Churches
– Revolving loans for self-employment after completion of V.P. training	—	—	—	Amount unknown	—	UNICEF
– Introduction of beekeeping training	1	expert	part-time	—	—	CIDA, Canada
– Workshop	86	volunteers	2 year periods	—	—	Danish Volunteer Service, MFS
Instructors	2	"	Since 1971 2 year periods	—	—	NORAD, Norway
	4	"	2 " "			VSO, U.K.
– Extension Service	1	"	2 " "	—	—	VSO, U.K.
– Co-operatives of former V.P.'s	5	"	2 " "	—	—	DED, Germany
– Workshop Training	Unknown	"	1969-71	—	—	DED, "
– Leadership Training for Staff: 1 senior officer NCCK	2	experts (ISVS)	25 days seminar in 1971	—	—	ISVS, Co-sponsored by UNICEF, NCCK, and Department of Social Services, Kenya
– Direction and Management of DDS: 1 Senior officer NCCK	2	experts (ISVS)	5 days Directors Conference	—	—	ISVS, hosted by Government of Dahomey
– Staff Training Methodologies of Rural Mobilization and Self-Help: 1 NCCK 1 Ministry Social Services Kenya	2	experts (ISVS)	21 days seminar 1974	—	—	ISVS; hosted by Government of Zambia

4. PERSONS INVOLVED:

4.1 **Volunteers:** Total Number 1973: 3,836; Age range: 16-20 years

Women participate especially in programs of domestic science, agriculture, and a few enter trade training (leatherwork, etc.) The number of women participating is unknown.

Goal 1977/78: 22,500 volunteer/trainees in about 250 government-sponsored V.P.s

Educational Background: Early school leavers. Some have completed primary schooling in rural areas

Recruitment, Selection: No specific procedures. Everybody unemployed can join.

4.2 **Staff:** Total number 1974: 100 V.P. Managers
325 V.P. Instructors

Educational Background: Managers are expected to have secondary education and be able to communicate in English, Swahili and the local language.

Instructors: 22 have agricultural training (secondary); about 26 have no Trade Tests; the rest have technical/vocational training with Trade Tests: about 52 instructors in Grade I, 125 in Grade II and 100 in Grade III (with Grade I being the highest Grade).

5. ORGANIZATION AND BUDGET

5.1 **Organizational Structure:** The Youth Development Division of the Department of Social Services is in charge of development and organization of Village Polytechnics. At the intermediate level of government administration Provincial Youth Officers provide practical support to V.P.s in their region and supervise their affairs. There is a need to clarify the role of the Centre of Research and Training within the Department of Social Services which is in charge of training support of the V.P.'s. The Youth Training Officers assigned to the Provinces by the Centre of Research and Training should have an advisory function to the Provincial Youth Officers responsible for the V.P.'s. As explained earlier the local V.P.'s are managed by village level Management Committees with the assistance of hired managers (see Attachment 1).

5.2 **Budget:**

1974 Annual Budget:	US$ 62,400.–
1974 Annual Governmental Revenues:	US$ 62,400.–

The Annual Governmental Revenues are expended for: salaries for managers and instructors, materials for buildings and workshops, staff housing, equipment, follow-up travel, transport, grants to V.P.s.

In addition, the following **local contributions** in cash and in kind are expected: Provide land for V.P. site, raise simple buildings in self-help, give materials, work voluntarily as instructors, buy items produced by V.P., employ V.P. leavers, give cash during Harambee day, pay fee as parents (guideline K.Shs. 200.–per trainee per year).

Average governmental cost per volunteer per year: US$ 16.30, without local contributions. Between US$ 20.– to 25.– including local contributions (estimates).

6. LINKAGES AND PUBLIC PARTICIPATION

6.1 Formal Arrangements of Cooperation:	Purpose
–between National Christian Council of Kenya and Youth Development Division, Ministry of Cooperatives and Social Services and the Kenya Association of Youth Centres;	–to coordinate, expand, support and fund the Village Polytechnic Programme as a national effort.
–through the Youth Development Division with National Youth Council, Commonwealth Youth Programme, Kenya National Youth Services;	–general program support, supply of instructors
–ILO, NORAD (Norway)	–Assignment of experts for overall advice, research and curriculum development
–Volunteer Services from Denmark, Germany, Norway, United Kingdom	–Assignment of volunteers for workshop training, extension service and establishment of cooperatives with former V.P.s
–UNICEF, OXFAM, CARE, Save the Children's Fund, various Churches (councils)	–provision of funds
–ISVS	–Kenya is an Assembly member, participation in international volunteer service affairs; mutual assistance.

6.2 Public Participation:

Village Polytechnics are self-help schemes at the local level: the local community runs the V.P. through a Management Committee; there are also local sponsors (churches, other local groups) who support the program. The Management Committee organizes local support, supervises a survey of the community, raises funds, appoints managers and instructors, educates the community, and makes all vital decisions connected with V.P. operations; V.P.s enjoy wide public acceptance and support by the governmental and private sector of society.

7. ACHIEVEMENTS:

It is difficult to assess the achievements of a three-year old program in the terms set by the objectives: skill training, understanding and values for employment at home, and contribution to the development of the local community. In 1973 about 1,200 participants had completed training and work at V.P.s. The evaluation mission[1] and the persons interviewed assessed the achievements as follows:

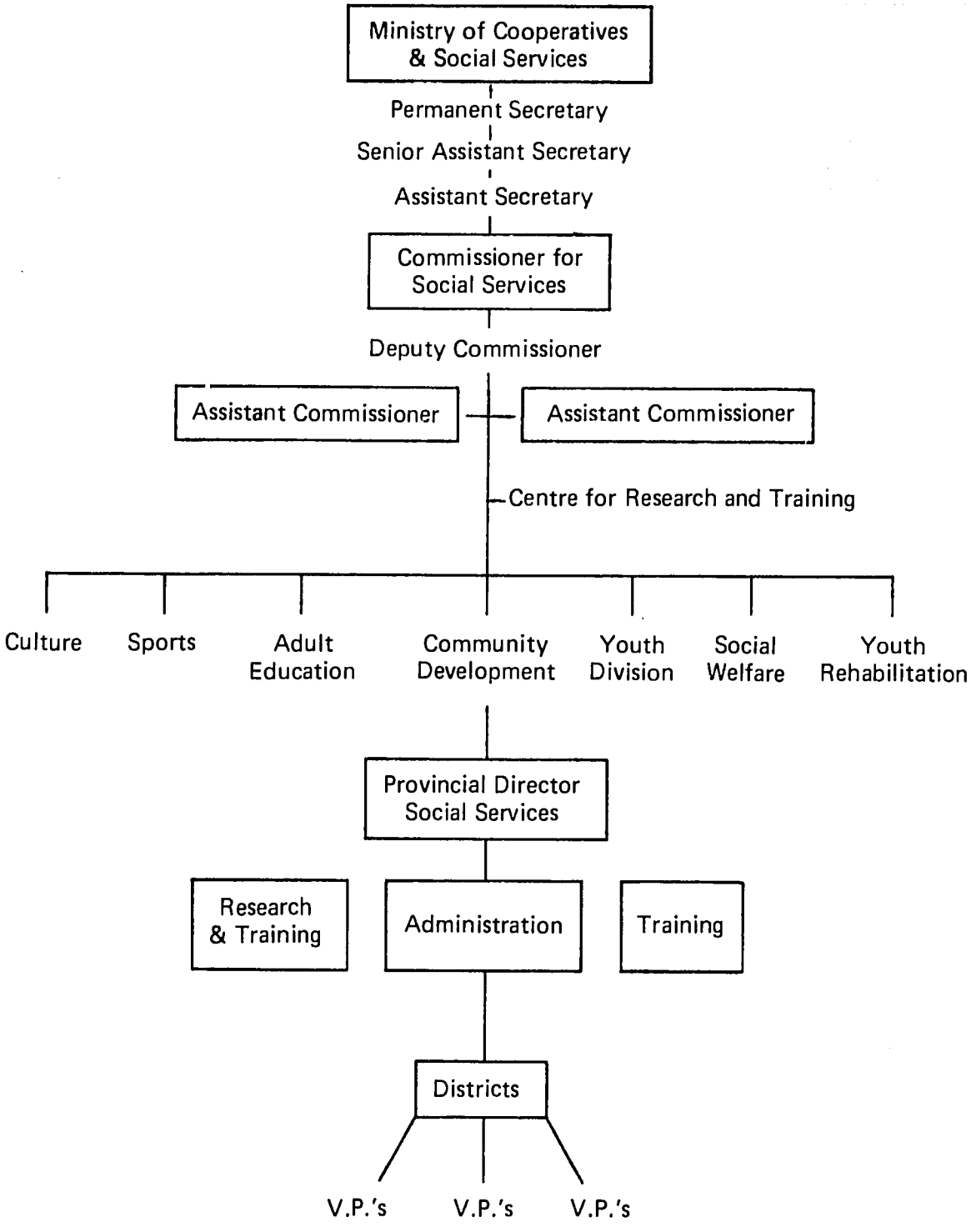
- About 50-66% of male V.P. leavers found some sort of paid work or self-employment in their home area;
- Only 33% of female V.P. leavers found some paid work or self-employment;
- V.P.s gained employment opportunities in comparison to other young people with equivalent schooling, and even in comparison with secondary school leavers;
- Achievement of self-employment depends strongly on local markets and opportunities to link to more central markets (the assistance by German volunteers in setting up local cooperatives and strengthening them through helping to establish a Union of Cooperatives is an example in point to achieve self-employment).
- New emphasis on farming on their own land not only increases agricultural production but also expands the variety of products for local consumption (nutrition) and marketing.

There is a need to de-emphasize a disciplinary approach to skill training (conceiving V.P.'s as "schooling") and emphasize more broadly based vocational skills for changing employment conditions. Also the level of training in some V.P.'s requires upgrading.

[1] See footnote first page of this Compendium.

COMPENDIUM No. 3
Attachment 1

ORGANIZATIONAL CHART



1. **INSTITUTION:** NATIONAL YOUTH PIONEER CORPS (NYPC) (ANGKATAN BELIA PELLIPOR NEGARA) — MALAYSIA

Address: Ministry of Youth, Culture and Sports
165 Jalong Ampang
Kuala Lumpur, Malaysia

Directors:
- Mr. Abdullah Bin Haji Ahmad, Director of Youth, Ministry of Youth, Culture and Sports
- Assistant Director of Youth Training, Youth Training Department, Directorate of Youth
- Mr. Encik Subhi, Principal, NYPC Training, Dusun Tua Training Center

Establishment: 1966 as program of the Youth Training Department, Division of Youth, Ministry of Youth, Culture and Sports

Type of Service: Training and Employment Scheme; Skill training of out-of-school rural youth for 18 months (originally two years) in Dusun Tua Training Centre (Selangor) linked with work assignments and followed by: apprenticeship in industry, advanced industrial training, self-employment, etc.; full-time service.

Supervision: By the Directorate of Youth: Mr. Abdullah Bin Haji Ahmad, Director, Ministry of Youth, Culture and Sports

Advisory Council: The National Youth Consultative Council, consisting of 22 representatives of National Youth Organizations and 20 individuals "advises the Minister concerning youth programs, channels youth energy toward national development, and works towards instilling loyalty and sense of national identity among youth." The Council advises consequently on all activities carried out by the Division of Youth (see Administrative Organization, Attachment 1.)

2. **REASONS AND OBJECTIVES:**

2.1 **Reasons:** Unemployment of youth; 39-46% of school age youth are not enrolled in schools; high drop-out rate of those enrolled; the National independence permits the creation of a national culture bridging the cultural, language and skill gaps between Malay, Chinese and Indians; development of employable talent among the mostly rural Malaysians.

2.2 **Objectives:** Employment of rural youth:
- to make youth better qualified job seekers,
- to make youth capable of self-employment,
- to develop disciplined skilled and semi-skilled workers

3. PROGRAM:

3.1 **Training Goals:** To develop new attitudes toward national development, work, and employable skills.

3.2

Type of Training	Duration[1]	Major Topics
Basic Training	3 months	Civics, general literacy, general vocational skills and physical discipline
Special vocational/ technical training combined with work assignments	9 months 6 months	Agriculture, motor mechanics, electrical, building construction, radio and TV servicing, carpentry, tailoring, tractor driving and maintaining, welding, land surveying, etc.

3.3 **Work Projects:**

NYPC does not have a "typical" work program similar to other services. Instead, NYPC applies the concept of "service corps d'esprit for devotion of discipline and energy to the development of the nation" during the training part of service. NYPC maintains production oriented on-the-job training in industry, private business, commerce, etc., for about 6 months. Supervision of this work program, including the final placement of pioneers in jobs, lies with the Youth Guidance Bureau, Directorate of Youth, Ministry of Culture, Youth and Sports (see attached organizational chart). An increasing portion of volunteers continue in industrial apprenticeships or continue their technical education.

[1] Total duration originally 24 months.

3.4 Foreign Assistance received:

Type of Activities Supported:	Type of Foreign Assistance received:					Sponsoring Institution
	Personnel Assignments			Financial US$	Materials in kind	
	No.	Type	Duration			
– Technical Vocational Training	2	Volunteers	1970 5 months	—		German Volunteer Service (DED)
	6[2]	Volunteers	1972 2 years		Some tools and equipment	DED
	2-6[3]	Volunteers	2 years		Some tools and equipment	Japanese Overseas Cooperation Volunteers (JOCV)
– Organizational Review	3	Experts	1971 short-term	—	—	U.N. Interagency Mission: ECAFE, ILO, FAO
– Equipment for basic vocational training	—	—	—	$25,000[4]	Workbenches, etc.	UNICEF
– Direction and Management of DDS: 2 Directors participating	1 1	expert assistant (ISVS)	1972 1-week Asian Directors Conference (Thailand)	—	—	ISVS in cooperation with ECAFE
–Asian Regional Staff Training (Leadership): 2 Officers State level	1 2	expert assistants (ISVS)	1973 4-weeks (Philippines)	—	—	ISVS in cooperation with UNICEF

[2] Technical trainers for: Radio & TV repair, construction, carpentry, car mechanics, machine mechanics.

[3] Technical trainers for: Agriculture, car mechanics, physical education, electro-technician

[4] Over a 3 year period, beginning in 1972.

4. PERSONS INVOLVED:

4.1 **Volunteers:** Total Number 1973: 500 volunteers (all male). Age range 16-25 years. Total since 1966: 3,199 trained pioneers.

Educational Background: Not more than 6 years primary schooling; school dropouts from rural areas or, no schooling at all.

Cultural Background: Majority are Malay from rural areas. A policy of preference for Chinese and Indian applicants is maintained (if they apply at all) in order to balance cultural background of participants (note that in general the rural population has Malay background, whereas commerce and industrial employment is dominated by Chinese).

Recruitment: Through local District Youth Councils, local youth clubs, land settlement agency and various local associations. This is an attractive program for rural youth and several thousand have registered for participation in all 13 states. Everyone who is between 16-25 years of age, uneducated or school drop-out, has a right to participate.

Selection: No selection for participation; aptitude tests during training to determine pioneer vocational/technical capabilities and interests.

Contractual arrangements: Pioneers receive room, board and health care free of charge at the training site and during on-the-job training in industry; they are insured by NYPC and receive a living allowance of M$ 100.–(=U.S.$ 35.–)

4.2 **Staff:** Total number: 148 vocational training staff who also train NYDC volunteers located likewise at the Dusun Tua Training Centre.

Teacher:pioneers ratio about 1:20 for vocational training

Age range of staff: 35-45 years;

Educational Background: 15 years secondary and technical education in fields such as: education, engineering, handicrafts; some military training.

Employment Arrangements: Six months contracts for training staff, renewable for another six months; no social benefits, low salaries (facts 1972); high percentage of part-time teachers. Goal: change employment conditions comparable to those in Ministry of Education (for teachers) or industry (for industrial trainers); some officers are seconded from military for training in physical discipline.

4.3 **Director:** The Director of Youth is the official responsible for developing the program and making it acceptable to both youth organizations and other governmental agencies. A former executive secretary of a student organization he was able to bridge the gap between private and governmental efforts to get youth involved in development programs.

5. ORGANIZATION AND BUDGET

5.1 **Organizational Structure** (see diagram Attachment 1): NYPC is a program carried out by the Youth Training Department within the Directorate of Youth. The program is carried out at one centre in Dusun Tua under the leadership of an educator. Work assignments outside the Centre are supervised by the Youth Guidance Bureau which also provides support and guidance to pioneers to enter the job market after completion of service.

5.2 **Budget:**

1974 Annual Budget:[5]	US$ 1,376,324.–	1975 1,418,361.–
1974 Annual Revenues:	$ 1,376,324.–	1975 1,418,361.–
of which from:		
governmental sources:	$ 1,376,324.–	1975 1,418,361.–
private sources:	$ –	
commercial enterprise:	$ –	

1974 Revenues provided in kind: During on-the-job training: Provision of room and board by industry and business.

Average cost per volunteer per volunteer man-year: US$ 1,220.–for NYPC, NYDC and Youth Leadership Training (includes the administrative overhead of the Department of Youth Training and maintenance of Training Centres at Dusun Tua and Peretak, see Compendia 5 and 6).

[5] Annual Budget for the whole Department of Youth Training, including National Youth Pioneer Corps, National Youth Development Corps, National Youth Leadership Training Center and support of a total of 620 volunteer man-years for the three services.

6. LINKAGES AND PUBLIC PARTICIPATION:

6.1

Formal Arrangements of Cooperation with:	Purpose
–National Youth Development Corps	–Use of same training facilities; Development Corps volunteers continue in Youth Pioneer Corps for vocational training
–National Youth Guidance Bureau	–Apprenticeship of former Youth Pioneer Corps volunteers for on-the-job training
–Industrial Training Institute	–Continuing industrial education
–National Industrial Training and Trade Certification Board (NITTCB)	–Curriculum development for vocational training; certification of training (requirement for entry in industry or further technical training)
–Ministry of Education	–Further training of instructors
–UNICEF	–Supply of training equipment
–German Volunteer Service	–Supply of volunteers and teaching materials related to volunteers jobs
–Japanese Overseas Cooperation Volunteers	–Supply of volunteers
–ISVS	–Malaysia is an Assembly member; participation in international volunteer service affairs and mutual assistance.

6.2 **Public Participation:** In recruitment of pioneers and in vocational/technical training and follow-up employment: Business and Industry, the MARA Institute of Technology and the Industrial Training Institute participate in curriculum design for skill training, conduct on-the-job training for pioneers, assist in providing apprenticeship places or scholarships for further education of pioneers after completion of service, and assist in providing jobs for pioneers as semi-skilled workers.

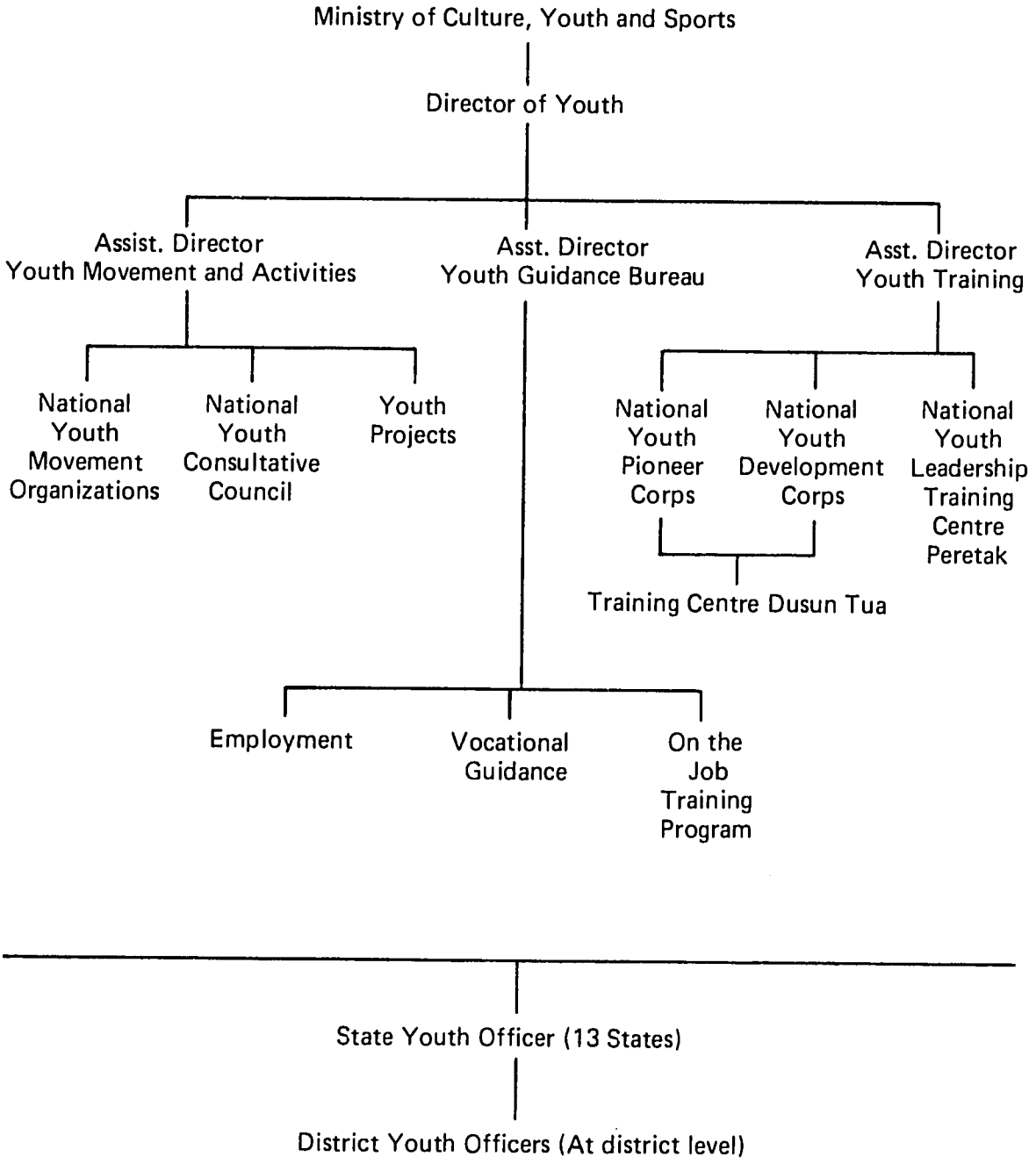
7. ACHIEVEMENTS:

The extent of achievements of the employment objectives of the Service are reflected in the following employment statistic (period 1966-1971):

Field of Employment		Number of Former Pioneers	
Agriculture (mostly at home)		333	14.7%
Land Settlement:		233	10.3
Craftsmen, industry: —Employed	176		
—Self-Employed	8	184	8.1
Government: —Federal	473		
—State	99		
—City	6	578	25.5
Public Administration			
—National Electricity Board	3		
—Harbour Administration	13		
—Others	62	78	3.4
Military Force		186	8.2
Police Force		407	17.9
Continuing education (MARA Institute of Technology)		94	4.2
Unemployed, drop-outs		175	7.7
Total number		2,268	100.0%

COMPENDIUM No. 4
Attachment 1

The Chart Showing the Administrative Organization Of Youth Division



1. **INSTITUTION:** **NATIONAL YOUTH DEVELOPMENT CORPS (NYDC)** (ANGKATAN PEMBENA NEGARA) **MALAYSIA**

Address: Ministry of Youth Culture and Sports
165 Jalong Ampang
Kuala Lumpur, Malaysia

Directors:
- Mr. Abdullah Bin Haji Ahmad, Director of Youth, Ministry of Youth, Culture and Sports
- Assistant Director of Youth Training, Directorate of Youth,
- Colonel Jafrau, Principal, NYDC Training, Dusun Tua Training Centre.

Establishment: Established on the direction of the National Operation Council in October 1969 as program of the Youth Training Department, Division of Youth, Ministry of Youth, Culture and Sports.

Type of Service: Training Employment Scheme for disciplined labor: 3 months full-time discipline (para-military) and vocational skill training for unemployed youth.

Supervision: Mr. Abdullah Bin Haji Ahmad, Director of Youth, Ministry of Youth, Culture and Sports (see Organizational Chart, Compendium 4).

2. **REASONS AND OBJECTIVES:**

2.1 **Reasons:** Youth unrest in 1969 stimulated by unemployment initiated the NYDC program. There was an immediate need to reach more uneducated and unemployed youth than the National Youth Pioneer Corps could absorb in their long-term program.

2.2 **Objectives:**

- To develop well-disciplined, dedicated, but semi-skilled workers.
- To prepare youth for national responsibility.

3. **PROGRAM:**

3.1 **Training:**

Type of Training	Duration	Major Topics
Basic Training:	3 months	137 hours New attitudes, national history and order, student competitions 115 hours Physical discipline training 72 hours Agricultural production 27 hours Religion 98 hours Medical examinations, administrative matters

3.2 **Work Projects:** There are no work projects carried out, but follow-up assignments are arranged, supervised and supported by the Youth Guidance Bureau:

- a number (about 300 annually) continue service (training in the National Youth Pioneer Corps);
- others return to agriculture;
- others join police force (see achievements).

3.3 **Foreign Assistance received:**

Type of Activities Supported	Type of Foreign Assistance received:					Sponsoring Institution
	Personnel Assignments			Financial $	Materials in Kind	
	Number	Type	Duration			
– Physical education, sports	2	Volunteers	2 years	—	—	Japanese Overseas Cooperation Volunteers
– Direction and Management	see NYPC Compendium No. 7		Directors Conference	—	—	ISVS & ECAFE
– Staff Training			Staff Training	—	—	ISVS & UNICEF

4. PERSONS INVOLVED:

4.1 **Volunteers:** Total Number 1973: 2,106 volunteers; Age range: 16-25 years

From 1969-1973 total number: 13,218 volunteers

Educational Background: Youth with no schooling or early school leavers; unemployed youth.

Recruitment: Through District Youth Councils, youth clubs and other agencies. Criteria: between 16-25 years of age, uneducated and unemployed; everybody in those categories has a right to participate.

Selection: No special procedure.

4.2 **Staff:** Total number: 179 professional staff for discipline (paramilitary) training; 4 for administration (148 vocational training staff from NYPC provide vocational training).

Educational Background: 15 years secondary and technical education; military training, engineering, education. Age Range: 35-45 years.

Employment Arrangements: Military secondments; civilian staff same employment conditions as NYPC.

5. ORGANIZATION AND BUDGET

Same as NYPC, see Compendium No. 4.

6. LINKAGES AND PUBLIC PARTICIPATION:

6.1

Formal Arrangements of Cooperation with:	Purpose
–National Youth Pioneer Corps	–Use of same training facilities at Dusun Tua
–National Youth Guidance Bureau	–Placement of former volunteers in jobs or further industrial training (apprenticeships)
–Military and Police Force	–Secondment of training personnel; employment of former volunteers
–Farmers organizations and land settlement association	–Assistance in land settlement, extension service, etc.
–Japanese Overseas Cooperation Volunteers	–Assignment of volunteer trainers
–ISVS	–Malaysia is a member of the Assembly; participation in international volunteer service affairs; mutual assistance

6.2 **Public Participation:** In recruitment of volunteers and assistance in later employment in agriculture (45%) and private industry (3%).

7. ACHIEVEMENTS:

The achievements of NYDC related to making unemployed youth employable as semi-skilled workers are reflected in the following employment statistics (period 1969–1973):

Field of Employment	Percentage of Former Volunteers
Agriculture and land settlement schemes	45%
Police volunteer reserve, police cadets	35%
Further vocational training (NYPC)	10%
Private industry and business	3%
Self-employment	2%
Unemployed	6%

1. **INSTITUTION:** **NATIONAL YOUTH LEADERSHIP TRAINING CENTRE** **MALAYSIA**

Address: Peretak, Kuala Kubu Bharu

Directors:
- Mr. Abdullah Bin Haji Ahmad, Director of Youth, Ministry of Youth, Culture and Sports
- Assistant Director, Youth Training Department, Directorate of Youth
- Mr. Ali Bin Abu Bakar, Principal, National Youth Leadership Training Centre

Establishment: In 1966 as a program of the Youth Training Department, Directorate of Youth, Ministry of Culture, Youth and Sports.

Type of Service: Youth Leadership Training combined with Training and Employment Scheme; full-time, from 3 weeks to 6 months with follow-up support after return in local communities.

Supervision: Mr. Abdullah Bin Haji Ahmad, Director of Youth, Ministry of Culture, Youth and Sports (see also Organizational Chart, Compendium No. 4).

2. REASONS AND OBJECTIVES:

2.1 Reasons: Independence of nation made it possible to focus on difference in employment chances for the major cultures (Malay, Chinese and Indian) living in the nation; need to develop one national culture on the basis of the Nation's Pledge Rukunegara (Attachment 1).

2.2 Objectives:

- To provide all forms of guidance to youth to make them economically progressive, socially cohesive and nationally dedicated.
- To prepare youth, especially youth leaders from rural areas, for self-employment.
- To produce disciplined, semi-skilled and skilled youth.

3. PROGRAM:

3.1 Training Goals: Same as objectives of service.

3.2

Type of Training	Duration[1]	Major Topics
–Leadership Training only	3 weeks	–Youth work, social issues, group methodology;
–Vocational Training and Leadership Volunteer self-administration during training, committee work, leadership practice	3-6 months full-time	–Leadership as above, –Home economics, –Agriculture –Tailoring –Sports, photography, etc.

3.3 **Work Projects:** On-the-job training in workshops, farms, youth clubs and local communities.

Major Project Areas	Duration
–On-the-job vocational training	1 week, full-time
–Field work in youth clubs	1 week, full-time
–Employment support through Youth District Councils (especially for self-employment):	
• follow-up employment in villages	full-time
• local development work by youth	part-time

3.4 **Foreign Assistance received:**

Type of Activities Supported:	Type of Foreign Assistance received: Personnel Assignments			Sponsoring Institution
	No.	Type	Duration	
– Training (Photography)	1	Volunteer	3 years	Japanese Overseas Cooperation Volunteers
– Direction and Management	see NYPC Compendium No. 7			ISVS and ECAFE

[1] In 1973: 2 courses for 3 weeks
4 courses for 3 months
6 courses for 6 months

4. PERSONS INVOLVED:

4.1 **Volunteers:** Total number: 350 youth leaders annually; Age range 18-30 years; Since 1966 about 2,200 youth leaders trained.

Educational Background: Average youth leaders have 12 years of education; at least up to 8 years of primary and secondary education are required for participation.

Recruitment Criteria: Active members in youth clubs, physically fit; age range between 18-30 years, minimum 8 years education; nominated by local youth club.

Selection: Application form from local youth clubs; individual interviews by District Youth Officers; final selection by Training Center on the basis of data submitted.

4.2 **Staff:** Total number: 24 training instructors
5 administrative staff

4.3 **Director:** The Director (Principal) of the Peretak Centre is an educator by profession; he is employed as a civil servant with the Ministry of Culture, Youth and Sports, Directorate of Youth, Youth Training Department.

5. ORGANIZATION AND BUDGET:

5.1 **Organization:** The National Youth Leadership Training Centre is a service established by the Ministry of Culture, Youth and Sports for all Youth Organizations to improve their individual programs and to link them more closely to the national development goals involving youth. This linkage between the Ministry, the National Youth Consultative Council, the Malaysian Youth Council and individual organizations is best explained in a chart, Attachment 2.

6. LINKAGES AND PUBLIC PARTICIPATION:

6.1

Formal Arrangements of Cooperation with:	Purpose
–Youth Clubs of Youth Associations and National Youth Organizations	–Nomination of participants, site of one week field training
–National Industrial Training and Trade Certification Board	–Design of training curriculum
–Youth District Councils	–Support of participants after return to their villages regarding youth work and self-employment
–Banks	–Lending program for youth self-employment projects
–ISVS	–See Compendia 4 and 5

6.2 **Public Participation:** Recruitment from two different types of youth clubs: (a) Youth Associations at grassroots level: 2,964 Associations with 207,474 members in 1972. (b) National Youth Organizations (with no less than 2,000 members and branches in at least 6 states or 5,000 members without branches). In 1972 there were 26 National Youth Organizations.

Attached is the chart of youth organizations in Malaysia: the activities of these organizations are linked to national goals through the National Youth Leadership Training Centre.

7. ACHIEVEMENTS:

Feedback after completion of training is obtained from participants through the youth leaders themselves, the Youth District Officers and, after 6 months through interviews by the Principal and staff of the Training Centre. No specific achievement record is kept. The following individual examples were reported:

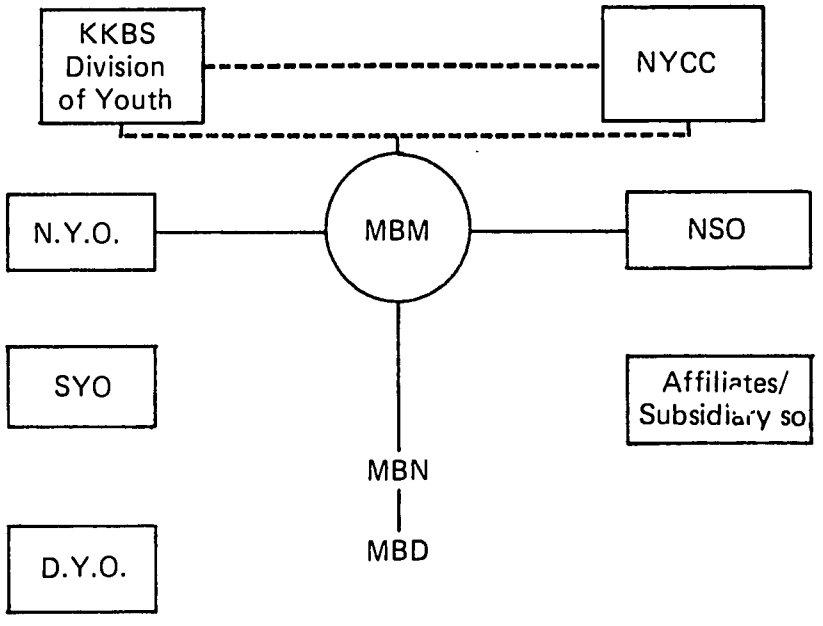
- Girls established tailoring business in their villages after returning from training; employed other girls from their village after their tailoring business became a success;
- Service by students during summer vacation in villages: cooperatives, road construction, community development, etc.
- Local youth clubs becoming engaged in small scale development projects in their villages.

RUKUNEGARA
(THE NATION'S PLEDGE)

"OUR NATION, MALAYSIA, being dedicated
to achieving a greater unity of all her peoples;
to maintaining a democratic way of life;
to creating a just society in which the wealth of the nation shall be equitably shared;
to ensuring a liberal approach to her rich and diverse cultural traditions;
to building a progressive society which shall be oriented to modern science and technology;
WE, her peoples, pledge our united efforts to attain these ends guided by these principles:

Belief in God (Keperchayaan kapada Tuhan)
Loyalty to King and Country (Kesetiaan kapada Raja dan Negara)
Upholding the Constitution (Keluhoran Perlembagaan)
Rule of Law (Kedaulatan Undang)
Good Behaviour and Morality (Kesopanan dan Kesusilaan)"

CHART SHOWING THE RELATIONSHIP OF YOUTH ORGANIZATIONS IN MALAYSIA



KKBS	=	Ministry of Culture, Youth and Sports
NYCC	=	National Youth Consultative Council
MBM	=	Malaysian Youth Council
MBN	=	State Youth Council
MBD	=	District Youth Council
NYO	=	National Youth Organizations
SYO	=	State Youth Organizations
DYO	=	District Youth Organizations
NSO	=	National Students Organizations
SSO	=	Subsidiary Student Organizations

1. **INSTITUTION:** **FARMING YOUTH PROJECT NATIONAL COMMITTEE** **MALAYSIA**

Address: Division Youth, Ministry of Culture, Youth and Sports
Kuala Lumpur, Malaysia

Directors:
- Mr. Abdullah Bin Haji Ahmad, Director of Youth, Ministry of Youth, Culture and Sports
- Assistant Director, Department of Youth Movement and Activities, Directorate of Youth

Establishment: In 1971 as a program of the Department of Youth Movement and Activities, Directorate of Youth, Ministry of Culture, Youth and Sports.

Type of Service: Training and Employment Scheme for farm youth; full employment in farm projects under supervision of local Farming Youth Committees and District Youth Councils.

Supervision: National Farming Youth Project Committee consisting of 13 members.

Joint Chairman: Secretary General, Ministry of Culture, Youth and Sports
Secretary General, Ministry of Agriculture and Fisheries

Members representing the: Ministry of Culture, Youth and Sports,
Ministry of Agriculture and Fisheries,
Veterinary Services,
Farmers Association of Malaysia,
MARA Institute of Technology,
Ministry of National and Rural Development,
Public Services Department,
Malaysian Treasury,
Malaysian Youth Council,
Bank Pertanian,
Secretariat Farm Youth Project (Ministry of Culture, Youth and Sports).

2. REASONS AND OBJECTIVES

2.1 Reasons: Essentially the same reasons as for the establishment of the National Youth Pioneer Corps (see Compendium 4). This program was caused specifically by the problems of farm youth to find satisfactory employment in rural areas, and by the need to improve agricultural production.

2.2 **Objectives:**

- To provide opportunities for self-employment of youth;
- to make use of available resources (land and other facilities) for economic youth schemes;
- to produce raw materials for local agro-based industry;
- to cultivate land intensively with modern techniques;
- to carry out agricultural projects with modern techniques;
- to produce dynamic farm youth, consistent with present requirements of agricultural sector;
- to implement the policy of restructuring the Society.

3. **PROGRAM:**

3.1 Training

Type of Training[1]	Duration	Major Topics
In national Training Centres: Agriculture; Veterinary; Fisheries; National Youth Training Centre Peretak (280 participants in 1974), and Training Centre Penano (80 participants)	Between 3 weeks and 3 months	Project-oriented, specialized toward the various agricultural/ farming projects.

3.2 Work Projects

Major Project Areas[2]	Number of Projects 1973	Number of Participants 1973
1. Short-term coops (20-30 acres where vast land available; ½-1½ acre in small units)		
2. Poultry farming: Eggs/meat		

[1] One volunteer per project team receives training to achieve multiplier effect.

[2] Individual projects are carried out either in groups at village level or centralized at District or State level.

Major Project Areas	Number of Projects 1973	Number of Participants 1973
3. Cattle Raising: Meat/dairy 4. Fresh-water fish: Dried fish and prawns production (use of non-agricultural land) 5. Agricultural Produce Industry: Smoked bananas, jams, fruit pickles, crisps and tapioca, chips, dried chili, etc.	Total: 353 projects for minimum of one year	Total: 2,530

3.3 **No Foreign Assistance** received, except for participation in ISVS Staff Training and Directors Conference (see Compendium 4).

4. PERSONS INVOLVED:

4.1 **Volunteers:** Total Number Volunteers 1973:
290 participated in Training Programs
2,530 participated in Work Projects

Educational background: Members of local youth movements participating at various Training Centres are selected for their capability of multiplying the training effect when they return to their village and teams for work projects. Nothing is known about their level of formal education. Many of the farm youths participating in work projects have no formal schooling.

4.2 **Staff:** Total number: 33 full-time professional staff, local project guides. Unknown number of part-time District officers, both agricultural and youth officers.

Educational Background: Agriculture, education, social and youth work. Secondary, post-secondary and tertiary education.

5. ORGANIZATION AND BUDGET

5.1 **Organization:** The Farming Youth Project is conducted through Committees on various levels:

- National Committee for policy and coordination; the National Committee is a Sub-Committee of the Community Development Coordination Committee; the Training Division of the Directorate of Youth advises the National Committee, and supervises expenditure of funds;
- State Committees for planning and implementation on State levels;
- District Committees for District planning, implementation and support for local farm youth clubs.

The agricultural extension service by the Ministry of Agriculture assists on all levels in the planning and execution of projects (see Attachment 1).

5.2 **Budget:**

1974 Annual Budget: U.S.$74,964.–of which 45% is for local project
1974 Annual Revenues: U.S.$74,964.–(all from government sources)

Total average cost per volunteer/per year: U.S.$ 29.60
(without administrative overhead for the Division of Youth and the agricultural extension service provided to farm youth)
Average cost per volunteer/per year for **local farming project support** only: U.S.$ 17.80

6. LINKAGES:

The Farming Youth Project is linked with the broader community development effort and the overall farm programs at national, state and district levels (see Attachment 1)

6.1

Formal Arrangements of Cooperation with:	Purpose
–National Community Development Committee	–National Farming Youth Committee is Sub-Committee of the Community Development Committee; supervision;
–State and District Extension Service Division	–project assistance
–National Training Centres	–training of farm youth, one from each team
–Agricultural Cooperatives, business	–provision of fertilizer, seeds, etc.
–Agricultural Banks	–loans for farming projects to individual youth and youth groups
–ISVS	–Malaysia is an Assembly member; participation in international volunteer service affairs and mutual assistance.

7. ACHIEVEMENTS:

No complete report of the four year old program is available. The following data reflect the expansion of the program:

	1971	1972	1973
Number of participants:	343	344	2,530
Number of projects:	80	131	353

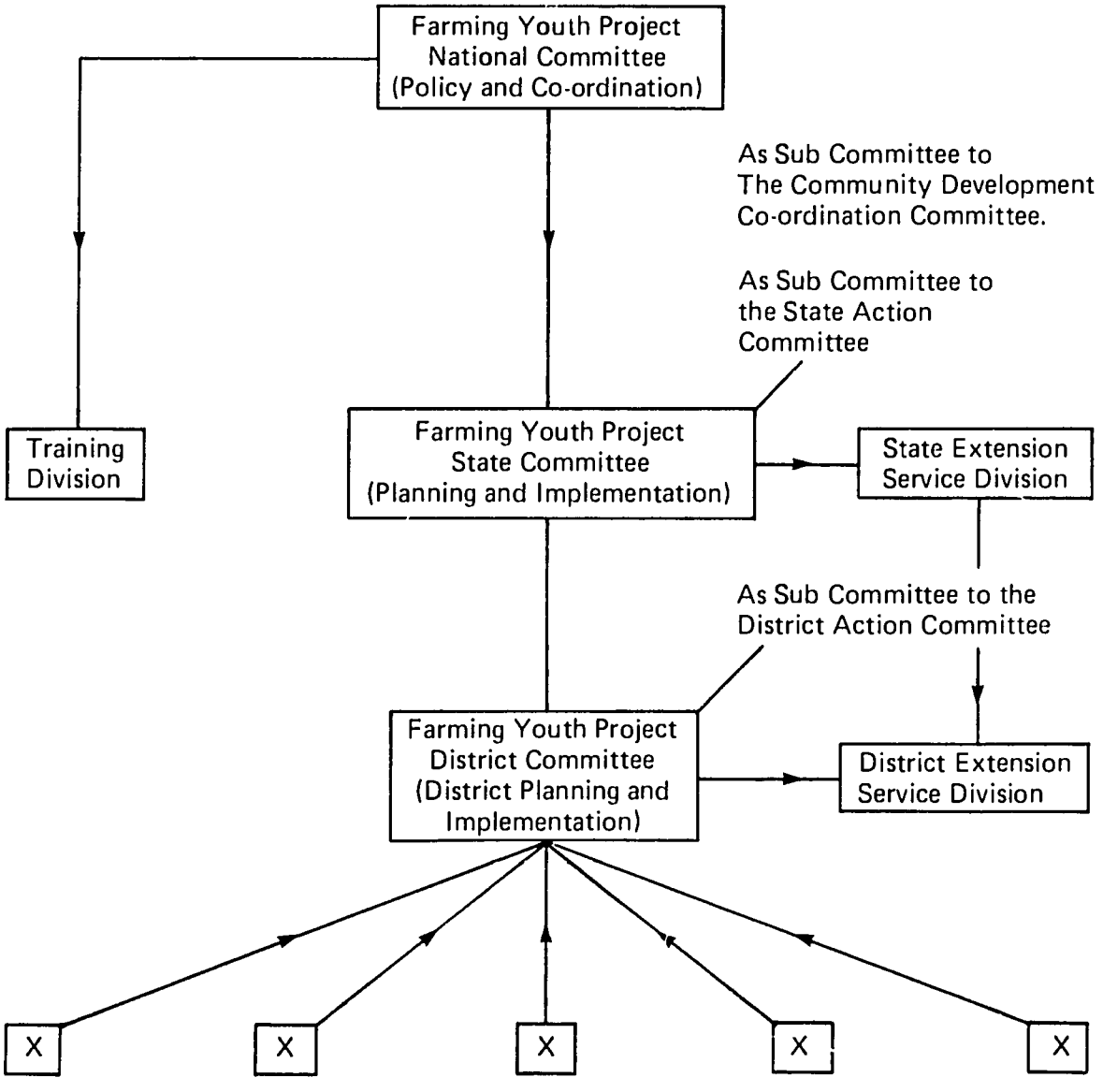
The following individual examples of achievements were cited in reports:

- establishment of local cooperatives for coop production and marketing;
- integrated cattle breeding project at state level carried out by youth;
- fishery projects expanded after successful completion of initial project carried out by youth.

In general: The effect of both job creation for youth and solving the problem of under-employment of rural youth, as a result of expanded farm production, was cited most often as an achievement in the various reports received.

COMPENDIUM No. 7
Attachment 1

DIAGRAM OF FARM YOUTH PROJECT COMMITTEES



X is Farming Youth Section in Youth Movement in Kampong (Co-ordination)

PROJECT
Local Clubs

1. **INSTITUTION:** **RURAL YOUTH LEADERSHIP TRAINING (RYLT)** **THAILAND**

Address: National Youth Office
Office of the Prime Minister
Bangkok

Director: Mr. Deso Sevano, Director General, National Youth Office
Mr. Suchinta Phaicharoen, Chief, Training Division, Rural Leadership Training

Establishment: The National Youth Leadership Training was established in 1971 within the Office of the Prime Minister as a result of the National Youth Promotion Plan of October, 1968. The program became part of the Office of the National Youth Promotion Committee and of the later Youth Office when it became a Department in its own right with extended authority in 1973.

Type of Service: Training and Employment Scheme for out-of-school rural youth; co-educational, full-time; alternating between 3 months training period in training camps and 3 months work programs in their home villages, for a total of 4 years and 3 months.

Supervision: National Youth Executive and Coordinating Board, consisting of 17 members, none of which are women. Governed by National Youth Policy, released November 1973.
Chairman: The Prime Minister.
Members: Heads of Ministries, Sub-Ministries and Departments: Prime Minister's Office, Ministries of Interior, Education, Agriculture, Public Health, Justice, Office of State Universities, Budget Bureau, National Economic and Social Development Board, Armed Forces Security Centre, Council of Social Welfare, National Council of Young Buddhists Association, Junior Chamber of Thailand, National Youth Office.

2. REASONS AND OBJECTIVES:

2.1 **Reasons:** The main thrust to implement the program was created after the National Youth Office was elevated to a separate Department as a direct result of the October 1973 student riots. It raised the consciousness of the government and the general public concerning youth problems, especially in the following areas[1] :

- Limit to school education: About 63% of the population in Thailand are children or youths, of which 85% live in rural areas. Of the youths aged 11-24 years only 17% are enrolled in schools whereas 83% are out-of-school and have no chance to receive any formal education.

[1] "Facts and Statistical Figures on Youth in Thailand," National Youth Office, 1973.

- Population growth: The population growth in Thailand remains 3.3 percent per year preventing school education for the majority of youth in the foreseeable future, and creating high pressures on the labor market from unskilled youth.

- Food Production: The cultivated land available per person for food production in 1973 was approximately 2 rai per person; if the population growth continues and no new land is cultivated, the farm land will be only 1 rai per person in 1980.

Finally, because the majority of Thai population are children and youth, in 1970 about 100 working-age persons had to support 89 children and youth.

These realities caused the establishment of the Rural Youth Leadership Training which aimed to bring out-of-school rural youth early into agricultural production and to encourage them to remain in rural areas.

2.2 Objectives:

- To provide leadership training for out-of-school rural youth;

- To provide vocational and modern agricultural training to rural youth leaders (equivalent of secondary school education);

- To encourage rural youth leaders to organize youth clubs in their villages;

- To encourage rural youth to remain in their villages and earn their livelihood from their own land, and thus minimize unemployment and underemployment of rural youth.

- To introduce youth into leadership and governmental work at the village and district level.

3. PROGRAM:

4 years and 3 months full-time training/work program carried out in 4 training centers and in home villages of volunteers; first group graduated in 1975.

3.1 Training:

Type of Training	Duration	Major Topics
Basic training in camps 40% of time Leadership training in camps 11% of time Vocational/Technical in camps 49% of time	2 times 3 months per year	Literacy, arithmetic; Sports, citizenship training, local languages and culture; Agriculture, farming, home economics, health, craftsmanship.

3.2 **Work Projects:**

Major Project Areas	Duration of Service
On-the-job-training/work programs at district level and in villages: agriculture, cooperatives, village level trades and craftsmanship, home-making (for girls). This three-times three-months rotation between training and work programs will be conducted for a total of 4 years and 3 months with an average of 100 volunteers per group in training centers and 100 volunteers in the field.	3 months/per year

3.3 **Foreign Assistance received:**

Type of Activities Supported:	Type of Foreign Assistance received:					Sponsoring Institution
	Personnel Assignments			Capital US$	Materials in kind	
	No.	Type	Duration			
– Training equipment and supplies	–	—	1971-1975	205,000.-	—	UNICEF
– Training advice, program assistance	2 4	experts volunteers	1971 Short-term	—	—	FAO, ECAFE
– Volunteer training	1	Volunteer	1973-1975	—	—	CUSO
– Policy & Direction of Volunteer Programmers 1 Board Member participated	1 1	expert assistant (ISVS)	5 days Directors Conference 1972	—	—	ISVS, ECAFE; hosted by Government of Thailand
– Leadership Training for Staff 1 Senior Trainer participated	1 2	expert assistants (ISVS)	4-weeks Asian Seminar 1973	—	—	ISVS; UNICEF; hosted by Government of the Philippines

4. PERSONS INVOLVED:

4.1 **Volunteers:** Total Number 1973: 358 volunteers.

Age range: 16-25 years
Majority: 18-22 years

of which:

Male: 50% volunteers
Female: 50% volunteers

Goal by 1974: 200 volunteers in each of the 4 regional training camps: total of 800 volunteers.

Educational Background: Out-of-school rural youth with a minimum of 4 years primary education, who often lost their literacy skills (secondary illiteracy).

Recruitment: Eligible are single, rural youth between 16-25 years of age, with completed grade four elementary education, with no opportunity or intent for continuing education; residence in rural area. Participants are recruited through circular information to villages and tambol (township) leaders.

Selection: After receipt of applications, candidates are screened by the Training Division of the National Youth Office; interviews are conducted and aptitude tests administered.

4.2 **Staff:** The number of professional and administrative staff involved in the program could not be obtained. The goal is to have 25 teachers per training camp full-time per 100 participants.

Educational Background: All staff are civil servants; a large percentage are teachers both for general education and agriculture. Staff for supervision of field work is often seconded on a part-time basis from other assignments within the agricultural administration and extension service in rural areas.

4.3 **Director:** Mr. Suchinta Phaicharoen was appointed Chief of the Training Division which carried out the Rural Youth Leadership Training Program in 1973. He is a civil servant of the National Youth Office and a teacher by profession.

5. ORGANIZATION AND BUDGET:

5.1 **Organization:** The Rural Youth Leadership Training Programme is under the jurisdiction of the Training Division in the National Youth Office. There are four Regional Training Centres under the supervision of directors, mostly teachers, who are civil servants and employed by the National Youth Office. Attachment 1 explains the organizational structure and relationship with other programs.

5.2 **Budget:** The annual budget is part of the National Budget and no access to data was possible during the survey.

6. LINKAGES AND PUBLIC PARTICIPATION:

6.1

Formal Arrangements of Cooperation with:	Purpose
–Especially Ministries of Agriculture, Education through National Youth Executive and Coordinating Committee	–Provision of training staff, supervision of field work; integration into rural development programs;
–Governor's Offices and District Offices	–Support of local agricultural and youth club activities;
–Linkage to foreign advice (FAO and ECAFE) seems especially strong;	–Consultation on planning the service scheme;
–UNICEF	–Provision of training equipment;
–CUSO	–Assignment of one volunteer for technical training;
–ISVS	–Thailand is a Council member; participation in international volunteer service affairs; mutual assistance;

6.2 **Public Participation:** The village tambol committee, headman and other village authorities (religious leaders) participate in the recruitment of qualified candidates, and later on provide support in the establishment of youth clubs. Youth organizations and especially student organizations have supported the program since the October 1973 student riots. Examples of support by the whole village are available in a few instances, for example village support of a cooperative (economic benefits) established by a youth club under the leadership of a RYLT volunteer.

7. ACHIEVEMENTS:

In 1975 the first group of participants graduated. They have achieved the equivalent of a secondary technical education and are eligible for examination to receive certification as secondary school leavers. During their four years training/work project assignments, volunteers have established youth clubs in their home villages and carried out agricultural projects but at this early stage no data are available concerning the extent of achievements. The indications from interviews are that technical skill training has been achieved quite satisfactorily, but the transfer of leadership qualities was difficult to assess, especially since volunteers until 1975 were under the constant guidance of supervisors during their work programs.

NATIONAL YOUTH EXECUTIVE & CO-ORDINATING COMMITTEE

Mr. Deso Sewano, Director (1973)

NATIONAL YOUTH OFFICE

ADMINISTRATIVE DIV.

- Correspondence Unit
- Finance Unit
- Committee Unit

CO-ORDINATION DIVISION

- Planning & Follow-up Unit
- Studies & Research Unit
- Information & Public Relations Unit

PROMOTION & DEVELOPMENT DIVISION

- Promotion of Voluntary Youth Work Unit*
- Youth Welfare Unit
- Youth Centers & Special Activities Unit

*Student's Voluntary Work Camp Promotion Project (Urban Youth Development Programme, short-term)

Suchinta Phaicharoen, Chief (1973)

TRAINING DIVISION
RURAL YOUTH LEADERSHIP TRAINING PROGRAM

- Training & Supervision Unit
- Rural Youth Training Centre Central Region
- Rural Youth Training Centre Southern Region
- Rural Youth Training Centre Northeastern Region
- Rural Youth Training Centre Northern Region

1. **INSTITUTION:** NATIONAL YOUTH SERVICE CORPS (NYSC) NIGERIA

Address: Cabinet Office, Lagos, Nigeria

Director: Lt. Col. Dr. A.A. Ali, Director from June 1973–March 1975[1]
Lt. Col. S.K. Omojokun, Director since Summer 1975

Establishment: On May 22, 1973, by National Youth Service Corps Decree (No. 24) issued by the Head of State. Formal Inauguration on June 4, 1973 by the Head of State[2].

Type of Service: Study-Service: compulsory national service scheme for university students after completion of their first university degree; requirements: full-time service for one year; issuance of degree after completion of service.

Supervision[3]: The Directorate is the governing body of NYSC. Chairman: Professor A. Adedeji, Federal Commissioner for Economic Development and Reconstruction.

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[1] Dr. Ali was appointed Minister of Education in March, 1975.

[2] The National Youth Service Decree 1973 was amended as of 19th September 1974 (L.N. 54 of 1974) ordering the extension of the service corps scheme to Nigerians from universities outside Nigeria who:

- successfully completed their degrees (at the end of the 1974-75 academic year) at institutions of higher learning outside Nigeria, if they were under 31 years of age at the time they obtained their degree.
- successfully completed the first degree at an institution of higher learning outside Nigeria before the 1973–74 academic year and since have been engaged in graduate studies

The application of this order is extended to every Nigerian who, at the end of the 1974–75 academic year and any subsequent year shall have successfully completed his first degree at an institution of higher learning outside Nigeria. Whenever he or she returns home they are deployable for service immediately.

[3] After the change of Government in Summer 1975 a new Ministry of Youth and Sports was established which is now responsible for supervision of NYSC operations.

Members: 6 Vice-Chancellors of Universities, one representative each of Armed Forces, Nigeria Police Force, Ministry of Education, Ministry of Labor, Cabinet Office, and Nigerian Employers' Consultative Association, three independent persons appointed by the Head of State (in 1973/74: 1 retired nurse). Two members of the Directorate are women. The Director of NYSC is an ex officio member of the Directorate. The Directorate meets once every three months and has the following functions (quote from Decree):

"(a) draw up detailed programs of training and schedules which shall be designed for achieving the objects of the service corps;

(b) ensure that such programs and schedules are strictly adhered to;

(c) maintain regular contacts with all universities and colleges in Nigeria as necessary;

(d) assign members of the service corps to the programmed work in the States as provided by the Directorate;

(e) co-ordinate the work of State Committees in the furtherance of the objects of this Decree;

(f) assess and review, from time to time the progress of the scheme; and

(g) make such reports in respect of such matters as it deems fit.

(2) The Directorate may delegate any of its foregoing functions to a State Committee:

Provided that such delegation shall not prevent the Directorate from exercising the functions so delegated."

History: The idea for a national service by students was originally developed in 1969 by the Committee of the Vice-Chancellors of the universities: to involve students in a service function for development, and, at the same time, to make their education relevant to the needs of development. The Vice Chancellors invited an expert in 1970 for three weeks of consultation and he proposed a student service scheme integrated into the curriculum and academic year as part of the learning process, including faculty involvement.[4]

[4] Alec Dickson: "Proposal for Nigerian National Service Corps", ISVS Resume No. 64, Geneva, May 1971.

This proposal for a Nigerian National Service Corps was discussed and considered by the universities and by government authorities and ran into two main difficulties:

- the universities had difficulties in developing a common understanding as to the extent to which the service scheme should be actually integrated into the curriculum, and the participation of the faculty members;

- some government authorities felt that there is a greater need to involve uneducated and unemployed youth, especially in rural areas, in a national service scheme.

These considerations resulted in the commissioning in 1971 of a second survey to the Government of Israel for developing a proposal for a national service for unemployed youth.[5] The Israeli proposal suggests a Training and Employment Scheme for unemployed rural youth under the Ministry of Labour, emphasizing agriculture, rural craft education for self-employment, industrial training through apprenticeship schemes and land settlement. A one year's full-time service is proposed for about 5,000 participants per year (at full strength). So far, no action has been initiated on the proposal.

In 1972, the Head of State initiated the establishment of NYSC and made it a Nigerian national service scheme for all university students.[6] In his inaugural address he emphasized that since independence (1960) Nigerians from all walks of life, students and intellectuals, have addressed themselves to the need to establish a service scheme for Nigerian youth under one umbrella for instilling qualities of dedication, patriotism and national consciousness. If Nigeria is to make her mark in Africa and in the community of Nations, then her youth must be fully mobilized and prepared to offer willingly, and without reward, the best in the service to their nation at all times.

2. REASONS AND OBJECTIVES:

2.1 **Reasons:** In the light of this history the reasons for the establishment of NYSC can be summarized in three main categories:

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[5] Pinhas Gonen and Mordechai Herr: "The National Youth Corps in Nigeria", International Cooperation Division, Ministry of Foreign Affairs, State of Israel, Jerusalem, February 1972.

[6] In 1975 the secretariat of NYSC initiated a study to explore the possibility to include other categories of youth in the service.

- Educational reasons: to involve academic youth in service to development of their communities and to make their education relevant to those needs;

- Developmental reasons: to provide necessary skills and professional services to rural areas which lack essential services;

- Independence; Nation-building: to bridge the gaps between cultures, tribes and religions, and to instill patriotism, dedication and consciousness; to prepare Nigerian academic youth for leadership roles through service on the African continent and beyond.

2.2 **Objectives:** The objectives of NYSC emphasize (for full quote see attachment 1):

- to inculcate in the Nigerian youth discipline, industry at work and patriotic and loyal service to the nation;

- to raise their morale through learning opportunities;

- to develop attitudes, through shared experience, for mobilization in the national interest;

- to develop common ties and promote national unity;

- to encourage career employment all over the country for free movement of labor;

- to induce employers to more readily employ Nigerians, irrespective of their States of origin;

- to enable Nigerian youth to acquire self-reliance.

The motto of NYSC is: *"Service and Humility"*

3. **PROGRAM:**

3.1 **Training Goals:** Self-discipline, resourcefulness, adaptability, confidence, patience, self reliance, group commitment.

3.2

Type of Training	Duration	Major Topic
–Intensive orientation on university or college campuses in the various regions for men and women alike. –State tour of all administrative Divisions to familiarize themselves with people and their problems where the State Corps members will work.	5 weeks	–Citizenship; national and local issues, history, culture, local customs, service idea: –Local language training; –Physical education and drill training; –Leadership and personality training along the concept of "Outward Bound Schools" (like the Man O' War Bay in Victoria) including: expeditions, rock climbing, initiative tests, first aid.

3.3 **Work Projects:** In principle, Corpsmembers will be employed as much as possible in tasks based on their fields of study.

Major Project Areas (Governmental project agencies)	Assignment by State	Number Corps Members
–Rural and other hospitals	–Benue Plateau	190
–Road Construction	–East Central	148
–Farming	–Kano	213
–Water schemes	–Kwara	203
–Surveying and Mapping	–Lagos	151
–Social and Economic Surveys	–Mid West	185
–Food storage and eradication of pests	–North Central	224
–Rehabilitation of the destitute and disabled	–North East	194
–Execution of other Rural Projects	–North West	183
–Administration in Governmental Departments and Statutory Corporations	–Rivers	170
–Service with local Development Councils	–West	232
–Development of Sports	–Federal govt.	6
–All corpsmembers participate in Community Development Projects during Christmas and Easter holidays, working side by side with villagers in building roads, local schools, bridges or repairing village installations.	–Citizenship and Leadership Training Centre	6
	Total:	2,271
	of which women:	310

Beginning with the academic year 1975–76 NYSC will make a deliberate effort to place some corpsmen in the private sector. Currently, criteria for placement in non-governmental institutions are being worked out which focus especially on the social implications of the assignment.

3.4 Foreign Assistance received:

Type of Activities Supported:	Type of Foreign Assistance received:					Sponsoring Institution
	Personnel Assignments			Capital US$	Materials in kind	
	No.	Type	Duration			
– Initial planning phase University service	1	expert[6] consultant	3-weeks field surveys plus reporting	—	—	British Council sponsored expert
– Initial planning[7] Training and Employment scheme	2	experts	3-weeks field survey plus reporting	—	—	Ministry of Foreign Affairs, Israel
– Leadership Training for Staff	1	Governmental official	1971 Seminar 25 days in Kenya	—	—	ISVS; co-sponsored by UNICEF and Kenyan Organization
– Direction and Management of DDS: 1 Member Directorate NYSC participated	2	experts (ISVS)	5 days African Directors Conference 1972	—	—	ISVS; hosted by Government of Dahomey
– Trip to study volunteer programs of ACTION, U.S.A. (Compendium 20)	6	NYSC Inspectors	1 month 1975	—	—	African-American Institute, U.S.A.
– youth Conference	?	NYSC Inspectors	March 1975 in Accra/ Ghana	—	—	Commonwealth Secretariat U.K.

[6] Dr. Alec Dickson, the expert,was invited by the Vice Chancellors of Universities because of his personal experience and his knowledge of the Nigerian situation. He is the founder of the Man'O'War Bay Leadership Training Program in Victoria, Cameroon, and was its first Director. The Director of NYSC, Dr. Ali, was a participant there in their 12th Regular Course. Dr. Dickson is also the founder and Director of the British Voluntary Service Overseas (VSO) and the domestic Community Service Volunteers, of which he is currently Honorary Director (see Compendium No. 17)

[7] For details and references see page 1 of this Compendium.

4. PERSONS INVOLVED:

4.1 **Corpsmembers:** Total Number July 1973–June 1974: 2,271; Age range: up to 30 years;
of which: Male: 1,961; Female: 310.

Educational Background: Completed first university degree requirements.

The Call-up (Recruitment): All final year students are presented with call-up letters before they leave campus in their final term. The Head of State may by an order extend the Call-up to Nigerian students who have completed their first degree at a university outside Nigeria. The letters inform them as to date and place (State Capitals) of registration in the National Service. Corpsmembers are allocated to States on the basis of the latter's demands for specific qualifications the students represent. To the extent possible, Corpsmembers are not assigned to their home State. This policy has been successful. 62.1% of the Corpsmembers have never previously visited the State to which they are assigned; in the North Western and South Eastern States 83.2% and 91.3% of the Corpsmen have never visited these areas.

The Decree provides that any student who receives the Call-up and refuses to make himself available for service shall be guilty of an offense, and shall be liable to N 200 (US $307) or 12 months imprisonment or both. Upon registration each Corpsmember is issued an aide-mémoire and a code of conduct which also contains the penalty clauses for their contravention.

Discharge: After completion of service the Directorate issues a discharge certificate to each Corpsmember describing the successful service. It is the duty of any prospective employer to demand and obtain the discharge certificate from any job applicant who falls in the service category (first academic degree, in 1973–74, up to 30 years of age).

In 1975 a "Certificate of Honour" was inaugurated to be awarded at the end of each term of service to those corpsmen who during orientation and service maintained exemplary personal comportment, sense of discipline, selflessness and dedication to duty.

4.2 **Staff:** Each of the 12 State Committees (see 5.1) has 1 Principal Inspector and 2 Inspectors assigned for coordination of work projects. At the national level there are 2 Chief Inspectors responsible for practical programs. No data are available on other staff positions related to NYSC operations.

4.3 **Director:** Lt. Col. Dr. A.A. Ali, M.B., B.S. (London), D.T.M.H. (Edinburgh), M.R.C.P. (Edinburgh), F.M.C.P. (Nigeria). He is a member of the Nigerian Medical Association and the British Medical Association; he is also a Fellow of the Royal Society of Tropical Medicine and Hygiene. In 1963 he was commissioned in the Nigerian Army and before becoming Director of NYSC was Deputy Director of Medical Services (Army). He was Secretary-General of the National Union of Nigerian Students and Secretary of the Medical Students Association. In 1954 he attended the Leadership course at Man O' War Bay School, which provides training along the "Outward Bound"

educational concept. Appointed as first Director of NYSC, he implemented the service in a short period of time with a record 2,271 members attending the first year. Currently, a second group is serving for the 1974/75 period. In March 1975 Dr. Ali was appointed Minister of Education of Nigeria.

5. ORGANIZATION AND BUDGET

5.1 The **Organizational Structure** of NYSC is comprised of three institutions:

- The **Directorate** is the Governing Body, described on page 1 of this Compendium.

- The **Director** as the chief executive, appointed by the Head of Government, is charged with the general responsibility for the day to day running of the service. He is especially responsible for the registration of Corpsmembers and the compilation of lists of members for any academic year with the assistance of registrar offices at universities and other relevant educational institutions;

  Both the Directorate and the Director's Office are located in the Cabinet Office in Lagos.

- The **State Committees** established in each of the 12 States by Decree are charged with the field supervision and management of the program in their respective State. They are located in the Military Governor's Office of each State and have the following responsibilities:

  - arranging accommodation, boarding, transportation, and providing other facilities which are essential for the welfare of members of the service corps and for the success of the scheme in the State;

  - assembling reports on members of the service corps and transmitting them to the Directorate;

  - arranging the provision of facilities for induction courses and winding-up exercises;

  - compiling information on such opportunities as there may be for employment in a State; and

  - deploying members of the service corps within the State.

  Members of the State Committee are appointed by the Governor of each State and include:

  - one official in the Military Governor's office in the grade of a Permanent Secretary who shall be the Chairman;

  - a member of the Armed Forces of the Federation;

- a member of the Nigeria Police Force;
- a Principal Inspector;
- four other persons who shall be appointed from among persons concerned with the following sectors of the Nigerian economy: commerce and industry, agriculture and natural resources, and local government.

5.2 **Budget:**

1973/74	Annual Budget:	US$ 9,239,770.–(N 6 million)
1973/74	Annual Revenues:	9,230,770.–from national Budget
1974	Monthly Allowance per Corpsmember for board, lodging, incidental exp.	185.–
1975	Monthly Allowance	230.–
Cost per corpsmember man-year:		$4,065.–(including administrative overhead)

6. **LINKAGES AND PUBLIC PARTICIPATION:**

6.1

Formal Arrangements of Cooperation	Purpose
–Universities –Cabinet Office –Armed Forces –Police –Ministries of Labour, Education, Agriculture, Commerce, Industry –Local Governments –Employers' Consultative Association –ISVS	Cooperation established through Decree for: –Policy and planning of service, –supervision and management, –linkage to employment system –Nigeria is a member in the ISVS Assembly; participation in international volunteer service affairs, mutual assistance.
Except for the initial consultations and surveys there are no arrangements with foreign organizations for cooperation. The Directorate decided to put off for future consideration the cooperation with outside bodies[10]	

[10] This policy was modified in 1975 as consultation with ACTION, USA, and the Commonwealth Secretariat, U.K. indicate (see 3.4)

6.2 **Public Participation:** From the structure of the Service it derives that—apart from cooperation of public institutions—there is minimal broad public participation. The program aims at this participation during Christmas and Easter vacation, when Corpsmembers are assigned to villages for community development work jointly with the villagers.

7. ACHIEVEMENTS

At the time of the survey the Service had just completed its first year of operation and no feedback was available as to what extent locally assigned Corpsmembers have found and encouraged local participation. It is also not possible to identify the achievements of the Service so soon after inception.

NYSC evaluated the first year of its program, especially through questionnaires mailed to the Corpsmen Many of their recommendations were integrated into the 1974—75 program and made it more responsive to the needs of the local community and of individual corpsmen.

OBJECTIVES

Nigerian National Youth Service Corps
(quote from Decree No. 24, May 22, 1973)

"(3) The objectives of the service corps shall be—

(a) to inculcate discipline in Nigerian youths by instilling in them a tradition of industry at work, and, of patriotic and loyal service to the nation in any situation they may find themselves;

(b) to raise their moral tone by giving them the opportunity to learn about higher ideals of national achievement and social and cultural improvement;

(c) to develop in them attitudes of mind, acquired through shared experience and suitable training, which will make them more amenable to mobilisation in the national interest;

(d) to develop common ties among them and promote national unity by ensuring that—

(i) as far as possible, youths are assigned to jobs in States other than their States of origin;

(ii) each group, assigned to work together, is as representative of the country as possible;

(iii) the youths are exposed to the modes of living of the people in different parts of the country with a view to removing prejudices, eliminating ignorance, and confirming at first hand the many similarities among Nigerians of all ethnic groups;

(e) to encourage members of the service corps to seek, at the end of their corps service, career employment all over the country thus promoting the free movement of labour;

(f) to induce employers, partly through their experience with members of the service corps, to employ more readily qualified Nigerians irrespective of their States of origin; and

(g) to enable Nigerian youths to acquire the spirit of self-reliance."

1. **INSTITUTION:** **GRADUATE VOLUNTEER CERTIFICATE PROGRAMME: THAMMASAT UNIVERSITY (GVCP)** **THAILAND**

Address: Thammasat University, Bangkok, Thailand

Director: Mr. Niputh Jitprasonk, Professor of Business Administration

Establishment: May 1969: Founded by Dr. Puey Ungphakorn, Dean, Economic Faculty, Thammasat University, as a non-governmental service with 8 universities and colleges participating.

Type of Service: Study-Service (University Service): 1 year, full-time voluntary service for credit.

Supervision: **Project Committee:** Consists of appointed faculty members and members of the Advisory Group appointed from outside the University. Provides overall guidance concerning project operations, funding, etc.
Chairman: Dr. Ungphakorn, Founder of Graduate Volunteer Certificate Programme

Operating Group: Executive Members appointed by faculties: 2 lecturers each from various facilities, such as: law, sociology, economics, etc.
Chairman: Dr. Jitprasonk, Director, Graduate Volunteer Certificate Programme

Advisory Group: Consists of members appointed from outside the University: 3 businessmen: Judge, Juvenile Court; Director, Asian Institute of Economic Development Planning; President, World University Service; Ministry of Education; Budget Bureau, Community Development Department, Labour Department; National Council of Education; Civil Service Commission. The Advisory Group advises both the Project Committee and the Operating Group and assists the service by obtaining funds, materials, etc.

2. **REASONS AND OBJECTIVES**

2.1 **Reasons:** This service was conceived as part of a larger movement resulting from the implementation of the National Development Plan:[1] *"to mobilize human resources for the better income and well-being of the people themselves"* and *"the public realizes*

[1] "Introducting the Graduate Volunteer Programme of Thammasat University", Office of the Graduate Volunteer Programme, Thammasat University, Bangkok, Thailand, 1972.

this importance of manpower, and thus, various programmes on community development are undertaken by both governmental and nongovernmental agencies in accordance with the national development plans. The Graduate Volunteer Programme of Thammasat University is one of those aiming at strengthening country life through education, particularly in rural areas."

2.2 Objectives:

> *"First, to train the graduates to sacrifice and work for the public benefits.*
> *Second, to give the graduates the opportunity to be involved in field work in rural areas and to encourage their interest in this.*
> *Third, to encourage them to use their initiative and their human relations skills that will be beneficial for the community in which they live."*[1]

3. PROGRAM:

3.1 Training:

Type of Training	Duration	Major Topics
Basic training: 480 hours classroom	Equivalent to 25 credit hours;	Social orders, politics of society; principles of human learning both in school and community; rural and urban society; social organization and structure of societies; economic and community development; human relations & leadership; social research methods; reporting of social problems.
Instruction in technical field work	69 hours, no credit	Teaching in primary and secondary schools; community development, health service, etc.
Total duration	3 months	

3.2 Work Projects

Major Project Areas (Field Work)	Duration of Service	Number of Participants	%
–Primary education	9 months, equivalent to 15 credit hours	9	23
–Secondary education		18	46
–Health service, rural		4	10
–Social Service & community development		88	21
		39	100%
After completion of field work a seminar is conducted for exchange of ideas and experience.			

The Service is completed with submission of a written report and oral examination, at which time volunteers will receive a "Diploma for Volunteer Graduates".

3.3 Foreign Assistance received:

Type of Foreign Assistance received:						
Type of Activities Supported	Personnel Assignments			Capital US$	Materials in kind	Sponsoring Institution
	No.	Type	Duration			
– Support of 6 volunteers	—	—	—	1973 3,400.- 1974 4,000.-	—	CUSO[2]
– Support of 4 volunteers	—	—	—	2,300.-	—	CIDA[3]
– 1973 Special Programs Extension of Volunteer Service	—	—	—	2,000.-	—	Ford Foundation
– Policy & Direction of Volunteer Programs: 1 Director, 1 Board Member participating	1 1	Expert Assistant (ISVS)	5 days Directors Conference 1972	—	—	ISVS; ECAFE; hosted by Government of Thailand
Leadership Training for Staff; 1 Senior Staff participating	1 2	Expert Assistants (ISVS)	4 weeks Asian Seminar 1973	—	—	ISVS; UNICEF; hosted by Government of the Philippines

[2] Canadian University Service Overseas:
[3] Canadian International Development Authority

4. PERSONS INVOLVED:

4.1 **Volunteers:** 1974: Total Number: 43 volunteers; Age range 21-25 years
of which:
Male: 21 volunteers;
Female: 22 volunteers;

Total number since inception in 1969: 130 volunteers

Educational Background: 4 years university above secondary education; bachelors degree. Field of studies: Agriculture (4); Economics (2); Education (25); Law, Public Administration (2); Social Science, Humanities (10)

4.2 **Staff:** Total number: 5 professional staff;

Educational Background: From various disciplines, all full-time staff are former volunteers. Various faculty members participate in staff capacity on a part-time basis.

4.3 **Directors:** 1969-1970: The founder of GVCP, Dr. Puey Ungphakorn, directed the service and established the support from other universities and government. He was also instrumental, as Chairman of the Project Committee, in obtaining foreign financial assistance for GVCP. Various faculty members of Thammasat University followed in the Directorship: 1970-71 Dr. Siri (Economist); 1971-72 Ms. Jamliang (Social Worker); 1972-1973 Dr. Akin (Anthropology); Since 1974 Mr. Niputh Jitprasonk (Professor of Business Administration).

5. ORGANIZATION AND BUDGET

5.1 The **Organizational Structure** is displayed in a chart, Attachment 1. As explained earlier (see page 1 Supervision) GVCP's operations are committee based, and the full-time hired staff keeps a very low profile. The Project Committee is in charge of project planning, creditation and certification, whereas the Operating Group provides guidance to the volunteers' field work. The Office of GVCP is in charge of the day to day management of the service.

5.2 **Budget:** 1974 Annual Budget: S 26,230
1974 Annual Revenues: S 26,230

Annual Revenues until 1973 came from Faculty of Economics, Thammasat University. Since 1973 foreign sources helped to finance some of the volunteers.

1973 Revenues provided in kind: Volunteer housing is provided by local communities (about S175.–per year); Part-time faculty provided from various universities.

Average cost per volunteer per year including administrative overhead: S650.–(Living allowance S 30.–per month during training; S 40.–during field work.)

6. LINKAGES AND PUBLIC PARTICIPATION:

6.1

Arrangements of Cooperation between GVCP and:	Purpose
1. Universities participating in this Service	1. Supply of student volunteers. acceptance of certification after service;
2. Ministry of Education and Department of Medicine—Public Health	2. Coordination and Supervision of field work of volunteers;
3. Foreign Assistance Institutions (CUSO, CIDA, Ford Foundation) see No. 3.3	3. Funds for volunteer support and special programs for extension of service;
4. National Educational Council	4. Formal approval of training component of service (credidation)
5. Civil Service Commission (CSC)	5. Recognition of Diploma for Volunteer graduates by CSC, resulting in upgrading of entry level salary for civil service;
6. Members of the Advisory Group: • Private Business • Court System (Juvenile Court) • Asian Institute of Economic Development Planning • World University Service • Ministry of Education • Budget Bureau • Ministry of Interior, Community Development Department • Labour Department • Civil Service Commission	6. Advisory role, field support of volunteers, funding

6.2 **Public Participation:** Local communities provide housing for volunteers; Volunteers are well accepted in rural communities, a large portion (47%) return after completion of service. Private businessmen sit on Advisory Committee and provide support both with funds and materials. Various universities cooperate by supplying volunteers and part-time faculty for volunteer training.

7. ACHIEVEMENTS:

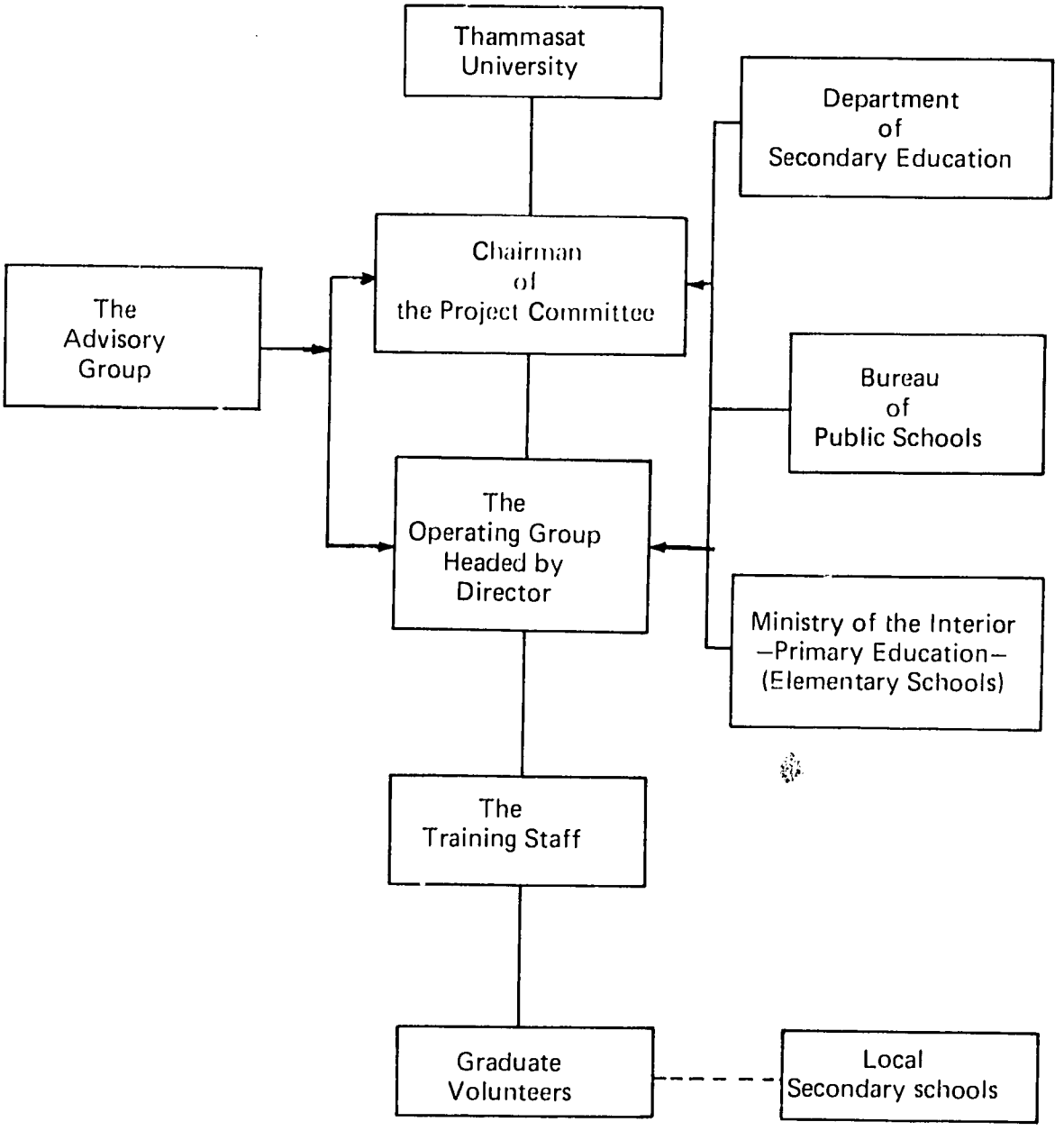
Reports stress foremost the value of work and the changing behavior of students toward work, especially their teaching experience in single assignments. They are described as more mature, self-confident and responsible after completion of field assignments. Finally, they are described as having obtained a better understanding of rural people and their problems. The following facts seem to support this notion of achievements:

- Employment of former volunteer-graduates after completion of service (130 former volunteers as of December 1973)
  –44% returned to rural areas as teachers;
  –10% hired by Civil Service Commission for public administration assignments;
  –10% entered private business;
  – 7% continued their own education;
  – 4% became staff members of GVCP;
  – 3% entered Community Development Programs in rural areas;
  – 2% became members of the Social Welfare Administration;
  –20% were reported as unemployed.

  The high return rate to rural areas (47%) of graduates is significant because it is contrary to tradition and status of the academic. It is one of the major objectives of GVCP to change attitudes toward professional assignments in rural areas, and it has been achieved to a significant extent. Also, 53% of the former volunteers entered social-science-oriented professions which traditionally do not carry high status and acceptance in the academic world.

- The recognition of GVCP diploma by the Civil Service Commission accompanied by an upgrading of the entry level into civil service for former volunteers.

ORGANIZATIONAL CHART
Graduate Volunteer Certificate Programme
Thammasat University



1. **INSTITUTION:** **UNIVERSITY YEAR FOR ACTION (UYA)**[1] **U.S.A.**

Address: ACTION
806 Connecticut Avenue, N.W.
Washington, D.C. 20525

Directors:
- Dr. Michael P. Balzano, Jr.,
- Mr. Ronald E. Gerevas, Acting Associate Director for Domestic Anti-Poverty Operations,
- Dr. Frank Williams, Deputy Associate Director VISTA/ ACTION Education Programs

Establishment: In 1971 as the first experimental program of the newly created ACTION Agency, since 1973 a regular on-going program. Legislation: Domestic Volunteer Service Act of 1973, Title I, Part B Service Learning Programs (P.L. 93-113).

Type of Service: Study-Service, full-time, for 1 year and for academic credit, in poverty-related local community projects.

Supervision: See Action Compendium No. 20.

2. REASONS AND OBJECTIVES

2.1 Reasons: See ACTION Compendium No. 20.

2.2 The Objectives of the Service-Learning Programs are described in Section III of the Act (P.L. 93-113) as follows:
- to strengthen and supplement efforts to eliminate poverty and poverty-related human, social and environmental problems by enabling students at such cooperating institutions to perform meaningful and constructive volunteer service;
- to satisfy student course work while attending institutions of higher education through their periods of service in agencies, institutions and situations where the application of human talent and dedication may assist in the solution of poverty and poverty-related problems;
- to secure and exploit opportunities for self-advancement by persons afflicted with such problems;
- to encourage other students and faculty members to engage, on a part-time self-supporting basis, in such volunteer service and work along with volunteers serving under this pact; and
- to promote participation by institutions of higher education in meeting the needs of the poor in the surrounding community through expansion of service-learning or otherwise.

[1] UYA Manuals: "Operations Handbook for Sponsors", ACTION, Washington, D.C., 1974; "Volunteer Handbook", ACTION, Washington, D.C.; 1975.

3. PROGRAM:

The UYA program is developed and conducted by institutions of higher education under contract by ACTION. In 1974, 55 universities and colleges (1975:58) participated in the Study-Service.

3.1 Training

The UYA Director at a university is responsible for training of: (a) UYA staff, (b) supervisors of the participating community organizations (receiver training), (c) faculty and (d) the volunteers.

Volunteer Training includes:

- Initial Orientation (University): Completion of oath (according to the Act); introduction into ACTION programs, problems of poverty, strategies for community organization and change, service-learning responsibilities, university resources available to volunteers, how to mobilize other volunteers.
- Field Experience (On-the-Job-Training) in the community: planning the volunteer jobs for the year, assessment of skill requirements, work experience and skill training for job, locating adequate housing; de-briefing.
- In-Service Training: Continuation of skill training during service assignment as required by the job.

3.2 **Work Projects**

Major Program Areas	Student-Volunteers Assignments
• 19.2% Education and Manpower	• Teacher, tutor, teacher's aid; special education;
• 20% Justice and Legal Services	• Probation aids, prison projects, work release programs; prisoner representation, legal defense for minorities, paralegal work in consumer affairs, welfare services;
• 23.2% Health	• health education in schools; arrangement of health services (schools, day care centres); hospital volunteer service; special therapy (i.e., speech and hearing); mental health service;
• 34.6% Community, Social and Legal Services	• Social workers, community organizers, caseworkers in consumer affairs, welfare service, community surveys;
• 3.8% Housing; Architectural	• Post-disaster housing studies; community centers design, low cost housing;
•7.7% Economic/Business	• Accounting, planning, technical assistance to small business, managers or administrative assistant;

Volunteers are assigned full-time to local community organizations and they have succeeded to a significant degree in involving the resources of their universities to help solve community problems. For example: Offering adult education courses to low income people; contributing computer-time for analysis of community problems; conducting free income tax assistance programs; helping to start new community programs; providing faculty consultant services to local community organizations; helping to organize community volunteers, etc.

Projects are developed jointly by universities/colleges and community organizations in accordance with the objectives of UYA and approved by ACTION. Volunteers receive one year academic credit for their service, requiring universities to change their accreditation system to include this community service in their curriculum. It should be noted that the development of UYA programs at universities started a whole new discussion at these institutions on the question of academic learning.

A recently published evaluation[2] of 27 universities participating in the NYA identified two major reasons why these institutions became involved in study service:

- Service–learning is part of the overall goal of the university, and
- interest in experimental education per se

4. PERSONS INVOLVED

4.1 **Volunteers:** Total number 1974: 1,867 volunteers
of which: 47.2% are male
52.8% are female

Age range of UYA volunteers:

18-19 years:	9.6%
20-21 years:	30.4
22-24 years:	31.9
25-34 years:	21.6
35-44 years:	4.9
45-54 years:	1.2
over 55 years:	0.4

Educational Background:

6.5%	High School only
22.7	One year College
29.7	Two years College:
27.5	Three years College
12.5	College Graduates
[illegible].1	attended Technical Schools

Cultural Background:

- Minority participation: (by Surname)

American Indian:	3%
Oriental	3%
Spanish	10%
Black	28%
Others	56%

- Foreign student participation is no[illegible]cted to a few cases but occurs quite frequently. Unfortunately–so far–no [illegible]c records are kept. All foreign students are enrolled in American universi[illegible]ticipating in the NYA program and are recruited, trained and placed with American students. Student participation is voluntary for Americans and foreign students.

Volunteers are recruited, trained and placed by the universities and colleges in accordance with the ACTION agreement and approval. During service they receive living allowances (stipend) and there is a requirement to either waive or reduce tuition at the university. Health care, life insurance and civil service benefits are provided to the volunteers.

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[2] "An Evaluation of the University Year for Action Program", ACTION, Washington, D.C., May 1975.

4.2 **Staff:** A small operational staff of 7 at ACTION's Headquarters manages the program contracts and grants, and the regional or State-level staff of ACTION provides the liaison to the educational institutions. The actual UYA program staff are the faculty members participating and/or supervising the service project. It should be recalled that it is the purpose of UYA to involve faculty members as well (see objectives). It is estimated that an average of 4–5 faculty members at each institution, amounting to a total of about 275, are involved in UYA on a regular basis. In addition the participating community organizations provide supervisors on the job.

5. ORGANIZATION AND COST

5.1 ACTION provides grants or contracts to universities for the administration of UYA programs under the following conditions: (Section 113 of P.L. 93-113)

- Prospective student-volunteers should participate substantially in the planning of such programs;
- the colleges and universities should make available to the poor in the surrounding community all available facilities, including human resources, in order to assist in meeting the needs of such poor persons;
- every effort should be made so that the universities assume an increasing proportion of the costs of continuing the UYA program: ACTION will pay 90% of the total cost (including planning costs) in the first year, and less in the following years as it is determined in consultations and for not more than a total of 4 years (total of 5 years is provided by P.L. 93-113 but ACTION current policy allows only for a 3 years UYA support per university);
- universities should waive or reduce tuition for participants where permitted by law;
- students and faculty should be utilized to carry out, on a self-supporting basis, appropriate planning for such programs;
- similar service-learning programs should be maintained after such university no longer receives ACTION support.

5.2 **Costs per volunteer man-year: $4,601.–**
(Represents 90% of the total costs paid by ACTION to universities plus ACTION administrative overhead for this program). Volunteers receive an aggregate of $150.–/ month for food and lodging; $35.–pocket money; $50.–"stipends" per month

6. PARTICIPATION:

In 1974 UYA was able to involve the following persons and institutions in study service:

1,653 student–volunteers,
approximately 275 faculty members on a regular basis,
55 universities and colleges,
approximately 550 local community organizations accepting volunteers for service and providing services to poverty related causes.

7. ACHIEVEMENTS AND EXPERIENCE

The following considerations are based on the evaluation of 27 universities[2]. In comparison with the objectives and policies of UYA the following indicators reflect achievements:

- the extent of institutionalization of the UYA within the university;
- the extent of incorporation of UYA activities into the community organization receiving volunteers;
- the impact on the student-volunteer.

- **Institutionalization** of UYA in the university is expressed in the following terms:
  - —all universities evaluated have established a mechanism for volunteer coordination and an administration for experimental education;
  - —volunteers are not funded out of regular college funds and most do not allow for reduction in tuition during service;
  - —more than half have advisory committees to coordinate service-learning activities;
  - —12 regional inter-university service-learning programs evolved from the 27 evaluated;
  - —more than half allow only minimal faculty time compensation for supervision of volunteers;
  - —all changed their official statements concerning the role of service-learning.

- **Incorporation of UYA in Community Organizations**
  - —49 of the 66 community organizations indicated that the relationship between community organizations and universities has expanded especially in the following areas: more assistance from faculty in form of consultations; cooperative classes with the university (research project, summer programs for children, adult education); increased use of university resources; faculty on their advisory boards, etc.
  - —What will remain of the UYA service after volunteers have left? 43 of 66 organizations indicated that services would be diminished because replacement of staff would require budget increase; 39 reported that volunteers affected changes in the recipients of services rather than in the agency itself; 10 reported that the project improvements will continue after the volunteers have left. All agreed that it will be difficult to replace the volunteers because this requires para-professional, professional or managerial skilled people on a full-time basis.

- **Impact on the Volunteer:**

  33% of the former volunteers evaluated continued in a part-time volunteer service.
  All volunteers evaluated reported the following benefits:
  - —gain of skills and abilities (priorities); working wih other people, legal skills, teaching, planning, organizing, report and proposal writing, research skills;
  - —compared to normal curriculum they learned more practical skills;
  - —they were better able to apply classroom materials to the "real world";
  - —they got a better idea of career goals,
  - —they cited greater personal development.

  Volunteers gave the following **reasons** for participating in UYA (priorities):
  - —to gain some practical experience;
  - —to develop some desired skills and abilities;
  - —to provide needed services in poverty related areas.

Finally, **problems** related to the current UYA policy were reported in following areas:

- The requirement of full-time service (40 hours per week) prevents some students from participation because their academic program does not permit full-time leave (for example, nurses) or students must work during summer to pay for the tuition.
- Requiring the volunteer to live in the poverty community should be handled flexibly, depending upon whether the surrounding community approves of such a solution, and whether students are able to commute to the campus; also many students belong to poverty groups themselves.
- Requirement that the volunteer be full-time in the community and not attend courses at the university. Most support such a policy because otherwise the academic program at the university will not change. However, they feel it is necessary to introduce an academic component to relate the service to learning and identify the gain. A combination of full-time work (30 hours) and a related academic program (10 hours) is suggested.

1. **INSTITUTION:** **KENYA VOLUNTARY DEVELOPMENT ASSOCIATION (KVDA)** **KENYA**

Address: Consulate Chambers, Racecourse Road
P.O. Box 48902
Nairobi, Kenya

Director: Mr. C. Munanairi

Establishment: KVDA became a movement in 1960[1] and in 1962 established itself as a non-governmental organization with a Charter. Originally started by the National Christian Council of Kenya (NCCK) and the Quakers, the Charter was re-written to include all faiths and institutions.

Type of Service: Social and Technical Voluntary Development Service, non-governmental, non-political, non-sectarian; full-time work programs for about 2–4 weeks during school holidays.

Supervision: 20 members Executive Board who also serve voluntarily in operational functions.

2. REASONS AND OBJECTIVES:

2.1 **Reasons:** Before Independence there were 47 Districts in Kenya with different outlooks and levels of development; there are three main racial groups in Kenya, and there was and is a large gap between the educated and the uneducated. In establishing KVDA the service acknowledged these social, cultural and economic differences and responded in devising the short-term development service programs involving school age youth.

In addition, the international example of the Ecumenical Workcamps of the World Council of Churches played a role in the establishment of KVDA.

2.2 **Objectives:**

- KVDA aims at bringing people together from various Districts, racial groups and educational backgrounds to bridge the gaps between them;
- KVDA brings young and old people together in voluntary development camps from different parts of Kenya or from abroad to accomplish concrete tasks in a specific community;
- KVDA endeavors to keep volunteering within the African context by basing its volunteer services on traditional African volunteer concepts.
- KVDA encourages every member of the society to take part and show deep concern in every national or international effort or scheme designed to better the lives of the less fortunate members of society.

[1] Before Independence in 1963.

3. PROGRAM:

Short-term and full-time voluntary development camps.

3.1 Training:

Type of Training	Duration	Major Topics
No training, but an introductory "Confusion Period" at beginning of each workcamp	3 days	No topics or rigid rules: volunteers and villagers try to live together as best as they can. After 3 days they meet again to discuss their observations and work out jointly their way of organized living, work rules, timetable, etc. for the forthcoming weeks

3.2 Work Projects 1973:

Major Project Areas	No. of Projects	Average Duration
–School construction (classroom, houses for teachers, etc.)	67	2-3 weeks
–Hospital/Health Center construction and repair	21	2 weeks
–Rural infrastructure: water-supply, road construction, bridges, drainage, irrigation	18	2-3 weeks
–Construction of nurseries/kindergarten	10	2-3 weeks
–Construction of Community/Youth/Women Centers	10	2-3 weeks
–Housing construction	8	3 weeks
–Cattle dip construction	8	2-3 weeks
–Trade homes (craftsmen, fishermen)	2	3 weeks
–Church construction	2	2 weeks

Number of Projects/Participants per year

	1962	1963	1964	1965	1966	1967	1968	1969	1970	1971	1972	1973
No. of Projects	4	6	9	9	12	16	16	16	16	15	12	14
Average No. of volunteers per project	19	14	16	15	22	26	23	24	25	29	33	31

3.3 **Foreign Assistance received:**

Type of Activities supported:	Type of Foreign Assistance received:					Sponsoring Institution
	Personnel Assignments			Capital U.S. $	Materials in Kind	
	Number	Type	Duration			
Program support				amount unknown		World Council of Churches
-Program support				1,000.- per year		-Danish Interchurch AID.
-Program support				smaller contributions		-Various foreign voluntary organizations.
-Work projects	?	Volunteers	2-3 weeks	$18.-registration-fee per Volunteer		-Foreign Voluntary Service Organizations

4. PERSONS INVOLVED:

4.1 **Volunteers:** Total Number 1973: 435, including foreign volunteers.
From 1963-1972: 3,112 volunteers;
Age range: Majority school age
In principle: no age limitation

Educational Background: Majority school-youth and students, but no formal educational requirements established.

4.2 **Staff:** Total number 21, of which: 1 full-time Director
20 voluntary Executive Board Members

5. ORGANIZATION AND BUDGET

5.1 **Organizational Structure:** KVDA maintains a small office for project identification, volunteer recruitment and placement, and overall administration. Project planning, programming, supervision and volunteer support rests with local communities which requested the service of the volunteers.

5.2 **Budget:**

Annual Budget: unknown
Annual Revenues from: —National Christian Council of Kenya and Quakers;
1973: —Kenya Government $180.—per year;
—small contributions from local groups and individuals;
Revenues in kind: —room and board provided for volunteers by local community;
—construction materials and tools provided by project community.

6. LINKAGES AND PUBLIC PARTICIPATION:

6.1

Arrangements of Cooperation with:	Purpose
—National Christian Council of Kenya and Quakers	—Founders and regular sponsors of programs; financial contributions;
—Ministry of Cooperatives and Social Services	—Information on KVDA work-camp activities; provides funds for annual budget;
—District and Provincial Officers	—Information on KVDA work-camp activities to prevent unnecessary conflicts and misunderstandings of motives;
—Kenya National Council of Social Services, Youth Council of Kenya Kenya National Freedom from Hunger Committee, Kenya Boy Scouts, Girl Guides Association	—Representation on their Councils for purpose of cooperation and mutual support.
—World Council of Churches, other National Council of Churches	—Participation of foreign volunteers, financial assistance;
—Consultative Commission for Youth and Voluntary Service in Africa	—See objective 3: base national and international volunteer service on traditional African experience;
—Coordinating Committee for International Voluntary Service, UNESCO, Paris, France	—Executive member, cooperation with other non-governmental voluntary organizations.

6.2 **Public Participation:** The Service is managed by volunteers, except for one full-time Director; the local community requests the help of volunteers, defines the project in discussion with KVDA Director; hosts the volunteers; provides necessary project materials and tools, and—if necessary—additional local voluntary manpower to complete projects during the 2-3 weeks period. KVDA enjoys the support of the Government of Kenya and District Officials.

7. ACHIEVEMENTS 1962-1973:

- Achievements in terms of completion of work projects are listed under 3.2; i.e., each of the projects undertaken is completed, if necessary with the help of local manpower. In other words, workcamp volunteers repaired and/or completed:
  —schoolhouse and classroom construction, teachers' houses, school court yard, etc., including one Village Polytechnic, (in 66 villages)
  —houses for nurseries and kindergarten (10 villages)
  —hospitals and health centers (21 villages)
  —water supplies, roads, bridges, irrigation, drainage (18 villages)
  —community, youth, women centers (10 villages)
  —houses (in 8 villages)
  —cattle dips (in 8 villages)
  —houses and workshops for craftsmen and fishermen (in one village each)
  —church buildings (in 2 villages)

- Achievements in terms of bridging cultural/racial and educational gaps are difficult to assess. One can only assume that those volunteers who participated in work projects in other parts of the country have a better knowledge of the problems and needs of poor people in rural areas. From this knowledge they may have derived a better understanding and change of attitudes toward people from other races, areas, educational level and overall development. An indication that these programs have performed well in this respect is the fact that they still operate after 13 years of service to an adequate degree in relation to the staff and financial resources available.

- A major achievement is the design and implementation of the program itself with its strong citizen participation at the local level. Without this participation KVDA would not exist.

1. **INSTITUTION:** **BADAN URUSAN TENAGA KERDJA SUKARELA INDONESIA (BUTSI)** (Indonesian Board for Volunteer Services) **INDONESIA**

Address: Jalan Halimun 4, Jakarta, Indonesia

Secretary: Dr. W.P. Napitupulu

Establishment: Established in 1968 by Ministerial Order No.: 99/Kpts/68, Ministry of Manpower, Jakarta.

Type of Service: Social and Technical Development Service; Post graduate university service, two years full-time (possible extension to Secondary School graduates and university drop-outs).

Supervision: Board: Chairman: Minister of Manpower, total of 20 members, of which one is a woman. Members representing: Minister of Manpower, Department of Home Affairs, Office of International Organizations, Department of Foreign Affairs, Departments of: Health, Social Affairs, Information, Textile and Cottage Industries, Industry (Div. General Handicrafts), Education and Culture, Public Works and Energy, Agriculture Transmigration and Co-operatives, Department of Religion, and the National Planning Bureau. Policy and major decisions concerning the direction of BUTSI are the responsibility of the Board.

2. **REASONS AND OBJECTIVES:**

2.1 **Reasons:** After achieving final sovereignty in 1949, Indonesia established early in the 1950's, its first DDS, the PTM and KAMI Study-Service program, especially directing student freedom fighters to development work in education in rural areas. Indonesia has a tradition of volunteer development service. At the end of the 1960's there was an ever increasing percentage of university graduates living in urban centers with no chance of employment in the city. This situation was caused by the availability of too many graduates in the fields of law, education and social science, etc. (and the lack of engineers, agriculturists, planners, managers), and the unwillingness to move to rural areas where many professional skills were lacking. At the same time, 83% of Indonesia's population lives in remote rural areas on the more than 30,000 populated islands, in about 56,000 villages still administered in the traditional honorary form by the village head. The villagers have a tradition of co-operation (spirit of gotong-royong) and mutual assistance; thus there was a willingness on the part of villagers to receive volunteers from the cities. Finally, the international climate during those years was favorable for establishing DDS and, in particular, starting in 1966 ISVS rendered assistance to Indonesia during the period of early planning, which later resulted in financial assistance and the assignment of two ISVS consultants. These facts of international linkages in the establishment of BUTSI are reflected in the Ministerial Order (No.: 99/Kpts/68):

"Noting: 1. Developments in the cooperation between Indonesia and the INTERNATIONAL SECRETARIAT FOR VOLUNTEER SERVICE (ISVS) and volunteer manpower organizations which are affiliated in the ISVS and Indonesian membership in ISVS Assembly;"

2.2 **Objectives:** As a Board for Volunteer Service in Indonesia, BUTSI has three major objectives (Article 3 of Order):

"1. To carry out the coordination, integration and synchronization of work and activities that are related to volunteer service for Indonesian economic and social advancement (progress).

2. To give direction to work and activities related to volunteer manpower and to exercise supervision over the execution of the government's policy in this field.

3. To foster cooperation between Indonesia and other countries in the field of volunteer manpower in accordance with the (national) interest of Indonesia."

What is meant by volunteer manpower service is explained in Article 1 of the Order, concerning especially the domestic service objective:

"1. What is meant by volunteer manpower that is to be mobilized by the INDONESIAN VOLUNTEER SERVICE is a person who possesses education/expertise which is needed for social/economic development, and who has a strong sense of service (dedication and devotion) which will enable him to become a pioneer in social renovation and construction and who possesses a working relation that is of temporary nature.

2. What is meant by volunteer manpower service is work and activities carried out according to plans drawn in the national volunteer service programs which have chosen as targets Indonesian economic and social construction (development).

3. The INDONESIAN VOLUNTEER SERVICE functions and is responsible to the Minister of Manpower of the Indonesian Republic, to assist the government in volunteer service matters, whether they are of national or international character."

3. PROGRAM:

3.1 **Training:** Training Goals: (a) to provide knowledge of existing development resources and obstacles; (b) to develop an attitude for community development, and (c) to learn some useful skills for village improvement.

Type of Training	Duration	Major Topics
—General Introduction	1 week	Briefings at Province Capitals, programs in Province, information on village of assignment; briefings at District and Sub-District Capitals; introduction to village chief;
—Village (of assignment) observations	3 weeks	Survey of village preliminary plan development to help village chief;
—Training at Provincial Capital: —theoretical —practical	1 week 3 weeks	—How to implement projects; —Practical training in rural village projects: bridge building, fish ponds, vegetable gardening, nutrition, toilet construction, etc.; —Discussion of village surveys and preliminary plans;

3.2 **Work Programs:** Work Program Goals: (a) to induce among villages and local officials the attitudinal change necessary for development; (b) to draw existing governmental development programs down to the village level; (c) to re-educate young university graduates toward real needs of employment performance, especially in rural areas. All volunteers are assigned to community development project, with special attention to nutrition education, a project sponsored by UNICEF.

Assignments are along the following guidelines:

- one volunteer is assigned to one village;
- one team of 4 to 5 volunteers works in one sub district;
- the volunteer serves for full 2 years (minimum 1 year);
- volunteer is expected to live in the house of the village chief, and pay for his/her living accommodations;
- village should not be located near a large city and must be in need of development;
- if possible, village should be participating in projects sponsored by other governmental departments (Applied Nutrition Programme, Local Work Unit or Transmigration and Cooperative Projects);

- Districts receiving volunteers should, as much as possible, be close to each other;
- there will be no second assignments to the same village after a volunteer has completed his/her term.

Volunteer activities at the village level include (from: "BUTSI—Development Begins in the Village"):

> *"—erosion control, reforestation, improvement of cultivation techniques, introduction of new or improved cash and food crops, improvement of existing animal and poultry husbandry and the introduction of new species, encouragement of cottage industries, and other contributions to production.*
> *—adult education, literacy teaching, nutrition education, health education, home economics education, improvement of village administration, preparation for transmigration, youth leadership and training, encouragement of local cultural and social activities, co-operative movements and other educational activities.*
> *—the rehabilitation or construction of roads, bridges, irrigation canals, drinking water supplies, school buildings, community sanitary facilities, markets, and other physical amenities."*

3.3 Foreign Assistance received;

Type of Activities Supported:	Type of Foreign Assistance received:					Sponsoring Institution
	Personnel Assignments			Capital[1] U.S. $	Materials in Kind	
	Number	Type	Duration			
– Stimulation of DDS	1	expert	3 short-term visits for consultation, 1966-68)			ISVS;
– Planning of BUTSI	1	expert	November 67			ISVS; JDR 3rd Fund
– Organization, Staff Training, implementation of pilot project	2	experts	15 days July 1969, 4 weeks	45,500[1] 1968-1970		ISVS and John D. Rockefeller 3rd Fund (capital)
– Program review, planning	1	experts	December 1970 3 weeks			ISVS; JDR 3rd Fund
– Program Volunteer support Applied Nutrition Program	2	experts		1970/71 22,500 1971/72 22,500		UNICEF UNICEF
– BUTSI Staff support and advise student-service scheme	2	experts	2 years 1972-74			UNDP
– Staff assistance	1	volunteer	2 years 1971-73			Canadian University Service Overseas
– Publication Village Technology Handbook			1974 1974	1,200 1,250		OXFAM ISVS

[1] Consisting of: $38,100.–volunteer recruitment, selection, training, living allowance, travel, resettlement allowance for 30 volunteers for 2 years
4,400.–Administrative support BUTSI Secretariat
3,000.–Study tour by BUTSI Secretary to learn from other DDS in Malaysia, Philippines, Thailand, Iran, Ethiopia.

Total: $45,500.–

3.4 Foreign Assistance provided by BUTSI:

Type of Activities supported.	Type of Foreign Assistance received:					Receiving Organization
	Personnel Assignments			Capital U.S. $	Materials in Kind	
	Number	Type	Duration			
– ISVS Staff Training Lecturer/Resource person	1	Director BUTSI	4 weeks, 1973	—	—	Participants at the Asian Leadership Training Seminar
– Teaching Social Studies about Indonesia	2	BUTSI volunteers	1 year 1974	—	—	Secondary Schools New Zealand;
– Teaching in play center, development of educational material	1	BUTSI volunteer	1 year 1974	—	—	Play Center New Zealand

4. PERSONS INVOLVED:

4.1 **Volunteers:** Total Number 1973: 500 volunteers; of which:
Male : 421 volunteers;
Female : 79 volunteers;
Number volunteers entering in 1974: 770
Increase planned until end of 1975: 4,000 volunteers

Age range:

Years	Number Volunteers
22-24	49
25-30	245
above 30	56
Total	350[2]

Educational Background of 1974 volunteers:
–670 had 3 years university above secondary education; bachelor's degree (Sarjana Mudas);
–100 had 5 years or more university, masters degree (Sarjanas);
By field of study they represent: Education (250); Law, Public Administration (250); Social Science, Humanities (170); Economics (70); Agriculture (20); Psychology, Philosophy (10).

Recruitment: BUTSI uses mass media, leaflets and posters mailed to universities to recruit volunteers. Criteria for recruitment include that: candidates be unmarried (if they are already married BUTSI treats them as unmarried and assigns both spouses to full work programs) and agree to the following conditions of service:

- must be prepared to work in any rural area in Indonesia;
- must be ready to live for two years in rural areas on a low living allowance;

[2] First three volunteer groups 1969-71.

- must agree that BUTSI has no obligation to provide employment after completion of service;
- must agree to pay back BUTSI all money received as a volunteer if he/she does not complete the full term of two years service.

Selection from the pool of applicants is conducted by three teams: one team is responsible for health examinations, two teams evaluate professional and personality qualifications, including motivations of applicants. The following data reflect the selection process:

	1969	1972	1974
Total number of Applicants:	150	1,570	1,950
of which:			
(a) rejected by BUTSI:	-61	-950	-1,180
(b) withdrew voluntarily:	-59	------	------
Number of volunteers entering training:	30	620	770
of which:			
(a) deselected by BUTSI:	------	1	------
(b) withdrew voluntarily	------	------	------
Number of Volunteers assigned to Work Programs:	30	619	770

4.2 **Staff:** Total number: 110 professional staff; of which female: 1
5 secretarial staff; of which female: 2

Age range of staff: 20-45 years

Educational Background: Majority of staff has master's degree, a few have bachelor's degrees; majority are former BUTSI volunteers and after completion of two years of service are hired by the Ministry of Manpower (civil service) and assigned as BUTSI staff.

4.3 **Director:** 1968-1974: Dr. W.P. Napitupulu, founding Director. He has a master's degree in education and psychology and is the former Dean of the School of Education of an Indonesian university. He accomplished the establishment of BUTSI and its integration at the village level and at the federal level obtaining ministerial support. He also was able to involve the Provinces and Districts into selection of villages for assignment, training, and field supervision of volunteers. After the implementation phase with the assistance of foreign funds, BUTSI became integrated into the National Development Plan in 1970 (1969/73 Plan) under his direction and thereby no longer dependent on foreign funds.

5. ORGANIZATION AND BUDGET:

5.1 **Organization:** The Headquarters of BUTSI in Jakarta is responsible for the day-to-day management of the program and implementation of decisions, such as: recruitment,

selection, training and placement arrangements and supervision of volunteers and "consumer education". In 20 of the 26 Provinces BUTSI Field Staff is assigned to the Department of Manpower provincial offices for supervision of volunteer work assignments, coordination of training which takes place in each Province and especially for "consumer education" of those officials who decide about volunteer assignment. They are also responsible for reports on volunteer activities.

5.2 **Budget:** 1973 Annual Budget: U.S.$ 200,500.–
1973 Annual Revenues from government: U.S $ 200,500.–

Since 1972 BUTSI's budget is fully financed out of the National Development Plan, no foreign funds are required to run the program.

Average cost per volunteer per year: U.S.$ 401.– (including administrative overhead)
Living allowance per volunteer per year (including resettlement allowance payable at completion of service). U.S.$ 192.50

Apart from their living allowances, each volunteer receives during the two year service: 4 complete sets of clothes, a blanket, a flashlight, a raincoat, and a knapsack. His transportation to the village of assignment and return is also paid by BUTSI.

6. LINKAGES AND PUBLIC PARTICIPATION:

6.1

Formal Arrangements of Cooperation	Purpose
–BUTSI is an intergovernmental board linking the major departments of government (see supervision, page 1)	–BUTSI volunteers assist at the village level in carrying out governmental work programs (for example: Applied Nutrition Programme); also avenue for later employment of volunteers;
–Cooperation with foreign assistance institutions in the past (see No. 3.3): ISVS/Rockefeller 3rd Fund, UNICEF, UNDP, Canadian University Service, OXFAM	–Supply of funds, provision of expert advice and volunteer staff assistance, funding of publishing manual;
–Assistance to New Zealand authorities	–Providing foreign assistance through BUTSI volunteer assignment;
–ISVS	–Indonesia is a member of the Assembly; participation in international volunteer service affairs; mutual assistance.

6.2 **Public Participation:** The main purpose of the assignment of volunteers in villages is to engage villagers in self-help projects and induce change of attitudes to better their lives. BUTSI encourages this participation by a "consumer education", a special effort to involve officials, and especially village chiefs (who are honorary heads of villages) in the purpose and use of BUTSI volunteers. Considering the fast expansion of the program and the increase in volunteer requests one can assume that volunteers normally are well accepted in villages and receive the cooperation of villagers (see also achievements).

7. ACHIEVEMENTS:

Achievements of BUTSI are reflected in the following facts:

- Since its inception, in late 1968 to mid 1974 BUTSI volunteers initiated local community work together with villagers in about 2,225 villages. They introduced—by example and often for their own use—vegetable gardening, duck and rabbit raising (much needed protein which villagers can afford); helped villagers to build bridges, roads, schools, latrines, etc., in principle only involving local materials and manpower. Their work was especially supported by two efforts: a "consumer education program" for all those who work together with volunteers, from provincial and district officials to village heads and the villagers themselves; and regular visits in the village by those officials and the BUTSI staff. To what extent villagers have continued with self-help projects after the volunteers left is not known at this point, but it is certain that many governmental development programs reached the village level only through the volunteers' work in their places of assignment. This change agent role worked also in the opposite direction: volunteers suggested changes in the governmental programs—especially the Applied Nutrition Program—to make them more acceptable to the villagers.

- The outspokenness, dedication and seriousness of ex-volunteers[3] gained them the respect of highest government officials and made them a preferred group of professionals for hire in government service. All former volunteers found employment in the following sectors:

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[3] Diana Fussel and Andrew Quarmby report ("BUTSI in 1971", mimeographed paper) that the first group of 26 ex-volunteers was received in early 1971 by President Suharto: "In answer to the President's questions about their experiences, the ex-volunteers spoke up so frankly and with such obvious experience of development problems at the village level that several of the Cabinet Ministers present promptly offered them jobs in their Departments."

	Former Volunteers Employed As Of December 1973	
—Agriculture	63	10%
—Ministry of Interior	189	30%
—Ministry of Manpower	378	60%
Total:	630	100%

As of this writing it seems that it will become the custom or rule that university graduates will be hired as junior civil servants only after they have served with BUTSI for 2 years in rural areas at the village level.

- In 1974 the Ministry of Manpower ordered the Director of BUTSI to expand the program to 4,000 volunteers in the field by the end of 1975. In accordance with this plan the BUTSI budget in 1974 within the National Development Plan was expanded to 625 billion rupees (approximately U.S.$ 1,671,120.—).

- Another fact reflecting achievement is the termination of foreign assistance:
  —in 1972 capital assistance ceased;
  —in 1973 the overseas volunteer assignment was completed; and
  —in early 1974 the foreign experts providing staff assistance left.

- Finally, the progress and achievements of BUTSI encouraged the establishment of a National Student-Service Scheme (KULIAH KERDJA NYATA which was proposed in 1972 by President Suharto, requiring each student to serve at least 6 months during their summer vacations in local rural development before graduating with bachelors or masters degrees. A total of 410 students participated in pilot projects carried out in 1973-74 for an average of 4 months service in about 175 villages. BUTSI provided strong assistance to the planning and implementation of the program.

1. **INSTITUTION:** **ARSA PATTANA: THAILAND RURAL DEVELOPMENT VOLUNTEERS PROGRAM (RDVP)**

Address: Community Development Department
Ministry of the Interior
12 Asdang Road, Bangkok

Director:
- Mr. Pat Boonyaratapan, Director General, Community Development Department
- Mr. Kasem Narkarak, Chief, Office of Rural Development Volunteer, Community Development Department

Establishment: On February 9, 1965 by Cabinet Resolution.

Type of Service: Social and Technical Development Service for young male and female university and college graduates (especially Technical/ Agricultural) who spend one year, full-time, as rural development workers in villages before continuing their professional career.

- In direct linkage with RDVP a Youth Development Volunteer Project for secondary school graduates was established in 1966 (see Compendium No. 14); and
- As a result of RDVP activities in the villages a Rural Leader Development Volunteer Scheme evolved (see Compendium No. 15).

Supervision: The Rural Development Volunteers Directing Committee, appointed by the Cabinet, is responsible for overall policy and approval of plans. The various governmental departments (ministries) which cooperate with this service are represented on the committee. Chairman is the Deputy Minister of the Interior.

2. REASONS AND OBJECTIVES:

2.1 Reasons:

- Difficulties to get government officials to serve in rural areas, greater financial rewards notwithstanding;
- Availability of idle educated graduates, especially in the technical and agricultural fields, and the need to increase efforts of rural development in local communities (village level). In short, the assignment of educated young people, outside government service, to increase the impact of the Community Development Programs at the village level.

- The international climate, example of other volunteer development services, especially the Peace Corps, fostered the establishment of development services during the 1960's; the Government of Thailand participated in the 1962 Puerto Rico Conference on "Middle-level Manpower" and became a founding member of ISVS; in 1964 Thailand joined the ISVS Council.

2.2 Objectives:

- To provide opportunities for the volunteers to help villagers in developing local leadership and expanding their public facilities.
- To develop manpower resources which will be useful in the future development of the country.
- To enable the volunteers to increase their knowledge of their country and gain experience in economics and public administration by working in rural villages.
- To promote better understanding between villagers and the Government.

3. PROGRAM:

3.1 Training: Goals: To equip the volunteer, prior to assignment, with appropriate technical, communications, teaching and administrative skills; to learn about the needs of the villages.

Type of Training	Duration	Major Topics
–Orientation Community Development (D.C.)	26 hours	Ideas, principles (including volunteer work);
–C.D. Skill Training	54 hours	Communications, work co-ordination and management, administration, local structure, etc.
–Special Subject Skill Training	54 hours	Agriculture, construction, etc.
–Teaching Techniques	72 hours	Practical training in transfering skills, knowledge and attitudes.
–First Aid, physical fitness	3 days	Physical training and first aid course with Boy Scouts
–Field Work	2 weeks	Practical work assignments related to above skill training
Total	2 months	

The training is conducted at a central location selected by the Training Division of RDVP.

3.2 **Work Program:** Goal: To help villagers to initiate projects themselves to improve life in their community.

Major Project Areas Three Stages:	Duration of Service
• Introduction, become acquainted with local leaders (workers, school teachers, village headman, etc.); survey of village;	4 weeks
• Meetings with villagers to introduce his purpose for living in the village, report on the needs of the village he found from the survey; mingling with villagers to find out what they want to do; project preparation;	4 weeks
• Village project work, such as: –introduction of new crop farming, i.e., rice; –introduction of new animal production, especially for self-consumption and improvement of protein nutrition, i.e., pigs, ducks, chickens, cattle, fish, etc.; –construction: roads, bridges, dikes, sanitation; –irrigation and drainage; –vocational training centers, for example tailoring; –assistance in village administration: Village headman is an honorary, voluntary function.	8 months

In principle, the self-help projects are decided and implemented by villagers and the volunteer assists and supports the villagers' efforts.

3.3 **Foreign Assistance:** No foreign assistance was received except for the participation of officials in international conferences and Leadership Training Seminars (see Compendium No. 14)

4. PERSONS INVOLVED:

4.1 **Volunteers:** Total Number 1973: 67 volunteers; of which:
Male : 40 volunteers;
Female : 20 volunteers;

Since inception in 1966, 224 volunteers have completed service.
Age range: 21-25 years

Educational Background: Bachelor's or master's degree or equivalent or certificate from recognized technical schools for 3 years of study after high school, in subjects such as: nutrition, home economics, mechanical engineering, surveying, construction, agriculture.

Recruitment: Criteria include minimum education (as above); record of good behavior (from university, college); good health; service-oriented and a desire to serve the country; specialized skills as determined by the type of project and the Directing Committee.

Selection: A Selection Sub-Committee of the Directing Committee (see Supervision) reviews application forms and references to preselect those suitable for interviews. Interviews are conducted by the Selection Sub-Committee resulting in the acceptance or dismissal of applicants. In 1973 out of 300 applicants 220 were rejected and 80 accepted for service. Another 13 volunteers withdrew voluntarily during training bringing the total number of volunteers working in villages to 67.

4.2 **Staff:** Total number: 15 professional staff, headquarters;
80 field staff[1]

Age range of staff, headquarters: 30-40 years;
Age range of staff, field : 27-55 years;

Educational Background: Bachelor's or master's degree or 13 years secondary technical education in fields like: social science, humanities, social work, engineering, agriculture, craftsmanship. Staff are civil servants with the Community Development Department, Ministry of Interior.

4.3 **Directors:**

1966-1969	Mr. Sai Hutacharern, Director General, Community Development Department. Lawyer by background, he was the founder of the Rural Development Volunteer Program and the Youth Development Volunteer Program (see Compendium No. 14);
1969-1971	Mr. Prasong Issaraphakon, a public administrator, followed as Director General and expanded the program;
Since 1972	Mr. Pat Boonyaratapan, a lawyer and public administrator, is Secretary General for Community Development. Under his leadership a third volunteer scheme was added to Division of Rural Development Volunteers: the Village Leader Development Volunteers (see Compendium 15).

5. ORGANIZATION AND BUDGET:

5.1 **Organization:** The Rural Development Volunteers headquarters is an Office of the Rural Development Division within the Community Development Department in the Ministry of the Interior (see Chart, Attachment 1.) The Volunteer Office directs and

[1] Provincial C.D. Supervisors have field supervision of all three types of volunteers (see Compendia 14, 15) assigned to C.D. work.

manages the three programs: Rural Development Volunteers, Youth Development Volunteers, and Village Leader Development Volunteers. Their field supervision is in the hands of the regular Community Development Workers (civil servants) in the various Provinces and Rural Districts (Tambons). In this respect, all three types of volunteers are an extension of C.D. manpower to carry the program into the village level. The map, (Attachment 2) shows the distribution of volunteers in the various administrative regions (larger than Provinces) in 1972.

5.2 **Budget:** 1973 Annual Budget for Volunteer Support:[2] U.S.$ 195,600.–

Average payments to volunteers per month:

Living allowance:	U.S.$24.50
Travel/per diem:	U.S.$24.50
Lodging allowance:	U.S.$ 7.30
Total per month	U.S.$56.30

Average payments to volunteers per year:[3]	U.S.$675.–
Resettlement allowance per volunteer, paid after one year of service	U.S.$245.–
Average cost per volunteer per year[2]	U.S.$920.–

Volunteers live in villages but pay their hosts from the lodging allowance. Volunteers receive appropriate medical care similar to that for government officials.

6. LINKAGES AND PUBLIC PARTICIPATION:

6.1

Formal Arrangements of Cooperation with:	Purpose
–other governmental Departments (for example, agriculture, highways, health, education, etc.) through the membership in the Rural Development Volunteers Directive Committee	–Support of volunteer C.D. work in villages in special project areas such as agriculture, road and bridge construction, etc.;
–Government officials at Province and District levels	–Support of volunteer work
–Overseas volunteer services working in Thailand –ISVS	–Coordination of foreign volunteer work affecting C.D.; –Thailand is a member of the Council; participation in international volunteer service affairs, mutual assistance and cooperation.

[2] Includes Volunteer Support for all three programs; the Budget for all three C.D. volunteer services is integrated into the one for the Community Development Department, within the National Budget. Overall costs for the volunteer services are not available.

[3] Without administrative overhead and program costs.

6.2 **Public Participation:** In principle, all C.D. work is carried out by villagers, the volunteers are not administrators of government programs. The C.D. Department reports that volunteers encountered a positive attitude by villagers to carry out community projects, but also resistance against the presence of volunteers in the villages. There is no reported formal structure at the village level for C.D. projects, with the exception of the new Village Leader Development Volunteer Service, which aims at establishing such village based leadership (see Compendium 15).

7. ACHIEVEMENTS AND EXPERIENCE:

7.1 The Achievements of RDVP are reflected in the following facts:

- Since 1966, 801 villages have cooperated in community development projects because of the volunteer assignments in their communities, i.e., the local C.D. manpower was expanded;

- According to C.D. Department reports some villages asked the volunteers to remain after completion of service and work permanently with them;

- Individual projects improved village life, agricultural production, nutrition and education; however, a detailed record is not available;

- The concept of having young professional people working closely with villagers is new for both the government agencies and the villagers; to this extent volunteers have bridged the communication gap between both and linked government efforts concerning rural development directly with the ultimate recipients;

- The fact that after the initial experience with RDVP volunteers two additional volunteer programs were established by the C.D. Department suggests that the performance of the volunteers led to further broaden the basis of local volunteer manpower (see Compendium 12 and 13);

- The successful completion of service is credited to volunteers and qualifies them for professional assignments—within civil service—as Community Development Workers, if they pass the examination. It was orally reported at an ISVS seminar that a sizeable number of former volunteers continue with the C.D. Department, but no specific figures have been recorded.

7.2 Five problem areas emerged from the volunteer assignments in villages since inception:

- Differences in living conditions: most volunteers have never lived in villages and thus must adjust to the absence of facilities of all kinds. In addition, finding a house and simply living among strangers can be difficult.

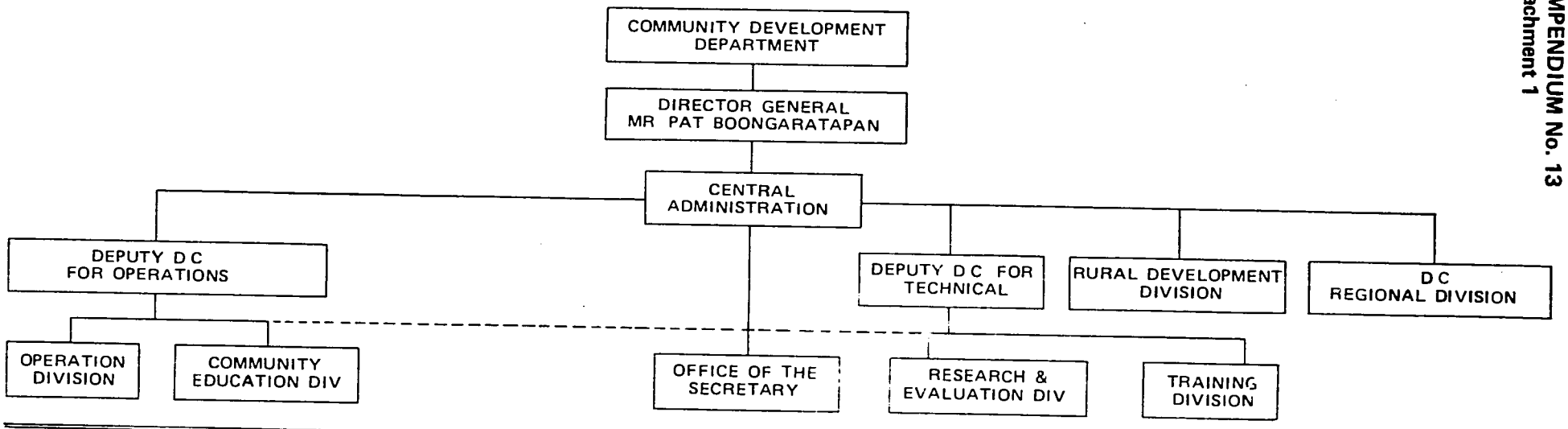
- Food problems: Some volunteers from Southern or Central Thailand find it difficult to eat the diet of glutinous rice and pickled raw fish of the Northeast. When such volunteers request transfer, the program refused and offered them advice on how to adapt instead.

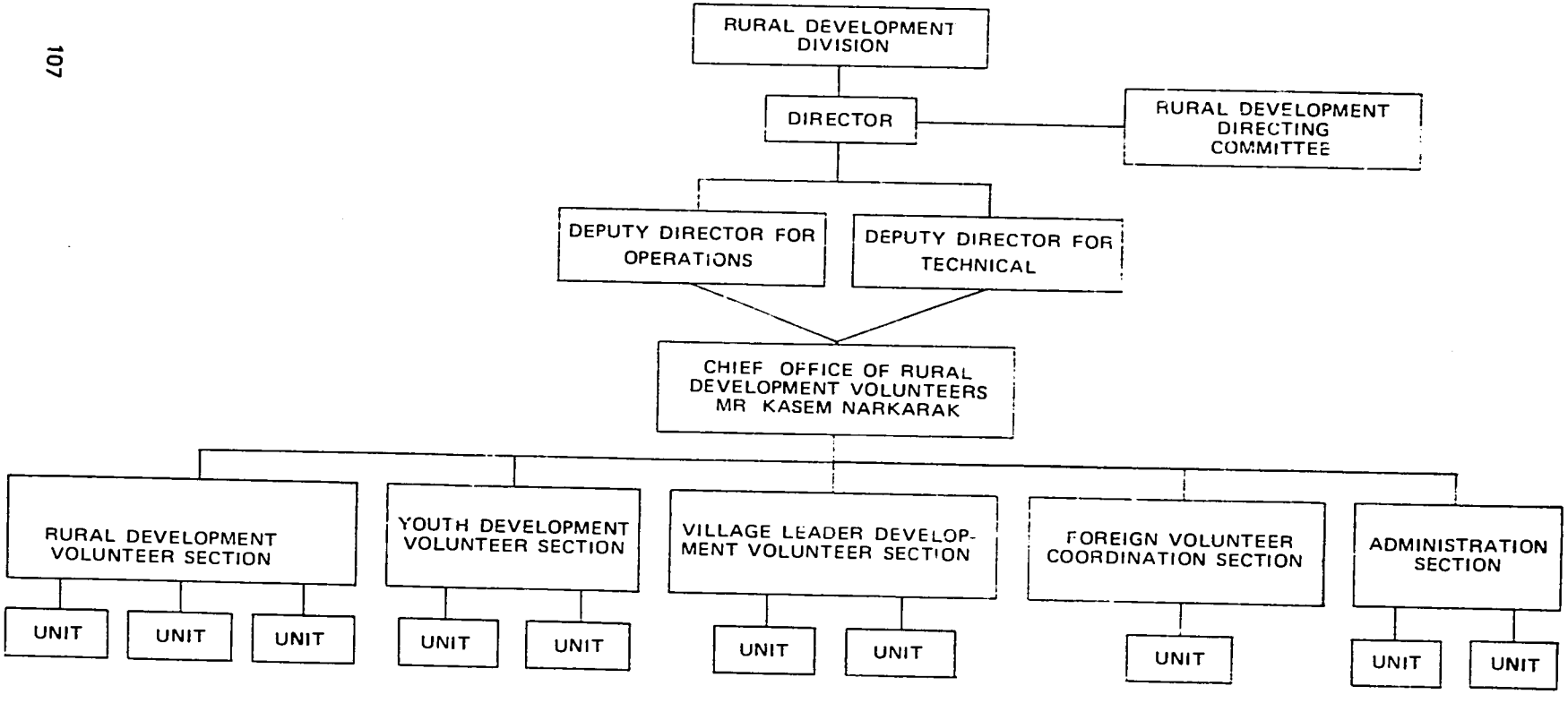
- Language: Differences in dialect or language in different parts of the country force volunteers to adapt first to the language and then begin their jobs.

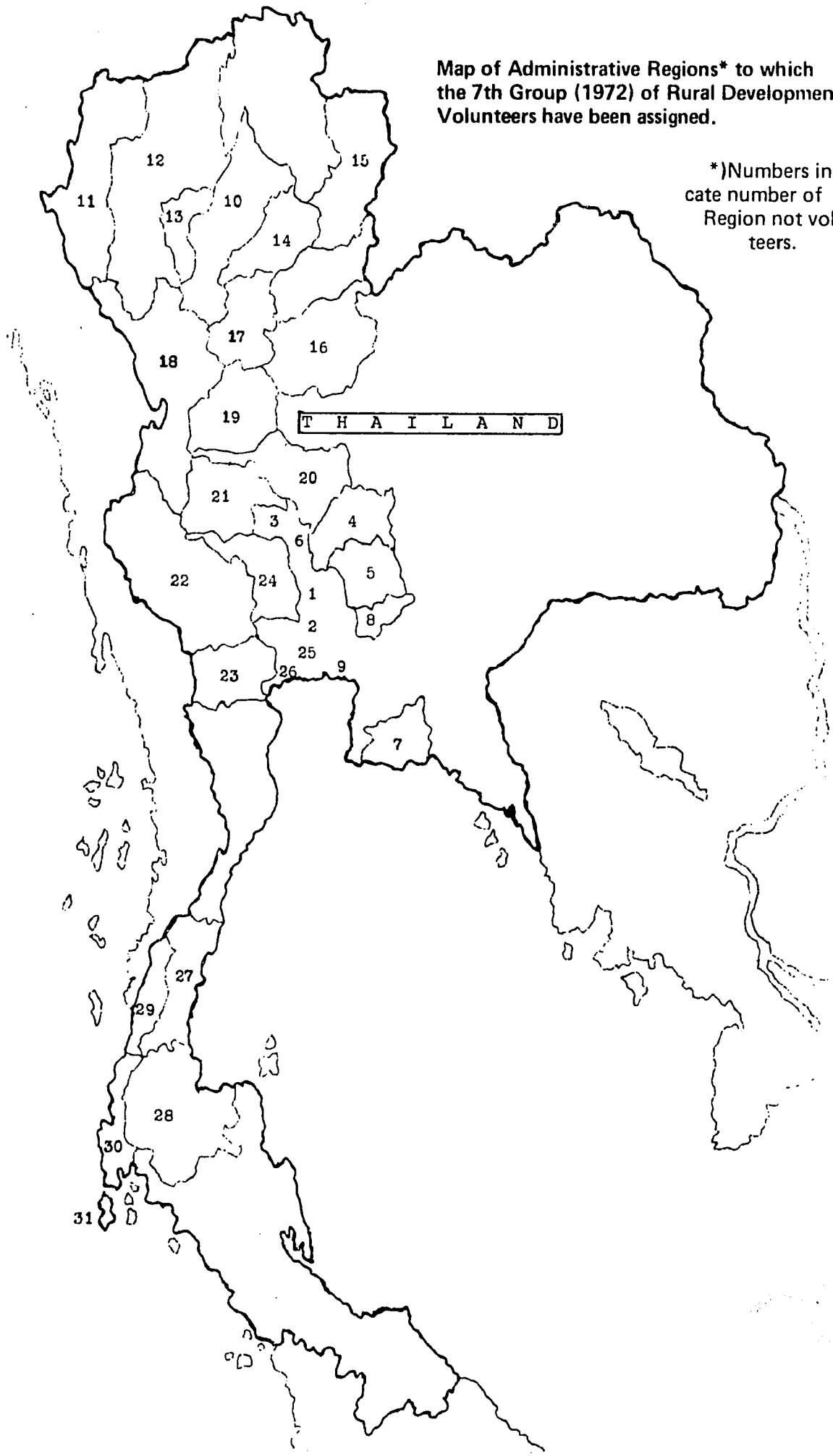
- Isolation: Places of assignment are often far removed from towns and cities. Poor communication and transportation systems cause volunteers to feel extremely lonely at times.

Despite these difficulties no resignations of volunteers from field assignments have been reported, except for health reasons.

ORGANIZATIONAL CHART concerning INTEGRATION of VOLUNTEER SCHEMES into COMMUNITY DEVELOPMENT DEPARTMENT







Map of Administrative Regions* to which the 7th Group (1972) of Rural Development Volunteers have been assigned.

*)Numbers indicate number of Region not volunteers.

1. **INSTITUTION:** **ARSA PATTANA: YOUTH DEVELOPMENT VOLUNTEER PROJECT (YDVP)** **THAILAND**

Address: Community Development Department
Ministry of the Interior
12 Asdang Road, Bangkok

Directors:
- Mr. Phat Bunyarataphan, Director General, Community Development Department
- Mr. Kasem Narkarak, Chief, Office of Rural Development Volunteers

Establishment: In February 1966 through a Resolution by the Council of Ministers to authorize the Ministry of the Interior to undertake the Project.

Type of Service: Social and Technical Development Service linked with a Study-Service Scheme for urban youth who have at least completed secondary education (Mathayom Suska III) to serve for one year, full-time, in rural areas as assistant teachers and junior community development workers.

Supervision: Rural Development Volunteers Directive Committee, appointed by the Cabinet, responsible for overall policy and approval of plans. It is the same Committee which supervises the activities of the Rural Development Volunteer Program (see Compendium No. 13).

2. **REASONS AND OBJECTIVES:**

2.1 **Reasons:**

- Despite governmental efforts to accelerate rural development programs, the vast rural areas of Thailand have not improved as was hoped concerning their educational opportunities, agricultural production, infrastructure, job opportunities, nutrition, etc.;

- This prevailing situation prompted the government to begin mobilizing all available human resources, especially urban youth, to participate in the endeavors of rural development.

2.2 **Objectives:** Selected urban youth shall receive primary school teacher training through YDVP and a skill training in community development work. Objectives are specified by the Office of Rural Development Volunteers as follows:

- To provide the opportunity for the volunteers to work as Assistant-teachers in the rural schools where there are shortages of teachers and to help the people in their development activities;

- To encourage youth volunteers to participate in the public services as well as to increase their rural knowledges and experiences;
- To mobilize the manpower resources beneficial to the national development scheme;
- To promote better communications among, and between, the people and the government.

3. PROGRAM:

3.1 **Training:** Goals: to prepare the volunteer to perform as assistant teacher in primary schools in villages.

Type of Training	Duration	Major Topics
Teachers Training Teaching Practice in Villages TOTAL	7 Weeks + 1 Week 8 Weeks	Teacher Methodology, Community Development Work, School Administration

3.2 **Work Projects:** Goals: To alleviate teacher shortage in rural areas.

Major Project Areas	Duration of Service	Number of Participants	%
–Primary education in villages on the basis of requests from the provinces –Community development work as secondary activity, part-time	10 months	215	100%

3.3 **Foreign Assistance Received:**

Type of Activities Supported:	Type of Foreign Assistance Received:					Sponsoring Institution
	Personnel Assignments			Capital $	Materials in Kind	
	Number	Type	Duration			
–Policy and Direction of Volunteer Programs: 2 Directors CD Department participating	1 1	expert assistant (ISVS)	5 days Asian Directors Conference			ISVS; ECAFE; Hosted by Government of Thailand
–Leadership Staff Training: 1 Senior Staff YDVP participating	1 2	expert assistants (ISVS)	4 weeks Asian Staff Training Seminar			ISVS; UNICEF; Hosted by Government of the Philippines

4. PERSONS INVOLVED:

4.1 **Volunteers:** Total Number 1973: 215 volunteers; Age range: 18-25 years
of which: Male : 110 volunteers;
Female : 105 volunteers;

Total number of volunteers since 1966: 810

Educational Background: Completion of Methayom Suska III, V or equivalent (secondary education).

Recruitment: Urban youth are recruited through announcement in newspapers. Recruitment Criteria include: completed secondary education, not over 25 years old, healthy, willingness to serve for one year as assistant teacher in rural areas, good health and conduct.

Selection: Carried out by the same Selection Sub-Committee as for RDVP; same procedure. In 1973 out of 500 candidates 280 were rejected by the Committee and 220 accepted for training. Five candidates withdrew voluntarily during training; in other words, out of 100 candidates 44 were accepted for service.

4.2 **Director and Staff:** The same Director and staff that directs RDVP is responsible for the Youth Development Volunteer Project:

1 Director of Rural Development Division
2 Assistant Directors
15 professional staff for all three Rural Development Volunteer Schemes

In the field, the provincial and district officials of the C.D. Department supervise the Youth Development Volunteers.

5. ORGANIZATION AND BUDGET:

5.1 **Organization:** The same organizational structure applies to Youth Development Volunteers as to RDVP (see Compendium 13, Attachment 1).

5.2 **Budget:**
1973 Annual Budget for Volunteer Support of all 3 services:[1] U.S.$ 195,600.–
Average payments to volunteers per month:

Living allowance:	U.S.$	24.50
Travel allowance not to exceed per month		5.–
	Total:	$29.50

Average payments to volunteers per year: U.S.$ 360.–

In addition, the volunteers receive the following allowances: housing in villages; transportation to and from villages of assignment; free medical care in case of accidents and serious injury; sick leave and annual leave in accordance with civil service.

[1] Rural Development Volunteers, Youth Development Volunteers, Village Leader Development Volunteers.

Instead of a readjustment allowance those youth volunteers who have successfully completed service will be supported to participate in a Teachers Training Program to complete their creditation for a professional teacher's career.

6. LINKAGES AND PUBLIC PARTICIPATION:

6.1

Formal Arrangements of Cooperation with:	Pupose
–Ministry of Education, Agriculture, Health, etc. through the Volunteer Directing Committee (see supervision)	–participation in volunteer training;
–Provinces (Governors), Districts	–Officials for school supervision support the volunteer teachers' and C.D. workers' back-up secondary activities in community development projects;
–Teachers Colleges	–Credit successful completion of service as part of teachers training.
–ISVS	–Thailand is a member of the Council; participation in international volunteer service affairs; mutual assistance and cooperation.

6.2 **Public Participation:** In this case active participation on the part of villages is difficult to identify. It is assumed that primary education in village schools is accepted but no active role from villages is required. A reflection of the acceptance of volunteer assistant teachers by villagers is the fact that villages have requested in increasing numbers such volunteer teachers, both for first-time volunteers and recurrent assignments.

7. ACHIEVEMENTS:

The expected results from Youth Development Volunteers are specified by the Office of Rural Development Volunteers as follows:

It is expected that after a period of the YDV project implementation there shall be considerable benefits for the people in the rural areas and for the YDVs themselves as well. Those advantages can be summarized as follows:

- The YDVs' job performance as Assistant-Teachers will play essential roles in the betterment of rural education;

- Transferring and diffusing of people-to-people culture, knowledges and new skills will be realized. Thus they will enhance the overall economic and social development of the nation;

- The YDVs' will be aware of the rural problems and be proud of such public service opportunities which make them become useful citizens;

- The mobilization of urban youths through this project will help lessen the government's current youth problems considerably;

- They will foster people-to-people understanding and the realization of concern and good will on the part of the government;

- Problems of rural teacher shortage will be temporarily solved;

- The burden of City authorities regarding urban juvenile delinquency will be diminished.

The following facts indicate that some of the expectations have been met:

- No drop-outs were reported during the one-year service in rural areas, except for health reasons; in other words, in 1973 the teacher shortage was alleviated in 215 villages and urban youth achieved an understanding of rural problems;

- About 5% of the volunteers who completed service in 1973 signed up for follow-up teachers training and committed themselves to a teaching profession in rural areas. This is not a high percentage and unfortunately the overall figure is not available;

- The continuous requests from villages to get volunteer teachers assigned to their primary schools reflects satisfaction with their services.

1. **INSTITUTION:** **VOLUNTEER LEADERS FOR COMMUNITY DEVELOPMENT (VLCD)** **THAILAND**

Address: Office of Rural Development Volunteers
Community Development Department
Ministry of the Interior
12 Asdang Road, Bankok

Directors:
- Mr. Pat Boonyaratapan, Director General, Community Development Department
- Mr. Kasem Narkarak, Chief, Office of Rural Development Volunteers, Community Development Department

Establishment: In November 1972 by Regulation of the Ministry of Interior within the Community Development Department.

Type of Service: Social and Technical Development Service by selected village leaders, for one year, full-time, in Districts which have Community Development Villages.

Supervision: Directing Committee: President, Director General of Community Development Department; Members: Deputy Director, Operations, Technical Deputy Director General, both C.D. Department; Regional General Directors for Community Development from Regions 1-9; Head of every office of C.D. Department; Heads of Development Volunteer Programs.

2. **REASONS AND OBJECTIVES:**

2.1 **Reasons:** The reasons for C.D. volunteer leaders are specified by the C.D. Department as follows (translation from Thai):

- *"In villages today—even though there may be various organizations both public and private involving prople according to their interests—there are a great number of idle people who do not concern themselves with any group working for the common good; it is regrettable to see this waste of energy and capability;*

- *The idea of community development is to form a community-based force and apply it to the development of the very community. If all these forces would be left idle it would be a great loss to the community and the country;*

- *if then opportunities are offered to the people to unite in helping themselves for their common good it will lead not only to progress in the local community but to the country as a whole;*

- *in addition, these self-help forces will help to develop the mind, teach people to sacrifice for the common good, protect and relieve hardships in emergency and natural disasters and build local progress."*

In short, the magnitude and nature of rural development problems and the idleness of people in rural areas caused the establishment of this volunteer service for the mobilization of village people.

2.1 **Objectives:** The C.D. Department specifies the objectives as follows (translation from Thai):

- *"to promote and to teach people to cooperate and unite to solve the problems in their community;*
- *to develop a spirit of sacrifice for the common good of the people;*
- *to increase knowledge and skills—through training—which will be useful to themselves, their families and their community."*

3. PROGRAM:

3.1 **General Program Framework:** These objectives shall be achieved by mobilizing two kinds of volunteers in the villages themselves:

- **Volunteers for special skill jobs** such as carpentry, masonry, agriculture, animal husbandry, etc. Training in these vocational abilities will be given to villagers at District Development Centers, and they will be registered at the District Centers and the Operating Centers in their village. When a village has a project requiring a certain skill or knowledge it can call on the centers to request the respective volunteers for help;

- **Volunteers for general relief work** in their village such as:
  —Mother and child relief and family planning;
  —relief to the needy, poor victims of accidents or natural disasters;
  —provision of relief through land distribution, savings schemes or governmental fund distribution;
  —theft protection and assistance in court cases.

Villagers have a choice of what area of relief work they prefer, and they receive training in their category of choice in the District Development Centers.

Both categories of village volunteers are called together and supervised by province, county and district C.D. workers. Each village volunteer unit will operate out of an existing office, either the office of the village head, district officer or C.D. centre.

- The achievements of the objectives also require the selection and appointment of **Volunteer Leaders for C.D. (VLCD) at the district level** to assist, coordinate and supervise the village volunteers in their activities in support and extension of assignments of C.D. officials.

3.2 **Training:** The VLCD's are required to have or develop an understanding of: policy and principle of C.D.; projects and plans for district development; their duties in the districts; the operation and duties of C.D. officials in provinces, counties and districts; public relations and coordination between the villagers and government officials. Training is conducted in Regional Community Development Centres.

Type of Training	Duration	Major Topics
–Basic Training	4 days	–Purpose and duties of VLCD's –Policy and Principles of C.D. –C.D. Projects in the District –Operations and related laws of C.D. at province, county and district levels; –Operations of Community Youth Centres
–Field visit	1 day	–Operations of District C.D. Centres

3.3 **Work Program:** VLCD's are assigned to Districts which have designated community development villages. They act as the secretary of the Village and District Community Development Committees and carry out the tasks assigned to them. Activities do not include so much village level execution of projects as a kind of ombudsman role bridging the gap between villagers and government officials. Their functions include, according to Regulations of the Ministry of the Interior:

- encouragement of C.D. work in accordance with the policy and programs of the C.D. Department and the needs of the people;
- coordination of C.D. work in the district carried out by different groups;
- liaison between the people in the villages and the government officials;
- assistance to district and village chiefs in their C.D. activities;
- advice to youth groups concerning their C.D. activities;
- information to local government officials concerning safety and potential disturbance in local communities;
- data collection for district C.D. plans and budgeting;
- disbursement of funds for local C.D. projects in accordance with regulations, and the keeping of financial records.

VLDC's are required to enter a time sheet on all their activities to the District C.D. officer, and report monthly on their C.D. activities. These monthly reports are forwarded to the Provinces and to the C.D. Department for review and decision making

during the course of the year. VLDC's serve for one year on a full-time basis, but are permitted to take leave for urgent private business. Extensions or reassignments for a second term are possible.

3.4 No direct **Foreign Assistance** was received, except that the senior officer in charge of VLCD's in the C.D. Department participated in the ISVS/UNICEF Asian Leadership Seminar in 1973 (see Compendium 14).

4. **PERSONS INVOLVED:**

4.1 **Volunteers:** Total Number 1974: 288 volunteers; Age range 21-45 years.

Educational Background: Minimum qualifications: 4th grade primary school and able to read and write well; if possible high school graduate or equivalent.

Recruitment Criteria: Apart from educational background and age range—include: good health and good behavior; financially secure, clever, with a spirit of sacrifice and willingness to work for the common good; belief in the government and the governance of the country; resident of the district of assignment; not a government official.

Selection: The regional administration, with cooperation from the Province, County and District Community Development Committee, is responsible for selection of candidates from the applications. Preference is given to those who show evidence of the above qualifications and who have served earlier in other assignments (i.e., former military or governmental service) or who have previously received other relevant training. For each volunteer leader opening two candidates are pre-selected and proposed to the Development Coordinating Committee of the respective Counties. This Coordinating Committee selects the one candidate most qualified and forwards the name to the Provincial Governor for appointment as volunteer leader to his District. The C.D. Department is then notified of the appointment. After completion of one year of satisfactory service the volunteer leader has the right to be selected again for another term. He can be removed from his assignment before his term of service is completed by the Provincial Governor in case of unsatisfactory service, absence from office for too long a time, or other misconduct. VLCD's have the right to resign during their term of service.

4.2 **Director, Staff:** At the national level the program responsibility lies with the Community Development Department. The Director of the Rural Development Division and the Chief of the Office of Rural Development Volunteer Program are also in charge of the Volunteer Leaders for Community Development (see chart Attachment 1, Compendium 13). The 15 staff members in this office provide the operational support at the national level. However, operative officers for the Volunteer Leaders are: the Directors of Community Development in five administrative regions; the Chiefs of Training Operations in the C.D. Centres in the same regions; the Advisors and Demonstration Officers at the C.D. Regional Centres; and Officers of C.D. within the Region whom the Director of C.D. will appoint to supervise the VLCD's work.

5. ORGANIZATION AND BUDGET

5.1 **Organization:** For the national level the organizational chart (Attachment 1, Compendium 13) applies. As explained through selection procedure and staffing structure, VLCD's are strongly regionally based in their operations. The Governors of the Provinces and the Directors of Regional C.D. are the crucial organizational units for all VLCD's activities and their administration. Within each Province the District Committees are involved in the selection process of candidates and the Rural Districts (Tambons) are the local supervising unit for the VLCD's activities.

5.2 **Budget:** 1974 Annual Budget for training and health care for 288 Volunteer Leaders is U.S. $56,645.-,

Average cost per volunteer per year 1974:

Training, health care:	$	200.-
Reward after one year satisfactory service	$	50.-
Total per volunteer/year	$	250.-

The volunteers are expected to live at home during the year of service and are financially independent.

Revenues for training and health care come from the federal budget, C.D. Department. The annual rewards after completion of service are paid by the C.D. Committees in the various Districts.

6. LINKAGES AND PUBLIC PARTICIPATION:

6.1

Formal Arrangements of Cooperation with:	Purpose
–Provinces, Counties, Districts, Villages	–support and supervision of VLCD's
–Departments of Health, Agriculture, Education, Highways, etc.	–support and advise the local C.D. projects
–Youth and other private organizations	–cooperation in local C.D. projects
–ISVS	–Thailand is a member of the Council; participation in international volunteer service affairs; mutual assistance and cooperation.

6.2 **Public Participation:** Volunteers come from villages and serve within their home district with a minimum reward. If this program succeeds (it is only in its second year in 1974) this is in itself an expression of local public participation. It would be of interest for others to learn from this experience whether the service of volunteer leaders in their own home helps or hinders the mobilization of local communities.

7. ACHIEVEMENTS:

It is too early to identify achievements of the two year old program. There are several aspects of the program of interest to other countries:

- the ombudsman role assigned to volunteer leaders as a liaison between the villagers and the governmental administration in Provinces, sub-Provinces and Districts;
- the strong delegation of operational authority to the administrative Regions, Provinces and Districts;
- the voluntary commitment by villagers from the same District to serve as leaders for one year without pay and a minimum reward.

It is hoped that experience concerning growth and achievement of this program, especially in the above three key areas, will be made available later on so that others may learn from it.

1. **INSTITUTION:** **COMPANY OF YOUNG CANADIANS (CYC)** **CANADA**

Address: 323 Chapel Street, Ottawa, Ontario, Canada

Executive Director: Mr. Douglas Bowie

Establishment: Created by Act of 1966-69: "An Act to provide for the establishment of the COMPANY OF YOUNG CANADIANS"; CHAPTER 26, Public Service.[1]

Type of Service: A government sponsored Social and Technical Development Service for rural and urban community organization and development: "Company, charitable organization liable in tort, tax deductible, and not an agent of Her Majesty."
Minimum of 1 year full-time service of volunteers; with second year extensions, and in some cases, a total of 3 years service.

Membership: According to Section 3 of the Act, the Corporation consists of: the Council, the persons who serve as officers, employees and volunteer-members of the Company.

Supervision: Council, appointed by the Governor General in Council (Her Majesty's Representative in Canada) for a 3 year term, consisting of not less than 7 and not more than 9 members, "to administer the affairs of the Company" (Section 4 of Act). The Council designates members as Chairman and Vice-Chairman. The Secretary of State (in charge of internal affairs) is the designated governmental authority to supervise the affairs of the CYC. The Secretary of State submits budgets, annual reports and audits to the Parliament as the ultimate authority for the operations of CYC.

2. REASONS AND OBJECTIVES

2.1 **Reasons and Early History:** The idea for the establishment of the Company of Young Canadians goes back to the late Lester B. Pearson who in the early 1960's felt that youth needed a vision to focus their energies on areas where their contribution was needed. Initially, an international service abroad was included in the plan, but later dropped in favor of a "war on poverty" to immediately serve the poor and underrepresented people of Canadian communities and help develop their own projects in accordance with their own priorities. The reasons for the establishment of CYC are the following conditions that prevailed at the time (in the 1960's):

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[1] While this Compendium goes into print Parliament decided to dissolve CYC by the end of the Budget Year, March 31, 1976. Lack of government funds are reported as the reason. Negotiations are underway that other organizations may continue the useful community service CYC provided in the past.

- the need of people in local communities for outside assistance to help themselves at a time when community cooperation and citizen involvement was not common in Canada;

- the availability of educated and skilled young people, motivated by the youth movements of the 1960's, who were in need of direction;

- a high governmental official providing vision and leadership responding to community needs and able to unite resources into a program; and

- a Parliament prepared to take action on the proposed service.

2.2 **Objectives** contained in Section 14 of the Act are:
". . . . to support, encourage and develop programs for social, economic and community development in Canada through voluntary service." The Act further specifies these objectives, and directs CYC to cooperate with federal, provincial or other interested governmental authorities and agencies as follows:

" *(a) engage in community development work in urban and rural areas in Canada;*

(b) organize and carry out programs designed primarily to widen the social and economic opportunities of young people who leave school before completing their schooling;

(c) organize and carry out programs to assist young people who are economically or socially handicapped to obtain greater benefits from their schooling and to reduce the number of young people who leave school before completing schooling;

(d) assist vocational training projects by the provision of teacher-counsellors, or otherwise, in cooperation with agencies engaged in vocational training, and organize and carry out projects to emphasize the importance of such training;

(e) undertake recreation programs for young people where recreation programs are not available;

(f) undertake programs in public health in cooperation with and under the supervision of local authorities and provide services in connection with public health projects;

(g) engage in the teaching of home economics in areas of deprivation and provide services in connection therewith;

(h) organize and carry out programs for the development of cooperative undertakings in education, community development and other related fields of endeavour; and

(i) generally do all such things as are incidental or ancillary to any of the powers of the Company or that would tend to further the objectives of the Company."

3. PROGRAM:

After a somewhat free-wheeling (1966-69) initial phase of community involvement by volunteers an assessment, followed by the streamlining of operations and management during 1970-72, CYC now has a development oriented program with the following

3.1 criteria for individual projects:

- CYC provides human resources to aid groups in need of volunteers in order to attain its objectives; it does not provide financial or material help;
- CYC works directly with people and does not provide volunteers to a coalition group (unless such a group is involved in local community organization);
- CYC works primarily with resource-poor and unorganized citizens lacking the necessary resources to gain power;
- CYC works with groups desiring its presence: it does not accept projects coming from individuals but from people forming a "reference group", in a community which initiates and directs the course of action in a project;
- CYC requires that the Reference Group be clearly defined and in charge of the project; the volunteers' role is that of a promoter and organizer; not a director, manager or secretary;
- CYC accepts projects for one year: the termination of volunteer support on its part and the complete take-over of the project by the local group must be planned in terms of action steps and objectives;
- CYC requires that volunteers be hired through locally advertised competition open to all those interested in the objectives of a project.

3.2 **Work Projects** were carried out in the following categories (issues) of community action during 1973-74:

Categories	Number of Volunteer Projects
• Education	6
• Day Care Centers	5
• Training and Information Centers	5
• Agriculture, Fishery and Forestry	13
• Handicraft	5
• Housing and tenants	16
• Communications	8

Work Projects continued:

Categories	Number of Volunteer Projects
• Cooperatives: —Handicraft	4
—Housing	1
—Food	10
—Production	12
—Distribution	2
—Services	7
• Regional Development	2
• Rural Development	1
• Medical Clinics	2
• Community Services	8
• Urban Planning Development and Renewal	13
• Recreation and Culture	3
• Women	2
• Children's rights	1
• Youth	11
• Elderly	1
• Social Welfare Recipients	2
• Native People, ethnic groups	18
• Consumers	4
• Handicapped and mental patients	4
• Inmates and Ex-inmates	3
Total number of projects:	184

The resolution of these community issues requires a multidimensional involvement of CYC volunteers in community projects.

3.3 **The main methods of volunteers**[2] to really reach the disorganized, voiceless, resource-poor, uninformed groups of the population who are unaware of strategies and lack experience in local communities are:

- action research, and
- local level organizing.

- Special trained volunteers conduct **action research** in communities that request help. Volunteers assist local people to identify their needs, form reference groups and cooperate with these groups in the preliminary work to propose and prepare a project.

[2] From: Brodhead, P.D.: "The Company of Young Canadians", mimeographed, Ottawa, May, 1974.

- Volunteers **help to organize** these people to:

  –identify needs
  –establish priorities
  –develop strategies
  –locate resources
  –hire effective personnel without destroying the role of the group
  –initiate administrative steps
  –select, train and supervise local workers
  –review objectives regularly
  –self-evaluate periodically
  –search for autonomy.

  In this respect, CYC fulfills a unique function in community development not carried out by any other agency working in similar fields.

3.4 **The coverage** (geographic distribution) of CYC services include the following provinces: Newfoundland and Labrador, Prince Edward Island, Nova Scotia, New Brunswick, Quebec, Ontario, Manitoba, Saskatchewan, Alberta, British Columbia, North Western Territory and the Yukon.
Project proposals are initially discussed with CYC field staff and further developed along CYC guidelines by the community groups. The proposal—together with field staff recommendations—is then submitted to CYC Headquarters for final approval.

4. PERSONS INVOLVED

4.1 **Volunteers:** Total number 1973-74: 315 volunteers;
of which: Men : 60%
Women: 40%
With Dependents : 35%

Average age: 24 years
Age range: 18-21 years: 18%
22-28 : 63%
29-62 : 19%

Educational Background:

Primary education	5.3% of volunteers
Secondary/College	59.4% of volunteers
University	35.3% of volunteers

Recruitment and Selection: 95% of the volunteers are recruited in the local communities in which they will serve (see project criteria). Candidates apply on the basis of local advertising and are selected locally by a selection committee composed of CYC field staff and members of the community group.

Training: CYC provides funds for training each volunteer, according to individual needs and type of project. In order to prepare themselves CYC volunteers participate in programs offered by various training institutions in Canada; there is no specific CYC training program.

Contractual arrangements: Volunteers are contracted by CYC and receive a monthly living allowance, medical care, life insurance and an honorarium at the completion of service. They also have arrangements for annual holidays. Even though CYC contracts and pays the volunteer his/her main responsibility is with the local community group.

4.2 **Staff:** Total number 1973-74: about 100 both professional and administrative
of which: 58 are field staff
42 are Headquarters staff

Information on the background of staff was not available but many of them have field experience as volunteers. The organizational chart (Attachment 1) reflects the areas of assignment of the staff. Field Staff is assigned to the 13 provinces listed above in such a manner so as to reach any volunteer in their region within 3 hours driving distance. Staff is hired on the basis of the Government Employees Compensation Act and CYC maintains a Pension and Health Plan for its employees. CYC has budgeted $500 per staff per year for training at any institution and in any field relevant to their assignment; 3-4 days for every 3 months of assignment are set aside for staff training.
The staff volunteer ratio is 1:3.15

Experience with International Staff-Exchange:

Since 1973 CYC has hosted various staff members from domestic development services of other countries interested in studying and learning from CYC experience, including:

- 1973, for one month, a female welfare worker from Hong Kong interested in learning more about community development;

- 1973, for one month, the director of the New Zealand Community Volunteers to study CYC overall operations; a staff-exchange between both organizations is now being considered;

- 1974, for four months, one person from Zaire involving: one month study at CYC Headquarters, one month travel and interviewing in the field (Quebec), one month field work on his own, one month's evaluation at Headquarters (the Project was not completed as he left after two weeks of field assignment);

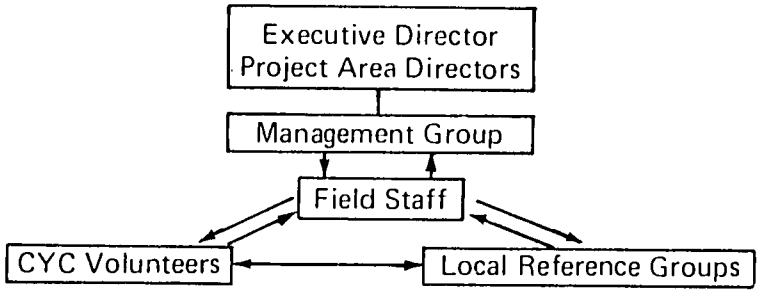
- 1975, for 3 days, two civil servants from Iran working in rural development in their country who were interested in learning more about involving volunteers in rural development.

From the point of view of CYC, most foreign visitors—with the exception of the one from New Zealand—were not really interested in volunteer service because they had other professional orientation or had other motivations to travel to Canada. The members of CYC expressed continued interest in an international staff-exchange and learning experience, if candidates are more carefully selected and an agreement exists prior to arrival that the foreign staff *"is not just looking but will participate in the work."*

4.3 **Directors:** In the nine years of its existence, CYC had three Executive Directors with Mr. P.D. Brodhead serving from 1970-74 during the crucial period when CYC initiated its long-term development policies and operations. The leadership provided by the Executive Director is crucial for the organization—even though there is strong participation in the decision-making by field and Headquarters staff. Together with the delegation of many functions to the field, CYC gives the impression that the role of the Executive Director is one of a "primus inter pares" and that the organization is really carried by its various member bodies. Both Mr. Brodhead and the present Executive Director, Mr. Bowie, have served as volunteers themselves.

5. ORGANIZATION AND BUDGET

5.1 **Organization:** The organizational structure of CYC is reflected in Attachment 1. Within CYC, a Management Group, consisting of the Executive Director and the Project Area directors, is—after consultation with the field staff—responsible for management decisions. Project operations are carried out through the following organizational relationships:



In addition, the establishment of an Operational Group within the CYC Headquarters is under consideration for coordination of all administrative support, logistics and services.

5.2 **Budget 1973-74**[1]

Annual Income:	CDN $ 2,925,179
Annual Expenses:	$ 2,891,895
Excess Income:	$ 33,284

Cost per volunteer man-year: CDN$9,181. (including administrative overhead and remuneration to Council Members).

6. LINKAGES AND PUBLIC PARTICIPATION

6.1 Linkages to other governmental, business or private agencies exist on the local level whenever they are needed to carry out a project. Since CYC does not distribute funds but provides assistance to local groups to find available resources themselves, these functional linkages are established by the community in execution of the project.

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[1] The Canadian Budget Year runs from April 1—March 31.

Apart from the formal linkages with constituent bodies and accepted community projects there are no other formal contractual arrangements reported.

6.2 Public Participation

Even though it is a governmental service, the very existence of CYC depends upon public participation. Each volunteer assignment is possible only because community participation already exists in the request of the service of the volunteer.

7. ACHIEVEMENTS

CYC applies a long-term development approach through experimental learning by underprivileged groups involving them in their own and in their community's development. The following facts reflect the achievements of the service in this respect:

- CYC is the only country-wide organization that develops local organizational resources through recruiting, training and supporting local reference groups in areas of need;

- CYC is not a short-term "give-away" program for hardship cases but a long-term developmental effort to assist people to change their condition by themselves: All volunteers reach the local target groups and all projects achieve direction by the local people—otherwise there is no project;

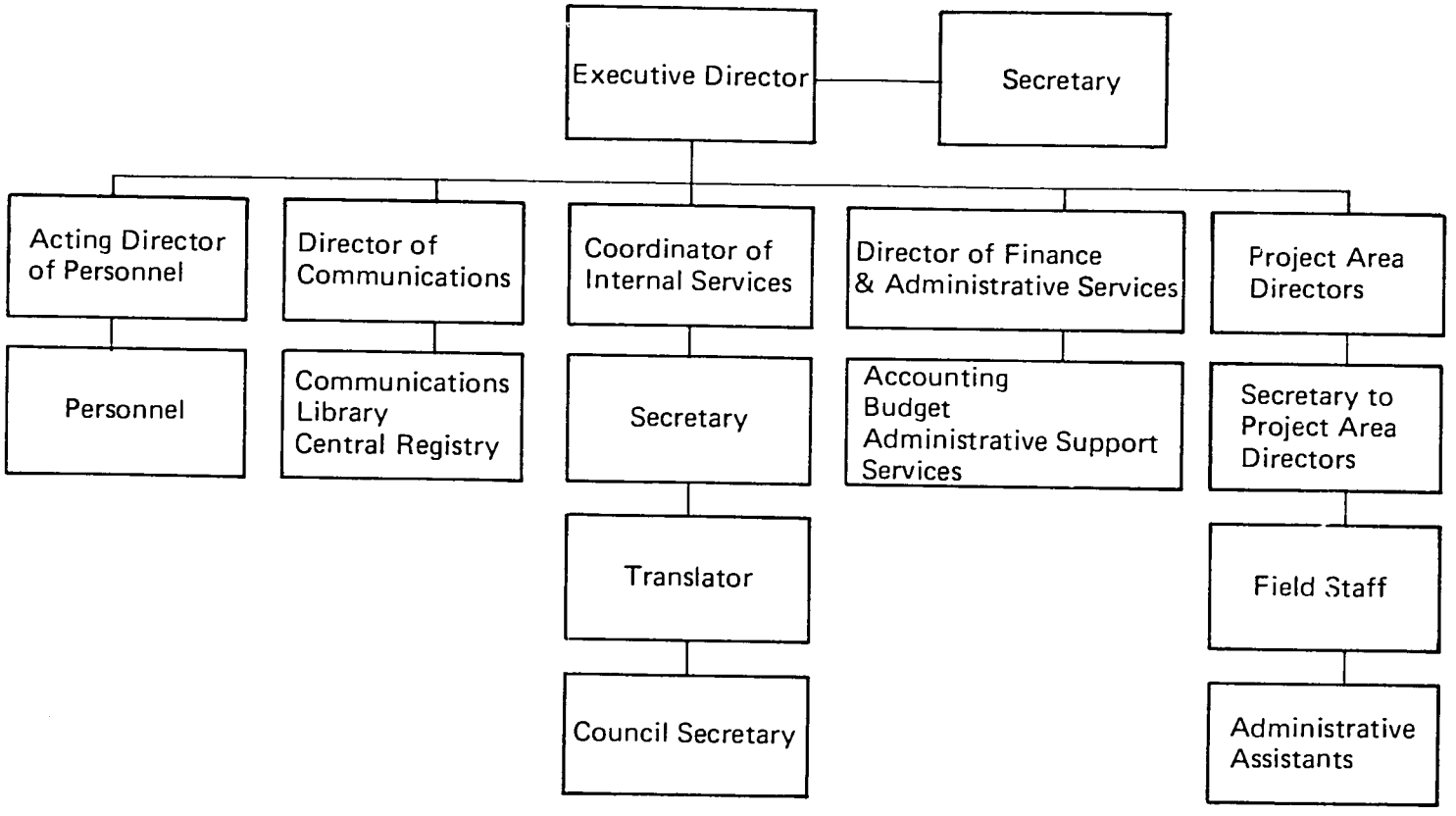
- CYC is delivering a range of new resources—previously unknown and not used—to their reference groups which enable them to continue their projects after the volunteers have completed their assignments. This continuity indicates that the enabling process of the volunteers' work included a significant change of attitudes on the part of the local community towards active involvement to help themselves.

- The work of CYC has produced new development models for local community participation specially in the areas of regional development, communications, native development and housing, including: Community-based radio and TV stations; cooperatives of small farmers in a region or purchasing their farm equipment and materials and selling their products; cooperative approaches to social housing projects; other successful cooperatives include fishermen's associations, food groups and handicrafts; assistance to native people and ethnic groups to maintain their cultural identity and at the same time integrate themselves into the larger Canadian society through bilingual education and training, job creation, medical care, etc. linked to various traditions; founding of native people associations and neighborhood centers, etc.

- The work of CYC has affected governmental policies and financial/material assistance to these reference groups especially toward more participation by local people in decision-making concerning their needs;

- Finally, CYC has attracted international attention in that various volunteer services in other countries were interested in learning from this experience through international staff exchange.

ORGANIZATION CHART COMPANY OF YOUNG CANADIANS



1. **INSTITUTION:** **COMMUNITY SERVICE VOLUNTEERS (CSV)** **UNITED KINGDOM**

Address: 237 Pentonville Road, London N I 9NJ

Directors:

- Alec G. Dickson, C.B.E., L.L.D., Ph.D (hon.) Honorary Director (Director without remuneration).
- Mrs. Elizabeth Hoodless, Executive Director
- Reverend Alan Scott, Assistant Executive Director

Establishment: In 1962 incorporated as a charity organization by the Charity Commission on the basis of the Community Service Volunteer Rules.

Membership:

- *"Ordinary membership shall be restricted to those who are undertaking, or having undertaken, voluntary work under the auspices of the Association,"* (Rules for Membership 1). Volunteers automatically become members on the date they commence work. They may continue membership after completion of their service either by paying their annual dues (£51) or a life membership (£515s).

- *"Associate members shall be such other persons as are elected by a majority vote of members present at a General Meeting of the Association following nomination by a paid-up ordinary member"* (Rules paragraph 3.(ii).) Members receive all notices of meetings of CSV, circulars and other materials and are entitled to use the facilities of the Association.

Type of Service: Social and Technical Development Service: non-governmental and voluntary, full-time service, from a minimum of 4 months to a maximum of 12 months.

Supervision:

- The General Committee administers the affairs of the Association and consists of not more than 14 persons (of which nine are former volunteers and 3 are women) and the Director or Honorary Director as ex-officio members. Committee Members are elected at the Annual General Meeting of the Association for a one year term. The General Committee appoints a Chairman from among its members for a one year term. The General Committee meets about 5 times a year and has the *"power to appoint the Director or Honorary Director and such staff as shall be deemed necessary to fullfill the objectives of the Association"* (Rules, paragraph 6.) All staff is invited to the meetings of the General Committee.

- The Advisory Council consists of 16 appointed public personalities who act as patrons of the organization and provide public support to the efforts of CSV.

2. REASONS AND OBJECTIVES

2.1 **Reasons:** The idea for CSC grew out of discussions between Dr. Alec Dickson, Founder of Voluntary Service Overseas, U.K., in 1958, Mrs. Mora Dickson, the Reverend Hubert Thomas and Mr. Newell Price, Director, Student Christian Movement in Schools; they later became the founders of CSV. Their reasoning included:

- There is a need for service opportunities for youth that goes beyond the voluntary work camp pattern (which is limited to school holidays, resulting in projects often artificially created);
- There are people who want to serve social and human needs rather than physical construction work (as many work camps do);
- There are school graduates who want to do something positive before they go on to college;
- If young people can serve abroad in Africa and Asia—why not at home in Britain?
- Why should every candidate be brilliant and carefully selected in order to serve?

2.2 **Needs:** The Founders identified two initial needs for community service:

- the need for school leavers to serve;
- the need for residential institutions, i.e., children's homes, homes for the elderly, handicapped, etc., for supporting staff;

later CSV added the following principles:

- the right to service opportunities for every one wishing to contribute to the community; the handicapped, socially disadvantaged, offenders, etc.;
- the need to provide experimental learning opportunities through service linked with curriculum at schools and training institutions.

2.3 **Objectives:** According to the Rules (paragraph 2) *"the objects for which the Association is established are:*

a) to provide further education for young men and women by encouraging and enabling them to undertake voluntary work in education, social service or similar activities in various parts of the world and in particular in the United Kingdom;

b) an ancillary to the objects expressed in paragraph (a): to give publicity to and to recruit for any similar programme in other countries and to receive volunteers from them;

c) by participation in such activities, to enable young people to relate the Christian Gospel to the needs of the community."

3.1 **Principles:** The object of community work by volunteers is: *"To care for others, involve others and work for change".* Volunteers are assigned to places where the need is greatest, i.e., nearly always away from home. Volunteers are assigned to jobs, matching their capabilities and have a face-to-face contact with the people they are assisting. The project institutions to which volunteers are assigned are responsible for supervision and guidance of the volunteers. In most cases they also provide room and board. The transfer of responsibility to the project agencies is very far reaching, making them part of the voluntary service effort. Experience with this type of transfer of responsibility for the volunteer made it clear that there is a need for preparation of the officials of project agencies on what volunteer service can do and how it can be done best. In short, CSV is the first organization establishing systematic "receiver training" for those who will supervise volunteers.

3.2 **Volunteer Work Programs** include:

Major Project Area	Duration of Service	Number of Volunteers 1973
Primary Education		60
Secondary Education		30
Public Administration		10
Health Services (including hospitals)	4-12 mos.	700
Social Services and Community Development		1,700
Total:		2,500

During 1973 CSV provided a total of 8,260 full-time volunteer service months with 40 working hours and more per volunteer per week. This represents **751 volunteer man-years** provided in 1973.

Individual projects include:

- Working in Night Shelters to respond to the needs of "down and outs;"
- Trying to sense and meet the needs of a large group of mentally subnormal patients in a hospital ward;
- Taking part in intermediate treatment for young people, devising activities more dynamic than delinquency;
- Finding projects on behalf of the probation service for offenders sentenced to undertake work for the community;
- Discovering the needs of the handicapped in local areas, to enable Social Service Departments to make provision under the Sick and Disabled Persons Act;
- Working in an inner urban school with Asian pupils who want to learn English and setting up home literacy schemes for Asian women;

- Acting as a link between trainees and staff in Borstals, and developing new forms of community involvement;
- Developing tutoring programmes so that senior pupils can help younger children with reading in schools in Education Priority Areas;
- Doing action research to develop an experiemental transport service scheme on behalf of the Social Work Department in a rural area of Scotland;
- Publicizing rights under the Race Relations Act, and assisting Community Relations Officers.

3.3 Advisory Services

CSV increasingly provides services to schools, colleges and Social Services Departments to link: Community service with: formal education, rehabilitation of the disabled or offenders, and as an alternative to confinement for certain offenders.

The Advisory Service developed the following materials in support of community service.[1]

- Games and Simulations for use in schools and communities;
- Guides to Teachers organizing Community Service;
- School and Community Kits;
- Bi-monthly publication of **School and Community**, the only magazine devoted to community education.

Concerning community service as an alternative to incarceration: the Magistrates in London, Kent, Durham, Lancashire and Nottingham have so far issued Community Service Orders, enabling Courts to award up to 250 hours of community service instead of imprisonment. Two full-time CSVs are attached to each Probation Service to help develop projects and work on the jobs with offenders awarded community service.

3.4 International Cooperation and Assistance.

A few instances are reported where foreign volunteers—mostly from the United States—served with CSV for a period of 4-5 months. In all cases applications and recruitment occured ad hoc while students were traveling in Britain. There has been no formal arrangement of foreign volunteers serving CSV or CSV's serving abroad.

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[1] See also the following articles by Dr. Alec G. Dickson: *The Doctor and his Patient: Volunteers in Our Hospitals Help Break Down the Barriers?* British Clinical Journal, June, 1973; *Linking Study with Service,* Educational Development International, October, 1973.

The most profound international assistance CSV provided was through the **short-term consultancies** of its Honorary Director, Dr. Alec Dickson and Mrs. Mora Dickson. The purpose of these consultancies was:

- To share ideas regarding the involvement of young people in community service;
- To identify unmet needs in the consulting country;
- To suggest service plans and programs to the authorities.

All consultancies had two common denominators: (a) the need of each and every country to involve young people in development and (b) to make education relevant for development.

The short-term consultancies carried out by the Honorary Director and Mrs. Dickson are explained in the following table.

Consultancies included:

Country	Year	Duration	Invited by:	Issues	Sponsored by:
India[2]	1968	3 weeks	Ministry of Education University of Grants Commission	National Service; Students Service	British Council
Hong Kong[3]	1968	3 weeks	Government	Day-to-day involvement of volunteers	British Council
Nigeria[4]	1970	3 weeks	University Vice Chancellors Committee	National Youth Service Corps (University Service)	British Council
Malta	1971	2 weeks	Governor General	Volunteer service in school programs	British Council
Nepal[5]	1972	1 week	Vice Chancellor Tribhuvan University	National Development Service (University)	British Council
New Zealand	1972	1 week	Chairman of Committee of New Zealand Community Volunteers	Community Volunteers Social & Technical Service	British Council
Papua–New Guinea	1973	3 weeks	Ministry of Education	Service for unemployed school-leavers	Commonwealth Foundation
Bahamas	1975	3 weeks	Prime Minister	Maritime Service Corps	Commonwealth Secretariat
Germany[6]	1973/74	3 times 3 days	German Volunteer Service	Domestic Development Service in Germany; cooperation & exchange with other services	German Volunteer Service
U.S.A.	1969/75	3 days 3 weeks each	Peace Corps, Action, various local volunteer organizations	Alternative forms of domestic & overseas service	Inviting Institution

Reports by Dr. Alec G. Dickson:

[2] "India's National Service Corps Proposal", ISVS Pointer No. 43, 1969; [3] "Community Service in Hong Kong", ISVS Pointer No. 52, 1970; [4] "Proposal for Nigerian National Service Corps", ISVS Resume No. 64, 1971; [5] "National Development Service–A Proposal for Nepal", ISVS FLASH, Vol. 5 No. 1, 1973; [6] "Ein Inlandsentwicklungsdienst fur Westdeutschland", Conference Paper, Bonn, 1973

4. PERSONS INVOLVED

4.1 **Volunteers:** 1973 Total Number: 2,500 Age range: 16-22 years
Volunteer Man-Years: 751

Background: Volunteers come from all walks of life in Britain. The majority have completed high school and serve before entering further training or education. About 20% of the volunteers are themselves handicapped or have in the past suffered from some form of social alienation. About 25% are police cadets released from service by their Chief Constables as an integral part of their training, and some volunteers are released from employment for the service (Clark's, IBM, National Westminster Bank, Rank Xerox, Unigate).

Recruitment and Placement: In principle, everybody above age 16 is accepted for service and it is merely a question of finding "the right slot" where his/her service is needed. Volunteers are recruited through circulars to schools, universities and employers. Articles in the press also help recruitment efforts. After a candidate has expressed interest, he/she receives an information leaflet and an application form. After the application is completed and returned, two references are requested. Once the dosier is completed, the applicant is invited to Headquarters or one of the field offices for a 1–2 hour interview on possible job assignments. An agreement on the assignment is either reached immediately or after a period of consideration on the part of both the applicant and the staff. Finally, the volunteer assignment—containing the conditions of service—is offered in writing and the acceptance on the part of the applicant represents the contract between CSV and the volunteer. Volunteers make their own travel arrangements to their project sites.

Contractual arrangements: Volunteers receive room and board from the project institution and £3.00 allowances per week. In case room and board cannot be provided by the project institution, volunteers rent flats or live with families and are reimbursed for expenses. Travel expenses are reimbursed and the National Health Service is provided free of charge.
CVS insures the volunteers against personal accident and third party liability.

4.2 **Staff:** In 1973 there were 43 full-time staff members for the following functions:

	Total No.	Of which Women	Age Range
Senior Volunteer Directors	4	3	
Volunteer Directors (for the various program areas)	12	9	21–30
Assistants to Volunteer Directors	10	10	17–50
Advisory Service for School Executives	2	1	28–32
Regional Development Officers[7]	4	3	24–32
Public Relations, Secretarial Help and Receptionists	8	7	18–40
Administration, Liaison, fund-raising	3	1	50–67
TOTAL	43+3	34	

In addition 3 retired executives serve in a voluntary capacity in CSV (1 professor, 2 registry clerks).
The full-time staff (including the three directors): volunteer ratio is 1:17.5.

The **educational background** of staff ranges from secondary to university (bachelor's) degrees. Most have been volunteers themselves before joining in a staff capacity. Staff is hired by the General Committee not on a fixed term contract. The salary scale is closely related to the one issued by the National Joint Council for Local Authorities concerning Social Workers. CSV staff is insured in the Social Workers Pension Fund. Job Openings in higher positions are usually filled by staff from within the service (career promotional opportunities.)

4.3 **Directors:** The Founder and Honorary Director, Dr. Alec Dickson, has directed the affairs of CSV since its inception. His main vocation is now to help improve volunteer

[7] Regional Offices exist in Scotland, Northern Ireland, Leeds, and Oldham. Apart from full-time staff there are also volunteers serving in a staff capacity in the various regions.

community service to make it part of a way of life and spread the idea to other countries. The wide range of consultancies listed earlier are testimony of this effort. He is the founder of the Man O' War Bay Training Centre Outward Bound School in Cameroon and Nigeria (1950-54), and the Voluntary Service Overseas, United Kingdom (1958). In 1961 he was consulted by the U.S. for the establishment of the Peace Corps.
The day-to-day management is in the hands of the Executive Director, Mrs. Elizabeth Hoodless. Also involved in CSV since the early days, she is in charge of the overall operations, especially the administrative and budgetary aspects. This also includes fund raising and liaison to sponsors (see 5.2).

The Reverend Alan Scott, as Assistant Executive Director, found his role especially in providing leadership and guidance to the individual Volunteer Directors in their respective fields of responsibility. He previously assisted very effectively in the establishment of the Manchester area CSV.

To summarize: Along with the expansion and "growing of age" of CSV went a specialization in three different leadership roles that carry out the mission and mandate of the organization. Continuity of leadership is probably the major reason for the organization's ability to respond to changing needs and growth despite increasing economic difficulties. There is, of course, a certain danger that leadership by the same persons for such a long period can result in increased bureaucratization and shortsightedness. But this is not the case here, apart from the lively discussions between the three Directors, the Volunteer Directors and members of CSV are able to make their voices heard and participate in the decision-making process.

5. ORGANIZATION AND BUDGET

5.1 **Organization:** The Organizational Chart provided in Attachment 1 identifies the structure of the organization.
This structure evolved from the practical operational needs and the type of people involved, in contrast to a conscious effort of "management design". As described earlier, the volunteer work responsibilities are delegated to the project institutions, consequently the Regional Offices (Development Officers) function as the extended arm of the Headquarters for volunteer placement, liaison to project institutions and sponsors of CSV. All other functions of the organization and the overall coordination is carried out from the Headquarters in London.

5.2 **Budget:** The Annual Financial Report for 1973 states:

Expenditures	£ 162.562
Income	£ 162.995
Balance	£ 433

Sources of annual income include:

- Grants from Departments of Education and Sciences, Health and Social Security, Environment, Foreign Office, Foundation, Trusts, and the Northern Ireland Community Relations Commission;
- Donations from local Social Services Committees, Education Committees, Trusts, Foundations, Firms and Individuals;
- Covenants from Foundations and Corporations;
- Volunteer Placement Contributions from Uganda Re-settlement Board, Counties and Boroughs, Colleges, etc.;
- Volunteers' Earnings (34.8% of the total Income) paid by the project institutions to CSV;
- Special Services provided (Advisory Services, Police Cadet Training).

Three principles govern the budgeting of CSV and they may be of interest to others wishing to establish a private voluntary organization: (a) Volunteers' earnings should exceed their expenditures, including travel; (b) Expenditure on Advisory Services (salaries, materials, publications) should be smaller than income out of these activities; (c) Revenues should derive from a broad range of sponsors.

Costs per volunteer/man-year for 1973: £ 2,165
(including administrative overhead) U.S.$5,261[9]

6. LINKAGES AND PUBLIC PARTICIPATION

6.1 **Formal Agreements of cooperation** exist with those organizations who sponsor CSV and provide some funds for its operation including:

Institution:	Purposes
• Governmental agencies • Foundations and Trusts • Hospitals • Local Social Services Departments • Courts • Schools, Colleges, Police Cadet Training	• Assignment of volunteer manpower; • Change of work pattern and attitudes; • Provide experimental learning opportunities through community service; • Replace punishment with learning opportunity.

[9] Exchange Rate: .41 per U.S.$1

6.2 **Informal Cooperation Arrangements:** A large number of Government Departments and Agencies (19) and National Public and Voluntary Organizations (56) support the utilization of CSV and are available as resource organizations to the volunteers. Each volunteer receives a list of these organizations that he can make use of when needed.

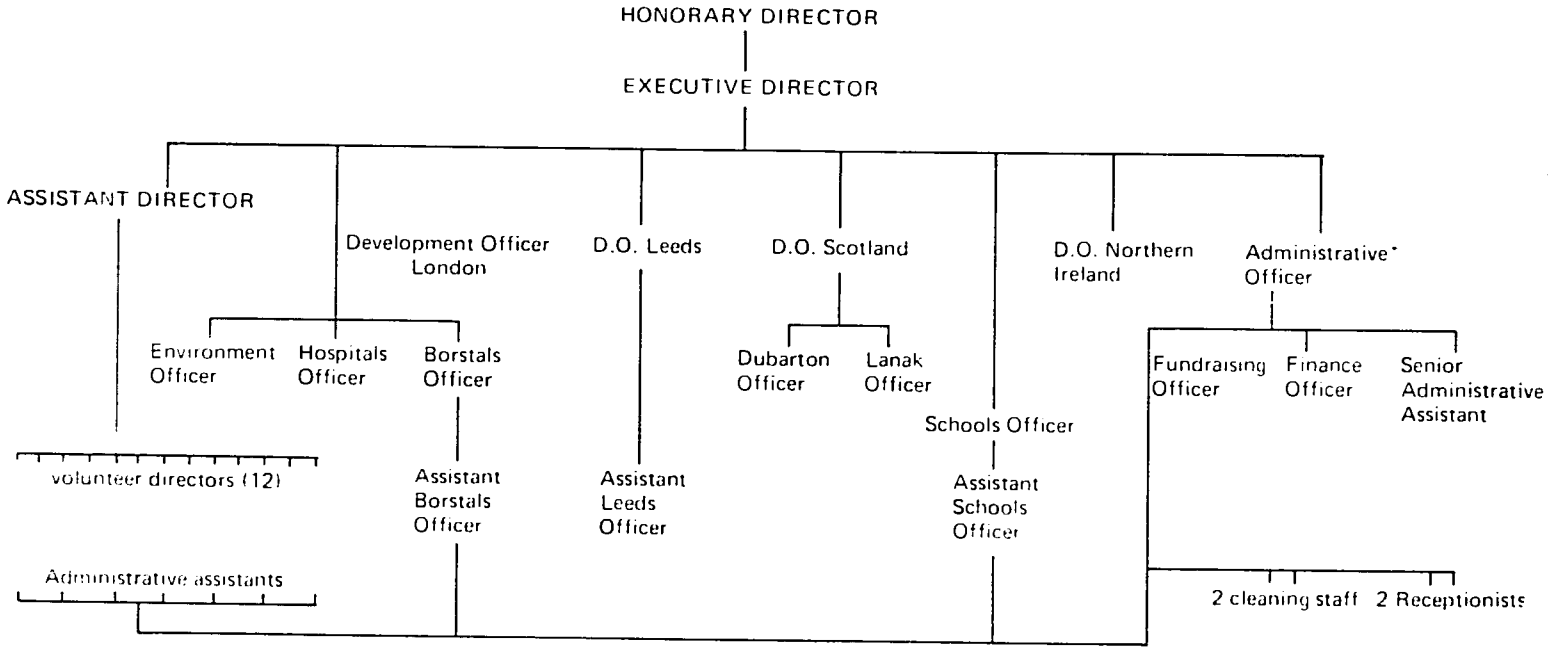
6.3 **Public Participation:** The very existence of CSV is based upon personal participation of individuals, groups, communities and the public at large. No volunteer could be placed in a project and be financed without the broad public support CSV receives, as is evident through the earlier description of the organization. There is no area of operation, decision-making or financing without participation of those involved or affected by the program. Also the continuous response to new needs, development of new programs and services is only possible because of the level of participation and feedback it receives from all levels and sides.

7. ACHIEVEMENTS

The following facts reflect the achievements of CSV:

- the continuous increase in the annual number of participating volunteers during the past 13 years;
- the expansion of program areas from initial staffing support in hospitals and children's homes to community oriented projects attacking social ills and provision of new opportunities to experimental learning;
- the capability to remain unbureaucratic, flexible and responsive to needs;
- the broadly based and continuous financial support for the program reflect satisfaction from sponsors;
- the low staff to volunteer ratio and relatively low costs per volunteer man-year indicate efficiency of management;
- especially the expansion of service into areas of community life, the broad public participation (which means also control) and the duration of support and growth for more than 13 years indicate that CSV has made an impact in trying to achieve its objectives.

ORGANIZATIONAL CHART COMMUNITY SERVICE VOLUNTEERS



* The Administrative Officer is responsible for all administrative staff.

1. INSTITUTIONS: ACTION: U.S.A.
- VOLUNTEERS IN SERVICE TO AMERICA (VISTA)
- ACTION COOPERATIVE VOLUNTEER PROGRAM (ACVP)

Address: 806 Connecticut Avenue, N.W.
Washington, D.C. 20525

Directors: Dr. Michael P. Balzano, Jr., Director
Mr. Ronald E. Gerevas, Associate Director for Domestic Operations
Mr. Frank Williams, Deputy Associate Director for VISTA and ACTION Education Programs.

Establishment:
1. VISTA was created in 1964 on the basis of Title VIII of the Economic Opportunity Act of 1964 as part of the national "War on Poverty". From 1964 to 1971 VISTA was administered by the Office of Economic Opportunity. With the creation of ACTION on July 1, 1971, VISTA became part of this voluntary agency via Executive Order of the President. The Domestic Volunteer Service Act of 1973 (P.L. 93-113, Section 603), provided the subsequent legislation for ACTION, and repealed the Economic Opportunity Act of 1964, Title VIII, concerning the VISTA program.
2. ACVP was created in 1974 as a Special Volunteer Program, for demonstration and experimental purposes, on the basis of the Domestic Volunteer Services Act of 1973 (P.L. 93-113), Title I, Part C.

Type of Services: Social and Technical Development Service by educated and skilled people, the majority of whom are young adults, part of the National Volunteer Antipoverty Programs. The volunteer service is full-time for a minimum of one year with possible extension to 2 years. No volunteer shall serve for more than a total of 5 years according to Title I legislation.
VISTA is a national volunteer program, paid for by ACTION, with volunteers assigned to poverty related projects.
ACVP is a national cooperative volunteer program on a cost-sharing basis between ACTION and the cooperating Federal, State, local government or private non-profit agencies; volunteers are assigned to poverty-related projects of those sponsoring agencies.

Supervision: See ACTION Compendium No. 20.

2. OBJECTIVES

2.1 VISTA: (Section 101 of P.L. 93-113) *". . . . to strengthen and supplement efforts to eliminate poverty and poverty-related human, social and environmental problems in the U.S.*

- *by encouraging and enabling persons from all walks of life and all age groups, including elderly and retired Americans,*
- *to perform meaningful and constructive volunteer service in agencies, institutions, and situations where the application of human talent and dedication may assist in the solution of poverty and poverty-related problems, and*
- *secure and exploit opportunities for self-advancement by persons afflicted with such problems."*

2.2 **ACVP**[1] : Essentially the same objectives as VISTA and further specified as:

- to provide and encourage wider volunteer participation on a full-time basis by
- sharing ACTION's volunteer resources and its program experience with other Federal, State and local agencies and private non-profit organizations in working
- to strengthen and supplement efforts to meet a broad range of human, social and environmental needs, particularly those related to poverty.

3. PROGRAM

3.1 **VISTA.** Volunteers are assigned on the basis of requests from Federal, State or local governmental agencies or private non-profit organizations to work in appropriate projects (Section 102 (a) of P.L. 93-113):

> *"1) in meeting the health, education, welfare or related needs of Indians living on reservations or Federal trust lands, of migratory and seasonal farmworkers and their families, and of residents of the District of Columbia, the Commonwealth of Puerto Rico, Guam, American Samoa, or the Virgin Islands;*
> *2) in the care and rehabilitation of mentally ill, developmentally disabled, and other handicapped individuals, especially those with severe handicaps, under the supervision of nonprofit institutions or facilities; and*
> *3) in connection with programs or activities authorized, supported, or of a character eligible for assistance under this Act or the Economic Opportunity Act of 1964, as amended (42 U.S.C. chapter 34) in furtherance of the purpose of this title."*

Volunteer assignment requires the approval of the Governor of the State in which the volunteer is about to serve; wherever feasible and appropriate, low-income local volunteers should be assigned together with the nationally recruited specialist volunteers to serve jointly in their home community. Prior to the assignment of such local volunteers an individual plan must be submitted indicating the opportunity for job advancement or for transition to gainful employment. Three months before the completion of the local volunteer's term the plan should be updated and reviewed with the volunteer concerned. To the maximum extent practicable, nationally recruited volunteers should live among and at the economic level of the people served in the local community. Volunteers should be available without regard to regular working hours, at all times during their service, except when on leave (Section 104).

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[1] According to ACVP Operations Handbook for Sponsors, ACTION, October 1, 1974.

Major Program areas to which VISTA volunteers are assigned include:

Social services	38.5%
Education	15.7%
Housing	13.8%
Economic Development	9.8%
Health	11.7%
Community Planning	10.5%

VISTA's volunteer manpower is assigned to assist and supplement organizations working to eliminate the causes of poverty such as: inadequate or no health care, substandard education and housing, chronic unemployment, inadequate social and legal services and community planning. Volunteers are not available for regular clerical, secretarial, administrative or staff jobs. VISTA requires: the participation of community people in the planning, formation and execution of projects, clearly defined objectives (targets of achievements) within a specific time frame, including a planned phase-out of volunteers.

In 1974 a total of 467 **project** agencies received VISTA volunteers for 1 year of service, including:

Community Service Groups	25.9%
Community Action Agencies	20.7%
Local Governments and Public Institutions	17.2%
Legal Services	13.7%
Grassroots Groups	10.2%
Church or church related organizations	5.2%
Universities, Colleges, other educational institutions	4.6%
Others	2.5%

Projects are carried out in all 50 States, Puerto Rico, Virgin Islands, Guam, and American Samoa.
Work supervision of VISTA volunteers is the responsibility of the project agency; ACTION Regional and State Offices provide liaison and support.

3.2 **ACVP:** ACTION Cooperative Volunteers are assigned under the same principles to projects as are the VISTA Volunteers, and upon request by Federal, State, local or private nonprofit sponsoring agencies. A Memorandum of Agreement signed by both ACTION and the sponsor contains the basic description of responsibilities. The Program Narrative identifies and describes the problems to be addressed, the objectives and the duties and qualifications of the volunteers requested.

Major program areas are similar to those of VISTA. A total of 91 projects were carried out in 39 States and Guam during 1974.
Work supervision for ACV's is the responsibility of the sponsoring project agency; ACTION Regional and State Offices provide liaison and support.

4. PERSONS INVOLVED

4.1 **VISTA:** Total number 1974: 4,398 volunteers
of which: Male: 39.4%
Female: 60.6%

Age range:	
18-19 years	2.2%
20-21 years	7.7%
22-24 years	38.3%
25-34 years	28.3%
35-44 years	8.1%
45-54 years	5.5%
55-64 years	4.5%
65 plus years	5.4%

Educational Background:	
High school only	26.4%
Attended Technical Schools	3.7%
Attended College	14.1%
College Graduates	55.8%

4.2 **ACVP:** Total number in 1974: 224 volunteers with a similar profile as VISTA volunteers.

Both VISTA and ACVP volunteers are recruited locally and nationally. About 59.3% are placed in projects on the basis of local recruitment and about 40.7% from national recruitment. Volunteers come from all 50 States, Puerto Rico and the Virgin Islands. In 1974 VISTA also assigned 9 foreign volunteers under the same conditions as national volunteers.

Locally recruited volunteers (56.4%) are identified by the sponsor as candidates. The sponsoring organization has the responsibility for screening, interviewing and recommending for selection to ACTION the most qualified applicants. The ACTION Regional Office must concur with the recommendations before the ACTION Office of Recruitment and Communications reviews applicants and clears them for contract and assignment.

Nationally recruited volunteers (43.6%) come from the thousands of applications ACTION receives annually. The Office of Recruitment and Communications is responsible for the screening of candidates including: evaluation of the formal application and five personal references (one of which should be a former supervisor or college professor). Nationally recruited volunteers are generally college graduates (aged 22-26), senior citizens and/or members of minority groups. From those applying, only about 20% meet the VISTA/ACVP requirements, which include: possession of necessary skills or equivalent education or job experience; exhibition of maturity, initiative, stability, ability to get along well with others and to work in unstructured situations.

Staging or the machanism of the "volunteer delivery system" are the technical terms used for what other organizations call the selection and placement process. Three main types of staging are applied:

—**Pre-Training** staging provides a one day meeting between sponsoring organizations and the volunteers prior to the scheduled ACTION Training for: introduction into

the project, individual interviews to provide an opportunity for both sponsors and volunteers to agree on a project assignment. Only volunteers pre-selected for a specific project participate so that the rate where no agreement is reached is low (only a few cases of "over-inviting" occur). If no agreement can be reached the qualified volunteer candidates receive, as nationally recruited volunteers, a regular VISTA training and are placed later on. If an agreement is reached, volunteers receive a 3–10 days training before starting their assignment.

—**Pre-Service Orientation** is a 2½-days session between sponsoring organizations and volunteer applicants one month prior to ACTION training. Applicants are invited with no commitment for assignment (i.e. "over inviting" of volunteer candidates), and the sessions provide an opportunity to learn a great deal about each other. Sponsoring organizations present their projects, ACTION informs about service conditions, and applicants then meet in small groups to discuss in which project they may best fit. Sponsors participate in all sessions with the exception of the small group session of applicants. If applicants and sponsors agree on an assignment the volunteer will report to the project one month later, after ACTION training. For those who cannot agree upon an assignment other volunteer positions are available through national assignments. Generally, the Pre-Service Orientation is a costly process and only applied to unusual or complicated projects.

—**The VISTA Placement System** does not allow for participation of sponsors in the placement process. ACV and VISTA applicants are invited directly to ACTION training and as trainees they receive their placement after a discussion with a representative from the ACTION Regional Office to ensure that they suit the project request.

Training is conducted by the ACTION regional training staff and varies from a few days to two weeks for ACV's and 2-4 weeks for VISTA's. The training curriculum includes: mobilization of local resources (including recruitment and utilization of local part-time volunteers); mobilization of financial resources; ACTION history, goals and legal basis; volunteers' rights and obligations, including legal limitations. After the brief ACTION training the volunteers receive an introduction and/or in-service training at the project site by the sponsoring organization. Skill training—if necessary—is the obligation of the sponsor.

Contractual Arrangements: Volunteers commit themselves for one year of full-time service to combat poverty, and will take the oath of office (except foreign nationals). The Contractual arrangements provide for a health benefit program by ACTION; food and lodging allowance (if not provided by the sponsor); personal living allowance of $75.–per month; readjustment allowance (stipend) of $50.–for each month of service excluding training; adjustment allowance for settling-in in a project may be authorized for up to $150.–per volunteer; $10.–allowance per day of vacation leave (after four months of service one day's vacation per month up to 7 days plus weekend); travel or extension leave are available to cover the costs incurred by the volunteer. There are no payments for dependents of volunteers. Volunteers are not permitted to receive additional payments from sponsors, and sponsors are prohibited from requesting or receiving any compensation for the services of volunteers. ACTION may also pay expenses incurred in the defense of full-time volunteers in judicial or administrative proceedings (Section 419, P.L. 93-113). Full-time volunteers are not permitted to: actively participate in the affairs of political committees, parties or on behalf of

candidates (Hatch Act); give religious instruction, conduct worship services or engage in religious activities as part of their duties; aid or assist unlawful demonstrations, rioting or civil disturbances. Volunteers are permitted to support privately any party of their choice, participate in worship, and participate in lawful and non-political demonstrations. Volunteers are covered under the Federal Tort Claims Act (the Federal Government assumes liability for any damage or injury caused by the volunteers which arises out of their official duties as volunteers), the Federal Employees Compensation Act (compensation for volunteers' illnesses or injuries caused or aggravated by performance of their duties), and their service is counted as Federal Service for certain purposes like job security and retirement benefits. In addition, VISTA volunteers are eligible for appointment in the competitive Federal Service in the same manner as Peace Corps Volunteers (Executive Order No. 11103 of April 10, 1963.)

Volunteer contracts can be suspended or terminated earlier on the following grounds:

- conviction of criminal offense under Federal, State or local statute or ordinance;
- violation of any provision of the Domestic Volunteer Services Act;
- failure to perform prescribed project duties satisfactorily;
- involvement in activities which substantially interfere with the volunteer's performance of duties and diminish effectiveness;
- intentional false statements in obtaining selection as a volunteer;
- inability to perform project duties because of medical disability as determined by an attending physician;
- lack of a viable job for which the volunteer is qualified, if the initial job assignment ends or is terminated prior to completion.

In cases where early termination for cause has been established the volunteer has an option to resign. If he/she does not resign an administrative procedure is set in motion which includes hearings and appeal provisions.

4.3 **Staff and Directors:** See ACTION Compendium No. 20

5. ORGANIZATION AND BUDGET

5.1 **Organizational Structure:** As is evident from the previous paragraphs, there is a small staff at ACTION Headquarters directing the overall operations of VISTA and AVC. The bulk of the management operations lies with the Regional and State Offices of ACTION. The recruitment and staging of volunteers is conducted by the Regional Recruitment Offices and the Office of Recruitment and Communications at Headquarters.

There is one basic difference between the VISTA and ACV organizational structure:

- VISTA volunteers are placed into projects (staged) by ACTION and paid for from ACTION appropriations;
- ACV volunteers are placed into projects on the basis of joint staging between the sponsoring organization/agency, the volunteers and ACTION and the volunteer support costs are paid by the sponsoring agency (reimbursement to ACTION).

5.2 **Budget:**

VISTA:	cost per volunteer man-year 1974 (including ACTION administrative share)	$6,758.–
ACV:	cost of direct volunteer support/per year 1974 (assumed by the sponsoring organization and reimbursed to ACTION)	4,000.–

For more see ACTION Compendium No. 20.

6. LINKAGES AND PUBLIC PARTICIPATION

The overall ACTION linkages, especially with sponsoring agencies, and public participation are described in Compendium No. 20. Both VISTA and ACV are not possible without this local participation and involvement though the Cooperation Volunteers require a stronger commitment on the part of the sponsors (payment of volunteer support costs).
During 1974 VISTA enjoyed the cooperation of 467 sponsoring organizations and ACV of 91. There are no data available on how many local part-time volunteers were mobilized through the service of the full-time volunteers. There are various references to the fact that most projects are locally developed by citizen groups and organizations with the possible exception of the assignment of ACV's to other Federal agency programs related to poverty. This implies a participation in the decisions concerning volunteer assignments by local citizens. Finally, VISTA volunteers, while still with the Office of Economic Opportunity, established the National VISTA Alliance, an organization of current and former volunteers to provide a voice for volunteer input into the deliberations and decision-making concerning VISTA.

7. ACHIEVEMENTS AND EXPERIENCE

The general achievements and experience, especially with respect to the underlying philosophy and methodology, are contained in the ACTION Compendium No. 20. In general, VISTA has over the 11 years of its existence—against many odds—continued its mandate to eliminate poverty. It also has kept the public conscience alive to actively get involved and help to alleviate some of the causes of poverty. VISTA also was instrumental in promoting the provision of special services to the poor and to minorities, such as health and legal services. There are no records of the completed projects and the extent to which they have eliminated the causes of poverty or are carried on by local communities.

The National Voluntary Service Advisory Council in its 1974 annual report lists the following areas of concern:

- Do the projects continue to be poverty-oriented and does ACTION ensure in its project planning the aspect of "elimination of causes of poverty"?
- Have volunteers an adequate input into the development of new programs and projects?
- Are volunteers assigned to jobs which could be properly filled by paid employees (cheap labor)?

- Are paid volunteers assigned to jobs which would be better left to private non-paid volunteers?
- Is there assurance that the projects continue once the volunteers leave?
- Is the staff support of volunteers in the field adequate and effective (including the question of community involvement of field staff)?
- Are the staging and training procedures adequate?
- Is there a need to establish new forms of communication between the volunteers and the staff at ACTION Headquarters in Washington?

This list of questions indicates both experience and problem areas which require further attention.

1. **INSTITUTION:** **MOVIMIENTO NACIONAL DE JUVENTUDES (MNJ)** **COSTA RICA**
(National Youth Movement)

Address: Apartado Postal 7-0390, San José

Directors: Mr. Luis Bernal M., Director General of Youth
Fernando Soley Soler, Executive Director, MNJ

Establishment: April 26, 1966, by Law No. 3674 of the Republic of Costa Rica, enacted by the Presidency. Since 1970 the National Youth Movement is a Department of the Directorate of Youth within the Ministry of Culture, Youth and Sports. MNJ is responsible for developing programs for youth in service to the Nation and for coordinating their activities. It is a non-profit, apolitical organization with no religious affiliations.

Type of Services: Combines three types of services:

1. Training and Employment Scheme for uneducated youth,

2. Training and Employment Scheme for secondary school youth on leave, with both full-time service during summer months (30 hours per week) and part-time service for an indefinite period (clubs);

3. Student-Service Scheme not necessarily related to the fields of study for both full-time service during summer months, and part-time service for an indefinite period (8 hours per week).

Supervision: The Directorate of Youth—and consequently the National Youth Movement—is supervised by:

- **Executive Council** (summary translation Chapter II of Decreto): *The Executive Council will be composed of 5 members appointed by the Executive Branch for a two-year term with reappointment possible. One member will be a representative from the Ministry of Education, one from the Ministry of Work and Social Welfare, and the other 3 members will be persons with experience in youth affairs representing the major political parties.*

  The Council will name a President and Vice President from within its ranks for a one-year term, with reelection possible, and they will summon and preside over the meetings. The Council will meet once a week, under normal cir-

cumstances, and its members will receive a remuneration of 50 colones per session each. They will appoint the Director General for a two-year term, after which he can be reelected, and be charged with hiring and firing the administrative and technical personnel of MNJ, subject to the civil services procedures. In general, they will approve and direct the functions and activities of MNJ, and prepare the budget and administrative guidelines for approval by the Executive Branch.

Since the integration into the Ministry of Culture, Youth and Sports the following Offices also supervise MNJ:

- the Vice Minister of Youth;
- the Office of the Comptroller General of the Republic of Costa Rica.

2. REASONS, OBJECTIVES, GUIDELINES

2.1 **Reasons:** At the start of this decade in Costa Rica, with 92% of the school age youth (7-17 years) enrolled in primary schools, 78% continued to second level education, actually 22% of the same age group did not attend any school.[1] As in most Latin American countries, the drop-out rate of pupils was and is still high and those continuing education often did not find jobs after leaving school. Against this background, government officials, the youth of three political groups (National Liberation Party, National Union, Independent Republican Party) and private citizens called for a youth program to provide:

- extra curricular activities for youth to foster their development closely linked to the realities of local community needs;
- supplementary education and practical work experience for secondary and university students to raise their awareness of real national and local development needs and prepare them for useful employment.
- alternative learning opportunities for out-of-school youth and early drop-outs to acquire employable skills and gain experience as participating citizens in their communities.

2.2 **Objectives:** According to Article 3 of the Decreto: *"To instill a sense of patriotism, altruism and cooperation in the youth of Costa Rica and a motivation to work and serve. To this end, the MNJ will create community centres which will provide opportunities for study and work, in addition to those provided by the academic institutions, and carry out all types of activities which will help attain these objectives."* The objectives were proposed by youth from the National Liberation Party, National Union, Independent Republican Party.

[1] UNESCO Statistical Year Book 1972

2.3 **Guidelines** (translation from MNJ policy document):

"1. To attain the ideals of the nation by organizing its people into service and instilling in youth a love for their country by having direct contact with its inhabitants and getting to know the land, its culture and its folklore.
2. To stimulate in youth a strong work ethic and one of service to the nation.
3. To develop social and cultural programs, to be carried out by youth, for the purposes of improving the various areas of the country.
4. To constitute an emergency task force in event of national disaster.
5. To give youth a better social, physical and educational background.
6. To carry out activities to foster permanent bonds between rural and urban youth.
7. To teach youth the moral values of friendship, mutual help, individual and collective responsibility, simple lifestyle, perseverance, interest in national and international affairs, and to develop their personalities to the fullest.
8. To cooperate with other public and private institutions in the field of social service, having the same objectives.
9. To foster in youth a spirit of national awareness, an admiration for the principles of the nation and a satisfaction of knowing they form part of a society in search of a better future for all."

3. PROGRAM

The programs for the various categories of youth are carried out through summer services (full time), part-time community services, special interest clubs (part-time), and study groups most of which are coordinated and supervised by local Youth Centers.

3.1 The **Training and Employment Scheme in 1973** involved 1000 uneducated youth and early school leavers full-time during the summer months, and part-time in Youth Center activities in a learning–service scheme. Volunteer candidates are **recruited** through the 60 Regional Centers of MNJ, youth organizations and local community development agencies.

Volunteers receive the following **training** in camps:

- Basic training (80 hours): Literacy, cultural studies, history, civic training;
- Vocational (Technical Training (160 hours): farming, crafts, construction, mechanics, electricity, etc., community development work;
- On-the-job Training (250 hours): in local communities, application of their vocational technical skill training.

Work programs are carried out full-time (30 hours per week) during summer months in local community development under the supervision of instructors. Work programs include: social services, construction and repair work, health projects, improvement of

municipal administration, community organization. Volunteers continue after completion of summer projects in pioneer and club activities (week-ends, part-time during the week). The Program aims at preparing volunteers for employment.

3.2 The **Training and Employment Scheme** for secondary students in 1973 involved about 6000 volunteers in extracurricular education, mostly on a part-time basis. Volunteers are recruited in cooperation with schools and receive training during vacation months or on weekends. Training includes:

- Basic training: history and culture, civic training;
- Skill training: crafts, farming, community development and social work;
- On-the-Job training in their field of skill training during community development work.

Training goes hand in hand with work programs, the duration of training is not specified.

The Work Programs are carried out in both rural and urban areas through summer camps (full-time, 30 hours per week) or part-time programs (through Youth Centres about 8 hours per week) in areas like: social services to community groups, crafts, farming, home economics, sports, cultural activities (folklore, theatre groups, etc.).

3.3 **The Study-Service Scheme** during 1973 involved about 1500 university students, most of them undergraduates.

Student-Volunteers are recruited and placed on the basis of their written applications. Student-volunteers receive the following **training**:

- Basic training (50 hours) in: culture studies and history, community development, social issues, civics, youth work, education, and teacher-training;
- On-the-Job training: 8 hours a day for 8 days related to their skills and field work.

Work Program goals are: to give students an opportunity to improve their academic education by contributing to the development of communities. Major program areas include: provision of medical services in rural communities (50 volunteers); community development and social services (adult education, nutrition, extension work, etc.), primary education in rural task centers, cooperatives' development, small farmers assistance, youth work, sports, etc.

Work programs are carried out full-time during summer (30 hours per week) and/or part-time during the week and on weekends (8 hours per week). A number of service projects—with university participation—are for credit and linked directly to the curriculum.

Projects of MNJ are carried out within the National Development Plan on the basis of community and/or agencies' requests.

Project planning and execution is conducted in cooperation with other institutions involved in community development and/or education and training such as: Local municipalities, Association of Community Development, Ministries of Education and Agriculture, Universities, Institute for Social Assistance, Cooperative Development Institute, General Directorate of Sports, Directorate of Community Development, etc.

Locally, the volunteer development services and other youth club and study activities are carried out through the Youth Centers. Following is a summary translation of an MNJ document on the functions and organization of Youth Centers.

- Youth Centers are the local focal points for young people affiliated with the MNJ and organized specifically to carry out activities which will help attain the objectives of the Institution. At the same time they function as attractive places which encourage young people to make use of their spare time productively for themselves and with healthy entertainment. They foster the feeling of "belonging" to the community.
- They are established in homogenous areas, both rural and urban, and are coordinated, orientated and supervised by the MNJ, who also organizes programs and activities for them at the local, regional and national level.
- Each Center, however, is given as much autonomy as possible and works closely with the institutions of the community to which they belong. In this way the participants can develop a stronger affinity with their own community.
- They divide the young people into co-educational study groups, according to age, of not more than 25 members per group. (Age range for groups: 12 to 14 years of age; 14 to 16; 16 to 18, and over 18). Each group has a volunteer-instructor trained by the MNJ, who has agreed to serve for two years. The study groups carry out the studies set forth by the MNJ, adapted to the local needs and conditions.
- Acceptance as a member of a Center is possible only through participation in one of these study groups.
- Apart from these basic study groups, various youth clubs function at each Center according to the needs, interests and resources of the community.
- The Centres are open for a minimum of 5 days per week, whether or not there be organized activities.
- The local Municipality must provide the physical facility for the Center and a financial subsidy, and the public in general must be encouraged to help both materially and morally.
- The Center participates actively in the improvement of general conditions in its community, establishing a two-way community-Center linkage.
- All members must abstain from becoming involved in partisan ideologies or discrimination.

Study groups: Their main objective is to develop leadership qualities and for this purpose each member is given a certain function within his group in order to develop

his/her sense of responsibility. These functions are organized on a rotating basis for a 3-month period each.

The instructor trains all members in their respective functions and coordinates all activities, allowing, however, for members to participate in discussion and decision-making sessions. The study-groups work on a quarterly basis.

Clubs: Community residents with particular abilities and vocations are encouraged to establish youth clubs in the Centers such as artistic, cultural, technical, sports, etc., to develop interests and hobbies. They must be self-financed. The sub-director of the Center coordinates the work of the clubs in relation to the general program of the center and the clubs participate in the general educational activities of the Center. The ideal would be to have all members of the clubs belong to the Center as well. Applicants for study groups who are members of a Club have priority in selection.

Committees research, plan and carry out all activities of the Youth Centers, including volunteer development services offered by the Center to the communities. The Committees also collaborate with MNJ on volunteer service at the national level. The Committees are administered by the Director of the Youth Center, and the members of the Committees are chosen by the instructors of the study groups, clubs and the Heads of volunteer services from within their respective groups. Each Youth Center has committees for the following purposes:

a) education
b) general activities
c) volunteer services
d) press and public relations
e) administration

All members of the Center participate in the study groups, the committees and the clubs. The Centers are administered by a group of not more than 10 members and not less than 5, including the instructors.

3.4 Foreign Assistance Received:

Type of Activities supported:	Type of Foreign Assistance received: Personnel Assignments			Financial	Materials in Kind	Sponsoring Institution
	No.	Type	Duration			
Planning, Programming, Staff Training, Management, Assistance Volunteer Program Support, i.e all areas of Operation	2	experts	1965 for 4 years		training materials	Government of Israel [2]
	1	expert	1965 for 1 year		training materials	Government of Israel [2]
	2	experts	1969 for 4 years		training materials	Government of Israel [2]
	1	expert	1974 for 1 year		training materials	Government of Israel [2]

Type of Activities supported:	Type of Foreign Assistance received					
	Personnel Assignments			Financial	Materials in Kind	Sponsoring Institution
	No.	Type	Duration			
	1	expert	1974		training materials	Government of Israel[2]
Volunteer Service Program Support	1	expert Chilean	Since 1972			ISVS
Work Project in Cooperation with Student Service	20	Volunteers	1970-1972, full-time			U.S. Peace Corps
Volunteer Training and transport to work Programs				10,000 for 2 Buses and Audio Visual Training Equipment		UNICEF

4. PERSONS INVOLVED:

4.1 Volunteers: During 1973 the following number of volunteers participated[3] in the three main branches of service:

Volunteers with no schooling:	1,000	=	120 volunteer man-years
Volunteers with general secondary education:	6,000	=	430 volunteer man-years
Volunteers with 4 and 5 years of university (above secondary education):	1,500	=	300 volunteer man-years
Total:	**8,500**	=	**900 volunteer man-years**

Age range of volunteers: 13-25 years of age.

[2] Israeli experts assisted since the beginning in the programming of the overall activities of both the Directorate of Youth and the National Youth Movement.

[3] Based on data obtained from the Executive Director of MNJ; volunteer man-year calculations are based on responses from various sources since no detailed service schedules are provided. One volunteer man-year equals the full-time service for 11 months (+ 1 month vacation) of one adult volunteer.

Of the 8,500 volunteers: about 57% were male
about 43% were female; there are no married couples serving in MNJ

Contractual arrangements: Volunteers sign a service contract containing details of their assignment, including the training they receive, and providing them with pocket money or living allowances depending upon whether room and board is provided by camps or local communities. Volunteers are covered by health care insurance, and against accidents and liability.

4.2 **Staff:** During 1973 the following staff was employed by the Directorate for Youth to carry out the various service programs:

Headquarters:	Volunteer Recruitment	2
	Volunteer Training	3
	Volunteer Work Programs	7
	Administration	2
Field:	Training Centers	5
	Work Programs	24
Headquarters and Field:	Supporting Services Staff	18
	TOTAL:	61[4]

15 of the staff members are women (administration, work programs, supporting services).

Educational Background: Most of the executive staff have completed university education, with the exception of the supporting services staff and 19 members of field staff for execution of work programs. The latter are students at the university, after having completed their 12 years of secondary education.

Employment arrangements: Staff are civil service employees hired by the central government and covered by regular social security and pension arrangements. They are hired on the basis of civil service examinations; experience in the field of youth work is required.

[4] Note that this number does not include the complete staffing of the 60 regional centers (no specific data was provided). It is assumed that there is more full time staff hired for regional centers and part time staff assisting in the execution of MNJ programs and provided from four other institutions (see cooperating project institutions page 154.)

4.3 **Directors:** The General Directorate of Youth, since its creation in 1970, has had four directors with service periods ranging from 3 months, 1 year to 1½ years. The current director had been in office 3 months when this survey was conducted. Two of the Director Generals of Youth had previous experience with the National Youth Movement. These relatively short-term assignments of Directors during the 4 years existence of the Youth Directorate indicate that a continuum of leadership has not yet been established.

Executive Directors of MNJ: Since its inception in 1961, the National Youth Movement has had 5 Executive Directors. Their service periods have ranged from 8 months to 3 years. The current director had already been in office 3 years when this survey was conducted. Their respective achievements include: Organization of MNJ, development of work programs and supervision in the field (promoción), economic consolidation, regionalization, establishment of Youth Centers. The duration of assignments and list of achievements indicate that the Executive Directors were able to provide continuity of leadership and build upon the achievements of their predecessors.

5. ORGANIZATION AND BUDGET

5.1 Organizational Structure:

The General Directorate of Youth is in charge of national youth policies and program coordination (including those carried out by various youth organizations). The National Youth Movement is a Department within the Youth Directorate in charge of the various volunteer development service programs. The Directorate has the following organizational structure:

- Headquarters, San José:
  - —National Department of Youth (coordination);
  - —Department of Training (in charge of all training);
  - —Department of Promotion, Culture and Youth (Promotion of programs—both Headquarters and field);
  - —Technical Department (Programming of Projects);
  - —National Youth Movement;
  - —Administration
- Regional Centers: 60 centers in the various regions are responsible for: volunteer recruitment and training, project development in cooperation with local communities and other project institutions; and the supervision of various volunteer programs

This outline indicates that a large variety of different youth programs are managed according to functions such as: training, promotion, coordination, technical project development from the Headquarters.
There is apparently no organizational breakdown along the lines of the various types of services programs, as the three branches described earlier, to allow for separate identities of services.

5.2 **MNJ Budget 1973:**

Expenditure:	Colon	627,600
Revenues from:		
Central Government:	Colon	600,000
Municipality Tres Rios:	Colon	1,800
Municipality Cartago:	"	1,800
" Coronedo: (Social Services)		24,000
TOTAL:	**Colon**	**627,600**

Funds are appropriated from the National Budget by the Executive Branch; Municipalities and other State institutions may contribute to the program and they are also authorized to raise money from international organizations, subject to prior approval from the Presidency.

In addition $10,000 were received from UNICEF for 2 buses and audio-visual training materials.

1973 costs per volunteer (man-year): Colon 697 = U.S.$ 105.–[5]

Since staff are civil servants the MNJ Budget reflects only volunteer service program costs and not administrative overhead, which is probably part of the Youth Directorate's Budget.

6. LINKAGES AND PUBLIC PARTICIPATION

6.1

Formal Arrangements of Cooperation with:	Purpose
–Local municipalities –Ministries of Education and Agriculture –Association of Community Development –Universities –Institute for Social Assistance –Cooperative Development Institute	–recruitment of volunteer and/or work project planning, programming and/or supervision;
–Government of Israel	–assignment of experts; for planning, programming and overall management assistance;
–UNICEF	–provision of funds for equipment;
–U.S. Peace Corps	–assignments of volunteers for project cooperation with student volunteers;

[5] Exchange rate: Colon 6.62=U.S.$ 1; costs are based upon the estimate of 900 volunteer man-years in 1973.

Formal Arrangements of Cooperation with:	Purpose
–ISVS	–member of ISVS Council; host of Regional Directors Conference and International Symposium on Volunteer Service and Youth Development; –assignment of volunteer service expert for program assistance.

6.2 **Public Participation** is implied in the very concept of the service as a community development program. Work Programs are carried out in local communities upon their requests, and the participation of their residents is encouraged. Full-time volunteers–if not placed in youth camps–live in the communities in which they work. Through round table discussions, meetings and seminars held in communities, citizens participate in project development and preparation of activities of MNJ.

7. ACHIEVEMENTS:

In 1974, MNJ recorded the employment situation of former volunteers as follows:

Field of Employment	Number of Volunteers
• agriculture (at home) or land settlements	3,500
• craftsmen or technical employment	25
• public works construction	40
• public transportation	200
• public administration	500
• education (teachers)	250
Total:	**4,515 Former volunteers**

There is no data available regarding the total number of former volunteers for a comparison with the above employment statistics.

In various sources the following additional achievements of MNJ have been mentioned:

- the provision of medical services to remote rural communities.
- the practical work orientation of the service as a supplement to the theory-oriented education in schools and universities (experimental learning versus cognitive learning);
- the increase of awareness on the part of youth concerning their participation in national development efforts, especially provision of social services and economic assistance to the underprivileged;
- increased awareness on the part of youth concerning their role as citizens in building their nation through volunteer service in local communities.

1. **INSTITUTION:** **SERVICIO NACIONAL DE VOLUNTARIOS (SNV)**[1] **PANAMA**
(National Volunteer Service)

Address: Dirección General para el Desarrollo de la Comunidad (DIGEDECOM)
P.B. 584, Panama 9

Directors: 1967–May 1972 Lic. César A. Rodriguez M., Technical Director, DIGEDECOM
June 1972–Dec. 1973 Prof. A. Ricira Pinilla, Technical Director, DIGEDECOM
1967–1972 Mr. Generoso Nicolás, Director, Volunteer Department, DIGEDECOM

Establishment: Created in 1967 via Presidential Decree: Decreto de Cabinete No. 105.
On June 3, 1969, DIGEDECOM was created at a ministerial level as part of the President's Office. At that time SNV became the Voluntary Service Department within DIGEDECOM.

Dissolution: Summer 1972.

Re-institution: Early 1974.

Types of Services: Combined Community Development Service with three branches for:
1. Youth without professional/technical training for further training and development work projects, full-time service for one year (extension possible to two years) i.e. Training and Employment Scheme[2];
2. Youth with completed secondary or college education (mostly unemployed graduates) for either part-time or full-time for 1 year (extension possible for two years), i.e. Social and Technical Development Service;

[1] Compendium compiled on the basis of:
a) Data from: ISVS Consultancies 1971-72; and DDS Evaluation Consultant 1974;
b) "Evaluación del Servicio Nacional de Voluntario", DIGEDECOM, Panama, 1970;
c) Program for the "Servicio Nacional de Voluntarios", DIGEDECOM, Panama, 1972;
d) "Plan para el Aprovechamiento de 1000 Estudiantes durante las vacaciones de 1971", Ministerio de la Presidencia, DIGEDECOM, 1970;
e) Project request from DIGEDECOM to ISVS concerning Multinational Volunteer Team, May 7, 1970.

[2] Please note that this Training and Employment Scheme differs from those in other countries which to a large extent employ illiterate youth. In Panama 91% of youth, 7-18 years of age, are enrolled in primary schools and 80% continue in secondary schools, but their drop-out rate is high and they lack technical skills to become employable.

3. Students to become involved in community development work during summer vacation: 3 months full-time service or part-time service of varying length, i.e., Study-Service not necessarily related to field of study.

Supervision:

- The Governing Board (Patronato) organizes and directs the affairs of SNV and autonomously administers the funds allocated, approves plans and budgets, and hires the personnel necessary to execute the program. The Patronato is also responsible for promoting the participation of the private sector and the raising of outside funds.
- The Patronato directs the affairs of SNV through a Junta Directiva (Executive Committee) consisting of the following members, or their representatives: 1) Minister of Agriculture, Commerce and Industry (serves as President); 2) Minister of Labor, Social Welfare and Public Health; 3) Minister of Education; 4) Representative of Club 20-30; 5) Representative of Asociación Nacional Pro Desarrollo Económico (private catholic organization); 6) The Catholic Archbishop of Panama; 7) the Anglican (Episcopal) Archbishop of Panama; 8) the Comptroller General.
  All members of both bodies serve ad honorem.

2. REASONS AND OBJECTIVES:

2.1 Reasons:

- A large portion of the Panamanian youth (about 85%) have no skill training or professional qualifications, and consequently have no chance of becoming usefully employed. At the same time there is a lack of skilled people such as: carpenters, plumbers, rural cooperatives or community development workers. Also people exerting leadership are lacking in rural communities. The establishment of the Training and Employment branch of SNV (called from now on SNV/tr.) is a response to this situation.
- A large portion of those young people who had the privilege of receiving a technical or professional education are unable to find jobs after graduation, especially in the cities. At the same time they are neither motivated nor skilled enough to move to rural communities to provide the technical and professional services most needed there. The creation of the Social and Technical Development Service branch of SNV (called from now on SNV/prof.) is a response to this need.
- Classroom education is not sufficient to prepare youth for a useful role in society and raise their conscience toward less privileged sectors of the population, especially in rural areas. In order to motivate youth toward development service to local communities, and provide them with practical work and learning opportunities, the Study-Service branch of SNV (called from now on SNV/stud.) was created.

It was in the summer of 1965 that a group of Panamanian officials and private citizens took the initiative, formed an Organizing Committee and tested volunteer service in some pilot projects. The Committee came into being following observation of

U.S. Peace Corps volunteers working in local communities, and after about 12 Panamanian volunteers, sponsored by civic groups, had joined Peace Corps volunteers in community work assignments. During the forming stages of SNV, Peace Corps staff continued to provide advice to the Organizing Committee.

The Decreto, the document formally establishing SNV, describes the reasons as follows (summary translation):

"1. It is worthwhile for the development of the Republic to encourage the young to offer their talents and energies in the execution of various community development programs, such as teaching the rural population to find new resources.
2. The experience obtained from the first program of the Organizing Committee of the SNV was very positive and demonstrates that the Panamanian students constitute a positive force.
3. The need to establish a permanent organization with a Board of Directors representing both the public and private sectors, which could run the SNV and administer the funds provided by the Government, private and governmental organizations, both national and international.
4. The fact that there exists a large number of natural leaders in the various communities of the country."

2.2 **Objectives:** according to Decreto No. 105, Article 4:

"a) To promote and develop in the Panamanian youth a conscience for service to its community without regard to political or denominational interests;
b) to stimulate and channel the restlessness of the Panamanian youth productively towards the development of Panama.
c) To offer to the Panamanian youth the opportunity of becoming aware through their work of the human and social realities of Panama and of its problems.
d) To bring spiritual and material assistance through mutual help programs to the less developed regions of Panama.
e) To put the Panamanian youth in direct contact with the peasants and the inhabitants of the "emergency ghettos";
f) To train the Panamanian youth in the techniques of mutual assistance and in various programs of community aid."

The two pilot projects conducted during 1965 and 1966 involved about 240 full-time and part-time volunteers.

According to SNV terminology:

- Volunteers are defined as: *"the persons who work in the communities carrying out the work projects of the SNV"*
- Voluntarism is defined as: *"the creation, method and action, carried out by people who donate their time spontaneously motivated by social welfare."*

3. PROGRAMS

3.1 SNV/tr PROGRAM FOR UNSKILLED YOUTH

Volunteer candidates have primary, and in some cases secondary, education or vocational training but not completed. It seems this program is especially tailored to early school-leavers to provide them with an alternative training and related work program to make them later employable.

Recruitment: Most volunteers come from local communities to which they are expected to return for service after they receive training. Volunteers should be motivated for development work and show leadership qualities. It appears that all applicants with a minimum age of 16 years are accepted and willing to serve their community.

Training: Volunteers receive two types of training:

- General training, both practical and theoretical, in accordance with the skills required for community development work;
- Technical skill training in accordance with the volunteers' interests and community needs such as: carpentry, construction work, plumbing, cooperative management, social services, etc.

Work Program: After training, volunteers return to their communities and work under the supervision of the local or regional Community Development Worker of DIGEDECOM. Major Work Program areas include:

- construction: roads, health centers, local community centers, water amelioration, etc.;
- craftsmanship;
- cooperative work;
- youth organizations and club work;
- assistance to governmental community development programs in a local community.

Long-term volunteer work programs can constitute part of the employment policy of a Province, this is called: "Pre-employment through volunteer service".

3.2 SNV/prof. PROGRAM FOR PROFESSIONALS

Volunteer candidates having completed their postsecondary college or university education, are expected to serve as supplemental community development manpower in rural areas.

Recruitment and Selection: Most volunteers come from middle class families in urban centres. Even though selection criteria are part of SNV planning, it appears that, in fact, all applicants are accepted if they have completed their education, seem to indicate tolerance toward other people and cultures, and have some leadership qualities.

Training: Volunteers are prepared for their community development work in fields like: cultural studies, community development principles and methodology, social issues, youth and adult education methodology and programming. Duration of the training period is unknown.

Work Program: Volunteers are assigned to local communities as an extension of the professional community development worker within a sub-region. Major Work Program areas include:

- agricultural extension
- home economics
- literacy
- mobilization of local community groups for self-help projects
- infrastructure development
- various forms of cooperatives
- women and youth clubs
- health services, etc.

It should be noted that both the unskilled and the professional volunteers work in similar projects: in 1969-70 volunteers from both branches (3.1 and 3.2) served in 7 provinces in 135 projects.

The following institutions have community development programs and can make use of volunteers in their projects:

- Ministry of Agriculture and Livestock; Departments of Cooperatives, Agricultural Extension Service, National; Clubs 4-S (farm youth);
- Ministry of Education: Department of Literacy and Adult Education;
- Ministry of Health; Departments of Applied Nutrition, Health Education, Family Planning;
- National Commission for Agrarian Reform: Development of small farmers;
- Federation of Credit and Loan Cooperatives;
- Caritas (Catholic Relief and Social work);
- Livestock Institute;
- Panamanian Institute for Tourism.

Both the unskilled and the professional volunteers are supervised in their work programs by official community development workers, either from DIGEDECOM or the project agencies.

3.3 SNV/stud. SUMMER PROGRAMS FOR STUDENTS

Recruitment and Selection: Students are recruited at colleges and universities. A joint Selection Committee consisting of members from faculty, student body and SNV selects the volunteer candidates on the basis of their vocational skills and/or fields of studies, personal qualifications (emotional stability, initiative, positive attitude toward work and people from other cultures), and references from their professors. For example, students from two universities and 42 Secondary Schools in 10 provinces participated in 3-months service in the Summer of 1971.

Work Programs: SNV has provided student-volunteers to about 1,200 communities, 80% of which are in remote rural areas and 20% are urban or sub-urban.
Communities for volunteer assignment are selected on the basis of the following criteria:

- the community requested the volunteer;
- the community responded to governmental development plans;
- resources are available to execute the project;
- there is a governmental agency responsible for the type of community development already involved and can assist.

Two major types of Work Programs are carried out during the Summer months:

a) General projects, including:

- Agricultural improvements: development of community land, community and private horticulture, assistance during sowing season, development of small scale cottage industry (knitting), animal husbandry (poultry and pigs), and local cooperatives;

- Health and Sanitation: Indoor plumbing, mobile medical team, food program for pre-school children, improvement of nutrition and housing;

- Training and education: literacy and adult education, vocational training;

- Improvement of urban and rural areas: road construction and repair to remote rural settlements, bridge repair, improvement of housing and parks;

- Promotion of sports: improvement of sports facilities, formation of sports leagues and clubs, recreational activities;

- Community organization: organization of community functions and promotion of social programs, basic education, construction of community facilities.

b) Work Camps are conducted for specific projects with qualified volunteer groups. Volunteers are assigned on the basis of concrete necessities in a certain area to execute the following projects through team work:

- Agricultural camps for small farm development in certain regions (7 camps in 1971);

- Nutrition, Improvement of Housing and Sanitation (3 camps in 1971);

- Construction of rural housing (5 camps in 1971);

- Training of Community Leaders (4 camps in 1971).

Volunteer work is supervised by officials in the various provinces, communities and the project agencies.

3.4 **Foreign Assistance received:**

Type of Activities supported	Type of Foreign Assistance Received					
	Personnel Assignments			Financial	Materials	Sponsoring
	No.	Type	Duration	B $	in Kind	Institution
Planning and Programming	?	P.C. Staff, part-time	1965-66			U.S. Peace Corps
			1968-70	236.000[3]		U.S. AID
International Staff Training	2	profes-sionals	1969 3 weeks			ISVS; UNICEF Swiss Govt.
Staff Training			1970	Amount Unknown		OAS
Evaluation SNV	2	experts	6 weeks 1970			U.S. AID; Hispanic American Development Foundation
Programming of MVT[4]	1	Former volun-teer	3 months			ISVS

[3] Financial support only for SNV; AID also supported the larger DIGEDECOM activities and provided, for example, in 1970 a total of $484.295. DIGEDECOM and AID agreed that the foreign assistance participation to SNV has the following objectives:

- to accelerate a balanced regional development;
- to augment the economic production;
- to mobilize and qualify popular participation;
- to create mechanisms for municipal action and service;
- to obtain better administrative coordination.

[4] MVT—Multi-national Volunteer Team;

Type of Activities supported	Type of Foreign Assistance Received: Personnel Assignments No.	Type	Duration	Financial B $	Materials in Kind	Sponsoring Institution
Volunteer Work Program MVT[6]	12	volun-teers	1971-72 18 months			ISVS[5]
	1	expert-adviser	3 weeks total			ISVS

4. PERSONS INVOLVED

4.1 **Volunteers:** In 1971 the following volunteers served in the various branches of SNV:

a)	SNV;tr. and SNV/prof. (see programs 3.1 and 3.2)	: Full-time, 1 year	80 volunteers	= 80 volunteer man/years
		Various times and duration[7]	200 " approx.	30 "
b)	SNV/stud. (program 3.3)	: 3 months, mostly full-time	1,000 " approx.	185 "
		1971 total volunteer-man-years:		**295**

Between 1966-70 a total of 8,352 volunteers served in SNV.
In all 3 branches of SNV service the age of volunteers ranges from 16-27 years.
According to the SNV Evaluation[1b] the volunteer candidates have the following motivations when applying for service:

- public service spirit
- search for employment
- search for personal improvement
- search for professional improvement
- utilization of free time in worthwhile projects which give the person more self assurance.

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[5] ISVS coordinated the MVT and acted as contract partner to DIGEDECOM on behalf of volunteer organizations from: Austria, Chile, Costa Rica, Germany (Fed. Rep.), Ireland, United States.

[6] 12 foreign volunteers were assigned together with 6 Panamanian volunteers in two teams for community development work to:
Tonosi: 1 cooperative specialist (Costa Rica); 2 teachers (1 Panama, 1 Ireland); 1 nurse (Germany); 1 home economist (Germany); 2 animal husbandry (1 Chile, 1 USA); 2 agricultural, extension (1 Austria, 1 Panama);
Montijo: 1 cooperative specialist (USA); 1 teacher (Panama); 1 nurse (Austria); 1 home economist (Austria); 1 animal husbandry/farm youth clubs (Panama); 1 agricultural extension (Chile); 1 youth worker (Costa Rica); 1 public administrator (Panama); 1 generalist/literacy teacher (Panama).

[7] 2 months full-time minimum.

Volunteers are covered by health care and receive pocket money or a low salary (long-term volunteers). Long-term volunteers find their housing in communities; short-term volunteers live in camps or housing is provided by communities; part-time volunteers live at home.

4.2 **Staff:** Apart from the Technical Director of DIGEDECOM and the Director of the Volunteer Department, the following staff is involved in SNV:

Volunteer training:	4 (1 woman)
Administration:	3 (1 woman)
Work Program Planning, support, supervision at headquarters and in the field (9 Province Offices)	166
Total:	**173**

Field staff works only part-time for SNV and is in charge of other community development projects as well. Also, SNV has available the services of other departments of DIGEDECOM to execute its program, for example for evaluation.

4.3 **Directors:** The Technical Director of DIGEDECOM is the administrative supervisor and legal authority for SNV: From 1967–May 1972 Lic. César A. Rodriguez M., an economist, was responsible for the development and public acceptance of the SNV program. From June 1972 until the dissolution of SNV during the same summer Prof. A. Ricira Pinilla was Technical Director. The Head of the Volunteer Department of DIGEDECOM, Mr. Generoso Nicolás (a sociologist) was Executive Director of SNV from 1967–1972. It is largely due to the leadership, commitment and devotion of Messrs. Rodriguez and Nicolás that SNV enjoyed positive responses from both the local communities and other development agencies.

Staff and Directors are employed within the regular civil service of Panama. The staff receives introductory training from the Training Department of DIGEDECOM. Weekly staff meetings called by the Technical Director of DIGEDECOM and separate Department meetings involve staff in the decision-making process and coordinate activities.

5. ORGANIZATION AND BUDGET

5.1 **Organizational Structure:** SNV is part of DIGEDECOM with its headquarters in Panama City and 9 Regional Offices in the following Provinces: Bocas del Toro, Chirigui, Code, Colon, Darien, Herrera, Panama, Los Santos, Veragua.
The affairs of DIGEDECOM are managed through the following 8 Departments:

- Legal Counsel
- Information
- Research and Programming
- Training
- Planning and Operation
- Volunteer Service (SNV)
- Administration
- Loans and Financial gifts.

This organizational structure reflects the integration of the volunteer service into a larger governmental program affecting all aspects of policy, planning and management of the service.

5.2 **Budget:** 1970 DIGEDECOM Budget: B$ 1,618,052
of which: 1,133,757 from Government of Panama
484,295 from U.S. AID

A separate SNV Budget is identified in an evaluation report (see footnote 1(b)) for Budget Year 1969:

1969 SNV Budget:[8] B$ 172,750
Revenues from: 86,000 Government of Panama
86,750 U.S. AID

1969 Costs per Volunteer-man-year: $606.–[9]

6. LINKAGES AND PUBLIC PARTICIPATION

6.1

Formal Arrangements of Cooperation	Purpose
–Other Governmental and private institutions carrying out community development work (see list of project agencies paragraph 3)	–supervision of volunteers in community development projects;
–U.S. AID	–advisory services; provision of funds;
–U.S. Peace Corps	–advisory services
–OAS	–provision of financial assistance;
–Foreign Volunteer Services	–volunteer assignments in MVT;
–ISVS	–Member of ISVS Council; host of International Training Seminar 1970; project agency for Multi-national Volunteer Team[10].

[8] Costs of SNV, i.e, Volunteer Department only; not included are costs for administrative, supervisory and evaluation services provided by the overall DIGEDECOM organization.

[9] Exchange Rate: Balboa 1.–=U.S.$1.–; 1969 costs are based on 285 volunteer man-years.

[10] In addition, the Executive Director of SNV, Mr. Nicolás, directed the 1971 International Leadership Training Seminar for staff from domestic development services in English speaking African countries. The seminar was held in Kenya and represents a first experiment in inter-regional cooperation. This proved to be a successful test for communicating experience across cultural and continental borders.

6.2 **Public Participation** is crucial for the very concept of SNV. All community projects are carried out only if the participation of community residents is secured. Developing self-reliance and improving municipal administration and services is the main aim of the program, which cannot be achieved without the active involvement of the citizens concerned. The evaluation of SNV[1b] identified that, about 30% of the factors contributing to positive achievements of total community development projects involved in the study is due to the participation of community residents (whereas volunteers contributed about 18% to positive achievements).

Citizen participation is described further in the evaluation report (summary translation):

> *"In spite of the fact that the major contributors to the SNV have been the Government (since its inception) and the U.S. AID program (since 1968), community participation increased by 30% from 1966 to 1969.*
>
> *The majority of community dwellers belong to groups or associations involved in community improvement programs and participate through cash contributions, labor, attendance to meetings, decision-making, and work with the volunteers. Those who do not participate run the risk of being reported to the local authorities who can deny them exit from the community or impose upon them a work fine on a local farm.*
>
> *According to the communities, there has been a marked improvement during the last few years in the attitudes of their local leaders although a significant percentage attributes the change to increased maturity, lapse of time, experience, etc. rather than external influence."*

7. ACHIEVEMENTS

From 1965 to 1972 about 9,500 volunteers participated in the various branches of SNV programs. The impact study of SNV[1b] came to the following general conclusions concerning the performance of the Service (translation from Spanish):

> *"1. The Panamanian communities are aware (in a positive manner) of the work of the National Service of Volunteers.*
>
> *2. It is difficult to measure the type of assistance provided by the program and it seems to require long periods of application before it can be accepted as part of the life of the community.*
>
> *3. In general, the majority of the communities that have had SNV programs (on a continuing basis) regard them as a helpful and useful experience to the community.*
>
> *4. The activities of the SNV are probably not being coordinated as well as they could be with other community development efforts.*
>
> *5. The SNV is probably too costly in relation to the number of volunteers (full-time) presently in the field.*

6. *It would seem that the communities could offer larger contributions in-kind to help cover the expenses of SNV, such as: lodging and food for the volunteers.*

7. *The volunteers have a mystical attitude towards their work, possibly acquired through training, which facilitates their work as agents of change.*

8. *The volunteers can be very effective in making the communities help themselves.*

9. *The volunteers seem to do a good job in helping people organize themselves into groups, committees, associations, etc. to carry out various communal activities.*

10. *The volunteers require a lot of guidance and direction from the SNV administration. This aspect will be more critical and evident when the program expands.*

11. *Full-time volunteers have a more positive impact in the communities than the summer ones, and are viewed by the communities in a more positive way.*

12. *The summer program has not had the intended impact. The administration of the program should concentrate all its efforts and dedicate as much time as possible to assure its future success.*

13. *Former volunteers, particularly ex-summer volunteers, are not being actively utilized by the SNV after completion of their services.*

14. *The concept of recruiting volunteers from the same communities where they will serve, is probably a new and efficient approach, which has assured SNV of an almost immediate success. On the other hand, summer volunteers who generally come from outside the communities where they serve, have certain difficulties in achieving the objectives outlined for their respective programs. A combination of a person from outside and a member of the community, both volunteers, would form a dynamic team with great possibilities of success.*

15. *The supervisors feel confused as to their role. It is necessary to clarify to them the objectives of the program and the duties assigned to them.*

16. *The initial participation of the private sector in the SNV programs has not been seen lately. If the SNV is going to be successful it needs the active participation and dedication of the private sector.*

17. *An Executive Council or Patronato, if it is to be effective, must be more involved with the Program. This probably suggests that people of lower level (in the operational sense) ought to become part of the Council.*

18. *The experience of SNV has a significantly positive impact on the attitudes of the young people who become volunteers. It is a good way to expand the horizons of young people, develop leadership, particularly at the community level as well as to help communities' efforts to help themselves.*

19. *There are young Panamanians working as volunteers through the SNV Program who are prepared to help the less privileged in the various communities of the country."*

SNV began as a joint effort between private groups, individuals and government officials; it later became a part of a newly created governmental agency, DIGEDECOM. This move—no doubt—demonstrated the government's interest in voluntary service as a means of mobilizing people for social action and development work. At the same time, DIGEDECOM provided an excellent basis for a broader and more professional approach to community development work. However, this integration made this volunteer service vulnerable to changing political tides and interests. The dissolution of the service in 1972 and the re-institution in early 1974 provides testimony of these dependencies. It is interesting to note, however, that in the same year DIGEDECOM closed the SNV program, other government-sponsored volunteer services began[11]. The Panamanian Youth Movement, Voluntary Service of the Students Federation of Panama, Department for Development of Youth, Voluntary Service of the Health and Agriculture Ministries' University, and Community Service. In the private sector, the following volunteer services were initiated the same year: Faith and Happiness Volunteers, Caritas' Volunteers, and the only compulsory service in the private sector: Javier's College Social Service (Study-Service for credit).

[11] Shaw, R. Cecilio: "Compulsory and Voluntary Service As An Expression of Domestic Development Service", Paper presented to the International Conference "Towards New Patterns of Community Service", Ireland, April 1974.

1. **INSTITUTION:** **ACTION AGENCY** **U.S.A.**

Address: 806 Connecticut Avenue, N.W.
Washington, D.C., 20525

Director: Dr. Michael P. Balzano, Jr.

Establishment: Based on Reorganization Plan No. 1 of March 4, 1971, the Action Agency was created in July, 1971, by Executive Order No. 11603 merging the following existing volunteer service programs: U.S. Peace Corps, Volunteers in Service to America (VISTA), Retired Senior Volunteer Program (RSVP), Foster Grandparents Program (FGP), Service Corps of Retired Executives (SCORE) and Active Corps of Executives (ACE).
On October 1, 1973, the United States Congress by passing Public Law 93-113 the "Domestic Volunteer Service Act of 1973" provided together with the "Peace Corps Act" of September 22, 1961, the legislative basis for the combined new volunteer service agency.

Type of Services: ACTION is the only voluntary agency in an industrialized country which combines all types of services both domestic and foreign under one roof:

- **Training and Employment Schemes** (domestic program) through: Youth Challenge Projects: training and employment preparation through service for youth 14-21 years of age; and Program for Local Services: employment preparation and career development for youth 18 years and over through full-time service.

- **Social and Technical Development Services:**

  —**For educated people especially young graduates:** Volunteers in Service to America (VISTA) and ACTION Cooperative Volunteer Program (ACVP): 1 year, full-time service primarily 18 years and over but not excluding adults up to 65 years. Volunteers in Justice: full-time service criminal justice for 2 years. Vetreach: Full-time service of volunteers aged 18 years and over for a period of one year to assist veterans in local communities.

  —**For older Americans:** Retired Senior Volunteer Program (RSVP): Regular part-time or full-time community service of retired volunteers aged 60 and over. Foster Grandparent Program (FGP): Regular service to needy and handicapped children 20 hours per week on a person-to-person basis by volunteers aged 60 and over. Senior Companions Program (SCP): regular service to needy and handicapped adults, 20 hours per week on a person-to-person basis by volunteers aged 60 and over.

—**For businessmen and -women:** Service Corps of Retired Executives (SCORE) and Active Corps of Executives (ACE): Regular part-time or full-time service to people who seek or have small businesses on a case-by-case basis.

—**For all people in a community:** Part-time Volunteer Mobilization to serve local community needs through volunteer manpower; provision of mini-grants to local sponsoring organizations to help pay for project development and implementation costs.

- **Study-Services:** University Year for Action (UYA); full-time 1 year service by students to poverty-related projects in local communities providing one year of academic credit. National Student Volunteer Programs (NSVP): Material support and on site advice to local college and high school student volunteer programs which provide service to the poverty community.

- **Foreign Volunteer Service:** Peace Corps: Assignment of skilled and professionally qualified volunteers on the basis of individual requests for full-time 2 years service in developing countries; extensions of assignments are possible.

In principle, ACTION provides services through:

- volunteer assignments,
- provision of funds and
- professional advice concerning volunteer service.

Supervision:

1. The international operations carried out by the Peace Corps are coordinated with other international activities by the State Department. The Foreign Relations Committees of Congress conduct oversight hearings and annually approve funds for the Peace Corps operation. The Appropriation Committees finally appropriate the funds for the annual budget.

2. The domestic operations of ACTION carried out by the various volunteer service branches are supervised through oversight hearings and fund authorizations by the Committee on Labor and Public Welfare (Senate) and the Committee of Education and Labor (House). Again the Appropriation Committees of the House and Senate appropriate the funds for the annual budget.

3. The Comptroller General of the United States
   "shall have access for the purpose of audit and examination to any books, documents, papers and records of such recipients (of ACTION funds) which in the

opinion of the Director (of ACTION) or the Comptroller General may be related or pertinent to the grants, contracts, subcontracts, subgrants, or loans" (Section 422 (b) of P.L. 93-113).

4. The National Voluntary Advisory Council, established in October 1973 according to Section 405 of the ACTION Act (P.L. 93-113):
   (a) advises the Director with respect to policy matters;
   (b) reviews the effectiveness and operation of programs upon the request of the Director; and
   (c) makes recommendations (including changes in the Acts) concerning:
      - the improvement of programs,
      - the elimination of duplication of effort,
      - the coordination of such programs with other Federal programs designed to assist the beneficiaries of the Act.

   The Council shall make annual reports no later than January 1 (beginning 1975) to present its findings and recommendations to the President of the United States for transmittal to Congress together with his comments and recommendations. The Council is composed of not more than 25 appointed members representing public and private organizations and individuals serving at the pleasure of the President. The Council designates a Chairperson and meets at his/her call not less than four times a year. The Director and Deputy Director of ACTION are ex-officio members of the Council. In 1974, the Council was composed of: 22 members (8 women) with Mr. Frank D. Stella as Chairman, 5 Associate members, 2 advisory members and 2 ex-officio members. The Council has formed four permanent Committees: one Executive and three on Programs (Domestic Programs, New Program Development, International Program) to carry out its mandate.

2. REASONS, OBJECTIVES, PRINCIPLES.

2.1 The Reasons for the establishment of the overall "United Action Corps" (as it was then called) are described in the President's message of March 24, 1971 to the United States Congress as follows:

"America is a nation unique in the political history of the world. More than any other nation, it is the sum of the energies and efforts of all of its people. The American tradition of voluntary involvement—of freely committing one's time and talents in the search for civic improvement and social progress—gives an extra dimension to the meaning of democracy. In the past decade, the Federal Government has built on this tradition by developing channels for joining the spirit of voluntary citizens service in America with public needs, both domestically and a-

broad. Many of these efforts have had marked success. But the circumstances in which these efforts were conceived have changed. National and international needs have altered. The opportunities for voluntary service must be adapted and improved to meet these new needs. Recognizing that private channels of voluntary actions are a vital force of strength in our national life, I have supported the establishment and development of the National Center for Voluntary Action. The National Center is a private, non-profit partner in the effort to generate and encourage volunteer service. The Center works to promote the establishment of local Voluntary Action Centers, as well as to assist in the expansion of voluntary action organizations already in existence."

And:

"Now we must turn our attention to bringing government volunteer programs into line with new national priorities and new opportunities for meeting those priorities."

Finally:

"We cannot afford to misuse or ignore the considerable talents and energies of our people. In the coming years, the continued progress of our society is going to depend increasingly upon the willingness of more Americans to participate in voluntary service and upon our ability to channel their service effectively."

2.2 The **Objectives** for the new United Action Corps are laid down in the President's message of March 24, 1971 as well:

"It is the essential first step toward the goal of a system of volunteer service which uses to the fullest advantages the power of all the American people to serve the purposes of the American nation".

The objectives are (summary):

1. To mobilize volunteers to participate in the innovative efforts of state and local government, communities and institutions to solve social and economic problems, particularly by strengthening and supplementing efforts toward helping the poor overcome the handicaps of poverty.
2. To support those programs of local governments, institutions and communities which will call upon volunteers to demonstrate and will lead a continuing effort supported by local resources.
3. To increase the participation of the full range of community organizations on voluntarism.
4. To stimulate interest by the local citizenry to join in the efforts to solve local problems and to generate such interest by allowing local citizens greater input in the design and operation of programs.
5. To increase the relevance of volunteer activity by generating and utilizing greater numbers of community volunteers serving in their own communities and drawn from all quarters of the community.
6. To create and stimulate new approaches to voluntarism which demonstrate the potential of volunteers as a resource for the solution of problems arising out of poverty and other human and social needs.

2.3 The **Principles** which guide the new volunteer service agency are also set forth in the President's message (summary):

"We must restructure our thinking about volunteer service . . . how to use our volunteer resources to accomplish more . . . to stimulate broader volunteer service . . . to involve more volunteers . . . not simply as foot-soldiers directed from the top, but in those often small and local efforts . . . that return to citizens a sense of having a hand in the business of building America . . . part of our rethinking must look in the past so that we may properly meet the needs of the present and prepare for the future."

The United Action Corps would function with particular concern for those basic principles:

—encourage local initiative, to support local programs, to solve local problems;
—to assign volunteers to assist, and work under the technical supervision of other Federal agencies, State and local agencies or organizations, and private sponsors;
—to seek the services of local part-time volunteers to accomplish specific goals, assisted, when necessary by full time volunteers;
—to engage universities and colleges, State, city and private organizations in the effort to broaden opportunities for volunteer service;
—to meet the increasing need for skilled volunteers giving emphasis to recruiting and applying the skills of trained craftsmen and professional workers.

3. PROGRAM:

The various service programs combined in ACTION are described either in separate Compendia or in this section as it explains the overall agency.

3.1 **U.S. Peace Corps**, called Office of International Operations within ACTION, is the Foreign Volunteer Service integrated into ACTION and described in detail in Compendium No. 20/1.

3.2 **Volunteers in Service to America (VISTA)** is part of the National Volunteer Antipoverty Programs according to Title I, Part A of P.L. 93-113 and described in detail in Compendium No. 20/2.

3.3 **University Year for ACTION** (UYA): is the Study-Service for credit involving students full-time for 1 year service, described in detail in Compendium No. 20/3.

National Student Volunteer Program (NSVP) involving students in part-time voluntary community service. Both are Service-Learning Programs within the National Antipoverty Programs (Title I, Part B of P.L. 93-113). The National Student Volunteer Program of ACTION supports local independent college and high school student volunteer programs which provide services to poverty groups in local communities. ACTION provides materials for the assistance projects carried out by students, training to volunteers and outside advice and counseling. Most student volunteers serve part-time and/or short-term during vacations. As of June 30, 1974, 425,000 college and 60,000 high school volunteers were enrolled in the program.

3.4 **Special Volunteer Programs** within the National Volunteer Antipoverty Programs (Title I, Part C of P.L. 93-113) have the following **purpose** (Section 121):

" . . . provides for special emphasis and demonstration volunteer programs, together with appropriate powers and responsibilities designed to assist in the development and coordination of such programs. The purpose of this part is to strengthen and supplement efforts to meet a broad range of human, social and environmental needs, particularly those related to poverty, by encouraging and enabling persons from all walks of life and from all age groups to perform meaningful and constructive volunteer service."

Program areas can include (Section 122): provision of alternatives to the incarceration of youth offenders, promotion of educational opportunities for veterans, and provision of community-based peer group outreach.

Special Programs include (until December 31, 1974):

(a) **ACTION Cooperative Volunteer Program** (ACVP) was developed to provide wider participation on a full-time basis for at least 1 year of service. Modeled after the well-known VISTA Program—volunteers' qualifications and duties are essentially the same—but cooperative volunteers are sponsored by local project agencies. Detailed description is contained in Compendium No. 20/2.

(b) **Youth Challenge Projects** provide clearly defined services through local institutions meeting human needs in a manner which will have recognized educational value. The purpose is to offer to young people (14-21 years of age) a service and learning opportunity in poverty and poverty related projects. Volunteers will serve varying lengths of time and it is expected that the service will be recognized by educational institutions. ACTION will contribute not more than $4,000 per project to the planning. Operational grants are available for up to one half of the project budget or to an upper limit of $20,000, whichever is smaller. As of December 31, 1974, 19 grants were awarded to local institutions in 17 States.

(c) **Program for Local Service** (PLS) provides full-time volunteers, 18 years and over, with community service opportunities offering work experience, enhancing career development and manifesting their sense of civic responsibility. Grants are provided to State or local governmental units, on a matching fund basis, for volunteer projects concerning human social and environmental needs, particularly those related to poverty. Plans must be submitted for projects of at least 50 volunteers outlining implementation and management including: PLS staff recruitment, volunteer recruitment, training, placement, in-service training needs, project evaluation and reporting. The total project period should be based on at least 15 months. ACTION will support 90% of total costs per volunteer man-year consisting of:

Bi-weekly volunteer payments	$2,860.–
Vacation allowance	70.–
End-of service allowance	300.–
Social Security (Employee's share for end-of service allowance only)	18.–
Training	100.–
Recruitment	50.–
Administration	800.–
Total costs per Volunteer	$4,198.–

As of December 31, 1974, 8 grants had been awarded and 1,066 volunteers participated in 8 States in Programs for Local Services.

(d) **Part-time Volunteer Mobilization** through a Mini-Grant-Program provides funds on a one-time, non-renewable basis to private and public, non-profit organizations. Grants must be formally requested from ACTION's Regional Offices and describe the problem to be addressed, the number of volunteer hours generated by the grant, and the impact the service will have on the problem. Grants of up to $5,000 will be made available, and those exceeding $2,000 require cash or in-kind matching funds to the federal amount above $2,000, through local contributions. As of December 31, 1974, 96 Mini-Grants were awarded as demonstration projects in 29 States.

(e) **ACTION City Programs** provide funds for demonstration projects to create community based **Councils** for integrating, focusing and coordinating local technical and financial resources to maximize the impact of service by ACTION and non-ACTION volunteers. Local sponsors for the establishment of Councils can be any public or private non-profit organization within a local jurisdiction. ACTION Councils must be incorporated as non-profit corporations authorized by its charter to accept grants and contracts and other governmental support for encouraging voluntary action directed at social, economic and environmental problems. During Fiscal Years 1974 and 1975[1] ACTION made available 20 planning grants not to exceed $35,000 each. The program was announced May 6, 1974 and as of December 31, 1974, 6 grants had been awarded in 6 States.

(f) **Volunteer Program Coordinators**: Two different demonstration projects focus on staff development:

- Grants to establish an **Office for Volunteer Services Coordinators in the State Governor's Office** are provided for a one-year period and may be renewed for a second year. The office should be used for: volunteer services coordination within the State, recruitment of volunteers for State administered programs, and assistance in the recruitment for national and local volunteer organizations. The Governor's office is expected to establish a permanent Volunteer Coordinator's function by executive order or legislation. Grants of up to $60,000 can be awarded to States representing 75% of the project in the first year. In the second year ACTION participation decreases to 50% of the total budget. As of December 31, 1974, 10 grants had been awarded to 10 States to establish such offices.

- Grants to support **Volunteer Program Coordinators** for improvement of city, county or regional government volunteer services. Projects should be designed to enable local governments to coordinate volunteer oriented pro-

[1] Fiscal Years: July 1, 1973–June 30, 1974
July 1, 1974–June 30, 1975

grams, recruit and train volunteers and effectively manage and evaluate the volunteer service projects. One year non-renewable grants will be provided in three categories:

Group A: $50,000 each to local governments of 1 million population or more;
Group B: $25,000 each to local governments of 250,000–1 million population;
Group C: $15,000 each to local governments with less than 250,000 population.

As of December 31, 1974, 23 grants were awarded to city, county or regional governments in 15 States and territories[2] providing Volunteer Program Coordinators.

(g) **Volunteers in Justice** (VIJ) and **Vetreach** are two small scale experiments carried out under the Special Programs provisions:

- **Volunteers in Justice** work full-time for two years in the area of criminal justice. The costs of volunteers are paid by ACTION during the first year of service. In the second year the costs are shared with the sponsoring organization to which the volunteers are assigned. As of December 31, 1974, 23 projects were carried out in 9 States involving 33 volunteers.

- **Vetreach** volunteers serve full-time for a period of one year. They are assigned to neighborhood centers to serve veterans living in the area and advise them on Veterans Administration programs and benefits. They help veterans overcome the obstacles in taking advantage of those benefits, particularly in the area of education and employment. As of December 31, 1974, 2 experimental programs in two States were conducted involving 22 volunteers.

3.5 National Older American Volunteer Programs

a) **The Retired Senior Volunteer Program (RSVP)** (Title II, Part A of P.L. 93-113) encourages the involvement of retired persons and provides a recognized role for them **through community service.** Only individuals aged 60 years or over can participat in service to nearby communities in either, (1) publicly owned and operated facilities or projects or, (2) local projects sponsored by private non-profit organizations (no political parties or facilities used for sectarian or religious instruction).

[2] Apart from the 50 States, ACTION operates with some of its domestic programs in Puerto Rico, Virgin Islands, Guam, and American Samoa

Retired Senior Volunteers serve in the following project institutions:

29.8% Community Service Organizations;
26.6% Government and Public Institutions (State, County, municipal and tribal);
13.6% Senior Citizens Associations;
13.6% Community Action Agencies;
8.3% Educational Institutions;
8.1% Church and religion related groups.

All volunteers applying are accepted, they receive training—if necessary—and are reimbursed for transportation, meals, and out-of-pocket expenses. Volunteers serve part-time, but on a regular basis (long-term commitment), in schools, libraries, courts, museums, hospitals, nursing homes, day care centers, etc. Full-time service is not excluded. As of December 31, 1974, local communities or organizations in 53 States and Territories received 662 Grants and enrolled 116,971 Retired Senior Volunteers in their projects.

b) **Foster Grandparent (FGP)** and **Senior Companion Programs (SCP)** (Title II, Part B of P.L. 93-113) provide service opportunities especially for low-income persons (sixty years or over) on a **one-to-one person basis.** Grants or contracts are provided to public and nonprofit private organizations to pay for development and operation of projects, including payment to volunteers.

- **Foster Grandparents** provide supportive services on an individual basis in health, education, welfare and related settings to **children** having exceptional needs. This includes children receiving care in hospitals, in homes for dependent and neglected children, those mentally retarded, in correctional institutions, the physically handicapped and emotionally disturbed, and others in similar institutions. Foster Gransparents can also serve in schools, day-care centers and the children's own homes.

The breakdown of FGP project agencies follows:

42.8% Community Action agencies;
33.4% Government and public institutions (State, County, Municipal and tribal;
10.3% Community service organizations;
8.1% Senior Citizen Associations;
3.5% Church and religion-related groups;
0.6% Educational institutions;
1.3% Others

Foster Grandparents serve four hours a day for five days a week. They receive accident insurance coverage, annual physical examinations, transportation to and from the place of their assignment, pre-service and in-service training, information and referral services, and modest stipends for their services. As of December 31, 1974, 158 Grants were provided and 12,676 volunteers served in 53 States and Territories.

- **Senior Companions** are older low-income persons who provide useful and satisfying services to other **adults.** All Companions serve older persons with special needs, like those receiving nursing care in their own home or in institutions or those with disabilities. The main purpose of the program is to help older persons to remain in their own homes and to overcome the combined hardship of old age and poverty. Volunteers receive the same benefits as Foster Grandparents. As of December 31, 1974, 20 Grants were provided and 799 Senior Companions served in 18 States.

3.6 **Service Corps of Retired Executives (SCORE)** and **Active Corps of Executives (ACE)** are part of National Volunteer Programs to assist small business and promote volunteer service by persons with business experience (Title III of P.L. 93-113, and Small Business Act, 15 U.S.C. 637 (b) (1)). The programs provide volunteer service opportunities for persons with business experience to assist other persons who seek or are engaged in small business enterprises, it favors assistance to the economically disadvantaged. The purpose is to utilize the skills and expertise of businessmen and -women and provide professional advice, or management and financial counseling to small businesses. SCORE and ACE volunteers work under the cooperative management of ACTION and the Small Business Administration, but are not restricted to serving the latter's clients. Volunteers shall not participate in any activity for the benefit of the Small Business Administration such as screening or evaluation of applications, but rather should work for the clients helping them to make full use of the assistance provided by this Agency. Volunteers are recruited, selected and trained by ACTION, and they enter into a service contract with ACTION, the terms and conditions of which meet the approval of the Small Business Administration. Volunteers receive reimbursement for out-of-pocket and travel expenses. They are considered Federal employees for the purpose of the Federal tort claims provisions (Title 28, United States Code). As of December 31, 1974, 265 Chapters in 53 States and Territories were established, and:

5,220 Retired Executives (SCORE).

2,532 Active Executives (ACE) served in the programs. During 1973 SCORE volunteers handled 29,185 counselling cases.

PROGRAM SUMMARY:

In 1974, ACTION carried out a total of 1,885 domestic volunteer service programs reaching all 50 States and 4 Territories, and assigned Peace Corps volunteers to 1,185 projects in 69 countries throughout the World.

4. PERSONS INVOLVED

4.1 Volunteers: Following is an overview of volunteers involved in the various programs:

Service	Volunteers Number 1974	Male	Female	Age	Duration of Service
DOMESTIC					
VISTA/ACE	4,622[3]	37.6%	62.4%	18-65+	1 year, full-time
University Year (UYA)	1,867[3]	44.6%	55.4%	18-55+	1 year, full-time
National Student Volunteers:					
–College	425,000	n.a.	n.a.	17-23	part-time or full-time
–High School	60,000	n.a.	n.a.	14-18	during vacation
Special Programs					
Youth Challenge	n.a. (19 projects)	n.a.	n.a.	14-21	n.a.
Local Service (PLS)	1,066[3]	n.a.	n.a.	18	1 year, full-time
Volunteers in Justice	33[3]	n.a.	n.a.	n.a.	2 years, full-time
Vetreach	22[3]	n.a.	n.a.	n.a.	1 year, full-time
Volunteer Mobilization	n.a. (96 Grants)	n.a.	n.a.	n.a.	part-time
Senior:					
Retired Senior vol.	116,971	n.a.	n.a.	60+	regularly, part & full time
Foster Grandparents	12,676	n.a.	n.a.	60+	regularly, 20 hrs per week
Senior Companions	799	n.a.	n.a.	60+	regularly, 20 hrs per week
Business:					
Retired Executives	5,220	n.a.	n.a.	n.a.	indeterminate duration,
Active Executives	2,523	n.a.	n.a.	n.a.	part-time and full-time
Sub-Total DOMESTIC:	630,799				
FOREIGN					
Peace Corps	7,069[4] (6,490)	62.6%	37.4%	20-83 (Average: 27.2)	2 years, full-time
TOTAL:	637,868				

[3] Total of 14,235 volunteer man-years for full-time volunteers; 623,189 part-time volunteers as of June 30, 1974;

[4] 6,724 volunteers and 345 trainees as of June 1974; total of 6,490 volunteer man-years in 1974.

4.2 **Staff:**

Following is an overview of the ACTION staffing pattern in 1974:

	Headquarters Officers	Headquarters Support Staff	Regional Officers	Total
Director's Office	12			12
Peace Corps (international operations)	73	83	U.S. 224[5] Foreign 325 Total 549	705
Domestic Operations	21		167[6]	188
Recruitment & Communications	38			
Policy and Planning	7	618		723
General Counsel	7			
Congressional Affairs	4			
Minority Affairs	5			
Administration & Finance	44			
Total	211	701	716	1,628

[5] 68 Peace Corps Offices Overseas in project countries staffed with 224 U.S. citizens and 325 Foreign nationals.

[6] ACTION Offices in 10 Regions and 41 States (sub-regional offices) for program coordination and support and 27 offices for volunteer recruitment and communications in the various Regions.

The majority of ACTION executive staff are university graduates (more bachelor's than master's degrees) and a large portion have previous service experience as volunteers. For example, in 1973 about 30% of the Peace Corps staff were former volunteers with 46 of the Headquarters Officers being women. With the exception of the top officials all staff is hired by the Director. All staff within the U.S. are civil servants and fall under the rules and regulations of the Civil Service Commission. U.S. staff overseas is employed according to the Foreign Service Officers rules and regulations, and foreign nationals are contracted in Foreign Service Local positions for foreign nationals (State Department rules and regulations).

4.3 **Directors:** The Director of ACTION is appointed by the President with the advice and consent of the Senate (Title IV, Section 401 of P.L. 93-113). Likewise, the Deputy Director, Associate Directors for Domestic and International Operations and four Assistant Directors for Support Offices and the General Counsel are appointed by the President with the advice and consent of the Senate (for organizational structure see diagram, Attachment 1).

The authority of the Director (Section 402 of P.L. 93-113) includes: direction of existing volunteer programs and implementation of new approaches; appointment of personnel and employment of experts and consultants; cooperation with other Federal agencies on a cost reimbursable basis or without reimbursement; acceptance of voluntary and uncompensated services; expenditure of the funds made available for ACTION operations and fulfillment of all functions as specified in the Act. The Deputy Director performs functions as the Director prescribes and acts as Director of ACTION during the absence or disability of the Director.

Mr. Joseph H. Blatchford was the first Director of ACTION from 1971–1972. Previously, from May 1969–June 1971 he served as Director of Peace Corps. It was his initiative which brought about the merger of the various volunteer services, thus creating the ACTION agency.

Since April 1, 1973, Dr. Balzano has been the Director of ACTION. During his initial years he put strong emphasis on the expansion and coordination of the domestic services and the implementation of various demonstration and experimental programs. Recently, he has focused more attention on international programs, and how foreign and domestic volunteer services can be linked and supplement one another.

5. ORGANIZATION AND BUDGET

5.1 **The Organizational Structure** of ACTION is displayed in the organizational chart, Attachment 1. This diagram reveals simple and clear distinction of authority in accordance with legislation and operational functions, permitting efficient communication and management procedures. The centralization of volunteer recruitment and administration in one supporting office for all the volunteer programs was one of the intentions when ACTION was created. No doubt this concentration reduces overhead costs for the individual service programs but it requires at the same time a careful balancing of interests and recognition of the specialities of the various volunteer programs. This operational structure - together with the new volunteer programs initiated since the merger—has helped ACTION to come into its own as the one voluntary service agency.

ACTION conducts its domestic volunteer services through 10 Regional Offices and 41 State-level Offices. International Operations are conducted through 68 Peace Corps Offices in project countries. Finally, volunteer recruitment and communications for both domestic and foreign volunteer service are supported by 27 Recruitment Offices throughout the U.S.

5.2 **Budget**

Costs (Obligations)	FY 1973 $ (Actual)	FY 1974 $ (Actual)	FY 1975 $ (Estimate)
Peace Corps	80,630,000[7]	75,965,000[8]	77,687,000[9]
VISTA	25,047,000	21,955,000	23,250,000
Education Programs	9,042,000	7,402,000	7,108,000
Special Volunteer Programs	4,267,000	5,659,000	6,659,000
Older American Volunteer Programs	39,378,000	42,559,000	46,827,000
Business Volunteers	132,000	206,000	400,000
Program Support (Domestic)	16,239,000	16,219,000	18,707,000
Total:	174,735,000	169,965,000	180,638,000
Revenues (Appropriations)			
–Domestic Development Services Act	93,973,000	94,000,000	102,951,000
–Peace Corps Act	81,000,000	76,000,000	77,687,000
–Small Business Administration Act	132,000	–	–
Total:	175,105,000	170,000,000	180,638,000

In addition, Peace Corps received the following host country contributions to reduce local volunteer costs:

FY 1973 $	FY 1974 $	FY 1975 $
3,005,000 (Actual)	3,927,200 (Actual)	3,835,000 (Estimate)

As is evident from the earlier volunteer program descriptions (paragraph 3) there are numerous ACTION domestic projects which are co-sponsored through cash and/or in-kind matching funds or volunteer support contributions. No figures on local matching funds were available and they are not included in the Budget.

[7] Of which $13,767 are Peace Corps share of ACTION agencywide costs (Actual);
[8] Of which $12,728 are Peace Corps share (Estimate);
[9] Of which $13,889 are Peace Corps share (Estimate).

Costs per volunteer per year 1974:	$
VISTA	6,758 (per volunteer man-year)
University Year for Action	4,601
Program for Local Services	8,901
Retired Senior Volunteers	217
Foster Grandparents	2,136
Peace Corps	12,297 (per volunteer man-year)

6. LINKAGES AND PUBLIC PARTICIPATION

6.1

Formal Cooperation Agreements for Domestic Operations with:[10]	Purpose
–Small Business Administration	–Joint administration of SCORE/ACE volunteers;
–State of: Massachusetts, Missouri, Nevada, North Carolina, North Dakota, Oklahoma, Rhode Island, South Carolina, Utah, Vermont	–Establishment of Offices for Volunteer Services Coordinators in the Governor's Office;
–6 cities	–planning of Volunteer Service Councils;
–23 courts and criminal justice institutions	–assignment of Volunteers in Justice for 2 years full-time service;
–158 project agencies for Foster Grandparents	
–662 project agencies for Retired Senior Volunteers	–training and assignment of local volunteers
–20 project agencies for Senior Companions	
–558 project agencies for VISTA and ACVP volunteers	–assignment of nationally recruited volunteers;
–55 colleges and universities for University Year for Action	
–19 schools and educational institutions for service-learning (Youth Challenge program)	–recruitment, training and assignment of local volunteers
–8 State or local governmental agencies to conduct the Program for Local Service	
–96 public and private organizations	–financial support to encourage local service

[10] Linkages for International Operations see Peace Corps Compendium No. 20/1

Cooperation occurs with other Federal agencies, private, public and international organizations, and individuals, as the need arises in areas like: education, employment, policy and plan development, joint project development, evaluation and research.

6.2 Public Participation

As is evident from the previous description, ACTION's objectives are to initiate broad public participation and its operations are based on this concept. It should be noted that public participation on the part of the individual or the private group is the American heritage and way of life, and not something imposed upon local communities. There is no doubt, however, that the provision of Federal funds or at least matching funds has stimulated the fast expansion of public participation in ACTION's volunteer services.

Finally, the National Voluntary Advisory Council to ACTION is designed to provide citizen participation in policy development and guidance in the decision-making by the Directors of ACTION, the President and the Congress.

7. ACHIEVEMENTS AND EXPERIENCE

In the four years since its inception, ACTION has continued and consolidated the earlier volunteer programs, has linked them, and created new programs to **broaden volunteer service opportunities.**
At the same time ACTION moved toward the **improvement of the quality** of **service** by delegating the responsibility for the planning, management and supervision of some volunteer programs to the local communities.

Finally, ACTION has significantly **expanded the coverage** by including into the various volunteer service programs:

- all age groups (from 14 to 80 years of age);
- all ethnic groups and people from all walks of life (less educated, unemployed, students, professionals, businessmen, elderly, etc.);
- all regions and states of the U.S.

One out of every 235 persons of the total U.S. population between 15-74 years of age was an active volunteer in 1974 in one of the various ACTION service programs. This ratio of 235:1 does not take into account all those who have served previously, or are involved as staff, local voluntary supervision or are the recipients of such volunteer service. There is no doubt that this total outreach to local communities has created a new quality of impact of community concern and citizen participation through ACTION voluntary services.

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[11] "Annual Report of National Voluntary Service Advisory Council," ACTION, Washington, D.C. 20525, November 29, 1974.

The National Voluntary Advisory Council, a body of independent individuals appointed in 1973, reviewed ACTION's overall activities and experiences for the first time in 1974 and reported their findings to the President.[11]
This also represents the first review of the overall activities of ACTION after three years of operation since its inception in 1971. The following discussion of experiences is based largely on the Council's Report:

1. The Council is impressed with the quality and enthusiasm of the volunteers and staff members involved in the various programs;

2. On the whole, the programs are well conceived and well executed and provide significant benefits to the communities and to the volunteers themselves;

3. The Council believes the following areas of ACTION policies and programs require further clarification and strengthening:

   a) There are two schools of thought within ACTION on the **basic philosophy and methodology** underlying ACTION domestic programs, especially those related to poverty. One school of thought believes that the poor can be helped most effectively by increasing their political power; the theory in this case is that the poor are better equipped to help themselves if they join into community power groups. The opposing point of view is that the most effective way of helping the poor is to teach them employable skills so that they can improve their living standard. The theory in this case is that the poor need economic relief and not political agitation. These divergent points of view *"slow the forward momentum of many ACTION domestic programs. The Director of ACTION is well aware of this problem, but is not in the best position to deal with it. He takes his direction from Congress and the Administration which are not always of a single mind on the question of ACTION's underlying philosophy"* (page 3 of Report). It should be noted that the ACTION legislation is broad in this respect and permits different interpretations of the underlying philosophy. One wonders whether these two points of view represent not a basic conflict, borne out of different political opinions, but a dichotomy of needs both of which must be met to solve the problems of poverty ACTION is designed to tackle.

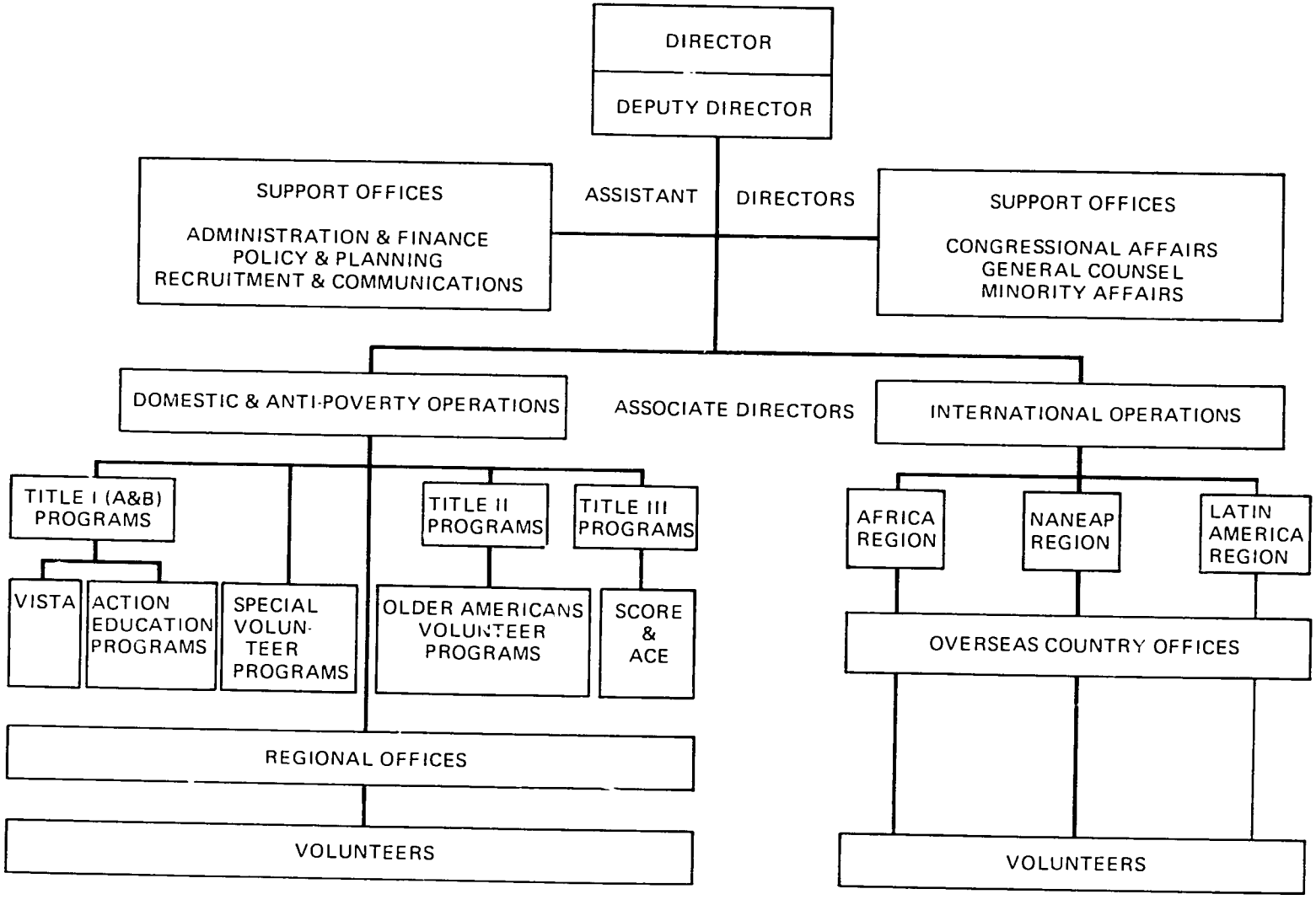
   Related to this different philosophy is the conflict which appears to exist concerning the role of the nationally recruited and sponsored volunteers and staff versus the local volunteer and sponsoring community group. The basic question is: Who should direct the design and administration of the domestic program, the local community volunteers or the outside volunteers and staff who are more knowledgeable and involved with ACTION programs? Local people tend to be suspicious of outsiders and often feel that new ideas and methods are imposed "from above". On the other hand, outside volunteers are often frustrated by the mistakes and inefficiencies they perceive in local volunteer services. These conflicts appear to be intensified in cases where paid outside volunteers (like VISTA) work together with unpaid local volunteers. Local community groups feel that these paid volunteers do not truly volunteer and should not carry this title but should be referred to as "corpsmen".

b) **Recruitment and selection of volunteers** is affected by this dichotomy: What type of person should be sought in the nationally recruited volunteer? The altruistic person with a strong social conscience—but perhaps less technically skilled; or the practitioner qualified to teach basic skills? Those in ACTION who believe the primary philosophy for many domestic programs is to politically organize the poor prefer the altruistic applicant; whereas those who emphasize training of the poor prefer the technically skilled volunteer. The policy for this type of program (like VISTA) has been to search for highly qualified volunteers, and that they be proven achievers of competence and maturity. ACTION programs which recruit locally and carry out local programs, or focus on special groups of the population, i.e. the elderly or businessmen, are less affected by this conflict.

c) The **training** of volunteers in poverty-related programs is also affected by these conflicting points of view in basic philosophy. VISTA volunteer training, for example, is conducted in two centers: one oriented toward preparation for vocational skill training (University of Colorado), the other emphasizing community action techniques (University of Maryland). The Council is convinced that a single approach to training would significantly improve both its quality and efficiency in preparing volunteers for service.

d) The **design, organization** and **management** of ACTION domestic programs concerned the Council with regard to the following problem areas:
   - the concentration of staff at Headquarters or in Regional Offices rather than in geographical areas where volunteers actually serve;
   - the dual sponsorship of SCORE/ACE by ACTION and the Small Business Administration does not permit the service of SCORE/ACE volunteers in projects other than those of small businesses;
   - Are volunteers not assigned to jobs which should appropriately be filled by paid employees?
   - Do volunteers participate in the development and decisions on new service programs?
   - The new service programs developed on an experimental or demonstration basis are imaginative and in compliance with the mandate. They are still in their infancy and require further evaluation. One question for example is: the cost-sharing between local communities and ACTION no doubt encourages community participation, however, it should not lead local bodies to adopt new programs which they are unable to continue once the ACTION support is withdrawn. The Council also suggests that the overall new program development should concentrate on fewer types and set clear priorities for new program design, implementation and evaluation.

Achievements and experience with Peace Corps' international operations are reported in the subsequent Compendium No. 20/1.



COMPENDIUM No. 20
Attachment 1

1. **INSTITUTION:** **CANADIAN UNIVERSITY SERVICE OVERSEAS (CUSO)** **CANADA**

Address: 151 Slater Street, Ottawa, Ontario, KIP 5H5

Executive Director: Mr. Murray Thomson

Establishment: In 1961 as a national organization; incorporated in 1963[1] as a non-governmental, non-profit membership organization.

Membership: Two classes of members: (a) local CUSO Committees (one for each degree granting institution or equivalent); (b) Individual Members (20 former volunteers, 15 persons elected by regional meetings, 15 persons elected by Board of Directors); Annual Membership Meetings.

Type of Service: Foreign Volunteer Service of university graduates on a voluntary basis; full-time assignments abroad on a bilateral basis for 2 years; extension and/or re-assignments possible after completion of first term. Since 1964 CUSO receives governmental support for its operations.

Supervision: Board of Directors, composed of 17 persons: 2 Executive Directors (CUSO, SUCO), 1 appointee from Association of Universities and Colleges, 2 Board appointees representing the business community (1 anglophone, 1 francophone), 2 returned volunteers, 10 persons elected by regional meetings (6 anglophone, 4 francophone). Purpose: Management of property and affairs of CUSO, SUCO. Age range of Board members: 25-53 years (average age 35 years).
Chairman: Professor C.M. Williams.

2. REASONS AND OBJECTIVES:

2.1 Reasons: In 1960, on the initiative of Mr. Keith Spicer, the Canadian Overseas Volunteers (COV) was formed. In 1961 COV assigned a first group of 15 volunteers for 1 year of service to India, Ceylon and Sarawak. In 1962 a second group of 16 volunteers left for service in India and Ceylon. In a parallel development the Canadian Voluntary Commonwealth Service (CVCS) emerged under the leadership of Mr. Guy Arnold, and the President's Committee on Overseas Service was established at the University of

[1] The French Service UNIVERSITAIRE CANADIEN OUTRE-MER (SUCO) is operated under the same Act of Incorporation, Board of Directors and one overall budget; otherwise independent, it has moved its headquarters from Ottawa to Montreal.

British Columbia by two students, Mr. Brian Marson and Mr. Michael Clague, with cooperation from faculty members and other students. During 1961-62 they assigned 8 volunteers to Ghana and Sarawak. In Quebec, Laval Missionaires and various student groups developed overseas programs and formed in 1961 Le Mouvement Universitaire National pour le Développement Outre-mer (MUNDO). Members of MUNDO served both abroad and in communities in Canada. The interest in overseas services increased around the country and

> *"it became obvious that there was need for a national non-denominational organization for long-term service overseas."*[2]

On March 20, 1961, the Canadian National Commission for UNESCO convened a meeting with all interested parties under the chairmanship of Dr. J. Francis Leddy. This meeting and consequent conferences resulted in the drafting of a Constitution for a national organization. In summer 1962 the first CUSO volunteers were assigned overseas.

2.2 **Objectives:** According to the Letter of Patent the objectives are:

> *"(a) to initiate and operate, either alone or in co-operation with other organizations, programs that will enable suitably-qualified persons, normally resident in Canada, to serve in any country which has indicated its readiness to utilize such persons;*
> *(b) to co-operate, in such ways as the Corporation may from time to time determine, with other agencies in any country which may be engaged in activities of a similar nature;*
> *(c) to pursue a program of increasing public awareness of the issues in international development and of Canada's foreign relations and also pursue a program of encouraging Canadians to act on that awareness;*[3]
> *(d) to solicit and administer funds to cover the costs of such programs and of any activities ancillary thereto."*

For further specification of CUSO aims see CUSO Development Charter, Attachment 1.

3. PROGRAM:

3.1 In **principle,** CUSO carries out the following programs:

- Foreign —Assignment of volunteers abroad;
  —Financial assistance: Discretionary projects of below $500.—contributions, and Major Projects[4];
  —Financial assistance via project contracts as executing agency for the Canadian International Development Agency (CIDA);
- Domestic —Development education within Canada

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[2] From CUSO Information No. 3: "CUSO: a concise history", June 1972.

[3] Objective (c) was added in 1970 to the Letter of Patent.

[4] Discretionary Projects concern funding of small projects that can be initiated, examined, approved and implemented by CUSO country staff officers. Major Projects require project proposals to CUSO/Ottawa via CUSO country coordinators or committees; since 1973 CUSO carries out this financial assistance program via their Project Division.

3.2 **Type of Foreign Assistance Programs** 1973/74:

Major Program Areas	Allocation of Resources			Contracts CDN $[6]
	Number of Volunteers assigned	Financial Assistance Commitments as of June 1974;[5] CDN $	%	
—Agriculture	57	164,555	19%	
—Education	594	213,130	25%	1,000,000 Nigeria School Reconstruction
—Crafts, Technology, Engineering	101	44,225.—	5%	
—Industry, Construction	—			275,000 Bangladesh
—Administration, Business	41			1,100,000 Cuba universities supply of professors
—Health	146	206,325.—	24%	
—Community Development	—	180,275.—	21%	
—Other	41	49,885.—	6%	
—United Nations Volunteers	n.a.			
Total	980	$858,395.—	100%	

In principle, CUSO provides assistance through the assignment of resources on the basis of requests from local communities: either through assignment of volunteers, provision of financial assistance, or both. CUSO encourages innovative, creative, experimental project proposals for financial assistance:

[5] Commitments often for more than one budget year; for 1973/74 funds were available:
Discretionary Project Pool: $ 60,000.— — (more than 100 projects)
Major Project Pool $483,000.— (more than 80 projects)

[6] Total of Major Contracts carried out on behalf of CIDA.

"The unconventional idea is usually ideally suited to the local condition, its uniqueness frequently guarantees success because it is specifically tailored to a community requirement" (from leaflet "CUSO Projects").

Projects are funded on a host-CUSO shared basis. The sponsorship of projects by individual Canadians, service organizations, universities or other private sources is requested and encouraged, and CUSO has established a specific fund-raising activity for securing financial assistance.

3.3 Foreign Assistance provided to Domestic Development Services:

Type of Activities supported.	Type of Foreign Assistance Provided:				Receiving Organization
	Personnel Assignments			Financial	
	Number	Type	Duration	CDN $	
Staff assistance to overall operations	1	volunteer	1971-73		BUTSI, Indonesia
	1	volunteer	1971-73		Thammasat University Service, Thailand
Support of volunteers				1973-74: 7,400	
Training of volunteer-trainees in Camps	?	volunteers	1964-72?		National Volunteer Programme, Jamaica
Scholarships, support of work-camps, etc.				3,400.- for discretionary projects, 1971-74	Various youth, student & volunteer organizations

CUSO provides assistance to **42 countries**: 22 in Africa (13 francophone), 4 in Asia, 4 in South Pacific (including Territories), 7 in the Caribbean (including Territories) and 5 in Latin America.

3.4 Multilateral Assistance and Cooperation

- Joint Volunteer Committee (JVC) in Ghana: Since 1973 CUSO has cooperated with the Voluntary Service Overseas (U.K.), the German Volunteer Service and the U.S. Peace Corps in joint projects in Ghana to develop appropriate multinational volunteer team projects, to improve the overall effectiveness of foreign volunteer assignments and to promote volunteer service in Ghana. JVC is coordinated by a Ghanian professional who supervises the volunteer work and develops new projects in conjunction with local communities.
- United Nations Volunteers: CUSO does not assign volunteers directly to UNV; the Canadian foreign volunteer services designated the World University Service Canada as the sponsoring organization for UNV assignments (see Compendium No. 22).

3.5 **Development Education** in Canada is a new program resulting from the adoption of the CUSO Development Charter (see Attachment 1). The program invites returning volun-

teers to continue involvement in "development at home" and addresses groups within Canada to carry out Development Education projects with the following frame of reference:[7]

> *"a) We are striving to increase awareness of the root causes of under-development both in Canada and overseas: the exploitation of one group of people by another, and the inequitable distribution of the world's resources.*
> *b) We will participate in and initiate programs which act on that awareness: to effect change in the attitudes of Canadians; in government legislation, and in Canadian corporate involvement.*
> *c) We will promote the concept of global development: that we have a lot to learn from other cultures; that we must utilize the experience of other cultures in the hope of finding creative solutions to our own problems, and new, more humane priorities within our own society; that what happens overseas has a direct effect on the future shape of our lives in Canada."*

Program goals of Development Education include:

- –to introduce Third World studies and relationships to domestic issues in schools and adult education programs;
- –to effect change in Canadian Government policy in the area of trade/aid; and to achieve wider public awareness of the contradictions of Canadian involvement overseas;
- –to effect change in Canadian Government policy and business activity in Southern Africa and to increase support for self-determination and human rights in this area.

The program is carried out with increased involvement of returned volunteers, CUSO local committees and cooperation with the many groups in Canada working in the same area.

Program materials include:[8] an Introductory Reading List, a "Simulation Game on the International Sugar Conference", "CUSO Readings in Health", "Readings in Education", and a Folder on Rhodesia on the occasion of the "Zimbabwe-Zapu visits Canada" (September, October 1974).

The financial resources for 1973/74 totaled CDN$ 36,000.–, of which $18,500 were provided from CIDA and $17,500 were raised from private sources. For 1974-75 $195,000.– were budgeted for program and administrative expenses; most of the funds to be raised from private sources.

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[7] From: "Development Education Plan and Budget 1974-75", CUSO, Ottawa, 1974.

[8] Available from CUSO Ottawa.

3.6 **CUSO Presentations to Committees of the Canadian House of Commons and the Senate.** In carrying out its development program at home CUSO was called to the following four hearings at the House of Commons and the Senate:

- 1970: Caribbean Trade tariffs; political and economic independence;
- 1971/72: Latin America and Pacific: Trade tariffs
- 1971: Southern Africa: Apartheid;
- 1971: Rhodesia question: "The Black Paper: An Alternative Policy for Canada towards Southern Africa".

4. PERSONS INVOLVED

4.1 Volunteers: 1973/74: Total Number: 980 volunteer man-years (full-time, one year)
Age range: 18–80 years

Both men and women are assigned abroad; married couples with not more than one child can be considered provided both husband and wife are suitably qualified and the child will remain below school age for the duration of assignment.

Educational Background: The majority of volunteers have bachelor's degrees or the equivalent from technical educational institutions; the portion of higher qualified professionals serving abroad has increased during the past decade.

Recruitment and Selection: Volunteer candidates are recruited through 60 local committees and 5 CUSO Regional Offices within Canada. Recruitment Criteria: minimum 18 years of age, healthy, employable skills, minimum functional English, landed immigrants or Canadian citizens. Qualities of: common sense, initiative, sensitivity and ability to relate to different values and conditions. Local committees conduct prescreening on the basis of application forms, 3 references and individual interviews; CUSO Headquarters reviews the dosiers and recommends candidates to the host country and CUSO overseas offices for acceptance. The final approval and placement in a job is decided in the field. If accepted candidates cannot be placed immediately in projects, they remain on a talent list for later assignment.

Contractual provisions: CUSO provides training to candidates (preparation 2 months–1 year with local committees; 10 days general training in Canada after acceptance of candidates; about 10 weeks in-country); living allowance equivalent to that of national counterparts; medical and life insurance; international transportation.

After completion of their term of service, volunteers are assisted through referral from Headquarters and the local committees to find employment or to continue their education.

4.2

Staff:	Headquarters	Regional Offices Canada	CUSO Field Offices	Total
Officers	42	8	32	82
Secretarial Support Staff	37	4	1	42
Total:	79[9]	12	33	124

Staff:Volunteer Ratio—1:8

Apart from 980 volunteer assignments, the staff managed and supported during 1973/74:

a) more than 180 financial projects;
b) 3 CIDA contracts in support of Bangladesh, Cuba and Nigeria;
c) 26 Field Offices in project countries;
d) In Canada:
   —60 local committees
   —5 Regional Offices
   —Development Education programs

Age range: Majority of staff's age ranges between 25 and 35 years, but there are also a good number of senior officers involved.

Educational Background: Most officers have completed university education in various disciplines; some are businessmen, some are ministers or priests. A fairly large portion of the staff are former volunteers.

4.3 Directors: Mr. Lewis Perinbam was the first Acting Executive Secretary of CUSO from 1961-1963 while it was administered from the Office of the UNESCO Commission.
From 1964-1969 Mr. Hugh Cristie was Executive Secretary of CUSO; he developed and expanded CUSO to a full-stage operation.
From 1969-1971 Mr. Frank Bagdasavich held the office of Executive Secretary; he developed new directions for CUSO especially with respect to responsiveness to the real causes of development problems.
During 1971 the leadership of CUSO was uncertain; Mr. John Wood, a foreign service officer on assignment to UNDP served only for 2 months as Executive Secretary.
From 1972-73 Mr. John Gordon conducted the affairs of CUSO for 18 months. His special contribution was to improve the financial management and streamline procedures. On January 1, 1974, he became Coordinator of the United Nations Volunteers (see Compendium No. 26).
In December, 1973, Mr. Murray Thomson was appointed Executive Secretary taking

[9] of which 2 are foreigners

office in January, 1974. Mr. Thomson holds a M.A. degree in Sociology and served previously (since 1970) as CUSO's director of the Thailand program. Born in China he also served with UNICEF (Thailand) and the Friends Service Committee (India, Canada). Mr. Thomson's emphasis has been to open a policy discussion within CUSO on the future course of action and reconcile the differences which had occurred earlier between SUCO and CUSO.

5. ORGANIZATION AND BUDGET

5.1 **Organizational Structure:** The Headquarters in Ottawa, 5 Canadian Regional Offices in Halifax, Montreal, Toronto, Vancouver and Winnipeg, and 26 Field Offices in project countries represent the administrative structures. The 60 Local Membership Committees are in charge of recruitment and selection of volunteers, development education, fund-raising, and delegation to Annual Membership Meeting (see Chart, Attachment 2).

5.2 **Budget:** 1973/74 Annual Budget: CDN$ 8,037,300
of which:

–cash requirements:	$4,861,300	– 59%
–Host country support/ donated supplies and services	$3,176,000	– 41%
Total	8,037,300	100%

The cash requirement expenses are for:

–Volunteer program	$3,905,400.–	80.0%
–Projects program (discretionary and major financial support)	436,100.–	9.8%
–Project Contracts (CIDA)	51,300.–	1.1%
–National Office, Ottawa	468,500.–	9.1%
	$4,861,300	100.- %

Revenues included:

Donations/other revenue	$ 324,400
Governmental grants[10]	4,879,800

Total cost per volunteer per man-year CDN $ 8,200.–
(including costs for financial projects, overhead and of host country contributions).

[10] Even though CUSO is funded to a large extent by CIDA, and is an executing agency for contracts and project grants, CIDA is not a member of the Board of Directors of CUSO, and does not impose rigid financial regulations or supervision. CIDA provides funds on the basis of CUSO proposals and receives an annual expenditure report. It is a rare example of governmental restraint and cooperation vis a vis á non-governmental organization.

6. LINKAGES AND PUBLIC PARTICIPATION

6.1

Formal Arrangements of Cooperation with:	Purpose
–Canadian International Development Agency (CIDA)	–grants to supply services at cost; assignment of volunteers, financial project support and development education;
–Canadian Council for International Cooperation	–membership; general guidance in development policies;
–Agreement with three universities for CUJAE Project Cuba	–supply of professors to Cuba through CUSO; executing agency of CIDA contract;
–IUEF	–supply of personnel for counselling refugees; provision of a Scholarship Fund.
–World University Service Canada	–Coordinates the sponsorship of Canadian volunteers to the United Nations Volunteers

6.2 **Public Participation:** CUSO is based on citizen participation in its membership; recruitment, selection of volunteers; fund raising and development education; it requires cost sharing by host countries for volunteer assignments and financial project support.

7. ACHIEVEMENTS:

No evaluation of volunteer performance is available, but CUSO achievements are expressed in terms of the following facts:

- high participation of host governments' contributions and services (41% of total budget);
- widespread participation of the public in Canada both as members, program participants and contributors of funds;
- efficient management of small scale financial project support which immediately serves local communities on the basis of requests and is awarded without lengthy project negotiations and administrative procedures;
- qualified as a contract agency for the execution of governmental programs (CIDA);
- low costs per volunteer man-year in comparison to other foreign development services.

THE CUSO DEVELOPMENT CHARTER

Preamble:

The CUSO Development Charter, printed below, originated from the "Dar Declaration" of the East and Central African Regional Meeting in April, 1973.

The Dar Declaration received widespread consideration from the volunteers, field staff and some host nationals in the Asia, Latin America, West Africa, Caribbean and Pacific programmes.

The Declaration was also considered in Canada at the British Columbia, Prairies, South-Western Ontario, Quebec/Eastern Ontario and Maritimes Regional Meetings, the Annual General Meeting (AGM), and the Inter-Regional Meeting (IRM).

The CUSO Operations Committee of the CUSO/SUCO Board of Directors in adopting the Charter noted that, although people serving with CUSO are not required to sign the Development Charter as a statement of commitment, it is an official CUSO stance. It is hoped that the Charter will not only serve as a general guide for individuals, but will also be:

(a) an extension to the present official Purposes and Objects of CUSO, a statement of long range aims and the criteria for policy decisions and programmes, and
(b) a guide in Recruiting, Selection, Orientation, Training, Evaluation and Staffing.

The Charter:

WHEREAS development includes the freeing of people, not just from the constraints of poverty, hunger and disease, but also from constraints which inhibit a person's control over his destiny, the pursuit of dignity and social equality, and

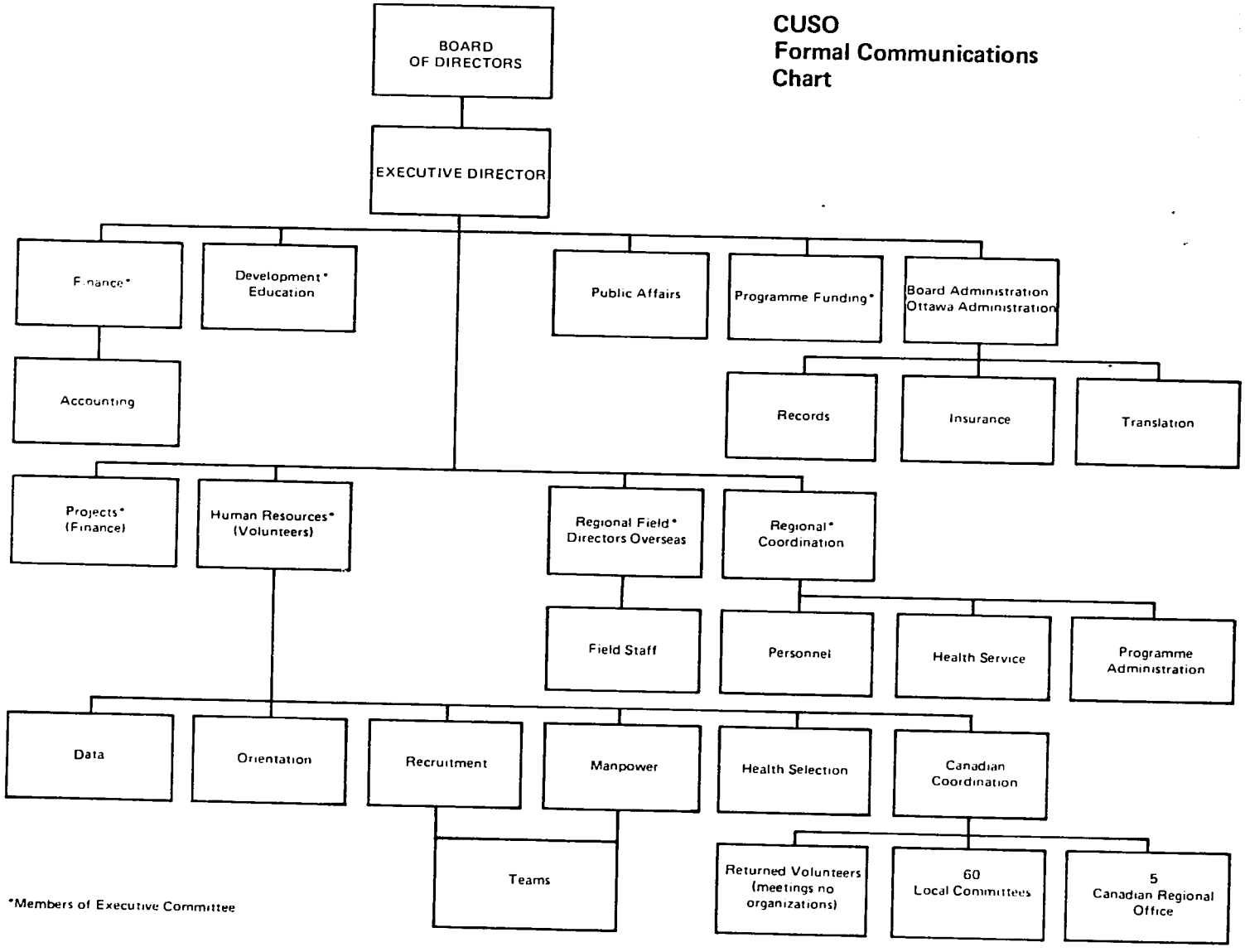
WHEREAS CUSO aims to participate in the global struggle for justice, equitable development and human progress,

THEREFORE—individuals commit themselves to strive for the following:

1) to increase their awareness of the root causes of inequitable development in all countries of the world;
2) to utilize this increased awareness in programmes designed to eliminate these inequities;
3) during their service overseas, by their lifestyles and work, to reflect their sensitivity and respect for the values and cultures of their hosts;
4) to recognize that involvement in the development process embraces both service overseas and action in Canada;

5) to recognize that their own country may be culpable in the continuing exploitation of one country by another;
6) to actively identify themselves with all peoples who seek to strengthen rights and responsibilities for their country's social development, consistent with the United Nations' Universal Declaration of Human Rights.

CUSO Formal Communications Chart



*Members of Executive Committee

1. INSTITUTION WORLD UNIVERSITY SERVICE CANADA (WUSC) CANADA

Address: 222 City Centre, 880 Wellington, Ottawa, Ontario, KIR 6K7

General Secretary: Mr. William McNeill

Establishment: Incorporated on October 1, 1957, under Part II of the Canadian Companies Act as a corporation without share capital and without pecuniary gain to its members.
WUSC is a member of the World University Service, founded in 1920, with Headquarters in Geneva and a world-wide membership from post-secondary educational institutions in 45 countries.

Membership: WUSC has two forms of membership:

- Individual members who apply for membership are Canadian residents or citizens, enrolled in, or employed by, a Canadian post-secondary institution;
- Institutional members who apply for membership and are corporations, professional groups, associations or voluntary agencies which are related to international development and post-secondary education.

Annual National Assembly of membership, each local group convenes a meeting prior to the National Assembly and elects two delegates to the Annual Meeting.

Type of Service: Study-Service on a voluntary basis to help students to help themselves; domestic and foreign programs; development education; financial project assistance; international development service from 1963–1973 for 4 weeks up to 3 months, full-time, during vacation; since 1974 also bilateral service assignments for 1–2 years, full time; recruitment for United Nations Volunteers 2 years, full-time service.

Supervision: The affairs of WUSC are managed by a Board of Directors, i.e. the National Committee, which consists of the President, Vice-President and Treasurer; 6 Field Representatives; 3 International Liaison Officers to World University Services in other regions of the world; 4 members-at-large. All members of the National Committee are elected by the Annual National Assembly to hold office until the next Assembly.

2. REASONS AND OBJECTIVES

2.1 **Reasons:** While the World University Service originated in 1920 as a European Student Relief program (ESR) of the World Student Christian Federation to help students after World War I, it developed during the 1930's–1940's into the International Student

Service (ISS) dedicated to cultural cooperation between people from various nationalities, the furtherance of peace, and help to students in need of food, clothing, books, jobs, and to refugees all over the world. In the 1950's the emphasis shifted to educational and developmental programs and the needs of students in developing countries came to the forefront.
In 1939 a Committee of the World University Service (at that time ISS) was founded by Mr. J.D. Bickersteth at Toronto University, and further developed under Mr. R.G. Ridell, Canada's Representative to the United Nations. But it was in the 1950's that WUSC became formally established and incorporated, and from the start emphasizing the development aspect of its activities.

2.2 The **Objectives** are defined in the WUSC Constitution as follows:

> *"1. To foster a spirit of international co-operation and a concern for mutual assistance and service among the members of the university community throughout the world by:*
>
> *(a) sponsoring meetings of students and teaching staff without discrimination or prejudice as to race, nationality, political and religious conviction, and social and economic status;*
>
> *(b) extending material aid to members of the university community throughout the world who are in immediate need thereof;*
>
> *(c) extending material aid to members of the University community throughout the world to meet long-term needs by assisting self-help enterprises.*
>
> *2. To gather and disseminate knowledge and experience gained from efforts by students, teaching staff and others to resolve the social, economic and administrative problems of universities and other centres of higher learning and their members.*
>
> *3. To do all such other things as are incidental or conducive to the attainment of the above objects or any of them."*

3. PROGRAM:

3.1 The following **Major Program Areas** can be distinguished:

- **Canadian Campus Activities:** Development Education (workshops); sale of handicrafts from local cooperatives or refugee camps in developing countries, fund-raising campaigns.
- **International Seminars** (Caribbean, Central America) with students and faculty members from the region and from Canada.
- **Social Development Projects** (bilateral): in Honduras, Malawi, Nicaragua, Peru, Philippines, Rhodesia;
- Support of the **Geneva Headquarters of the World University Service;**
- Recruitment, coordination and sponsorship of **Canadian volunteers assigned to UNV.**

3.2 Foreign Assistance Program 1973/74:

Country	Major Development Projects	Funding received by WUSC:
Malawi (bilateral)	4 villages in Western Malawi joined in one development plan for their region, built bridge on their own, WUSC assists building of primary school.	$5,000 (Miles for Millions Walk)
Rhodesia: (multi-lateral project)	1 year scholarships to 125 university and 1000 secondary black students	CDN$135,000 (Grant from CIDA for multi-lateral aid)
India (bilateral)	International development education seminar in India	
Philippines (bilateral)	50 university student-volunteers assigned to community development projects, part-time but with long term commitment; they live in barrios and implement projects identified by villagers (water supply, sanitation,, health clinic, etc.)	$33,000. (CIDA Grant)
Caribbean (multi-lateral)	Social and economic surveys on development problems; conclusion seminar at a university; jointly with Caribbean students and faculty.	50 Canadian students; 10 faculty members for 4 weeks
Guatemala (bilateral)	Work in rural cooperatives jointly with Guatemala students and faculty.	
Honduras (bilateral)	Cooperative university/village community development project: 25 students from Honduras and Canada cooperated with villagers to build a road, wells, clinic (staffed by students), electricity; a housing program, literacy and hygiene/nutrition education projects are planned.	$15,000.– (CIDA grant)
Nicaragua (bilateral)	Equipment for laboratories destroyed by the earthquake in Managua	$106,000.– (CIDA grant)
Peru (bilateral)	Agricultural school for illiterate campesinos at the Universidad Nacional at Ayacucho provides 3 month training in livestock breeding, conservation, reforestation, cheese production and community organization.	$6,000.– (from Miles for Millions Walk)
United Nations Volunteers	Sponsorship of Canadian volunteers assigned to U.N. Projects: 5 volunteers assigned; 2 recruited total of 20 volunteers planned.	

Except for the United Nations Volunteers, WUSC only provides assistance to projects through, and with, the cooperation of the local WUS Chapters in project countries.

4. PERSONS INVOLVED

1973/74: **Members:** About 800 on 47 campuses;
Volunteer/Students abroad: 50 for 4 weeks–3 months.
Since 1963 total about: 500 student-volunteers.

Staff: 1 General Secretary
9 Officers
2 Secretarial and administrative help.

The Officers are university graduates and have some overseas experience.

5. ORGANIZATION AND BUDGET

5.1 **Organizational Structure:** The National Committee provides guidance in all affairs of the Service. The Headquarters is located in Ottawa and headed by the General Secretary. International Seminars, Social Development Projects and fund-raising are coordinated by the General Secretariat. There are 47 Local Committees which otherwise conduct their activities within Canada on their own.

5.2 **Budget:** 1973/74 Annual Budget:

Total Expenses:	**CDN$**	**318,235**
of which:		
Funds to WUS, Geneva[1]		$225,154.–
Travel plus accommodation of seminar participants		68,483.–
Seminar Report		2,350.–
General Secretariat public relations		22,248.–

Total Revenues:	**CDN$**	**379,727**
of which:		
Federal Government		$240,700
Membership fees and University contributions		17,917
Participants contributions		26,151
Revenue from Marches		28,596
Others (provincial governments, industry, etc.)		66,363

[1] Transfer to World University Services Headquarters, Geneva, include funds for projects managed from there, for example Rhodesia scholarship fund.

6. LINKAGES AND PUBLIC PARTICIPATION

6.1

Formal Arrangements of Cooperation with:	Purpose
–CIDA	–Executing agency for financial projects and development education programs;
–Canadian Council on International Cooperation	–Member
–United Nations Volunteers	–Sponsoring agency for providing volunteers from Canada

6.2 **Public Participation:** As a membership organization, WUSC involves the participation of citizens at all levels of operations; the policy making body is the Membership Assembly; the funding of WUSC reflects widespread financial support from different sectors of society.

7. ACHIEVEMENTS

No performance evaluation of WUSC is available, but the following facts reflect the achievement of the service:

- Small staff in comparison to program and annual funds turnover;
- Fund raising capability;
- Executing agency for CIDA project grants;
- Currently the most important supporter of the international Headquarters of WUS in Geneva;
- Coordinator for UNV.

1. **INSTITUTION:** **MELLEMFOLKELIGHT SAMVIRKE**[1] **DENMARK**
Dansk Ungdoms U-Lands Arbejde (DUU)
(Danish Youth Work in Developing Countries—Danish Volunteer Service)

Address: Hejrevej 38, 2400 Copenhaven NV, Denmark

Directors: Mr. Jørgen Andersen, Secretary General, Mellemfolkeligt Samvirke
Mr. Thyge Troelsø, Executive Director,[2] Danish Volunteer Service

Establishment: In 1963 as a special overseas program (department) of Mellemfolkelight Samvirke (MS), a non-governmental, non-profit organization. Funded by private and governmental sources. 1966 Resolution by Parliament to entrust MS, Danish Volunteer Service (DUU) with the governmental international assistance program using volunteer manpower. DANIDA, the Danish International Development Agency in the Ministry of Foreign Affairs, was designated as the responsible governmental agency, and an agreement was signed between DANIDA's Steering Committee of Technical Cooperation and the Board of Directors of MS concerning such cooperation. This agreement provides the basis for governmental funding of the activities of DUU.

Membership: In the past MS was governed by a self-supplementing Council of 100 persons. Since the Fall of 1974 MS has changed its structure to a membership-basis. Membership is open to all who concur with the goals of MS. Once a year, ten members can appoint one member to the Council for a one year tenure. The Council, representing the members, meets regularly once a year; it elects the members of the Board for a two-year tenure.

This new membership-basis provides an opportunity for former volunteers to support international cooperation efforts of DUU from home.

Type of Service: Foreign Volunteer Service for 2 years; full-time assignments of skilled volunteers in projects on the basis of specific manpower requests from developing countries.

Supervision: The activities of the Danish Volunteer Service are supervised by the following bodies:

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[1] Danish Association for International Co-operation.

[2] As of February 1976 Mr. Ebbe Schiøler is acting Executive Director.

- The **Board of MS** which has the legal responsibility for the service;
- The **Cooperation Committee**: 3 representatives each from the DANIDA Steering Committee of Technical Cooperation and the MS Board for financial supervision and related policies concerning governmental funds expended in the DUU service;
- The **DUU Committee** guides the general policies and operations of the volunteer service.

2. REASONS AND OBJECTIVES

2.1 **Reasons:** Mellemfolkelight Samvirke existed during World War II as a private group opposing German occupation, working for national understanding and identification. In 1944, MS changed from a national to an international scope: to take an active part in Europe's reconstruction after the war and work for freedom and peace within Europe, especially through workcamps. In 1963, MS broadened the international scope beyond Europe to take an active part in development efforts in other regions of the world, especially in Africa. MS had the experience of assistance through voluntary work, the available resources, and wanted to respond to the demands created through the gaps in development between countries. At that time, the U.S. Peace Corps, in existence for 2 years, provided an example of interest to other countries. Also, Denmark participated in the 1962 International Conference in Puerto Rico which established the International Secretariat for Volunteer Service as a bod, 'o promote and assist in the establishment of volunteer development services.

2.2 **Objectives:** The objectives of the DUU are:[3]

"• *To further the understanding and solidarity between peoples through cooperation beyond national and cultural borders;*
- *To send out young people qualified in a trade, so they can work in a developing country that has requested this form of assistance;*
- *To make it possible for the individual to acquire a sensitive and well-based attitude toward developing countries and—not least—to the people living there."* (Original Danish)

3. PROGRAM

3.1 In **principle**, volunteers are assigned to fill a temporary skill gap of technical middle level manpower; as other foreign volunteer services, DUU does not carry out projects on its own but rather offers volunteer manpower to existing projects; supervision of volunteers during work is the responsibility of the project agency.

3.2 The **Foreign Assistance Program** of DUU consists of the assignment of volunteers (personnel assistance) in the following major areas. As of December 31, 1973:

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[3] From: "Vorslag til nye Vedtaegter for MS", 1974; and "Retuinglinier for DUU", 1972.

Major Program Areas	Number of Volunteers		Financial/Material Assistance
Education	74	23.9%	Up to DKr. 600.–(maximum) provided for working equipment per volunteer on the basis of application, proof of need and favorable comment by DUU Regional Office.
Engineering	60	19.4	
Administration	18	5.8	
Health Services	49	15.9	
Agriculture	20	6.5	
Crafts	74	23.9	
Social Services	14	4.6	
Total	309	100.0%	

Project countries are: Botswana, Kenya, Tanzania, Zambia

3.3 **Foreign Assistance provided to Domestic Development Services:**

Type of Activities supported:	Type of Foreign Assistance provided: Volunteer Assignments No.	Duration	Materials in Kind[4]	Receiving Organization
Technical skill training	12[4]	Since 1969 for 2-year periods	Working equipment	Kenya National Youth Service
Technical skill training	86	2-year periods	Working equipment[5]	Kenya Village Polytechnics

[4] 3 motor mechanics; 3 engine fitters; 1 building constructor; 2 electricians; 1 marine engineer; 1 locksmith; 1 administrative assistant.

[5] Equipment is turned over to receiving DDS after volunteers have completed their assignment.

4. PERSONS INVOLVED

4.1 **Volunteers:** 1973 Total Number: 309 volunteer man-years[6];
of which: Male: 216 volunteers;
Female: 93 volunteers
Married: 118 couples, of which 54 have children

Age range: 21–over 35 years,
Average age: 26

Educational Background: About 60% of the volunteers have completed primary school and a technical secondary education including apprenticeship (total education 11 years); about 30% have a completed secondary and technical education (12–13 years total); and about 10% have completed post-secondary and/or university education.
Fields of study include: Agriculture (20); Education (74); Engineering (60); Handicrafts (74); Administration (18); Social services (14); Health (49). About 30% of the volunteers come from rural, and 70% from urban areas.

Recruitment and Selection: Volunteers are recruited through various public relations efforts, development education efforts in Denmark, and through the assistance of former volunteers. Criteria for applicants are: Minimum age 20 years, at least one year of working experience in regular employment within his/her profession, good health, mature, emotionally stable, some knowledge of English. Selection involves: written application and references, interview with a former volunteer and with a psychologist; written tests and testing of knowledge of English language during selection meeting arranged by DUU (in case of poor English a language course is arranged in Denmark for selected candidates). Selection criteria include: professional skills and work experience, psychological stability, ability to cooperate. Final acceptance of candidates is decided by the DUU Selection Committee.

Placement: Parallel to the selection procedure a copy of the applicant's dosier is sent to DUU Regional Offices for placement negotiations with host country authorities. The host country approves the individual candidates.

Training/Preparation goals include:

- to enable the volunteer to carry out his job without essential linguistic difficulties;
- to prepare the volunteer for working and living conditions in the area of service;
- to give the volunteer a certain understanding of development problems and knowledge of the economic, social, political and cultural conditions in the area of service.

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[6] One adult volunteer serving full-time for one year.

From 1970–1974 volunteer training was conducted exclusively in a rented training site in Tengeru/Arusha, Tanzania. Since 1974/75 training has taken place in a newly constructed DUU owned training centre. Training periods cover:

- Preliminary Intensive Language course (90 hours/3 weeks) in groups according to language level;
- Main Course: (7 weeks) Local language studies (60 hours), country studies (50 hours);
- Technical English and Instruction Tecniques (in professional groups); field trips.

Contractual Arrangements: Volunteers receive a Contract of Service for a 2-year assignment; extension (minimum 3 months) is possible; they are covered by medical, disability and liability insurance and receive a monthly remuneration *"at a level which will place all DUU volunteers serving abroad on equal footing"*. The remuneration is adjusted twice a year in accordance with the United Nations Schedule of Post Classifications. Volunteers also receive clothing allowance, settlement allowance upon arrival in the project country, holiday allowance, and a resettlement allowance after completion of service. Volunteers will receive 1/3 of the regular allowances for each child under 18 years of age. International transportation and freight for personal goods are paid by DUU. Volunteers have 3 weeks vacation per year of service.
After completion of their term of service volunteers are assisted through referrals to find adequate employment at home.

4.2 **Staff:** Apart from the Executive Director and the Deputy there are 6 officers at Headquarters; 5 regional officers in project countries; and 8 officers and about 7 supporting staff at the Arusha Training Centre. Total staff and directors: 28 persons.
Staff:Volunteer ratio = 1:11

5. ORGANIZATION AND BUDGET

5.1 **Organizational Structure:** Most activities are delegated from the Headquarters in Copenhagen to the Regional Offices in Botswana, Kenya, Tanzania and Zambia. Public information, recruitment, selection, placement and training liaison remain functions of the head office, but volunteer placement in projects, training and administration during assignment are handled by the Regional Offices. There are indications that volunteer placement in projects by the Regional Offices has been misunderstood in some instances as a "looking for jobs for unemployed Danish manpower". This indicates that the process of volunteer selection and placement in cooperation with the host country is a very delicate procedure requiring a clear understanding of the purpose on both sides.

5.2 **Budget:** 1973 Annual Budget: DKR. 16,332,100.–
Funds are provided by DANIDA and the annual budget is based upon costs of 310 volunteer man-years. Budget excludes costs for DUU administration (overhead) which are part of the total MS appropriation from the Ministry of Foreign Affairs.

Cost per volunteer man-year: DKR 52,854 = US$ 8,736.–[6]
(excluding administrative overhead)

6. LINKAGES AND PUBLIC PARTICIPATION

6.1

Formal Arrangements of Cooperation with:	Purpose
–DANIDA, Ministry of Foreign Affairs	–executing agency for international cooperation through Volunteer Service;
–ISVS through Ministry of Foreign Affairs	–Council member; international cooperation between bilateral volunteer services; support of other national services, especially developing countries;
–United Nations Volunteers through Ministry of Foreign Affairs	–assignment of volunteers in U.N. projects.

6.2 **Public Participation:** MS only recently opened membership in the organization to the general public, and no record is available on early responses. MS is a genuinely Danish organization which has enjoyed public support since World War II. The Danish Volunteer Service always had sufficient response from volunteer applicants to its public information campaign. The Service does not engage in programs for active public participation in development issues, and there are no provisions for a formal process of volunteer participation in decision-making.

7. ACHIEVEMENTS

No specific performance evaluation of Danish volunteers abroad is available. However, as do other foreign volunteer services, the Danish Volunteer Service continuously reviews its operations in order to increase its effectiveness. Specific features of DUU are:

- Decentralization of management from Headquarters to the Regional Offices;
- Training within the region of volunteer assignment.

There is no doubt that the more than 1000 Danish volunteers who have served abroad since 1963 have provided urgently required technical skills and contributed to development efforts in their places of assignment. This is reflected in the fact that requests for volunteer assignments continue in areas where no skilled manpower is available locally.

[6] Exchange Rate: US$ 1.– = DKR 6.05

1. **INSTITUTION:** DEUTSCHER ENTWICKLUNGSDIENST (DED) (GERMAN VOLUNTEER SERVICE) — GERMANY (Fed. Rep.)

Address: 53 Bonn–Bad Godesberg 1[1]
Friesdorfer Allee 151

Executive Director: Mr. Herbert Zahn

Establishment: Incorporated on July 10, 1963[2], as a non-profit public company with limited liability (Gesellschaft mit beschränkter Haftung) by two founders and shareholders:

- Arbeitskreis Lernen und Helfen in Übersee (Working Group Learning and Helping Overseas); one share per DM 1,000.
- Federal Republic of Germany represented by the Ministry of Economic Cooperation; 19 shares per DM 1,000.
  Total capital: DM 20,000.

Type of Service: Foreign Volunteer Service for 2 years full-time assignments of skilled/professional volunteers in projects on the basis of specific requests from developing countries; re-assignments of extension of volunteer assignments are possible.

Supervision:

- **Assembly** (Gesellschafterversammlung) of the two shareholders for: election of Council, approval of annual reports, approval of executive management and decisions of Council, appointment of auditors.
- **Council** (Verwaltungsrat) of up to 17 members elected by the shareholders for a two year term for the purpose of supervising the business (management) of DED, consisting of: 1 independent Chairman[3], 4 representatives from the Government (Ministries of Economic Cooperation, Foreign Affairs, Family and Youth, Finance); 4 representatives from the Arbeitskreis Lernen und Helfen in Übersee (working group of non-governmental volunteer organizations), 1 representative each from the 3 political parties, 3 returned volunteers

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[1] It is planned to transfer the Headquarter of the DED to Berlin in 1977, where a permanent training center for volunteers is already under construction.

[2] Latest amendment December 3, 1973.

[3] Since the fall of 1974 the chairman is a Member of Parliament belonging to the governing party (Social Democrats, SPD).

(elected by volunteers). Two out of the 15 Council members are women. The Council meets about six times a year. The linkage with volunteers is established through the three volunteer members of the Council; also Council members participate in regional conferences (feedback meetings) of volunteers and visit them at their projects.

- the **Ministry of Economic Cooperation** (BMZ) approves: the DED Budget, selection or termination of service in project countries, individual project applications, hiring of top level personnel, purchase and installation of equipment, the use of gifts, etc. In principle, the BMZ must be consulted on all important budgetary and personnel matters prior to decisions. According to the agreement between the BMZ and DED of March 1971, the following rules are in force (summary translation from German):

  - decisions and actions of DED concerning international relations, including agreements with international organizations, require prior approval of BMZ;
  - the Government expects that DED concurs with advice received, and that foreign and development policies are taken into account;
  - DED expects the Federal Government to take into account in its advice offered to the DED, the separateness of the DED and its mandate (the DED is legally a non-governmental organization—explanation added).

Membership: The legal structure reveals that DED is not a membership organization. However, through policy decisions DED established "Participation in Decision-Making Bodies" which de facto provide participation of volunteers and staff—to some extent more far reaching—than in membership organizations (see 5.1 Organizational Structure).

2. REASONS AND OBJECTIVES

2.1 Reasons

The initial proposal for the establishment of a German volunteer development service came in 1961 from the working group of non-governmental volunteer services (later the Arbeitskreis Lernen und Helfen in Übersee). These private organizations felt that there was a need for a national and non-denominational service permitting qualified young Germans to go abroad and to learn from the people in developing countries about their traditions and values, problems and needs, and to be of help through practical work assignments. During 1962 the Ministry of Economic Cooperation integrated the proposal in their "Social and Education Program for Developing Countries" and commissioned a study of the U.S. Peace Corps. In the spring of 1963 a planning group —commissioned by the Arbeitskreis Lernen und Helfen in Übersee—presented a

detailed proposal (based on the Peace Corps study) on "The Assignments of German Volunteers in Developing Countries." This proposal led to final approval by the German Parliament and the formal inauguration of DED on June 24, 1963, during the state visit of President Kennedy. Based on this documented history, the following reasons for the establishment of DED can be identified:

- A greater awareness on the part of the German people and the government concerning the needs of developing countries and their preparedness to help;
- The interest of young technically skilled Germans to go abroad and work in developing countries;
- The need for a mode—national and non-denominational—which provides international and cross-cultural learning opportunities "to open the minds of Germans internationally";
- the examples of the British VSO and the U.S. Peace Corps, which were already in existence and the establishment of ISVS in October 1962;
- the need for middle-level technically skilled manpower in developing countries which could be met by qualified volunteers rather than by experts.

2.2 Objectives:

According to the amended Contract of Incorporation of December 3, 1973 (abbreviated translation):

"1. to contribute, through the assignment of volunteers in foreign countries and through the support of domestic youth and development services, to cooperation between the Federal Republic of Germany and the developing countries;

2. to carry out projects in accordance with the mandate and policies of the Federal Government and the guidelines of the "Arbeitskreis Lernen und Helfen in Übersee" by sending volunteers to developing countries and by supporting domestic youth and development services. The volunteers shall contribute, without special financial remuneration, or professional advantage, to the development of the host country and learn from their own experience.

3. in carrying out its mandate the service shall cooperate closely with other private and public organizations working in the same field".

2.3 Socio-Political Principles[4] for the Operations of DED:

The following socio-political principles (Gesellschaftspolitische Grundsätze) further specify the objectives of DED (abbreviated translation):

[4] Approved by the Council of DED on March 16, 1971.

"1. DED perceives itself as an element of peace policies and as a step toward a worldwide peace service. The cooperation with domestic development services in developing countries, with other foreign volunteer services and the United Nations Volunteers is a move in this direction.

At the end of the colonial era global partnership, economic equality, social justice and the realization of human rights as pronounced by the United Nations are the acknowledged necessary ingredients of peace; but inequality, dependency and conflict continue to burden the relationships between the industrial powers and the nations of the Third World. While concrete images of new relationships are still missing, the volunteers place themselves in these conflict situations to practice solidarity with the people in the host country.

2. DED integrates its activities into the development policies of its partners in the developing countries, and strives for the realization of human rights and the liberation of the economically and socially under-privileged groups.

3. In order to assist the people in developing countries to help themselves and modernize their society, the individual volunteer shall not only invest his technical and professional skills and knowledge but also should understand the socio-political implications of his activities and align them with his host partner.

Through democratic conduct, critique and self-evaluation, the responsibility and ability to cooperate, through humour and tolerance, in short as a person according to his/her way, does the volunteer have an impact on his environment.

This requires an intensive preparation and support during assignment, including the development of understanding that he is not sent abroad for an ideological mission or in a teacher's role but as a guest integrating himself into the host culture.

The volunteer is not permitted to become active in internal affairs of the host country, in principle he is a learning and cooperating partner.

4. Volunteers will be confronted in host countries with critical remarks about the "givers" of foreign aid. The principal solidarity with the people in Third World countries rejects the acceptance of conditions at home which hinder a free and equal partnership-cooperation. This means that the volunteer is expected to engage in changing development policies where necessary once he has returned home. In this sense, Volunteer Services have the important function to develop a dialogue with the young generation at home.

Public opinion about development aid is quite strongly influenced by the conduct of DED. This requires responsibility on the part of the organization and the individual volunteer.

5. *In the long run, a dialogue with the general public will only be possible, if all members of DED (volunteers and staff) participate in decision-making and DED becomes an organization* **of** *rather than* **for** *people"* (emphasis added.)

3. PROGRAM

3.1 The adoption of the above principles lead to development of **Guidelines for Project Assignments** which include the following criteria (as of March 22, 1974):

Development Goals: to reduce the onesided socio-economical dependence of developing countries; to promote their independence through partnership with the host country; to support the efforts of developing countries through transfer of technical/professional knowledge and change of behavioral patterns; to contribute in our own society to the process of learning concerning justice in development aid policies.

Target Groups: DED prefers assignments in projects which serve the socially and economically underprivileged groups of the population; DED refuses cooperation with those project institutions which serve foremost the privileged and to which an assistance from outside has no chance to change directions.

Host Countries: DED prefers cooperation with least developed countries and those which have declared policy and action programs for the narrowing of the social and economic gaps in their own societies. Cooperation of DED depends on a specific request by the project agency and formal approval by the host country.

Project types: DED prefers assignment of volunteers in the social sector of society; education and training, health, community development; in the economic sector agriculture has first priority; project institutions should observe a broad distribution of income; the assignment of DED volunteers should not compete with jobs for host country nationals.

Type of Project Institutions: DED prefers assignment of volunteers to those project institutions which work with the underprivileged; have a sound organizational and financial base to carry out the project; have goals which can be achieved via personnel (volunteer) assistance; have a multiplier effect; have a strong self-help effect. DED volunteers will not be assigned to a police force or institutions of para-military or military nature.

3.2 **Foreign Assistance Programs 1973:**

Major Program Areas	Number of Volunteers Assignments (man-years)[5]	Financial/Material Assistance
–Agriculture	77	An average of $270 per volunteer per year is expended for working equipment and tools. At termination of volunteer assignments equipment is turned over to the project authorities. In addition, the Ministry of Economic Cooperation provides heavy equipment where needed and requested from technical assistance funds.
–Education	129	
–Crafts, technical[6], Engineering, Industry	244	
–Administration, Business	15	
–Health	128	
–Community Development[7] Social Services; DDS	225	
–Other	33	
–United Nations Volunteers	10	
Total:	861	

Project countries (total bilateral assignments in 24 countries):

Africa: Algeria, Botswana, Cameroun, Chad, Dahomey, Ethiopia, Ghana, Ivory Coast, Kenya, Rwanda, Tanzania, Togo, Zambia (total 419 volunteers);

Asia: Afghanistan, India, Malaysia, Nepal, Thailand (total 168 volunteers);

Latin America: Bolivia, Brazil, Chile, Ecuador, Jamaica, Peru (total 264 volunteers).

[5] Adult volunteers working for one year, full-time.

[6] Principally technical training and education.

[7] Locally based cooperatives, kindergarten, adult education, community self-help projects, women and youth groups; DDS.

3.3 Foreign Assistance to Domestic Development Services (DDS)

Type of Activity Supported	Volunteer Assignments[8] Number	Duration	Receiving or Cooperating DDS
Organization of youth services	2	1967-69 21 months	**Afghanistan:** Scouts Movement
Organization, skill training, group work	5	1967-72 5½ years	**Bolivia:** Scouts Movement
Agricultural Extension Service; Adult education; Crafts and technical training (regional development)	12	1970-71 21 months	**Chile:** Oficina Nacional de Servicio Voluntario (ONSEV)
Health program	5	1972-74 13 months	Multinational Volunteer Team with ONSEV; coordinated by ISVS
Implementation and management of multi-national volunteer team assisting small farmers development	1 expert	1967-68	**Dominican Republic:** Development Foundation: Inter-american Volunteer Service Project (coordinated by ISVS)
Regional agricultural development; self-help projects; home economics	2 4	since 1973 since 1974	**Ecuador:** Servicio Ecuatoriano de Voluntarios
Crafts and technical training, in rural youth camps;	7 3	1967-72 since 1972 via UNV	**Jamaica:** National Youth Service
Evaluation of program	1	since 1973 (bilateral)	
Technical/vocational training	2 6	1970 (5 months) since 1973	**Malaysia:** National Youth Pioneer Corps
Rural youth work; Agricultural, rural crafts and home economics training	4 9	since 1970 since 1972	**Nepal:** Rural Youth Program (Ministry of Food, Agriculture and Irrigation)
Rural community development	2	1971-73	**Panama:** Servicio Nacional de Voluntarios (Participation in Multi-national Volunteer Team coordinated by ISVS).

[8] Individual volunteer assignments regularly last for two years.

3.4 Multilateral Assistance and Cooperation

- United Nations Volunteers: In 1973 a total of 10 volunteers participated in U.N. financed projects as UNV's in Botswana, India, Indonesia, Iran, Jamaica, Mauretania, Togo, Yemen. In 1974 the number of volunteers sponsored for UNV increased to 26.

- Joint Volunteer Committee (JVC) in Ghana: Since 1963 DED has cooperated with the Canadian University Service Overseas, the Voluntary Service Overseas (U.K.) and the U.S. Peace Corps in JVC to develop appropriate multi-national volunteer team projects, to improve the overall effectiveness of foreign volunteer assignments and to promote volunteer service in Ghana. JVC is coordinated by a Ghanian professional who supervises the volunteer work and develops new assignments together with local communities.

3.5 Procedure to identify and plan volunteer work projects include participation in decision-making by host country and volunteers:

- Work project goals and plans are defined by host project partners in cooperation with DED officials taking into account the general project criteria and national development plans.

- Work project proposals are approved by the host project institution and both the decision-making committee of volunteers (Mitbestimmungs-Ausschuss) in each country and DED Headquarters. (In case of new project countries the approval of the Council and Ministry of Economic Cooperation is required).

- Each country submits to DED Regional Conferences (volunteers, field staff and HQ participating) their annual project plans for discussion and determination of priorities in the light of project criteria and available volunteer candidates. Planning and approval of volunteer assignments in ongoing projects requires 5-6 months; in new volunteer projects 6-8 months.

3.6 Feedback and evaluation of project performance is conducted through annual volunteer conferences, evaluation seminars and special meetings of the volunteer professional groups. In all cases the representatives of the host project institution, supervisors, etc., participate in the evaluation process.

4. PEOPLE INVOLVED

4.1 Volunteers: Total number 1973: 861 volunteers (man-years);
of which: Male 586 = 68% of volunteers
Female 275 = 32% of volunteers
Age range: 21 41 years and above
Average age: 26.8 years

Of the 861 volunteers 145 have second term assignments or contract extensions (see volunteer contractual arrangement). During 1973: 69 volunteers terminated their

contract early. Total number since inception in 1963: 4,180 volunteers who served in 30 countries in Africa, Asia and Latin America.

Educational Background:

Medical profession: 179 volunteers (35 M.D.; 132 college-level degree; 12 secondary or equivalent);

Sociology, Social Work: 35 volunteers (6 M.A./Ph.D.; 19 college-level; 10 secondary or equivalent);

Engineers, Technicians, Craftsmen: 408 volunteers (191 M.S./Ph.D.; 57 college-level; 160 secondary technical or equivalent);

Teachers: 63 volunteers (3 M.A./Ph.D.; 58 college-level; 2 secondary or equivalent);

Trade, Industry, Administration: 81 volunteers (7 M.A./Ph.D.; 12 college-level; 62 secondary or equivalent);

Agriculture: 86 volunteers (49 M.S./Ph.D.; 3 college-level; 34 secondary or equivalent);

Others: 9 volunteers (2 M.A.; 3 college-level; 4 secondary or equivalent)

Summary: 861 volunteers:
- 34% Masters Degree and in some cases Ph.D.;
- 33% College-level post-secondary degree or equivalent;
- 33% Secondary degree or equivalent primary and technical education.

Recruitment and Selection: Volunteers are recruited via announcements in news media, especially newspapers and professional journals. Criteria include: German nationality; minimum age 21 years; healthy; completed professional/technical education; skills of applicant must be specified in a project request (accepting applicants for job openings not vice versa); minimum of two years employment experience desired. Married couples are accepted either if both spouses are requested for the same project, or if one spouse has a rare professional qualification required and the other can make use of his/her experience in the same project. Both spouses must meet selection standards and participate in training. Preselection is conducted on the basis of written applications, references and correspondence which leads to an invitation to a selection meeting (Vorstellungstagung). During this meeting intelligence tests, (Amthauer), four picture tests (van Lennep) and sixteen personality factor questionnaires (Cattle and Weber) are completed, in addition to group discussion and individual interviews. Experts in the field of personnel selection and placement (psychologists) participate in both preselection and the selection meeting.

Accepted candidates, in a special **placement session** between the Volunteer and Projects Departments, are then matched against individual job requests in projects and invited to a 2½ months preparation period if their qualifications meet the job requirements. After the candidate has accepted the training invitation, their curriculum vitae is submitted to the host country authorities for approval. Matching of professional technical qualifications and personality traits with the job performance requirements is the most important placement criteria. In case there are more job openings for one candidate the following criteria for placement apply: priority of project type, whether the request comes from a least developed country, securing continuity of skill provision in an ongoing project.

Preparation: Volunteer candidates receive 11 weeks of training within Germany and four weeks in the host country (for West Africa region in Dahomey). In case 2 foreign languages (1 international, 1 local) must be acquired, the in-country training is extended to 8 weeks. The preparation period focuses on self-study and experiential learning aiming at social skill development for cooperation with host country partners, language and cross-cultural communication skills and an understanding of the host country and its development problems. The preparation is supplemented by additional technical training required for specific assignments. During the 11 weeks course in Germany learning areas include: language (187 hours); health and first aid (14 hours); transfering skills and knowledge to partners in the host country (22 hours); introduction to the host country (55 hours); problems of cooperation and integration into the host country's society (55 hours); German and international development policies (44 hours); methods of evaluation and feedback (4 hours). Short practice periods include cooking, sewing, drivers training, etc. During the first 9 weeks the volunteer candidates evaluate themselves and a selection board determines their fitness during the last two weeks of training.

Contractual Arrangements: Volunteer contracts are governed by the Entwicklungshelfer Gesetz (Volunteer Act) of June 19, 1969 (BGBC. IS. 549) which specifies rights and obligations of volunteer organizations, volunteers and the project institutions. The law also regulates health insurance, liability, disability, life insurance, relief from military service, reintegration at home, etc. In addition, DED Volunteer Regulations (of May 30, 1969) provide guidelines for conduct in the field and prescribe an arbitration procedure. Volunteer candidates receive a Preparation Agreement for the 11 weeks training period and their Development Service Contract after final acceptance; total contract duration 28 months. Overseas, DED provides: Free housing, utilities and health service; tax free living allowance between U.S. $172 and U.S. $379 per month depending on the cost of living index; settling-in allowance of U.S. $520; the re-adjustment allowance of U.S. $120 per month of service is accumulated and paid to the volunteer upon his return to Germany. Each volunteer receives 2½ days of vacation per month of service and U.S. $180 vacation allowance per year. Volunteers who have completed one term of service and are assigned for a second time receive the same with the exception of an increase in readjustment allowance: U.S. $200 per month of service. Volunteers who receive a special assignment as coordinators within the project receive an increase of U.S. $120 above the basic living allowance for the respective country and U.S. $160 readjustment allowance per month of service.

Toward the end of their term of service—while still in the field—volunteers receive information from DED concerning employment and continuing education opportunities (scholarships), and they are further assisted at home to find adequate jobs. In a number of cases, industry has placed volunteer-candidates on leave for the 2 year term of service and reemploys them upon its completion.

4.2 **Staff:** The Staff is hired by DED under public service arrangements. Apart from the Executive Director there are three heads of departments and one Legal Counsel at headquarters. Total staff include (see Organizational Chart, Attachment 1):

- Headquarters:

Executive Directors Office	: 8	
Legal Counsel	: 3	
Preparation-Headquarters	: 11	
-Training Sites	: 19[9]	
Projects Department	: 18	
Volunteers Department	: 44	
Administration	: 54	
Sub-Total	:	157

- Field Offices in project countries:

Africa	: 23	
Asia	: 7[9]	
Latin America	: 15	
Sub-Total	:	43(+33)[10]
Grand Total	:	200

The staff:volunteer ratio is 1:4.

4.3 **Directors:** The Statutes of DED provide for the appointment of a minimum of two Executive Directors who are equals. Executive Directors are appointed by the Council with the concurrence of the Assembly of Shareholders for a period of 5 years. Reappointments are possible. The idea behind two executives was to give different factions of the society an opportunity to participate in leadership roles. Also, both executives divided the responsibility for the operations in the various departments between them. The Executive Directors conduct their functions according to a Management Order issued by the Council.

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[9] Of which are foreigners: 8 trainers from Afghanistan, Brazil, Chile, India, Iran, Italy, Uruguay, Netherlands, Thailand; 1 as country director (U.K.)

[10] In addition 33 volunteer secretaries function as staff members in DED Field Offices.

During the first year of operation (1963-64) four civil servants (two at one time) were released from the Ministry of Economic Cooperation for service as Executive Directors. Among them, Dr. Rudolph Schuster served full-time during the implementation phase of DED and he provided the continuity of leadership necessary for any take-off of an organization.

The first independent Executive Director, appointed from outside the Government was Baron Axel von dem Bussche who served from 1964-1966. Other Executive Directors included:

1964-1965: Dr. Theodor Samm, a former Director of the German Bundesbank;
1965-1969: Mr. Johannes Reinhold, former Deputy Executive Director of the Friedrich-Ebert Stiftung;
1966-1969: Dr. Peter Molt, former Executive Director of the Konrad-Adenauer-Stiftung.

All of the Executive Directors served as co-equals and focused on the following major issues:

- expansion of the service;
- improvement of quality of service and identification of focus of project areas;
- arrangement with the Ministry of Economic Cooperation to maintain independence in decision-making in the light of financial dependence on this governmental department.

In 1969 Dr. Manfred Kulessa was appointed Chief Executive Director, thus the Council changed the system of the co-equals. The new Executive Director, Mr. Schweiger (1969-1971), functioned at the same time as Deputy to the Chief Executive. Dr. Kulessa is the only Director who served a full five years' term until 1974. Formerly an Executive Director of Service Overseas (Dienste in Übersee) of the German National Council of Churches, it was under his leaderhip that DED introduced the new procedure of participation by volunteers and staff in the decision-making. He also was responsible for the shift in project policies toward social development, and small-scale local community projects. After the departure of Dr. Kulessa, the Ministry of Economic Cooperation eliminated the position of the Chief Executive Director in the DED Budget, thus making the Executive Director, Mr. Herbert Zahn, the only director of DED. Mr. Zahn is a civil servant on leave from the Ministry of Economic Cooperation and with DED since 1972. His main effort is to guide the DED to adjust to changing conditions both at home and abroad.

5. ORGANIZATION AND BUDGET

5.1 **Organizational Structure** (see Organizational Chart, Attachment 1). DED has a headquarter-centered organizational structure deriving from the many regulations governing DED operations, the three supervising bodies and the complex administrative procedures (see also high portion of administrative staff). Headquarter functions: Volunteer recruitment, selection, preparation and placement; project approval and support, financial and personnel administration, evaluation, international liaison, etc. In each project country there are **field offices** headed by a country representative and often

staffed with sub-regional representatives and assistants. The field offices are foremost responsible for project identification, plan development, in-country-training and continuous support of volunteers once they are assigned to their jobs. Field offices are also the "receiving end" and bookkeeper for the financial and personnel administration requiring a fairly large portion of staff time for this matter. Finally—but not least important—the field offices are the location where the participation in the DED decision-making by volunteers and staff takes place (see also 3.5). The "Regulations for Participation in Decision-Making in the Host Country" (of January 1, 1973) and the "Management Regulations of the Decision-Making Bodies in the Host Country" (of February 6, 1973) are formal policy statements of DED. In principle, the following bodies participate in DED decision-making:

a) The General Assembly of volunteers and DED staff in a host country, responsible for: principles of volunteer assignments; evaluation of DED program; identification of country-specific project criteria; decision concerning continuation of DED program; election of Participation Committee; discharge of Participation Committee.

b) Participation Committee, consisting of up to four volunteers and the DED country representative, carry out the task of the General Assembly between meetings.

c) Annual Regional Conferences for: North-and-West-Africa, East-Africa, Asia, Latin America with one volunteer delegate and the DED representative from each project country in the region participating. Purpose: coordination of project planning in the region; consideration of project priorities; preparation of topics for the DED General Assembly of staff and volunteers; information exchange between headquarters and regions; election of regional delegates to the DED General Assembly.

d) DED General Assembly (Mitarbeiter Konferenz) consisting of: 9 representatives of field staff, 9 representatives of Headquarters and training staff; 2 representatives of volunteer candidates in training; 4 volunteers elected by the regions and just completing their term of service; 3 representatives elected by ex-volunteers (ex-volunteers are those not under contract with DED and returned to Germany not longer than 5 years previously.)

DED is the only Foreign Volunteer Service with such a participation structure without being a membership organization.

5.2 Budget:	1973 Annual Budget	:	DM 34,376,604
	of which:		
	Governmental funds	:	DM 34,274,500
	Host country participation	:	DM 102,204

In addition, in some cases, host countries provide in kind contributions: work equipment, housing, free transportation, medical care.

Total costs per volunteer man-year: DM 39,926 = **U.S. $15,970.**[11]

6. LINKAGES AND PUBLIC PARTICIPATION

6.1

Formal Arrangements of Cooperation with:	Purpose
–Arbeitsgemeinschaft für Entwicklungsdienste (Working Group for Development Services) consisting of 5 German Overseas Services.	–Consideration and coordination of operations resulting from the Volunteer Act (Entwicklungshelfer Gesetz) such as: Volunteer recruitment and training, assignments, social security issues, common interest representation, public relations and education.
–Vereinigung für Internationale Zusammenarbeit (Association for International Cooperation) consisting of 8 German organizations.	–Coordination and Cooperation among members concerning participation in German international development policies and plans, develop joint lobby and representation where necessary; exchange information and experience; continuing education of staff and cooperation in overseas assignments.
–Deutsche Förderungs, gesellschaft für Entwicklungsländer-GAWI-(German Aid Association for Developing Countries) in charge of assigning German experts in development projects.	–Regulation of cooperation between German experts and volunteers assigned by GAWI and DED respectively to the same projects.
–Project countries and institutions	–DED volunteer assignments are based upon agreements between the Host Government and the Federal Republic of Germany represented by the Ministry of Foreign Affairs and the DED (contract with project institutions).
–Food and Agriculture Organization of the United Nations (FAO)	–Regulates cooperation and volunteer assignments (bilateral) to FAO projects.

[11] Exchange rate: U.S. $1 = DM 2.50

Formal Arrangements of Cooperation with:	Purpose
—International Secretariat for Volunteer Service	—German membership in Assembly and Council represented by the Ministry of Economic Cooperation, Ministry of Foreign Affairs and DED.
—International Secretariat for Volunteer Service	—Assignment of German Volunteers to a Multi-national Volunteer Team (MVT) to Chile and coordinated by ISVS.
—Government of Chile	—Exchange of notes concurring with the Chile-ISVS agreements concerning the assignment of an MVT to the Los Lagos Region.
—United Nations Volunteers (UNV)	—Regulates the assignment of German volunteers in UNV teams.

6.2 **Public Participation:** Public participation of individual and citizen groups is encouraged through advertisement in news media, local seminars on development problems, and partnership/material support to local volunteer projects. The project selection of DED emphasizes very strongly those which require participation by the local communities in which volunteers work. There is no concerted effort or program for development education within Germany involving former volunteers.

7. ACHIEVEMENTS

Through its Participation in Decision-Making Bodies, the Regional Conferences and Country Directors reports, DED has established a set of feedback procedures which are taken into account in the management of the service. Occasionally field studies are conducted to evaluate the performance of volunteer groups and identify the need for improvement of operations. In comparison with its objectives and subsequent guidelines and project criteria, the following achievements of DED can be identified:

- Response to needs of local communities and underprivileged groups: the portion of volunteer assignments to this type of project is very significant and when compared with earlier years indicates a change in the capability of the organization to directly reach those in need.

- The volunteer and staff participation in decision-making is definitely an achievement—especially when considering the legal and administrative constraints;

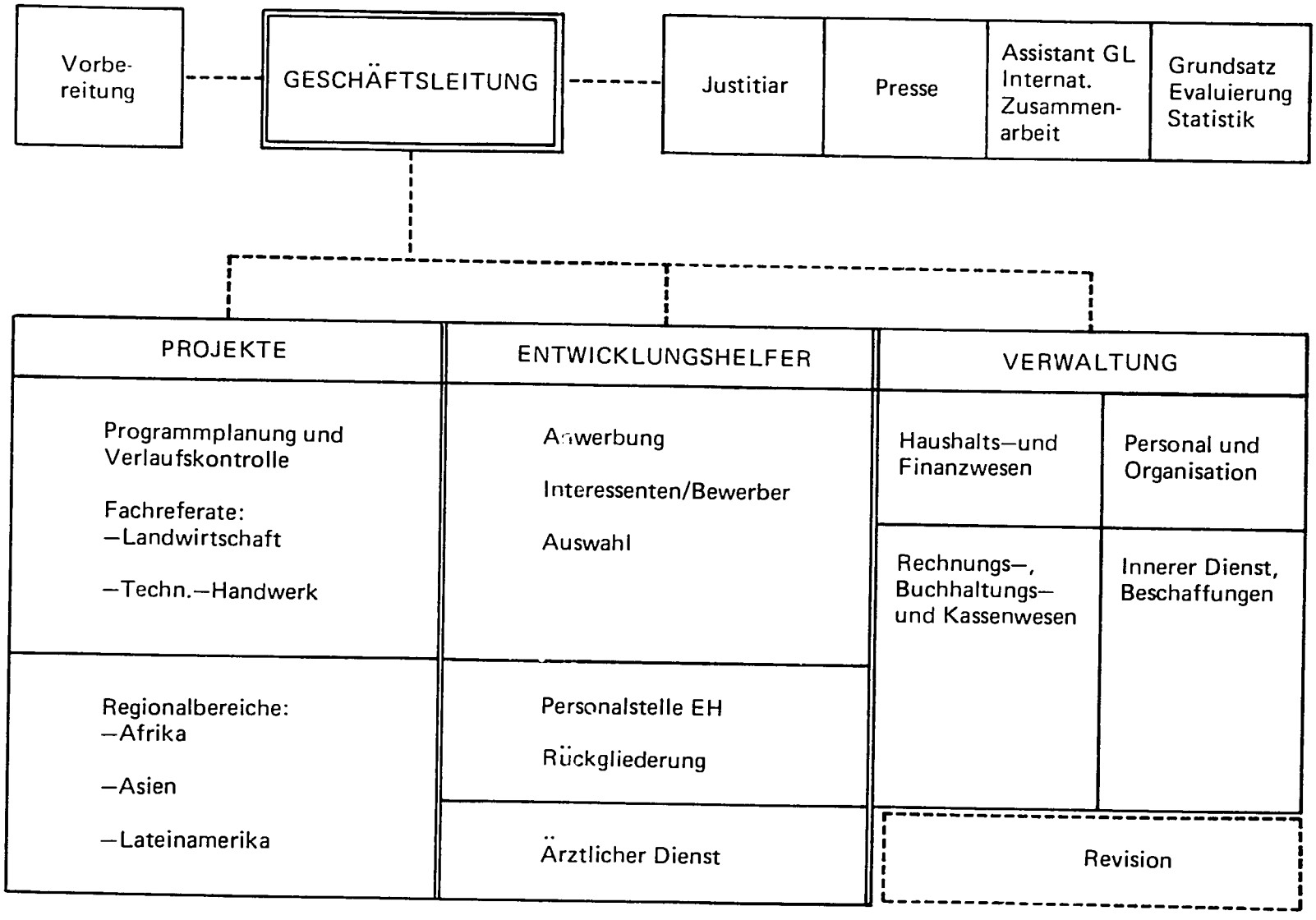
- The repeated requests for new volunteers, extension of volunteer assignments and continuation of volunteer projects are all indications of the appreciation of volunteer work. DED refrains from recording these achievements in terms of number of

students educated, trained or graduated, curricula developed, local community development projects completed, amount of health services provided, etc.

The following problem areas are apparent and seem to be in conflict with the otherwise exemplary project policies and achievements:

- The farreaching dependency on governmental approval of management decisions and imposition of rules and regulations for the administration of funds;
- The attendant lack of management efficiency indicated by the high staff/volunteer ratio, and the high costs per volunteer man-year, resulting from high payments to volunteers and high overhead costs;
- The decision to permanently locate volunteer training in an urban centre in Germany (Berlin).

ORGANISATIONSPLAN des DED



1. **INSTITUTION** **STICHTING NEDERLANDSE VRIJWILLIGERS (SNV),** (Organization of Netherlands Volunteers) **THE NETHERLANDS**

Address: 30 Muzenstraat, Den Haag, The Netherlands

Director: Mr. Willem Erath (until summer 1975)
Mr. Wim Zerenbergen (since summer 1975)

Establishment: In 1963 the Jongeren Vrijwilligers Program (JVP) was established as an Office within the Ministry of Foreign Affairs. About the same time the private volunteer sending organizations established their own umbrella organization: the Jongeren Vrijwilligers Corps (JVC). In 1965 both organizations merged to form the Stichting Nederlandse Vrijwilligers (SNV), with JVC participating in the supervision of SNV but maintaining their independent private volunteer programs.
SNV is incorporated as a Foundation with the Dutch Government and the JVC as constituents (see organizational chart, Attachment 1).

Type of Service: Foreign Volunteer Service, full-time, assigning volunteers with a minimum age of 21 years and a completed technical or professional education, for a period of two years to development projects specifically requested.

Supervision: Two bodies supervise SNV:

- The **SNV Bestuur** (Board) consisting of 15 persons: 6 representatives appointed by private volunteer organizations (JVC); 5 representatives (which include the Secretary and Treasurer) appointed by the Ministry of Development Cooperation;[1] 2 volunteer representatives (elected by volunteers); 2 representatives (one of which is Chairman) jointly appointed by JVC and the Ministry of Foreign Affairs. None of the 15 appointed or elected Board members are women. The SNV-Bestuur supervises all operations not specifically designated as belonging in the jurisdiction of the Ministry of Development Cooperation.

- The **Director General of International Cooperation,** Ministry of Development Cooperation (Minister voor Ontwikkelingssamenwerking) approves project countries, projects and the budget of SNV; provides the funds for its operations; and contracts the volunteers, field staff and headquarters personnel.

[1] part of the Ministry of Foreign Affairs

2. REASONS AND OBJECTIVES

2.1 Reasons:

- The international call for development aid through volunteer service; the example of U.S. Peace Corps (1961) and the creation of the International Secretariat for Volunteer Service (1962);
- the availability of young technically skilled people willing to go abroad, and
- the demand in the Netherlands to learn more about developing countries, giving the people an active role in aid programs instead of merely providing financial assistance, resulted in the establishment of the Organization of Netherlands Volunteers. SNV responds specifically to the following needs for:

  - middle-grade or higher technically qualified workers prepared to place their knowledge and skills at the disposal of receiving countries in a practical fashion;
  - a quality of workers to bring about change in mentality, social awareness, dynamism, to work discreetly, in remote areas under similar material conditions as native workers with no career interest;
  - an organization to provide a vehicle for Dutch personnel assistance (in contrast to capital assistance) and at the same time improve social conditions in the Netherlands through broader international views.

2.2 Objectives, according to a June 14th 1973 modification of the Statutes are:

- to participate in development cooperation;
- The SNV recognizes that participation in development cooperation entails:
  –a contribution to social and economic advancement in the developing countries
  –a contribution to nourish a growing awareness in the Netherlands with regard to development cooperation.
- to achieve this goal by sending out volunteers to the developing countries which request professionally skilled persons.

2.3 What is a Volunteer?

A volunteer is a person who is professionally skilled and is willing to participate on a temporary basis in development cooperation in return for compensation for his living expenses.
The Volunteer is expected to:

- cooperate in furthering the social and economic development by contributing and transferring professional knowledge;
- cooperate in effecting a change in ideas which will benefit both the population and himself;
- adjust his way of living, and his approach to his work, to that of the host country;
- continually ask himself whether his efforts are aimed at serving the interest of disadvantaged population groups;
- contribute, after his return home to the Netherlands, to knowledge about developing countries and the understanding of their problems.

3. PROGRAM

3.1 Foreign Assistance provided in 1973:

Major Programs Areas	Number of Assignments: Volunteer Man-Years[2]	Technical[3] Assistants	Technical[4] Experts (Team Leaders)	Financial/Material Assistance
Agriculture	104			
Crafts, Technical, Engineering, Industry, Construction	110	No specification available	No specification available	$269,230.– for hospital in Nigeria
Education[5]	93			
Health	75			An average of about $1,000 per volunteer man-year are expended for work equipment and tools, including cars where necessary.
Community Development	36			
Administration, Business	29			
Other	91			
Total:	538	73	10	

Project countries: (Bilateral assignments)
- Cameroon, Dahomey, Ivory Coast, Kenya, Nigeria, Tanzania, Upper-Volta, Zambia
- Bangladesh, Philippines
- Bolivia, Brazil, Peru

3.2 Dutch volunteers are also assigned to the following **Multi-National Programs:**

- 7 volunteers to the United Nations Volunteers assigned to U.N. financed projects in Iran, Jamaica, Lesotho, Malawi;
- 1 volunteer to the International Secretariat for Volunteer Service, Switzerland;
- 4 volunteers via the European Development Fund to Rwanda.

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[2] A volunteer working full-time for one year

[3] Former volunteers reassigned to successive volunteer groups to provide continuity in work performance.

[4] Experts assigned to projects in which volunteers work on a specific request by the host country to strengthen the administrative and management capacity of projects.

[5] Including 30 volunteers in vocational/technical training, and 33 volunteers in university or higher technical education.

3.3 **Foreign Assistance to Domestic Development Services** (DDS):

Type of Activity supported:	Volunteer Assignments Number	Duration	Receiving Organization
Technical training of volunteers, especially agriculture; land settlement after service	20[6]	2 years each; 1965-68	Zambia National Youth Service

A volunteer request is under consideration from the Cooperacion Popular, Peru, to provide assistance to the Peruvian volunteer service.
In April 1974 the Staff of SNV at their Annual Conference passed a Resolution adopting the 1974 Dublin Conference Resolution[7] concerning closer cooperation between different types of volunteer development services, reaffirming:

> *"For the expansion of the activity of the volunteer effort it is considered very important to promote the cooperation with the people and DDS of the host country."*

In addition, Dutch volunteers are encouraged to enter into free-time activities with the local community. Volunteers are involved in adult education, sports, construction work (building, water supplies), church activities.

3.4 Projects are selected on the basis of the following **Country and Project Criteria of SNV** (as of June 14, 1974) pursuant to the recommendations of the Field Directors Conference of 1974 (translation from Dutch):

- **Country criteria** are:
  1. Least developed country (poverty);
  2. Social and economic development is in process;
  3. Country strives for just distribution of income;
  4. Demonstrated effort for self-help;
  5. Possibilities for self-financing.

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[6] 11 for agriculture/horticulture; 2 home economics; 2 construction, 2 agricultural mechanics, 1 electrician; 1 nurse/midwife; 1 sewing instructor.

[7] "Towards New Patterns of Community Service", Final Conference Declaration, ISVS Conference hosted by Ireland, April 1974.

- **Project criteria** are:
  - –Preparedness of project environment to accept volunteers for work;
  - –Cost factor connected with the volunteers' assignments;
  - –Living standard (welfare niveau) of the target group requesting help;
  - –The relationship between the need (for aid) and the possibilities (to help themselves) of the target group;
  - –Possibility for improvement of the social and/or economic structure of the local environment;
  - –Facilities to receive volunteers;
  - –Clear and concise job description;
  - –Integration of the foreign volunteer service into the organization of the local project which is the responsibility of the latter;
  - –The average volunteer skill and motivation requested, the possibility to recruit him/her;
  - –Possibility to transfer knowledge and subsequent learning;
  - –The adequacy of local forces to do the work in question.

- Cooperation Requests should contain the following information and arrangements:
  - –Approval of the host country government;
  - –SNV's must work under the supervision of the project agency which requested the volunteers and is responsible for the effectiveness of the project;
  - –The objectives of SNV's work must be clearly stated and defined;
  - –Indication of duration of volunteer assignments;
  - –Description of volunteer position within the overall organizational structure of the project;
  - –The location of the volunteer assignment must be clearly described.

4. PERSONS INVOLVED

4.1 **Volunteers:** 1973 total number: 538 volunteer man-years (924 volunteers under contract[8]);

of which:

Male	658 volunteers;
Female	266 volunteers;
Married	99 couples
Average age:	26.2 years
Age range:	21-67 years

Educational Background of volunteers: 2% Elementary School; 6% Lower Technical (Crafts), and Agricultural Schools; 14% Secondary Technical Education (equivalent); 24% Post Secondary Technical Education (equivalent); 18% Diploma from Higher Technical, Agricultural or Pedagogical Academia (equivalent to master's degree); 6% master's degrees from universities; 8% doctoral degrees, 22% other or unknown education.

[8] Number of volunteers under contract in 1973, includes those in training and just completing a contract.

Recruitment and Selection: Volunteers are recruited via announcements in news media (TV; job advertisements in five national newspapers once every two weeks; "job-in" information to graduates). Criteria: Dutch nationality, minimum age 21 years; prepared to enter a contract for 27 months; must fulfill technical skill/professional requirements; in case of married couples both husband and wife must have skills required in the same project; no discrimination on grounds of race, religion or political persuasion. Goal of Selection is to find the right person for a specific job opening in a project (not vice versa: finding a suitable job for a candidate who happens to present himself). Selection procedures include: Preselection of written applications, especially concerning qualifications for job opening; personal meeting for: interviews by members of selection department, medical examination (Government Medical Department) and psychological tests (Government Psychological Advisory Department); submission of 5-7 written references. A Selection Advisory Committee determines the eligibility of candidates for service. During training, volunteer candidates are observed and their selection can be reconsidered if they are found unsuited for volunteer work. In 1973, out of every 7 applications, one trained volunteer was sent abroad.

Preparation: The selected volunteer candidate is a person willing to participate in development cooperation. The preparation (training) phase sets in motion an educational process: *"The process begins during the preparatory period, continues during the two years in the field and may go on after his return to the Netherlands".*[9]

There are three Preparation Phases:

- Basic (Tropical Institute, Amsterdam); 6 weeks: language, cultural communication, extension education (learning skill transfer), supplementary professional skills, development problems, planning and evaluation (self-evaluation by volunteers);
- Foreign regional training (Dahomey, Tanzania; Philippines; Bolivia, Brazil): 4 weeks continuation of same topics;
- In-country preparation (project country): 2–3 weeks.

Contractual Arrangements: Volunteers receive a contract from the Ministry of Development Cooperation for a period of 27 months (24 months work in projects, 3 months preparation). They are covered by medical, disability, liability and life insurance. Volunteers receive a basic living allowance of $165.– per month, plus adjustments to the cost of living index in the respective project countries; a settling-in allowance of about $325.– per volunteer, and a resettlement allowance of about $135.– per month of service. Volunteers receive 1½ vacation days per month of service and a vacation allowance based on months of service. New regulations for volunteers' participation in the decision-making of the Organization of the Netherlands Volunteers are under consideration.

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[9] de Vocht, A.F.: "Preparing Dutch Volunteers", mimeograph, Organization of Netherlands Volunteers, January 1974.

After completion of service, returning volunteers receive assistance from SNV to enter regular employment. Also volunteers receive advice and/or preference for scholarships if they desire to continue their education. In a number of cases, industry releases the volunteer-candidates for service abroad and re-employs them after returning home.

4.2 **Staff:** Staff at Headquarters is hired by the Ministry of Development Cooperation under Civil Service contract arrangements. No detailed data as to number, educational background, etc. are available. There are five field offices (country groups) staffed by country directors, team leaders (total 10), technical assistants (former volunteers, total 73), and administrative personnel. It is estimated that about 130 staff members are employed by SNV, which would represent a staff:volunteer ratio of 1:4.

5. ORGANIZATION AND BUDGET

5.1 **Organizational Structure** (see Organogram, Attachment 1): Recruitment, selection preparation (training) of volunteers, project preparation and support, and general affairs are conducted from four different Departments at Headquarters. International Affairs, and Planning and Evaluation are separate bureaus within the Office of the Secretary (Director of SNV). The five Field Offices, with a special staff structure to assist volunteer work assignments (team leaders, technical assistants), provide the field support and administration in the following country groups:

- Ivory Coast/Upper Volta
- Cameroon/Nigeria
- Kenya/Tanzania
- Bangladesh/Philippines/Zambia
- Brazil/Bolivia/Peru

In other words, SNV conducts centralized operations from Headquarters, whereas the emphasis in Field Offices is on volunteer support, project identification and planning.

5.2 **Budget:**

1973 Annual Budget:	Fl. 22,132,273.–
Revenues are:	
Governmental funds:	Fl. 22,104,950.–
Host country contributions[10]	27,323.–
Total	Fl. 22,132,273.–

The total Budget includes:

Contributions to UNV	
Special Voluntary Fund	Fl. 300,000.–
Financial assistance to	
Nigerian Hospital	Fl. 700,000.–

Cost per volunteer man-year: Fl. 40,952.– = US$ 15,750[11]
(Without contributions to UNV and the Nigerian Hospital.)

[10] Estimates, some are provisions in kind

[11] Exchange rate: US$1.– = Fl. 2.6

6. LINKAGES AND PUBLIC PARTICIPATION

6.1

Formal Arrangements of Cooperation with:	Purpose
—Royal Institute for the Tropics, Amsterdam	—Training of volunteers
—CODIAM, Training Centre, Dahomey —College of National Education, Morogoro, Tanzania —University of the Philippines, Los Banos	—Regional training of volunteers abroad[1 2]
—various mass media (TV, newspapers, etc.)	—Recruitment of volunteers
—European Economic Commission (European Development Fund)	—Assignment of four volunteers to Rwanda
—International Secretariat for Volunteer Service	—Membership in Assembly and Council, assignment of volunteers to multi-national teams, cooperation in technical assistance projects;
—United Nations Volunteers	—Assignment of volunteers into U.N. projects
—Regional Conference on International Voluntary Service, Strasbourg	—Sponsorship

6.2 **Public Participation:** Participation of individuals and citizen groups is encouraged through: news media; membership of private organizations on the Board of SNV; participation of ex-volunteers on the Board of SNV (2), in recruitment efforts; and support of specific projects by citizen groups or communities (most often provision of small scale supplies or equipment). No specific attempt is made for participation of host country citizens except where projects are selected which aim at community involvement.

[1 2] The Institute must accept the objectives of SNV and the training guidelines; it must have an educational capability, local staff and be independent from "donor" countries (From: de Vocht: "Preparing Dutch Volunteers", see No. 9).

7. ACHIEVEMENTS

No specific performance evaluation of SNV is available. Like other foreign volunteer services, SNV continuously reviews its operations and policies on the basis of regular feedback from volunteers and staff. Apart from the bilateral assignments SNV is very conscious of cooperating with, and supporting, international and multi-national efforts. There is no doubt that the Organization of Netherlands Volunteers in the past 12 years has provided much needed assistance through their technically skilled volunteers. The continuation of volunteer requests from developing countries and recurrent assignments of volunteers in the same projects are expression of the useful services rendered by volunteers.

ORGANOGRAM SNV

SNV-Bestuur

Partikuliere Organisaties — Overheid

Minister voor Ontwikkelingssamenwerking
Dir. Generaal Intern. Samenwerking

Sekretariaat = Afdeling Jongeren Vrijwilligers

Sekretaris SNV = Chef AJV

SNV te Velde
- Veldleiders/Algemeen Teamleiders
- Teamleiders
- Technische medewerkers
- Vrijwilligers

- Bureau Planning en Resultatenonderzoek/PL
- Internationale Zaken

Rekrutering/RC
- Werving
- publieke relaties
- voorlichting

Personele Zaken/PE
- pers. administratie
- selektie vwers + niet-vwers
- voorbereiding vwers
- vwers-begeleiding
- veldstafbegeleiding

Projekten/PR
- voorbereiding en begeleiding
- aktiviteiten te velde

Algemene Zaken/AG
- financiële zaken
- materiële zaken
- juridische zaken
- reizen en sekretariaten

Landengroepen:
- Ivoorkust/Boven Volta
- Kameroen/Nigeria
- Kenya/Tanzania
- Bagla Desh/Filippijnen/Zambia
- Brazilië/Bolivia/Peru

Bilaterale programma's in : (zie landengroepen)

Multinationale programma's met : UNV; ISVS; EOF.

1. **INSTITUTION** **ACTION/PEACE CORPS** **U.S.A.**

Address: 806 Connecticut Avenue, N.W.
Washington, D.C. 20525

Directors: Dr. Michael P. Balzano, Jr., Director ACTION
Mr. John Dellenback, Associate Director, International Operations (Peace Corps) since May, 1975.

Establishment: On March 1, 1961, by Executive Order of the President on a pilot basis; followed by permanent establishment as an agency of the Department of State via legislation of the U.S. Congress: The Peace Corps Act of September 22, 1961, Public Law 89-293.
As of July 1, 1972, merger of Peace Corps together with other Federal voluntary services into ACTION, established by the President's Executive Order No. 11603; Amendment of Peace Act (P.L. 92-242) as of March 8, 1972, to accommodate the integration into ACTION and repeal certain earlier provisions.

Type of Service: Foreign Volunteer Service: Full-time, assignment of educated and technically/professionally qualified volunteers for a period of two years' service on the basis of specific requests from developing countries; extension of service is possible.

Supervision:

- **Foreign Relations Committees** of the Senate and House of Representatives to conduct oversight hearings and authorize annual funds;
- **Appropriation Committees** of the Senate and House of Representatives to appropriate the annual funds;
- **The Comptroller General** of the United States;
- **The Secretary of State**, under the direction of the President *"shall be responsible for the continuous supervision and general direction of programs authorized by this Act, to the end that such programs are effectively integrated both at home and abroad and the foreign policy of the United States is best served thereby"*. (Section 4 (c) (3), P.L. 92-242). The merger of Peace Corps into ACTION does not *"impair or limit the powers or functions vested in the Secretary of State by the Act"* (Section 105(a) of Executive Order No. 11603 as amended).
- The Peace Corps National Advisory Council was integrated into the **National Voluntary Service Advisory Council** of ACTION by amendments of March 8, 1972 (see also ACTION Compendium No. 20).

2. REASONS AND OBJECTIVES

2.1 Reasons:

It is difficult to identify the original source of the Peace Corps idea—especially since the Voluntary Service Overseas in the United Kingdom had already been in operation since 1958. Considering all available sources of information it seems that the original idea grew out of discussions between students, faculty and the then Senator John F. Kennedy. Some believe the idea originated with the students themselves. During his 1960 Presidential Campaign, Senator Kennedy made the contribution of youth, especially students, to world peace through service, an issue of his campaign. In his Inaugural Address in January 1961 he challenged: *"Don't ask what your country can do for you, instead ask what you can do for your country".*
President Kennedy established the Peace Corps via Executive Order on March 1, 1961, and it took Congress only 7 months to concur and pass the implementing legislation the following September, which reads:

> *"An ACT to provide for a Peace Corps to help the peoples of interested countries and areas in meeting their needs for skilled manpower."*

2.2 Objectives: The U.S. Congress defined the objectives of the service in the following Declaration of Purpose (Section 2 of P.L. 87-293):

> *"The Congress of the United States declares that it is the policy of the United States and the purpose of this Act to promote world peace and friendship through a Peace Corps, which shall make available to interested countries and areas men and women of the United States qualified for service abroad and willing to serve, under conditions of hardship, if necessary, to help the peoples of such countries and areas in meeting their needs for trained manpower, and to help promote a better understanding of the American people on the part of the peoples served and a better understanding of other peoples on the part of the American people."*

In short, the Peace Corps objectives are:
1. To help developing nations meet their needs for trained manpower;
2. To promote better understanding of the American people among the people served; and
3. To promote a better understanding of other people among Americans.

3. PROGRAM

The overall Program of Peace Corps consists of:
1. Assignment of volunteers abroad;
2. Financial support for local community construction work, especially schools (School Partnership Program) through private fund-raising in the U.S.;
3. Detail of personnel to foreign governments or international organizations;

4. Encouragement of Voluntary Service Programs:
   —in other countries through furnishing of knowledge and skills;
   —through financial assistance to international voluntary service programs and activities (Title III funds);
5. Provision of Peace Corps Resource Materials.

3.1 Program Policy and Criteria for Volunteer Assignments:[1]

"The Peace Corps is built on the premise that people from different cultures understand each other better when they work side by side for a common purpose. Although individuals volunteer for the Peace Corps for a variety of reasons, Volunteers are happiest when they make progress toward a goal which they, the host people, and the host government see as important. A good Peace Corps project, therefore, has a clearly-delineated set of objectives and provides maximum contact and cooperation between Volunteers and the host country people. Each Volunteer assignment should:

A. Have an official host country request.
B. Be compatible with host country's development needs, goals and priorities.
C. Be developed in conjunction with appropriate host country institutions.
D. Be structured through a set of attainable objectives agreed to by the Peace Corps and host country.
E. Contribute to development through a demonstrative, catalytic or innovative role of the Volunteer.
F. Provide ample opportunity for personal and professional cross-cultural exchange through:
   —maximum integration into host country institutions
   —maximum involvement in local communities through secondary activities
G. Be given priority emphasis when requested to serve outside urban areas
H. Have necessary host country material and/or supervisory support.

In addition, many Peace Corps projects will also meet the following objectives:
   —seek to complement and utilize other available developmental resources
   —involve training of host country manpower towards the goals of self-reliance.

Each Region will be responsible for establishing more detailed programming criteria, based on these general guidelines, which address the specific needs of the countries in the Region."

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[1] Peace Corps Manual, Section 342, August 17, 1963

3.2 Volunteer Foreign Assistance Programs, Fiscal Year 1974[2]

Major Program Areas	Percentage of Volunteers assigned	Financial/Material Assistance in Volunteer Projects
—Agriculture & rural development	23%	Peace Corps does not provide direct financial or material assistance. However, the School Partnership Program provides funds/materials to local communities (see 3.3). Also, volunteers are assigned to: —AID-funded Relief & Reconstruction Projects, totaling over $2,500,000 for 1-2 year period. —AID medium term Development Projects: $38,600,000 —UNICEF. UNDP, WHO, OXFAM, Church World Service, Catholic Relief Service, CARE funded Relief & Reconstruction projects. —UNICEF/WHO funded rural sanitation projects. —ILO, FAO, OBRD, Development Bank and foreign countries funded development projects.
—Education[3]	45%	
—Health[4]	12%	
—Urban development & public works	5%	
—Business & public management	5%	
—Other; Special projects[5]	10%	
Total Volunteer Man-Years[6]	6,489	
Volunteers sponsored for UNV:	23	

[2] Fiscal Year (FY) from July 1, 1973—June 30, 1974.

[3] Includes: Primary, secondary, post-secondary, university education; vocational and technical training; teacher training; physical education (sports); school construction in conjunction with teaching assignments;

[4] Includes: Health services to communities; public health education; health statistics; development of public health infrastructure (including sanitation); preventive and curative medicine, training of medical technicians and professionals;

[5] Includes: environmental control and conservation (since FY 1976 a separate program section), Sahelian Drought Relief Program, including redevelopment and reconstruction (120 volunteers in 7 countries); earthquake redevelopment in Peru and Nicaragua; refugee relief in Zaire; linguistic project to preserve 23 major Malayan languages, etc.

[6] One adult volunteer serving full-time for one year

Volunteers were assigned to a total of 1,252 different projects in 69 countries in the various regions as follows:

Regions	Number of Countries	Number of Projects
Africa	26	436
Latin America	22	418
NANEAP[7]	21	398
Total	69	1,252

During 1974 Peace Corps introduced a new procedure, the **Country Management Plan**, based on long-range needs for Peace Corps input to the host countries' human development. This procedure establishes, for each project, country long-range objectives and plans to achieve those objectives. Within each host country "management units"[8] (projects) are identified, and their goals, resource needs and management steps are specified within a certain timeframe. By focusing planning, resource allocation, and management on a homogeneous grouping of volunteers both country and Washington staff are able to make better judgements concerning goals and necessary allocation of staff, volunteers and funds. At the same time it permits the evaluation of achievements in relation to actual goals and the determination of necessary adjustments. The Country Management Plan also provides homogeneous data for each Peace Corps project country for overall comparison and analysis.

Volunteer participation in the decision-making process is fostered through regional or country volunteer conferences. They provide the major vehicle for volunteer feedback, discussion and suggestions concerning project priorities and improvements, and airing of grievances. Volunteers are not represented on decision-making or advisory bodies of Peace Corps/ACTION.

3.3 School Partnership Program

This self-help program is 9 years old. It provides financial and/or material support to host country communities to which P.C. volunteers are assigned. Funds are raised by volunteers and a small Headquarters staff through donations from private organizations and individuals in the U.S. The donations are used to purchase materials to build schools or other community facilities, while the community donates the land and labor.

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[7] NANEAP—North Africa, Near East, Asia and Pacific Region

[8] "Management Units" are the largest meaningful groupings of volunteers working toward common primary goals within a geographical area and a given time-frame.

The School Partnership Program was made possible in 1965 when Congress amended the Act so that Peace Corps could receive gifts of money and material. Since the inception of the program over 1,400 schools, civic groups and youth organizations from 48 States and Puerto Rico have each raised between $200.– to $3,600.– to help more than 1,100 communities in more than 50 developing countries. The total contributions so far exceed $2,000,000. During Fiscal Year 1974 the School Partnership Program raised and expended the following funds, mostly for village schools (90%) and in some instances for a town water system, road to the village market, and grain storage silos, etc.:

Region	Schools Partnership Funds $	Host Country Communities $	Total $
Africa	88,767.89	105,536.73	194,304.62
Latin America	54,892.96	146,103.80	200,996.76
NANEAP	16,746.26	20,478.36	37,224.63
Total:	160,407.12	272,118.89	432,526.01
%	37%	63%	100%

This program provides the only opportunity for Peace Corps to consider the allocation of necessary resources into projects, i.e. whether to provide volunteers, funds or both. Normally, a volunteer initiates the fund request from the field.

3.4 Foreign Assistance to other Volunteer Development Services

In Title III "Encouragement of Voluntary Service Programs" of the Peace Corps Act as amended (P.L. 88-200 of December 13, 1963 and P.L. 92-242 of March 8, 1972) Congress declares in Section 301 that it is the policy of the United States:

"1) To encourage countries and areas to establish programs under which their citizens and nationals would volunteer to serve in order to help meet the needs of less developed countries or areas for trained manpower;

2) to encourage less developed countries or areas to establish programs under which their citizens and nations would volunteer to serve in order to meet their needs for trained manpower;

3) to encourage the development of, and the participation in, any international program which seeks to provide volunteers to serve less developed countries or areas, training, or other assistance in order to help such countries or areas to meet their needs for trained manpower."

The following two paragraphs deal with Peace Corps activities, especially mandated by Title III.

a) **Foreign Assistance to Domestic Development Services** is especially related to the Title III (Section 301, (2)) mandate of P.L. 92-242.

Type of Activity supported	Volunteer/Staff Assignments Number	Duration	Receiving/Cooperating DDS
Planning & Programming of DDS	various staff members	1965/66 (var. short-term	Servicio Nacional de Voluntarios, Panama
Preparation of Regional DDS Staff Training	1 staff	3 weeks 1969	SNV Panama, hosting Latin American Training Seminar
Program support, volunteer training	n.a. volunteers	1965-72–2 year assignments	National Youth Service, Jamaica
Study to develop vocational training materials	2 experts (costs $42,000)	Recurrent, short-term over 2 years 1970-1972	National Service Corps, Ghana (early termination due change of Government)
Planning and Programming; staff training	2 staff 6 volunteers	July 71– Spring 72	
Work project cooperation with student-volunteers	20 volunteers	1970–1972	Movimiento Nacional de Juventudes, Student-Service Costa Rica
Multinational Volunteer Team participation	1 volunteer	18 months 1971-72	Servicio Nacional de Voluntarios, Panama
Nursing & Social services in rural areas	5 volunteers/ advisers	1973 2 years	Les Marguerites (young women's service organization), Mauritius
Development and support of programs	n.a. volunteers	1973 2 years	Boy Scouts, El Salvador
Secretarial skill training for girls	16 volunteers	2 years 1974	National Youth Service, Kenya

Peace Corps volunteers also assisted in their secondary activities (spare time, weekends) a large variety of volunteer service efforts, most of which were community based.

b) Finally, Peace Corps assisted during the implementation phase of other **Foreign Volunteer Services**, mostly through short-term staff consultations, provision of planning and evaluation results, and/or supply of training materials. Such cooperation was provided during 1962-65 to the Foreign Volunteer Services of: Denmark, Germany, Netherlands, Sweden, Switzerland, etc. (see Title III, Section 301 (1) purpose).

Title III stipulates further that purpose (1) and (2) of Section 301 *"shall be limited to the furnishing of knowledge and skills relating to selection, training and programming of volunteer manpower."* There are no funds available to pay for the costs of operating other volunteer services.

3.5 Multi-lateral Assistance and Cooperation

Under Title III, Section 301, purpose (3) Peace Corps participated and provided funds for various multi-national efforts. In addition, Title I, Section 14, of the Peace Corps Act as amended (P.L. 92-242) provides for the detail of personnel to foreign governments and international organizations. Peace Corps multi-lateral assistance and cooperation includes:

Year	Activity	Receiving/Cooperating Agency
1963 1 year	Secondment of Secretary General, provision of office space and operations support	International Secretariat for Volunteer Service (ISVS)
1964- 3/67	Secondment of Secretary General, 1 Senior Staff, 2 secretaries	International Secretariat for Volunteer Service (ISVS)
4/67- 12/74	Secondment of 1 senior staff	International Secretariat for Volunteer Service (ISVS)
1968- 1975	Participation in support for planning, programming and implementing multi-national volunteer teams (MVT) in Yemen, Panama, Chile, Nigeria	ISVS as MVT Coordinator
Since 1971- current	Annual contributions (Title III funds) to the Special Voluntary Fund for support of United Nations Volunteers (UNV) from developing countries	United Nations Development Programme/UNV
Since 1972- current	Sponsorship of American volunteers to UNV: as of May 1975 31 volunteers are sponsored and assigned to 17 countries[9]. During FY 1974 a total of 24 volunteers were sponsored at a cost of $86,000.–	UNDP/UNV

[9] Bangladesh, Bolivia, Botswana, Cameroun, Chad, India, Iran, Indonesia, Jamaica, Kenya, Lesotho, Malawi, Mali, Mautitania, Niger, New Guinea, Yemen.

Year	Activity	Receiving/Cooperating Agency
Since July 1973-current	Participation in Joint Volunteer Committee (JVC) with Canadian (CUSO), British (VSO), and German (DED) Volunteer Services to develop appropriate MVT projects, improve effectiveness and promote volunteer service in Ghana	Agreement between the participating volunteer services, and with the Ghanian Coordinator, Mr. Yelibora Antunmini
1970-1975	Participation in and support of Staff Training Seminars for Domestic Development Services (DDS), Regional Program and Policy Conferences in support of DDS in Anglophone and Francophone Africa, Asia and Latin America (for detailed list see main report)	ISVS as Coordinator or program agency
Since 1974-current	Participation in the multinational evaluation project on Foreign Assistance to DDS in Africa, Asia and Latin America	ISVS, Coordinator

3.6 Provision of Resource Materials

This program, conceived in 1975, is still in its infancy. During the 14 years of its existence, and through the help of more than 63,000 volunteers with two years of field experience, Peace Corps has acquired a significant body of knowledge concerning the use of limited local resources to solve local development problems. This knowledge is contained in reports, manuals, designs, training curricula, etc. which have been applied and tested. It contains examples of appropriate technology for village level application and is based on local resource application. While the international development community is re-directing its attention to such local solutions, the Peace Corps, starting in 1976, will make these Resource Materials available through Special Issues of the Program and Training Journal.

4. PERSONS INVOLVED

4.1 Volunteers: 1974 6,489 volunteer man-years
4,887 volunteer-trainees
of which: male: 62.5% Married: 24%
female: 37.5%

16.3% of the terminating volunteers extended their services for one year or more. Minimum age: 20 years; over 50 years: 344 volunteers; Average age: 27.3 years.

Educational Background:	Bachelor of Arts or Science	67%
	Master of Arts or Science	10%
	PhD or LLB	1%
	Registered Nurses	1%
	Associates of Arts or Sciences (Junior or Community Colleges)	2%
	No degree	19%
		100%
Skill Background:	Agriculture	12%
	Trades	4%
	Professional Services	22%
	Education	31%
	Liberal Arts	31%
		100%

Recruitment and Staging: Volunteers are recruited through the news media, universities and the various regional ACTION Recruitment Offices.
In 1974, a total of 30,159 interested persons applied to be matched with the 6,530 specific volunteer requests from host countries. In order to avoid disappointing many applicants who would not meet the desiderata of the specialized requests Peace Corps has introduced **Specialized Recruiting** on campuses, linking recruitment with an **Intern Program** for applicants with special skills. The universities help recruit and orient qualified volunteer candidates, especially agriculturalists, nurses, certified teachers of mathematics and science, and vocational arts. In addition to weekly seminars oriented toward their prospective assignment, volunteer candidates have the opportunity of adapting their own schedule of studies to prepare themselves for the overseas assignment. In turn most universities allow for academic credit for successful completion of service with Peace Corps.

Volunteer candidates (minimum age 18 years) submit written applications and a minimum of three references. Accepted applicants participate in a staging process which can take two forms: a) Most volunteers participate only in medical-administrative staging for medical clearance and necessary administrative routine matters before entering training; b) Pre-invitational stagings, lasting 3 days, are conducted only in cases where a more careful screening of candidates is required, such as entering new project countries or assignments to types of projects which require a specifically selected group of volunteers.

Training: After successful completion of these preliminary steps volunteers are trained in groups in their future project country or in a third country in the same region. In 1970, Peace Corps began transfering volunteer training to project countries. In 1974 this process was completed, and the last U.S. training has been phased out. The advantages of in-country training are: the actual project environment provides a realistic setting making training more relevant; host country officials can participate, thus giving a realistic idea of partnership relationships, Peace Corps field staff participate in the planning and conduct of training ensuring that the training program is responsive to needs. No adverse effects of training close-by to the future work assignment area have been reported. Volunteers mostly prepare themselves under the supervision of a qualified training staff (which includes host country nationals). Programs last for 12 weeks with an average of 60 hours per week totaling:

High intensity language instruction	350 hours
Technical skill adaptation	250 hours
Cross-Cultural training	100 hours
Total:	700 hours

Both the staging and training is considered a "**volunteer qualification process**", rather than selection. The emphasis is on gaining self-awareness and, consequently, self-selection means qualifying for service. On the average, 3 out of four volunteer candidates entering the staging process qualify for service. Criteria for volunteer qualifications include: a) competency regarding: skills required for assignment, local language, knowledge of host country; b) personality attributes such as: motivation which will endure under stress, sufficient intelligence to meet demands of assignment, emotional stability and physical vigor under stress, initiative, determination, friendliness, patience, ability to communicate, respect for others regardless of race, religion, etc.

In 1974, out of 30,159 applicants 4,887 became trainees participating in host country training. The trainee completion rate in-country varied between 68–100% (average 88%).

These procedures of specialized recruiting (intern programs), preference for medical-administrative staging, and in-country training have reduced the overall administrative and program costs considerably, especially because of a lower attrition rate (withdrawal rate) of applicants and lower training program costs in host countries ($20.– per trainee man-week).

Contractual Arrangements: After completion of training candidates are sworn in as volunteers: *"prescribed for persons appointed to any office of honor or profit by section 1757 of the Revised Statutes of the United States"* (Section 5, (j), P.L. 92-242, March 1972). Volunteers are contracted for two years full-time service and are requested to live at a level equivalent to that of their host country co-workers.

Volunteers receive: Living allowance (average $152.– per volunteer/per month), leave/vacation allowance (average $216.– per volunteer/per year), settling-in allowance (average $171.– per volunteer/per year) and readjustment allowance ($75 per month of completed service for singles; $125.– per month of completed service for married couples), and support for dependent children. Peace Corps pays for travel to and from the country of assignment, in-country travel, volunteer conferences, volunteer supplies and equipment (average $119 per volunteer/per year), medical services, and Federal Employees Compensation payments (for the purpose of eligibility for disability compensation volunteers are considered Federal employees, Section 5 (d) of the Peace Corps Act). Medical care is provided by Peace Corps doctors and includes: Physical and laboratory examinations (during staging and regularly during service), immunization, health orientation, medical supplies and care in case of illness or injury. Volunteers are considered civilian employees for the purpose of the Federal Tort Claims Act (coverage of liability), the Federal Voting Assistance Act (the right to vote in elections while serving abroad), and the Foreign Service Act. Satisfactory service abroad is credited in connection with subsequent employment for the purpose of determining seniority, reduction in force and lay-off rights, leave entitlement, retirement benefits and other rights and privileges based on length of service (P.L. 92-242, Section 5 (f) and (h)).

Upon completion of service volunteers receive employment assistance from the Outplacement Services Team at ACTION Headquarters through regular announcements of job openings, individual conseling concerning continuing education, or employment opportunities throughout the country (network of part-time volunteer counselors throughout the U.S.), career development library and computerized talent bank matching job openings and returnees.

4.2 **Staff:** During 1974 Peace Corps employed the following full-time staff:

Total: 722, of which:	Headquarters	Field
–Civil Service (ACTION)	152	194
–Foreign Service Staff		65
–Foreign Service Local Staff (host country nationals from 48 countries)		311
Total:	152	570

The Staff:Volunteer Ratio is 1:9, but this excludes the overall ACTION staff involved in recruitment and staging of volunteers.

Age Range of Peace Corps/ACTION hired staff (civil service):

	Headquarters	Field	Total
Under 26 years of age:	14	1	15
26–35 " " "	90	114	204
35–55 " " "	45	76	121
Over 55 " " "	3	3	6
	152	194	346

Educational background of Peace Corps/ACTION hired staff (civil service):

	Headquarters	Field	Total
Less than Bachelor degree	69	10	79
Bachelor degree	51	74	125
Masters degree	27	99	126
Ph.D	5	11	16
	152	194	346

Part-time and/or short-term expert positions are predominantly for volunteer orientation (staging) and training. Most experts hired are former Peace Corps volunteers who have an intimate knowledge and experience concerning project assignments. Other expert positions concern specialists for management or program advice in their respective fields. As of June 30, 1974, 33 experts had contracts with Peace Corps.

Peace Corps staff is **recruited** through nationwide talent search, advertising of vacancies and regular announcements of openings via governmental channels. **Selection** criteria are determined by a selection panel and include: required professional experience (general and specialized), analytical ability, overseas experience, ability to work through personal initiative, writing skills, etc. Staff is selected on the basis of written application and a series of interviews. After acceptance, P.C. staff is **prepared for the assignment** during a 2-6 weeks period by the ACTION Office of Staff Training. Staff orientation includes: overview of the organization, staff role introduction, and special training needs such as: language, administration, management, volunteer training, etc. Peace Corps is the only Foreign Volunteer Service which applies a structured approach to staff recruitment, selection and training similar to the one for volunteers. Annually, each employee is rated in accordance with the Employee Performance and Career Appraisal format, comparing position and performance requirements with actual results.

Peace Corps staff receive 30-month **contracts** with one extension possible. No staff member can serve more than 5 years. Staff assigned within the United States is hired according to Civil Service Commission regulations; overseas staff according to Foreign Service Reserve. Host country nationals hired by Peace Corps are employed under the regulations of the Foreign Service Locals.

4.3 **Directors:** In its 14 years of existence Peace Corps has had six Directors and one Acting Director for an interim period. Directors are appointed by the President of the U.S. *"by and with the advice and consent of the Senate"* (Section 4 (a) of P.L. 92-242):

- Mr. Sargent R. Shriver served from March 1961–February 1966. He established the Peace Corps and was able to create great enthusiasm for this service, both at home and abroad; under him the idea of government sponsored volunteer service spread to many other countries.
- Mr. Jack Vaughn was appointed Director from March 1966–April 1969. He consolidated the Peace Corps both administratively and performancewise. During his tenure the Administration changed from the Democratic to the Republican Party (1968).
- Mr. Joseph H. Blatchford served from May 1969–June 1971. He shifted the emphasis from a service by graduates toward technical assistance and the assignment of technically skilled volunteers, which often implied older and married volunteers; he was the main force behind the creation of ACTION and became the first Director of the new agency on July 1, 1971.

With the merger of Peace Corps into ACTION the authority to direct the organization and manage all its affairs, previously bestowed on the Peace Corps Director by the President, was transfered to the Director of ACTION, who in turn would delegate international operations to the Peace Corps Director (Executive Order No. 11603 as amended, Sections 101 and 102).

- Mr. Donald K. Hess became the first Associate Director of International Operations of ACTION–which was the new internal title of the Peace Corps Director–in July 1971. During the period of his assignment, which continued until August 1973, the Peace Corps was integrated into the overall ACTION agency. At the same time, as a former Peace Corps country director, he was especially concerned with improving the integration of Peace Corps into the host country society and establishing quality standards and an evaluation system for programs.
- Mr. Nicholas Craw was Associate Director for International Operations from September 1973–September 1974. He expanded the Peace Corps program to 69 countries, introduced the Country Management Plan for integrated programs, budgeting over 3-year periods, and improved the program efficiency of Peace Corps by increasing the volunteer strength by 300 while at the same time absorbing a $4,000,000 budget reduction.
- Mr. John Dellenback, a former Congressman from Oregon, has been Associate Director for International Operations since May, 1975. Currently his main concern is to review and adjust the role of Peace Corps to the changing needs and conditions in cooperating countries.

5. ORGANIZATION AND BUDGET

5.1 Organizational Structure:

See ACTION Compendium No. 20 for overall organizational structure. Peace Corps maintains 56 offices overseas to provide volunteer support and ensure project integration into the host countries' development needs. The overseas offices are staffed with 259 Americans and 311 host country nationals from 48 countries. In comparison to other Foreign Development Services, Peace Corps has integrated the highest portion of foreign staff into its activities abroad.

5.2

Budget	FY 1973 (Actual) $	FY 1974(Actual) $	FY 1975(Estimate) $
U.S. Government[10]	80,285,000[11]	75,865,000[12]	77,337,000[13]
Host Government Contribution	3,005,000	3,927,200	3,835,000
Total	83,290,000	79,792,400	81,172,000
Costs per Volunteer Man-Year	$ 13,446[14]	$ 12,297[15]	$ 11,937[16]
Number of Volunteer Man-Years	6,194	6,489	6,800

[10] Covers costs for specialized recruiting, training, volunteers and program support (staff, evaluation, State Department Services, P.C. share of ACTION agency-wide costs). Excluded are direct provision of private funds for the School Partnership Program.

[11] Actual expenses minus $345,000 for multilateral grants to UNV, ISVS, Joint Volunteer Committee Ghana, and International Voluntary Service (IVS); (Title III funds).

[12] Actual expenses, minus $100,000 for multilateral Grants (Title III funds).

[13] Estimate, minus $350,000 for multilateral Grants (Title III funds).

[14] Including costs for sponsoring 8 volunteer man-years to UNV (average $3,250.–per vol.)

[15] Including costs for sponsoring 23 volunteer man-years to UNV (average $3,739 p.v.).

[16] Including estimated costs for sponsoring 54 volunteer man-years to UNV (average $3,250 per volunteer).

6. LINKAGES AND PUBLIC PARTICIPATION

6.1

Formal Arrangements/Agreements of Cooperation with:	Purpose
–Agency for International Development (AID)	–Program consultation by AID experts; –provision of volunteers to AID funded projects in 9 countries;
–Smithsonian Institution	–Environmental Program development; recruiting of volunteers;
–National Park Service	–Volunteer recruitment and training for conservation projects;
–Consortium of Six Universities and 12 individual universities	–Intern Program for Specialized Recruiting of Volunteers;
–FARM, PRO, TOP, SHOP	–Specialized recruitment of volunteers;
–UNICEF, WHO	–assignment of volunteers in Sahel Drought Relief Projects and rural sanitation Gilbert and Elize Islands;
–FAO, World Food Project	–assignment of volunteers in WFP/FAO funded projects in Colombia, Guatemala, Dominican Republic, Philippines, Upper Volta;
–UNDP	–assignment of volunteers in UNDP funded projects in Zaire, Upper Volta, Paraguay, Korea, Nepal, Philippines;
–International Bank for Reconstruction and Development (World Bank)	–assignment of volunteers in IBRD financed projects in Zaire, Paraguay, Philippines;
–ILO	–assignment of volunteers in ILO funded projects in Korea
–Inter-American Development Bank	–assignment of volunteers in Paraguay
–Asian Development Bank	–assignment of volunteers in Philippines

6.1

Formal Arrangements/Agreements of Cooperation with:	Purpose
—Foundations: World Wildlife, Rockefeller, Asia, American-Korean, Near-East	—assignment of volunteers to Foundation-sponsored projects in 5 countries
—CARE, Catholic Relief, OXFAM, CARITAS (German Catholic Relief), Church World Service	—assignment of volunteers in NGO sponsored projects in 9 countries
—Germany, Denmark, Australia, India, Iran, Japan, USSR	—assignment of volunteers to foreign government sponsored projects in 3 countries
—International Secretariat for Volunteer Service	—Assembly and Council Member; secondment of personnel and provision of funds for multilateral volunteer activities
—United Nations Volunteers	—sponsorship of volunteers and provision of funds for Special Voluntary Fund
—Canadian University Service Overseas (CUSO), Voluntary Service Overseas, U.K. (VSO), German Volunteer Service (DED)	—Joint Volunteer Committee in Ghana: joint project programming and volunteer assignments.

6.2 **Public Participation:** Participation in Peace Corps by individuals, local communities, private organizations or other public agencies exists through the following channels:

- National Voluntary Service Advisory Council consisting of independent individuals, appointed by the President, to advise the Director of ACTION and the President on all volunteer programs (including Peace Corps);
- School Partnership Program to financially support school and other community construction in P.C. volunteers' projects;
- Recruitment and participation in special projects (see 6.1);
- Peace Corps Service Councils are independent associations of former Peace Corps volunteers, locally organized in Los Angeles (reaches 2,000 former PCV's), Minneapolis, Utah, North Dakota, and Columbus/Ohio.

The Service Council's success as a Peace Corps constituency, lobby and/or public conscience depends entirely on the returned volunteers' involvement, and no national guidance nor funds support them. They are involved in: distributing information, hosting foreign visitors, recruiting and staging volunteers, educating the public on development issues, and in community projects, etc. The Councils in Minneapolis and Columbus changed their name to ACTION Service Council, combining former domestic and foreign volunteers and supporting all branches of the ACTION program.

In Peace Corps project countries—apart from the participation of nationals as staff—P.C. has attempted to establish similar service councils on a sub-regional basis, but so far with limited success.

7. ACHIEVEMENTS AND EXPERIENCE

7.1 During Fiscal Year 1973 Peace Corps conducted, in response to a request from Congress, a survey[17] covering 12 years of service accomplishments since 1961. The survey is based on achievements of 24,902 Peace Corps volunteers working in 59 countries and their technical contribution to development.
It indicates quantitative achievements in comparison to objective No. 1: to help developing countries meet their needs for trained manpower. Even though the survey is limited and does not address the complex questions of qualitative achievements it is unique for a Foreign Volunteer Service, and therefore a Numerical Summary is provided:[18]

Peace Corps Accomplishments by Program Sector
1961–1973

Program Sector	No. of Volunteers	People Served Directly	Additional Beneficiaries
—Agriculture & Rural Development	5,022	471,590	1,565,000
—Business & Public Management	414	31,000	674,000
—Education	15,770	2,181,136	1,282,000
—Health	2,534	7,023,155	6,017,000
—Urban Development & Public Works	1,162	315,599	856,000
Total	24,902	10,022,480	10,394,000

[17] "A Survey of Peace Corps Accomplishments", Volume I by Region and Country; Volume II by Program Category, ACTION, Washington, D.C. 1974.

[18] From: "Peace Corps Annual Operations Report Fiscal Year 1973", ACTION, Washington, D.C.

7.2 Another aspect of Peace Corps achievements is the **reduction in attrition rate.** As a voluntary service each volunteer has the right to resign at any time. However, early termination of service by volunteers is costly because preparation and overhead costs do not produce the desired result. Early terminations which are caused by illness, accidents, etc. cannot be reduced; they are "unmanageable". The more serious attrition is caused by dissatisfaction with the job or lack of support, which can be managed. Through special guidelines to field staff, Peace Corps was able to reduce the attrition rate of 18% (man-months of service lost) in the earlier years to 8.8% in Fiscal Year 1974.

7.3 A 1972 **survey of 3,696 returned Peace Corps** volunteers[19] indicates some interesting trends among those respondents concerning their goals and interests:

- 38.9% would like to re-enroll in Peace Corps, (in comparison to 10.5% of former VISTA volunteers who would like to enroll in Peace Corps);
- 7.6% only would like to enroll in VISTA (in comparison to 18.5% former VISTA volunteers who would like to re-enroll in VISTA);
- 44.9% would prefer overseas employment;
- 78.5% are interested in other public programs similar to Peace Corps.

These figures indicate that Peace Corps volunteers have a strong desire to go abroad again, and that they are still interested in service but do not necessarily view VISTA as a desirable opportunity.

The following data concerning the employment and actual career goals, and voluntary activities of the responding former PCV's reinforce this observation:

Actual Employment	Priorities in:	Career Goals
25.3%	Teachers	23.0%
10.5%	Continue own education	7.2%
9.6%	Educational specialists	12.5%
7.1%	Health Services	7.6%
1.1%	Volunteer Work: (VISTA, Peace Corps or ACTION programs)	0.2%

44.0% of the respondents indicated that career goals are met through present jobs.

36.9% feel goals are partially met.

[19] "Analysis of Former Peace Corps/VISTA Questionnaire", Office of Voluntary Action Liaison, ACTION, 1972. As of June 30, 1972, 44,000 Peace Corps volunteers had returned but the whereabouts of only 25,000 were available. These 25,000 received the questionnaire and 3,696 replied - 14.8%.

At the time of the survey, 45.6% of the respondent former P.C. volunteers were involved in **volunteer work not connected with their employment** (in comparison to former VISTA volunteers whose percentage is 55.5%) such as:

31.0% in community groups
21.9% in church groups
13.3% in teaching/education
8.7% in political activities

All of these data reveal that the respondents are involved to a large extent in social and educational activities, both through employment and during their spare time, but that they do not necessarily conceive continuation in ACTION domestic volunteer programs as a natural linkage with their overseas service (of course, ACTION was just short of a year in existence when the survey was taken).

7.4 The National Voluntary Service Advisory Council addressed the following issues in its 1974 Annual Report to the President which refer to Peace Corps performance and require further attention:

- Should host country requests be filled without further evaluation on the part of P.C.?
- Does the change from the non-specifically skilled to the older and technically skilled volunteer—as requested by the host country—help achieve the objectives of the Peace Corps?
- What benefits are accruing to Peace Corps and its objectives by the merger with other Federal volunteer programs in ACTION?
- Should Peace Corps permit the participation of host country nationals as volunteers in their own country?
- How can P.C. better help returning volunteers to find jobs?
- Is P.C. staff expending suitable efforts to maintain a high volunteer esprit de corps?

For more on experience and achievements see ACTION Compendium No. 20.

1. **INSTITUTION:** **UNITED NATIONS VOLUNTEERS (UNV)** **UNITED NATIONS**

Address: United Nations Development Program (UNDP)
Palais des Nations
CH-1211 Geneve 10, Switzerland

Directors: Mr. Rudolph Peterson, UNDP Administrator[1], is the designated Administrator of UNV.
Mr. John Gordon, Coordinator UNV

Establishment: As of January 1, 1971. The Twenty-fifth Session of the United Nations General Assembly at the 1918th plenary meeting on December 7, 1970, following receipt of report of the Second Committee (document A/8203) passed Resolution No. 2659 (XXV) concerning the United Nations Volunteers (Attachment 1) by a vote of 91 member governments in favor, none against, and 12 abstentions. The original Resolution was amended in 1972, 1973, and 1974.
UNV is an Office within the United Nations Development Programme.

Type of Service:

- Foreign Volunteer Service, multi-national and governmental by structure: assignment of professionally/technically qualified volunteers for two years full-time service in U.N. assisted projects in developing countries.
- Assistance of U.N. sponsored youth programmes (including domestic development services), to increase youth participation in development activities at the national, local and regional levels, and training programmes for youth workers.

Supervision:

- The **UNDP Governing Council** supervises all UNDP activities, including UNV, concerning programming, budgeting, performance, policies and mandate. The Administrator of UNDP/UNV, or the Coordinator of UNV on his behalf, report annually to the Governing Council on the progress of UNV operations. 48 member governments belong to the Governing Council (for list see Attachment 2). One-third of the members are elected each year by the Economic and Social Council for a term of 3 years. Resolutions are passed by consensus, though majority votes are possible. Meetings of the Governing Council are held in January/February of each year for 3 weeks in New York (UNDP Headquarters) and in June for 10 days in a developing country. The meetings are open to the public, U.N. agencies and international organizations participate as observers.

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[1] Until January 15, 1976. Since then Mr. Bradford Morse is the UNDP Administrator.

- The UNDP Governing Council is required to report annually to the July session of the **Social and Economic Council (ECOSOC)** of the U.N., including on UNV. ECOSOC accepts the reports and passes a resolution annually concerning UNV operations, desired emphasis, etc., for consideration by the Second Committee of the U.N. General Assembly.
- The **Second Committee of the U.N. General Assembly** in its annual deliberations (during October-December) takes up the ECOSOC proposals and progress reports concerning the UNV and either confirms or alters the ECOSOC Resolutions.
- The **United Nations General Assembly** is the ultimate legislative body which receives the Second Committee Report with regard to UNV and—so far—every year has accepted it without change and passed Resolutions accordingly.

Normally, the Resolutions passed by ECOSOC, Second Committee and General Assembly are identical. This procedure permits review and oversight on the part of member governments in 3 stages. The current rules of the UNDP Governing Council do not permit the establishment of a Sub-Council or Advisory Council for UNV.

2. REASONS, PRINCIPLES, OBJECTIVES

2.1 **History and Reasons:** Because of the uniqueness of UNV a brief review of its history is in order.

- In August 1961 ECOSOC in Resolution 849 (XXXII) recognized for the first time the importance of the *"use of volunteer workers in the operational programmes of the United Nations and related agencies designed to assist in the economic and social development of less developed countries"*. The Council authorized the Secretary General of the U.N. and invited the U.N. agencies to make use of such skilled volunteer manpower.
- In July 1965 in his policy statement to ECOSOC the Secretary General of the U.N. expressed the hope that *"some day it will be commonplace for the average young man or woman to spend a year or two of his or her life as a volunteer in the cause of development"*.
- On September 22, 1967, addressing the United Nations General Assembly, Mr. Takeo Miki, Foreign Minister of Japan, submitted his suggestions for an active U.N. role in international volunteer work: *"As a centre for harmonizing the efforts of the nations in the building of world peace, could not the United Nations play a central role in advancing the concept of a 'Peace Corps'? Would it not be most fitting for the United Nations to provide such cooperation by young people, united in the common purpose of building world peace and inspired by the sense of being citizens of the world community as well as nations of their countries?"*

  And Senator Mark O. Hatfield of the U.S.A. Delegation commented: *"Why not begin now to establish a U.N. Volunteer for Peace program under which the U.N. could begin recruiting, training and supplying volunteers to developing countries...A program such as Volunteers for Peace could be one of the most effective activities of the U.N.."*

- On June 13, 1968, in his address at the Commencement Exercises at Harvard University, Cambridge, Massachusetts, the Shahinshah of Iran, on the basis of the success of the Volunteer Corps of Iran, proposed the creation of an international corps of volunteers for development and expressed the wish that individuals, irrespective of country, class, race, religion, sex, age, economic level or social status, would render unselfish human service to their fellowmen.

Finally, the following steps led to the study and decision to create the United Nations Volunteers:

- In December, 1968, at the Twenty-third Session of the General Assembly, the Government of Iran, with co-sponsorship of the Governments of Greece and Pakistan, presented a proposal which was unanimously adopted by the 109 Governments present, requesting ECOSOC to study the feasibility of creating an international corps of volunteers for development (Resolution No. 2460–XXIII).
- On July 31, 1969, ECOSOC, at its 47th session, adopted a Resolution (No. 1444 –XLVII) acknowledging the important contributions of national volunteer schemes and of international organizations that promoted volunteer work, and invited the Secretary-General of the U.N. to study the arrangements for the creation of an International Corps of Volunteers[2].
- On April 14, 1970, the Secretary-General of the U.N. submitted a report (Document E/4790) on "The Feasibility of Creating an International Corps of Volunteers for Development" to be discussed at the UNDP Governing Council in June and forwarded to the 49th Session of ECOSOC.
- On July 28, 1970, ECOSOC, after three days of discussion, adopted a Resolution (No. E/RES/1539–XLIX) which proposes the text of a draft resolution to be submitted to the U.N. General Assembly at its 25th Session.
- On October 26, 1970, the Second Committee of the U.N. General Assembly voted for the draft Resolution of ECOSOC and proposed the final adoption to the General Assembly.
- On December 7, 1970, the General Assembly accepted the proposal of the Second Committee, passed Resolution No. 2659 (XXV) and thereby established UNV as of January 1, 1971.

Throughout the resolutions, reports and statements by delegates from member countries, the following reasons why delegates voted for the establishment of UNV can be identified:

- in the fight against poverty, hunger and injustice all resources and all sectors of the population should be mobilized;
- the majority of the world's population are young people and *"the active participation of the younger generation in all aspects of social and economic life constitutes an important factor in ensuring the increased effectiveness of collective efforts necessary for a better society"*[3];

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[2] ISVS Pointer No. 50-e: "ECOSOC Requests Study on International Corps of Volunteers."

[3] U.N. General Assembly Resolution No. 2659 (XXV) "United Nations Volunteers", December 7, 1970.

- the need for increased supply of personnel for development work, the need to provide for a participation of youth within the United Nations system, and the need for "associated aid"[4] in front-line or grass-roots situations;
- the recognition that youth's energy, ideals and talents could bring new viewpoints and fresh vigor to the United Nations development efforts.
- the climate created by the establishment of foreign and domestic volunteer services and the demands by youth organizations for opportunities to participate in the affairs of the U.N. no doubt played a significant role in enacting this multi-national volunteer service.

2.2 **Principles** established by ECOSOC Resolution 1444 (XLVII) include:

"a) A volunteer should be a person who gives his services without regard to financial benefit and with the purpose of contributing to the development of the recipient country;
b) A volunteer scheme should consist of persons recruited on as wide a geographical basis as possible;
c) Where possible the composition of teams should be on a multi-national basis;
d) No volunteer shall be sent to a country without the explicit request or approval of the receiving country".

2.3 **Objectives** as contained in the Report by the Secretary General of the U.N.[5]:

"(1) To give youth a constructive opportunity to use its talent and skills in the implementation of national development plans and in carrying out programmes of international cooperation;
(2) To provide, as an additional input to a development project, a new source of manpower:
a) to help train local personnel;
b) to help fill the gap of middle-level personnel and, thus, to extend the range of the experts' work;
c) to help reduce the professional isolation which often characterizes the situation in a developing country;
d) as potential recruits for future technical cooperation programmes;
(3) To improve international understanding through an exchange of young people, and thereby to help build an international network of professionals with intercultural experiences;
(4) To increase public sympathy, throughout the world, for development work and thereby
a) Stimulate increased financial contributions by the donor countries;
b) Create a broader public participation in development by the youth of the developing countries."

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[4] Sir Robert Jackson: "A Study of the Capacity of the United Nations Development System" (DP 15, Vol. I and II).

[5] Report of the Secretary General to ECOSOC: "The Feasibility of Creating an International Corps of Volunteers for Development", United Nations, E/4790, 14 April 1970.

2.4 Definition of a Volunteer[5]

"A Volunteer may be a man or woman with professional, technical or practical skills who offers his or her knowledge and abilities on a full-time basis for a period of time in return for remuneration based on immediate financial need for maintenance. He may be a graduate of a university or a technical school, or he may be a trained artisan. Additionally, he may have had one or two years' practical experience. He need not have the professional training required of associate experts, but he is expected to have the qualifications required for the work for which he volunteers.
A volunteer may serve in his own country, in which case he is described as a domestic or national volunteer, or as an export volunteer in another country where his skills are in short supply.

Nature of Volunteer Work

A volunteer usually wants to work in a front-line situation rather than a research-oriented position. Seeing the relevance of his work to the improvement of economic and social conditions of life is important to a volunteer, and this should be borne in mind in defining his duties."

3. PROGRAM

3.1 The following **Programming Guidelines and Conditions of Work** are contained in the Report of the Secretary General[5] and were adopted by the U.N. General Assembly in Resolution No. 2659 (XXV):

- UNV's must not, in any way, constitute competition to national personnel in local employment markets;
- UNV's would be an addition to existing bilateral and non-governmental volunteer schemes;
- UNV's should not replace domestic or national volunteers;
- The role of the volunteer in U.N. assisted projects, in particular the relationship of the volunteer to the experts and counterpart personnel, should be clearly defined;
- The status and conditions of UNV's should be identical for all volunteers regardless of their nationality and sponsoring organization; in particular, the terms of service and subsistence payments should be uniform.

The Program Goals are: to assign 500 volunteers to U.N. assisted projects by June 1976; to recruit 50% of the volunteers from developing countries; to involve domestic volunteers in UNV projects within their own country.

3.2 Type of UNV Assistance Programs:

Major Program Areas	Number of Volunteers assigned: 1973	1974	1975
—Agriculture & rural development (FAO)	31.0%		
—Technical skill training (ILO)	30.0%		
—Public administration, housing, transportation, community development (U.N. assisted projects)	9.0%	n.a.	n.a.
—Teaching and Teachers training (UNESCO)	4.5%		
—Literacy (UNESCO)	4.5%		
—UNICEF, WFP, WHO, ITU, UNFPA, and UNDP assisted projects	21.0%		
Total Number of Volunteers:	135 volunteers = 100%	179	252

The list below indicates the number of **countries** where volunteers have been assigned to U.N. assisted programs:

	1973	1974	1975
Africa	15	21	22
Middle East	2	2	3
Asia	5	7	10
Caribbean and Latin America	7	6	11
Total Number of Countries:	29	36	46

In 1973 the average volunteer assignment per country was 4.65; 13 countries had only one U.N. volunteer apiece; 4 countries each had 2 volunteers working in U.N. projects. Groups of 6 volunteers or more existed only in six cases: Lesotho (6 volunteers), Niger (8), Togo (8), Yemen Arab Republic (16), Iran (37), Jamaica (17).
In 1974 the average number of volunteers per country increased to about 5 volunteers, and in 1975 to 5.5. There are now 11 countries to which six or more U.N. volunteers are assigned.

3.3 UNDP/UNV Assistance to Domestic Development Services (DDS)

UNDP has in the past supported DDS in a few instances. Since UNV came into being, and the U.N. General Assembly requested *"all the specialized agencies and other*

organizations in the United Nations system to channel all requests for volunteers in development projects executed by them through the United Nations Volunteers program and to coordinate all volunteer activities within United Nations assisted projects with the Coordinator of the program" (Resolution 2810, December 14, 1971) UNDP has included UNV in the consultations concerning project support to DDS. In one case UNV's are assigned to a DDS program.

Following is an overview on the UNDP/UNV assistance to DDS:

Type of Activity Supported	Personnel Assignments Number / Duration	Financial Assistance	Receiving/Cooperating DDS
--Programming, staff training, operations support	1 expert (FAO) 1968-69 UNDP sponsored	?	Clubs 4-D, Dahomey (DAH/68/102)
-Program support and extension service	3 experts plus admin. staff (FAO) 1973-77	$350,000[6] 1973-77	Clubs 4-D, Dahomey (DAH/72/027)
-Development and expansion of comprehensive national youth service program[7]		$954,000 1971-73 (2 years)	National Youth Service, Jamaica (JAM/71/519)
-Vocational training of volunteers/trainees	17 UN volunteers[8] since 1972		
--Training, Youth employment promotion, construction of new Youth Community Training Centers	3 experts '73-75; Consultants (18 man-months); Secretarial help (54 man-months)	$495,000 10/1/73-3/31/75	National Youth Service, Jamaica, second phase project
-Expansion of DDS and assistance in development of study-service scheme	2 consultants 1972-74 for two 6-month periods (total 24 man-months)	$60,000 for support of consultants	BUTSI (Indonesian Board for Volunteer Service), Indonesia

Currently, cooperation projects with DDS are in the planning stage in the following countries: Costa Rica, Uruguay, Iran (Universal Welfare Legion).

[6] Joint project with FAO in support of Rural Extension Service, especially Clubs 4-D, including rural women; setting up a system of agricultural credit for settlement of young farmers (former members of Clubs 4-D). $350,000 for 3 experts and administrative back-up, staff training, farm equipment, tools for 4-D Club members, seed, fertilizer, food (feeding Club members), maintenance of cars, etc. UNDP funds are matched by Dahomeyean Government over the 4-year period: $74,416 contributions in kind; $41,666 cash matching funds.

[7] Expansion of youth camp facilities (since 1973 called Youth Community Training Centers), support of staff, curriculum development, employment promotion, provision of training equipment.

[8] Volunteers are assigned as vocational trainers during both phases of the UNDP financial assistance in the following areas: woodwork, horticulture, welding, plumbing, automechanics, ceramics, farm mechanics, leatherwork, electrical installation, landscaping, upholstery, physical education, general crafts.

3.4 Project Programming and Administration

Volunteer assignments through UNV are dependent upon the proper functioning of three relationships:

- First: the **Country programming** between the governments concerned, the UNDP Resident Representative, the U.N. executing agencies and UNV. The need for volunteer job openings is established and described in project Work Plans which are part of the overall Country Programs and the Indicative Planning Figure funds in accordance with the UNDP Consensus.[9] Country Programs and **Indicative Planning Figures** (IPF) to finance the program replaced the earlier "Technical Assistance projects" and "Special Funds projects" on January 1, 1972. Country programs are a single "project document" for a 3-5 year period which—after approval—functions as a Plan of Operations. Small-scale projects (UNDP contribution not exceeding $100,000.—) may be approved by the Resident Representative along guidelines set by UNDP; large-scale projects require approval by the Administrator and Governing Council. The project documents should indicate long-range objectives (how the project contributes to the attainment of national development objectives) and immediate objectives (if possible in quantitative terms). UNDP distinguishes two principal types:
  —Projects with Investment Potential (such as construction or expansion of dams, water supply, sewage, transportation systems, telecommunications, tourist facilities, etc.) which aim at profitable rates of return, foreign exchange earnings or savings, and contributions to Government revenues. UNDP is responsible on behalf of the United Nations system for providing assistance and investment follow-up of UNDP-assisted projects. This requires that investment follow-up be an integral part of the programming process. Potential investors in such projects are financial institutions—like World Bank or Regional Banks—, private business, etc.
  —Institution Building Projects (such as educational institutions: to establish a new unit of an existing organization or to strengthen an existing institution or part of it) aim at assistance *"to leave behind a viable, self-sustaining or improved operation"*.[9]

  Within this broad framework of Country Programs UNV's roles are identified and integrated into the workplan and project budget. Local costs for UNVs are borne by the IPF funds. In other words, the financing of UNVs competes with other investments or the hire of personnel the country may prefer.
  For example: UNV competes with U.N. Associate Experts who are assigned free of charge and paid for by their home country's sponsoring agency. The same is true for bilaterally assigned foreign volunteers who are paid for by their sending organizations. An exception involves the least developed countries: U.N. volunteers have been provided since 1972 free and without charge against the IPF funds, the in-country costs of volunteers are paid from the UNDP Programme Reserves. The pro forma amount budgeted per U.N. volunteer is $3,600.—(in comparison to $30,000 per U.N. expert).

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[9] UNDP Operational and Financial Manual, Chapter IV; "Instruction for the Processing of UNDP-Assisted Projects", No. 72-00250, UNDP, New York, 1972.

- Second: the supply of **volunteers from industrialized countries** represents the next relationship and dependency: Applicants must be sponsored by a volunteer sending organization which pays for recruitment, selection, training, international travel and readjustment allowances after completion of service. They are initially recruited, selected and trained—in other words contracted—by their home country volunteer organization, and only upon arrival in the project country for in-country training and assignment do they become U.N. Volunteers. This arrangement makes the "rich" countries pay for some of the volunteers' costs (about $4,000.– per volunteer, including overhead). At the same time it creates a split identity for the volunteer: to his sponsoring volunteer organization and to UNV.
- Third: the supply of **volunteers from developing countries** is dependent upon:
  —an in-country institution, preferably a DDS or youth organization with experience in development service, which can identify potential UNV candidates, and
  —the Special Voluntary Fund established by the U.N. General Assembly when UNV was created (Resolution No. 2659 (XXV)). Governments, private institutions and individuals are invited to contribute to the Special Voluntary Fund which was designated[10] primarily to pay for the costs (recruitment, selection, training, international travel, readjustment allowance) of volunteers from developing countries.

3.5 Special Voluntary Fund

These funds are the only financial resource for assistance under direct management of UNV—all others are part of IPF funds and managed jointly by the country concerned and the UNDP Resident Representative and/or U.N. executing agency.

Special Voluntary Fund from January 1, 1971—December 31, 1974[11]:

1. Contributions from: — Totals US$

   a) Governments: Belgium (26,316), Canada (20.000), Cyprus (242), Denmark (25,000), Federal Republic of Germany (137,092), Holy See (1,500), India (10,000), Indonesia (1,000), Iran (30,000), Iraq (1,000), Isreal (1,000), Laos (1,000), Lebanon (1,000), Morocco (14,805), Netherlands (75,000), Pakistan (1,100), Switzerland (10,000), Togo (939), Turkey (2,500), U.S.A. (325,000)

   Sub Total: $684,494.–

[10] See debate of Second Committee before the vote on UNV.
ISVS Resume No. 61: "United Nations Volunteers Established", Geneva, 1971; and Progress Report by the Administrator DP/L. 164, January 8, 1971, and Governing Council Debate both in: "UNDP Governing Council Decides on UNV Set-Up"; ISVS Resume No. 62, Geneva, January 1971.

[11] Note by the Administrator: "United Nations Volunteers", for Governing Council, Twentieth Session, June 1975.

4. PERSONS INVOLVED

4.1

Volunteers:	Total Number of Volunteers December 31, 1973	December 31, 1974	November 30, 1975
–In Service	135	179	268
–Terminated	54[13]	130[13]	
–En route	33	60	
Total number under contract:	222	369	

The attrition rate, i.e. early termination of volunteers after assignment in 1973, was 25%. In 1973 of the 135 volunteers in the field 17% were women.

Volunteer Origin: In 1973 volunteers came from 18 industrialized countries, comprising 64% of the total, and from 14 developing countries, comprising 36% of the total. During 1974 this ratio changed to 17 industrialized countries or 62% of total volunteers, and 29 developing countries, or 38% of the U.N. volunteers. As of November 30, 1975, 54.1% of the total volunteers came from industrialized countries and 45.9% from developing countries (see Attachment 3 for list of countries providing volunteers and/or financial resources).

Educational Background: All volunteers have completed a general, and professional or technical education. The job openings mostly require highly skilled and specialized volunteers such as: agronomists (field crops, animal husbandry, horticulture), irrigation engineers, surveyors, soil scientists, statisticians, teachers in various disciplines, librarians and documentation specialists, economists, credit marketing specialists, nutritionists, nurses, laboratory technicians, polyvalent technicians, computer programmers, architects, etc.

Recruitment and Selection: Volunteer candidates must be over 21 years old, and meet the health standards and personal qualifications established by UNV. Candidates must especially possess the educational background and professional/technical skills, including the ability to transfer skills, as requested by the host government. The motivation of volunteers is described as:[14]

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[13] early terminations & completion of service

[14] "Motivations of United Nations Volunteers", Information Leaflet, UNV, published by the U.N. Centre for Economic and Social Information.

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"They are expected to give their services without regard to financial benefit. They should want to give a period of their lives to the service of others, at the same time gaining experience in a new venture, a new culture, and identification with an activity in which they believe. Their aspirations towards making the world a better place in which to live should find expression in working in a developing country, close to its people and side by side with colleagues of several nationalities. Their prime commitment should be to the philosophy and purpose of development and to the people with whom and for whom they will work. They are required to pledge themselves to the standards and ideals enunciated in the United Nations Charter. While on assignment their primary loyalty will be to the United Nations and its principles."

The recruitment and selection of volunteers is complex and involves the following steps:[15]

- The initial programming consultations between host governments, UNDP Resident Representatives, and representatives of executing agencies results in advance information for volunteer requests.
- The advance information is sent to:
  - appropriate U.N. agencies and UNDP Regional Bureau in New York for project placement review;
  - the Coordinator of UNV in Geneva and the UNV Liaison Office in New York for project proposal and volunteer request review, and through the UNV office to
  - volunteer sending organizations in industrialized countries and appropriate organizations in developing countries for initiation of recruitment procedures.
- Upon agreement between the recipient government and the UNDP Resident Representative, the formal government request with detailed volunteer job description and conditions will be transmitted to the UNV Office in Geneva with copies to the relevant executing agencies and the UNDP Regional Bureau.
- After endorsement of the formal volunteer request by UNV and the executing agencies the formal requests will be transmitted to the volunteer sponsoring organizations and other recruiting agencies as described above for recruitment and pre-selection. The UNV office can also recruit directly if sponsorship of applicants is not required.
- The UNV Office will collect and review the dossiers of volunteer candidates received in response to the formal volunteer requests, and will forward them to the Resident Representative and the executing UN agency for clearance of the technical qualifications of the nominee.
- Following consultations with the executing agency or project manager concerning priorities among candidates, the Resident Representative will submit the applicants' dossiers, together with his comments, to the host government to obtain final selection and acceptance of candidates. *"Where several nominees are submitted for one post, it is recommended that the government establish a list of priorities among nominees, deleting those whom it does not wish to consider"*[15].

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[15] "Instructions for Administration of United Nations Volunteers", Deputy Administrator, UNDP/UNV/FIELD/1, April 9, 1973.

- Since volunteers are available only for a restricted period and may not be able to wait for extended periods of time the whole clearance formality at the country level should be finalized within 4 weeks, and the UNV Office should be informed by cable of the decision.

From May 1, 1971–June 30, 1974, recruitment and pre-selection of UNV's was conducted by the International Secretariat for Volunteer Service on the basis of a contract with the Administrator of UNDP. During this period ISVS recruited about 90% of the volunteers placed. Also the Coordinating Committee for International Voluntary Service (CCIVS), Paris, signed an identical contract for UNV recruitment from late 1971 to April, 1973. CCIVS stressed the importance of an advisory role to UNV–which was part of the first contract–and was less inclined to become involved in recruitment and pre-selection operations.

Training: Selected volunteers are expected to receive basic training from sponsoring organizations, especially to have a command of the necessary technical and language skills. In the past, ISVS arranged basic training for volunteers from developing countries; this is now arranged by the UNV Office. Once arrived in the project country volunteers receive an orientation designed in accordance with additional training needs, the size of groups, etc.

Contractual Arrangements: Volunteers agree to serve 24 months and before leaving their home country sign a letter of engagement which contains rules of conduct (Attachment 4), the conditions of service, a pledge of commitment to the United Nations Charter and the goals of UNV. Volunteers receive the following support in their country of service, provided by IPF funds: installation grant, monthly living allowance, leave allowance for 2½ working days for each month of service, simple living accommodations, work equipment and supplies, official travel within the country of assignment, insurance for medical care and compensation for disability or accidental death. Apart from annual leave the volunteer contract contains provisions for sick leave and compassionate leave in case of serious illness or the death of immediate family members.
Reassignment or extension of assignments are possible.
International travel and readjustment allowances for volunteers from industrialized countries is arranged and paid for by their sponsoring organizations; UNV pays these costs for volunteers from developing countries from the Special Voluntary Fund.
There are no provisions in the volunteer contract for arbitration procedures. UNV's receive an UNV Identity Card for the duration of their assignment which is–by agreement–acknowledged by the host country; however, UNV's do not enjoy the privileges of U.N. Officials. After completion of their tour of service UNV's receive a Certificate of Service stating the nature and length of service, and–on request of the project agency–an assessment of performance and contributions made by the volunteer.

4.2 **Staff:**

UNV has the following staff positions at Headquarters in Geneva, the Liaison Office in New York, and since 1975 in the Field (regional UNV staff):

	1973	1974	1975
Professional and higher level staff	8	8	13
General services staff	8	9	12
Total Staff positions:	16	17	25

The Staff: Volunteer Ratio is 1:10.7.

Staff is hired under fixed term contract (2 years) which can be extended. The exceptions are 3 staff members who are permanent UNDP staff. Before becoming permanent UNDP staff members, employees must serve 2 terms of fixed-term assignments and 1 term on probationary assignment—a total of 5 years. Staff takes the Oath of Office and details of contract are regulated according to U.N. Staff Rules.

Consideration is being given to the assignment of assistants to UNDP Resident Representatives, in addition to the UNV regional staff. These new posts should be filled by former volunteers or volunteer services staff and should provide field support to UNVs and facilitate the programming of UNV project assignments.

4.3 Coordinator

The Coordinator is the Executive of UNV appointed by the U.N. Secretary General in coordination with the Administrator of UNDP. Mr. Assad K. Sadry, former Deputy Permanent Representative of Iran to the United Nations, was the first Coordinator, from February 1971—September 1973. Dr. Peter Molt, formerly one of the Co-Executive Directors of the German Volunteer Service, joined UNDP as a consultant in November 1970, before the final vote by the General Assembly to prepare the establishment. He later became the first Principal Officer (Deputy). Due to the involvement of both officials the implementation of UNV proceeded on schedule in the beginning despite the complex structure. In January 1974 Mr. John Gordon, a former Director of the Canadian University Service Overseas, took office as the new Coordinator while Dr. Molt continued as Principal Officer[16]. UNV was at that time in a crucial phase of necessary expansion requiring changes in financing and administrative procedures. Under Mr. Gordon the recruitment and selection of volunteers became an in-house procedure.

5. ORGANIZATION AND BUDGET

5.1 **Organizational Structure:** UNV is an office within UNDP, originally located at UNDP Headquarters in New York, with a Liaison Office in Geneva, Switzerland. In 1972 the UNDP Governing Council decided, with the approval of ECOSOC and the U.N. General Assembly, to move the UNV Headquarters to the UNDP Office in the Palais des Nations in Geneva, Switzerland. In turn, a Liaison Office was established at UNDP, New York. The attached organizational chart provides a brief review of the UNV Office (Attachment 5).

[16] Until January 1976.

As an office of UNDP, UNV follows, in principle, its organizational structure and procedures with the decentralization of functions to the field. According to a policy statement by Mr. Peterson[17] the emphasis of decentralization is on team work between Headquarters and Field, and support of field activities but not control. Apart from the organizational structure of program development, authority in decision-making and staffing already described, the administrative responsibility for volunteer support during assignment lies with the Resident Representative. He is responsible for the payments to volunteers, authorization of leave, etc.
There are no advisory groups in project countries or provisions for volunteer participation in decision-making concerning their assignments.

5.2

Budget	1973 Appropriations (net) US$	1974 Appropriations (net) US$
Expenditures		
–UNV offices, field staff, clearinghouse contract	409,600	542,500
–Volunteer in-country costs[18]	405,000	644,400
–Volunteer pre-service and return costs[19]	280,400	268,400
TOTAL	1,095,000	1,455,300
Revenues:		
–UNDP Headquarters Budget (Liaison N.Y.)	63,600	83,700
–UNDP Field Offices Budget (Geneva)	346,000	458,800
–IPF funds or UNDP Programme Reserve	405,000	644,400
–Volunteer Sponsoring Organizations/ Special Voluntary Fund	280,400	268,400
TOTAL	1,095,000	1,455,300
Costs per volunteer per year[20]	8,111	8,130

[17] "UNDP News", September, October, November, 1974.

[18] 1973: pro forma costs $3,000 per volunteer/per year
1974: $3,600 per volunteer/per year

[19] Estimate, based on UNV costs reported by some sponsoring organizations;
1973: 47 volunteers per $4,000.–
42 volunteers per $2,200.– (early terminations without pay of readjustment allowances)
1974: 44 volunteers per $4,000.–
42 volunteers per $2,200.–

[20] Costs exclude expenditure for: project programming, volunteer support, working equipment and vehicles paid for by the UNDP Resident Director's Office, or the projects.

6. LINKAGES AND PUBLIC PARTICIPATION

6.1

Formal Arrangements of Cooperation with:	Purpose
—United Nations and related agencies	—Volunteer project planning and work supervision;
—Host Governments	—Agreement concerning assignment of UNV's and formal acceptance of individual candidates;
—Foreign Volunteer Services from industrialized countries	—Sponsorship of volunteers;
—Domestic Development Services and other agencies in developing countries	—Recruitment, Pre-selection of candidates;
—Coordinating Committee for International Voluntary Service (CCIVS) (1971-73) —International Secretariat for Volunteer Service (ISVS) (1971-74)	—Recruitment and pre-selection of volunteers, arrangement of training; to present *"views on any matters concerning the operations of UNV and seek advice from in-country advisory groups."*[21]

6.2 **Public Participation:** There are basically three opportunities for public participation in UNV:

- public information about the program through individuals and knowledgeable organizations;
- recruitment, pre-selection and sponsorship of volunteer candidates by volunteer and other organizations;
- contributions to the Special Voluntary Fund.

So far, there are no opportunities nor provisions for the participation of non-officials or volunteers in an advisory or decision-making capacity. The only opportunity to establish such participatory linkages was provided for in Article II of the UNV/ISVS agreement (in force from May 1971 June 1974):

> *"ISVS shall be entitled to present to the Administrator and the latter shall be entitled to secure from it its written views on any matter concerning the operation of UNV, including studies and programmes concerning domestic volunteer services.*
> *ISVS may consider and seek advice from in-country advisory groups where such groups are established, and UNV will undertake to assist in the establishment of such groups, wherever possible".*

[21] Article II, Agreement between the United Nations Volunteers and the International Secretariat for Volunteer Service of May 5, 1971, and May 1, 1973.

The agreement between UNV and CCIVS (in force from the latter part of 1971–1973) carried similar provisions. Neither of the volunteer service coordinating agencies were able to implement the provisions of the Article with UNV.

7. ACHIEVEMENTS AND EXPERIENCE

In the close to 5 years existence of UNV the following achievements and experience can be identified, according to reports and documents:

- The number of UNDP Resident Representatives willing to consider UNV assignment has increased considerably, and a generally positive experience with UNVs in the field has resulted in a change of attitude toward voluntary service within the U.N. on the part of these officials.
- The most frequently heard argument on the part of U.N. officials in favor of UNVs refers to the cost factor: UNV's cost only $3,600.– per year in comparison to $30,000.– for one expert, and a number of U.N. volunteers are equally skilled and professionally trained as experts (with less employment experience because of their youth); thus, UNV is promoted to some extent as the cheaper personnel source than experts.
- Volunteers perform best in local level field assignments, with a full workload required of them; assignments in offices under direct supervision of experts or in highly structured bureaucratic institutions tend to fail;
- The joint emergency relief work in the wake of the earthquakes in Fars, Iran, between UNVs and Iranian volunteers (Universal Welfare Legion) was a success which should be translated to other areas of cooperation.
- The high attrition rate (early termination) of 25% on the part of volunteers is most often due to unsatisfactory job assignments and lack of field support; the rate is highest among volunteers from Western Europe and North America (who very often had previous volunteer service experience and probably are less inclined to regard UNV as an employment opportunity).
- UNV had difficulty, both in meeting the early expectation of 1,300 volunteers in the field by 1971[5], and the expectation of a quality of volunteer jobs, because of:
  - –The incompatibility of basic objectives between UNDP and UNV programs (compare 2.1–2.4 with 3.4 (a) for example). Here the question arises whether UNV will be able in future to effect changes within the U.N. system and make it more responsive to peoples' needs and give to them higher priority in setting goals instead of to profits and "self-sustaining institutions". One should recall that one of the reasons for establishing UNV was *"the recognition that youth's energy, ideals and talents could bring new viewpoints and fresh vigor to the United Nations development efforts"*.
  - –As a consequence of the current set-up of U.N. projects, highly technical and/or specialized professional skills are required of volunteers which largely reduces the number of available volunteer candidates.
  - –The complicated and time-consuming volunteer selection and acceptance procedure; many applicants cannot afford to wait for a long period of time until they know whether they have been accepted.

—The cost competition between UNV's (paid for by IPF funds allocated to the host country) and U.N. Associate Experts and bilateral foreign volunteers who are available free of charge because they are paid for by their home countries' organizations.

—The complicated structure of sources of revenues to finance UNV operations creates too many dependencies to permit efficient management to achieve UNV objectives. This is true for both the staffing pattern (dependent upon UNDP Headquarters and Field Offices funds) and volunteer assignments (dependent upon sponsorship of volunteer sending organizations, IPF funds and the Special Voluntary Fund.) For example, a change from IPF funding of volunteers in the field to either overall UNDP or Special Voluntary Fund sources would permit the assignment of UNV's to non-U.N.-financed projects which often reach people in need of assistance directly and provide better and more sensible environment for an effective contribution on the part of volunteers.

—The lack of public and volunteer participation—in an advisory or decision-making capacity—in the planning and conduct of UNV's operations prevents the development of a public support structure and constituency and UNV remains an administration "administering" volunteers.

Despite these obstacles—most of which are structure-related—UNV has gradually increased the number of volunteers and was able to develop a greater understanding for volunteer service among the members of the UNDP Administration, Governing Council and Resident Representatives. UNV, with the backing of UNDP, is trying to remedy some of the difficulties mentioned above through currently available means, and within the limitations set by funding, rules and legislation. For example, financing U.N. volunteers in least developed countries out of the UNDP Programme Reserve, releases the IPF funds of the host country to be spent on other priority investments.

UNITED NATIONS
GENERAL
ASSEMBLY

Distr.
GENERAL

A/RES/2659 (XXV)
17 December 1970

Twenty-fifth session
Agenda item 12

RESOLUTION ADOPTED BY THE GENERAL ASSEMBLY

[on the report of the Second Committee (A/8203)]

2659 (XXV). **United Nations Volunteers**

The General Assembly,

Recalling its resolution 2460 (XXIII) of 20 December 1968,

Taking note of Economic and Social Council resolution 1444 (XLVII) of 31 July 1969 and also of the report of the Secretary-General on the feasibility of creating an international corps of volunteers for development,[1]

Convinced that the active participation of the younger generation in all aspects of social and economic life constitutes an important factor in ensuring the increased effectiveness of collective efforts necessary for a better society,

Convinced also that voluntary service in development assistance activities is a rewarding form of such participation and one that can make a substantial contribution to their success by the provision of an additional source of trained manpower, provided that:

(a) Such service is well planned and directed, utilizes volunteers recruited and serving on as wide a geographical basis as possible, including in particular the developing countries, and the necessary resources are made available,

(b) Volunteers have the technical and personal qualifications required for the development of recipient countries, including the transfer of skills,

(c) Volunteers are not sent to a country without the explicit request and approval of the recipient Governments concerned,

1. **Welcomes** the Secretary-General's proposals contained in his report;

2. **Decides** to establish within the existing framework of the United Nations system, with effect from 1 January 1971, an international group of volunteers, the members of which shall be designated collectively and individually as United Nations Volunteers;

3. **Requests** the Secretary-General:

(a) To designate the Administrator of the United Nations Development Programme as the Administrator of the United Nations Volunteers;

(b) In consultation with the Administrator of the United Nations Development Programme, to appoint a co-ordinator, within the framework of the Programme, to promote

[1] E/4790

and co-ordinate the recruitment, selection, training and administrative management of the activities of the United Nations Volunteers within the United Nations system in collaboration with the United Nations agencies concerned and in co-operation with organizations concerned with national and international voluntary service and, where appropriate, with relevant youth organizations;

4. **Invites** Governments of States Members of the United Nations or members of specialized agencies, international non-governmental organizations and individuals to contribute to a special voluntary fund for the support of the activities of the United Nations Volunteers;

5. **Requests** the Secretary-General and the Administrator of the United Nations Development Programme to report, through the Governing Council of the Programme and the Economic and Social Council, to the General Assembly at its twenty-sixth session on the experience gained from the operation of the United Nations Volunteers programme in implementing the present resolution and to make such proposals as they deem advisable to enable the United Nations Volunteers to serve better the aims and ends in view.

1918th plenary meeting,
7 December 1970.

1975 Membership of the UNDP Governing Council

	Term of office expires on 31 December
ARGENTINA	1977
AUSTRIA	1975
BELGIUM	1976
BRAZIL	1976
BULGARIA	1977
CANADA	1976
CENTRAL AFRICAN REPUBLIC	1976
CHAD	1976
CHILE	1976
CHINA	1977
CUBA	1975
DAHOMEY	1977
DENMARK	1975
FINLAND	1977
FRANCE	1976
GERMANY, FEDERAL REPUBLIC OF	1977
GHANA	1976
GUYANA	1977
HUNGARY	1976
INDIA	1975
INDONESIA	1977
IRAN	1975
ITALY	1975
JAMAICA	1975
JAPAN	1975
KUWAIT	1976
LESOTHO	1976
MALAWI	1977
MALAYSIA	1975
MALTA	1977
MOROCCO	1975
NETHERLANDS	1977
NEW ZEALAND	1976
NIGER	1977
NORWAY	1976
PAKISTAN	1976
PHILIPPINES	1976
PERU	1977
POLAND	1977
SOMALIA	1976
SRI LANKA	1977

1975 Membership of the UNDP Governing Council

	Term of office expires on 31 December
SUDAN	1975
SWEDEN	1976
SWITZERLAND	1977
TOGO	1975
UNION OF SOVIET SOCIALIST REPUBLICS	1975
UNITED KINGDOM OF GREAT BRITAIN AND NORTHERN IRELAND	1975
UNITED STATES OF AMERICA	1975

LIST OF COUNTRIES

ACTIVELY PARTICIPATING IN UNV

as of December 31, 1974

1. Countries providing Volunteers to UNV

Industrialized		Developing	
Australia	4	Argentina	1
Austria	6	Chile	8
Belgium	1	Colombia	1
Canada	5	Cyprus	1
Denmark	2	Dahomey	1
Fed. Rep. of Germany	26	Dominican Republic	1
France	5	Ecuador	1
Ireland	4	Egypt	4
Italy	50	El Salvador	1
Japan	1	Ethiopia	1
Netherlands	6	Ghana	2
Norway	6	Haiti	1
Portugal	2	Hong Kong	1
Sweden	3	India	15
Switzerland	5	Iran	1
United Kingdom	11	Jordan	3
USA	19	Kenya	1
		Malaysia	1
		Nepal	2
		Pakistan	3
		Paraguay	1
		Peru	1
		Philippines	9
		South Rhodesia	1
		Sri Lanka	2
		Sudan	1
		Tanzania	1
		Thailand	1
		Refugees	1

1.2 **Countries providing Special Voluntary Funds:**

Industrialized (US$)		**Developing** (US$)	
Belgium	(26,316)	Botswana	(416 (pledged)
Canada	(20,000)	Cyprus	(242)
Denmark	(25,000)	India	(10,000)
Fed. Rep. of Germany	(137,092)	Indonesia	(1,000)
Holy See	(1,500)	Iran	(30,000)
Israel	(1,000)	Iraq	(1,000)
Netherlands	(75,000)	Laos	(1,000)
Switzerland	(10,000)	Lebanon	(1,000)
U.S.A.	(325,000)	Morocco	(14,805)
	(100,000 pledged)	Pakistan	(1,000)
		Togo	(939)
		Turkey	(2,500)

COMPENDIUM No. 26
Attachment 4
UNV Form VC 3A-E;

UNITED NATIONS VOLUNTEERS

Geneva

RULES OF CONDUCT AND CONDITIONS OF SERVICE FOR UNITED NATIONS VOLUNTEERS

I. Rules of Conduct

The United Nations Volunteers (UNV) constitutes a part of the common endeavour in the achievement of economic and social development and better society to which the organizations of the United Nations system are collectively committed.

1. In keeping with the pledge of commitment, United Nations volunteers will discharge their functions and regulate their conduct with the interest of the United Nations only in view.

2. In accordance with the highest ideals of a volunteer service, United Nations volunteers will be guided by the sole motivation to devote their knowledge and abilities without regard to any financial benefit or gain towards the realization of the broad objectives as laid down by the United Nations Charter for the economic and social advancement of mankind.

3. United Nations volunteers are not to engage in any activity which is incompatible with the proper discharge of their duties nor participate in any outside employment.

4. While United Nations volunteers are not expected to give up their national sentiments or their political and religious convictions, they are not to engage in any political activity which might be inconsistent with the independence and impartiality required of a member of the United Nations Volunteers. Furthermore, United Nations volunteers should avoid any action and in particular any public statement which may adversely reflect on their special international status as members of the United Nations Volunteers.

5. During the period of their assignment, United Nations volunteers shall not without prior explicit approval of the Resident Representative issue statements to the press, radio or other agencies of public information, release any visual information for publication, or take part in mass communication activities such as film, radio or television productions which are in any way related to project activities or to the aims, activities or interests of the United Nations or the host country.

6. United Nations volunteers will at all times respect the existing laws and moral codes and traditions prevailing in the host country.

II. Conditions of Service

7. It is understood that the following conditions of service relate specifically for the duration of assignment in the field. Any obligations prior to a United Nations volunteer's arrival at the country of service and following the completion of the term of his assignment, shall be the responsibility of the sponsoring organization. Further, any prior contractual agreement that a United Nations volunteer may enter with the sponsoring organization shall be superseded by the following provisions during the course of his assignment to the extent that they are conflicting.

8. **Settling-in Grant:** Any appropriate settling-in grant will be payable to United Nations volunteers on commencement of assignment.

9. **Living Allowance:** The United Nations volunteers will receive a monthly living allowance in local currency.

10. **Accommodation:** The United Nations volunteers shall be provided with simple but adequately furnished accommodation free of any rental. As a substitute for free living accommodation, a special indemnity can be paid to volunteers.

11. **Travel Allowance:** Travel expenses in local currency shall be payable whenever United Nations volunteers are called upon to undertake official travel within the country of assignment in the performance of their duties. The foregoing will be provided under conditions to be notified to the United Nations volunteers.

12. **Annual Leave:** United Nations volunteers will be entitled to annual leave at the rate of two and a half working days a month, which they will be expected to take during their term of assignment. Such leave shall be arranged with the project manager and approved by the Resident Representative. No payment in lieu of accrued leave may be made.

As a general rule, leave shall be restricted to the area of service. Exceptions will have to be approved by the Resident Representative who must also be informed of address of volunteers during periods of leave.

13. In the event of any absence due to illness, injury or public health requirements, the volunteer will be required to submit a report. Where the absence is for five consecutive working days or longer, it shall be supported by a certificate from a qualified member of the medical profession. During illness United Nations volunteers shall not leave the area of the duty station without the prior approval of the Resident Representative or the project manager concerned.

14. **Medical and hospital expenses:** The United Nations Volunteers will undertake the responsibility for medical and hospital expenses arising from injury or illness incurred during the course of assignment. For this purpose, in the first instance, the government health services will be made available to United Nations Volunteers free of charge. This provision will include the following:

(a) all medical expenses caused by illness or accidents during the period of assignment;

(b) expenses for curative dental care;

(c) all expenses for medical examinations including immunizations and innoculations while in country of assignment;

(d) all transportation costs resulting from accidents or illness including evacuation;

(e) all follow-up expenses for accidents and illnesses originated while under contract.

15. **Compensation for injury or illness attributable to service:** In the event of death, injury or illness attributable to the performance of official duties on behalf of the United Nations Volunteers, volunteers, or their dependents in the event of death, shall be entitled to compensation in accordance with the provisions established for the United Nations Volunteers.

16. United Nations volunteers may be required to undergo periodic medical examinations including undertaking such immunization and innoculation vaccinations as may be necessary. Further they will undergo a medical examination on the completion of their term of assignment and the report on this last examination shall be submitted to the United Nations Medical Director for review.

17. **Privileges and Immunities:** The United Nations Volunteers undertakes to negotiate with the host government the provision of such limited privileges and immunities as are necessary for the proper performance of its functions.

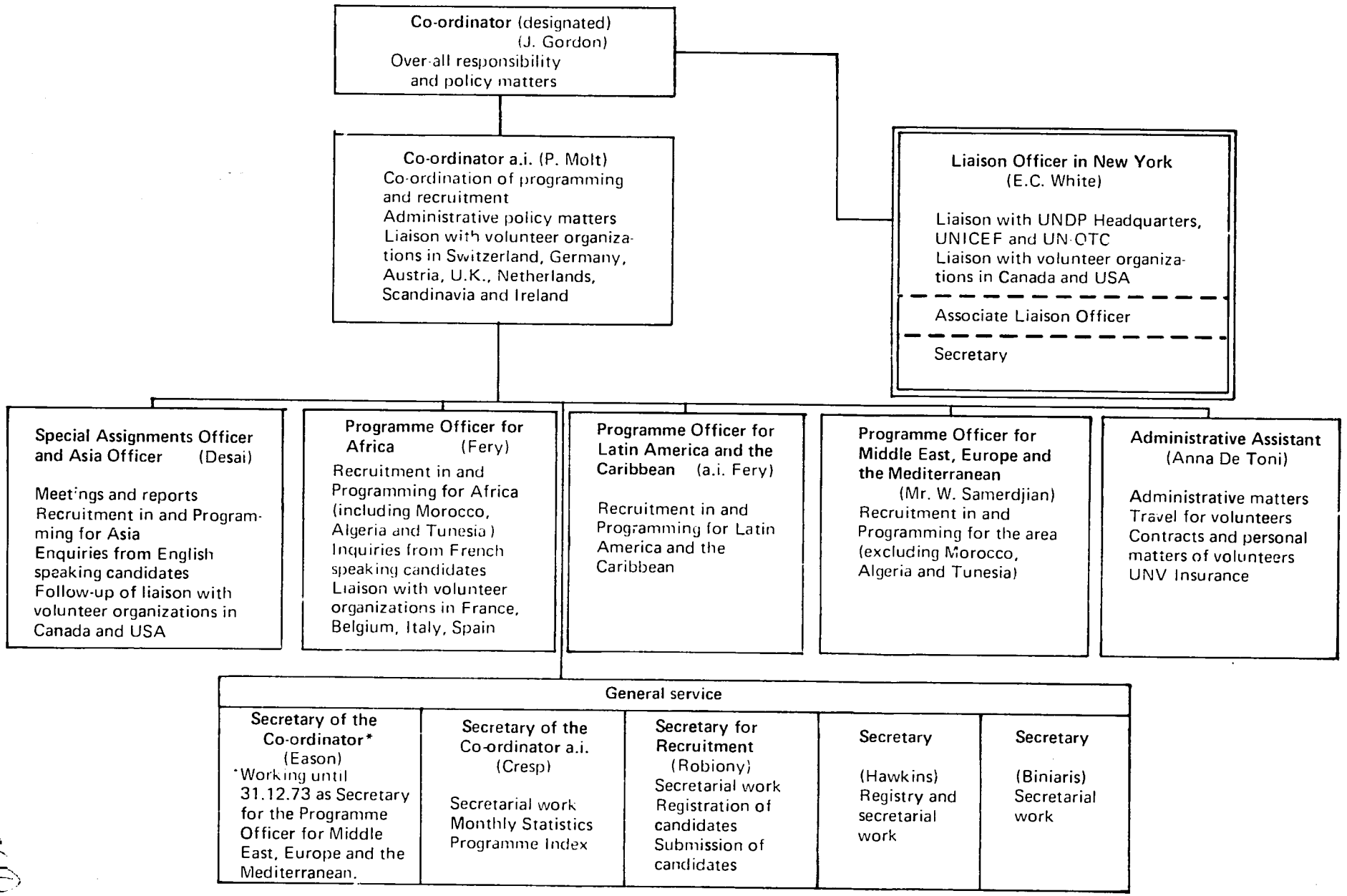
18. The United Nations Volunteers may waive the immunity of any United Nations volunteer where, in the opinion of the United Nations Volunteers, the immunity would impede the course of justice and can be waived without prejudice to the interests of the United Nations Volunteers.

19. The United Nations Volunteers reserves the right to amend the conditions of each engagement without prejudice to the rights acquired under it. The United Nations Volunteers also reserves the right to withdraw a voluntee. from an assignment after having informed the authorities concerned.

20. The engagement as a United Nations volunteer may be terminated by either side on six weeks written notice.

21. The United Nations Volunteers may summarily dismiss a volunteer for serious misconduct.

22. Any controversy arising out of the observance or non-observance of an engagement shall be resolved through appeals procedures to be established for the United Nations Volunteers.

ORGANIZATIONAL STRUCTURE UNITED NATIONS VOLUNTEERS

(15.10.1973)