ASEAN Volunteer Program

Guidelines for Start-up and Operation

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Background

Volunteerism is identified as one of the priorities under the ASEAN Socio-Cultural Community (ASCC) Blueprint which was adopted at the 14th ASEAN Summit on 28 February – 1 March 2009 in Cha-am Hua Hin, Thailand. The Actions relevant to volunteerism set forth in The ASCC Blueprint are as follows:

- B1(x) Facilitate the rural volunteers movement and the exchange of young professional in rural development in ASEAN;
- B7(xi) Establish an ASEAN volunteer programme to assist disaster stricken areas which will also enhance ASEAN togetherness;
- E4(iii) Explore the establishment of an ASEAN volunteers programme, to be composed of young professionals, with focus on supporting rural development and assisting communities to help themselves by 2009;
- E4(iv) Support youth volunteers undertaking emergency or humanitarian missions by giving them recognition.

As early as the fall of 2007, ASEAN has been considering how to implement a volunteer program. In the aftermath of Cyclone Nargis in 2008, ASEAN has run a volunteer program in Myanmar to support reconstruction in three villages in the Irrawaddy Delta. These volunteer efforts have been very successful and ASEAN is now seeking to create a formal mechanism for future volunteer efforts.

This document represents a culmination of efforts to date and presents a vision, key guidelines, and a rough action plan for moving forward in establishing a formal and permanent ASEAN Volunteer Program (AVP). Its purpose is twofold: 1) to provide the ASEAN Secretariat with guidelines on basic procedures and systems needed in setting up a cohesive and unified AVP and 2) to provide a framework for Member States and implementing partners the lays out the basic premise and intended operating procedures of the AVP.

Mission Statement and Values

The ASEAN Volunteer Program (AVP) is an initiative under the Socio-Cultural Community, based at the ASEAN Secretariat in Jakarta, Indonesia that is guided by the ASEAN Socio-Cultural Community Council. It intends to instill the sense of volunteerism on a regional level in ASEAN and bring together professionals from all ten Member States to address problems and work together to support development needs in the region.

The AVP, its staff, volunteers, partners, and clients should all be aware of and agree with the mission statement. They must also support the vision behind its creation as well as the values it seeks to uphold.

Mission Statement

The mission statement of the AVP is as follows:

Mobilizing volunteers to support development needs in ASEAN and respond to crisis situations with the overall goal of promoting people to people contact within ASEAN

Vision and Values

The AVP's vision and values can be summarized in five key points:

- Seeking to build a caring ASEAN community through collaborative volunteer assignments and people to people contact between the host country and volunteers from the region.
- Striving to use volunteer expertise in a sustainable manner to help solve problems and support development needs in ASEAN.
- Promoting awareness of ASEAN at the grassroots level within every ASEAN Member State.
- Supporting speedy humanitarian assistance to ASEAN Member States affected by disaster.
- Providing opportunities for ASEAN nationals to build expertise and support development goals in the region.

Management Structure and Staffing

A proper management structure for the ASEAN Volunteer Program will provide the foundation upon which a truly regional and ASEAN-led volunteer initiative can grow. The management structure must be as simple as possible with lines of authority and delegation of responsibility clear and precise. The greater confusion in the management structure, the less likely that the AVP will be able to function properly and the more difficult it will be to ensure a high quality of service and a positive image of ASEAN volunteers throughout the region.

The AVP will be headquartered in Jakarta in the offices of the ASEAN Secretariat. In order to ensure proper oversight for the quality and direction of the program, it is necessary that the AVP have at least one dedicated staff member, if not more. Ideally, the program will be managed and overseen by an officer within the ASEAN Secretariat. This officer will have ultimate ownership and authority for key decisions regarding the AVP, its direction, and its operations. Given staff workloads and other commitments, this officer should be a new hire brought in for the specific purpose of running and overseeing the AVP. In order to enable AVP to cover a diversity of areas from rural development to environment to health and education, this officer should be housed in the ASEAN Socio-Cultural Community Council (ASCC) but not in any specific unit or division, instead reporting to the Deputy Secretary General (DSG) in charge of the overall ASCC.

In addition, even though staffing of the AVP is dictated by available budget and funding levels, there is a strong need not only for such a full time officer but also one or more assistants (depending on how many country programs become operational). It is important to establish this staffing structure fairly early as there needs to be an “owner” of this initiative who has the time and authority to make the necessary decisions and carry out the various functions that will be required for AVP to operate and grow. To split this responsibility between units and/or ask staff to handle management functions of the AVP as just one part of their responsibilities will only dilute the effort and not serve the AVP well. It is difficult to understate the importance that adequate resources are given to the management and oversight of the AVP. As the AVP will be a very public effort that will present ASEAN to numerous audiences across Member States, a half-hearted or under-funded effort will prove counter-productive and can actually harm ASEAN’s image amongst the Member States. There is considerable work involved in managing and overseeing such a program—most importantly of which is quality control and oversight of the ASEAN brand. To mobilize and send volunteers under the ASEAN name who have not been

properly selected, placed, and briefed can cause much damage not only to the AVP, but to ASEAN image and reputation as well. As a point of comparison, similar volunteer initiatives (AVI, Peace Corps, VSO) have dozens of staff managing such functions from their headquarters. On such regional example, the Singapore Volunteers Overseas (SVO) Program, which sent 188 volunteers last year, has an operating budget of $3 million per year and a staff of 10-15 based in Singapore (housed in the Singapore International Foundation).

It is expected that ASEAN Secretariat—through this senior officer—will take leadership over the AVP and be ultimately responsible for quality of implementation. As the AVP grows and becomes functional, it is envisioned that the relationship between the ASEAN Secretariat and the actual implementation of the project will function in a similar fashion to a franchisor-franchisee relationship whereby interested Member States will buy into the program and then be allowed to access available ASEAN resources such as use of recruiting databases, ASEAN/AVP branding, etc. in volunteer operations. When funding is available, the ASEAN Secretariat will also provide more hands-on management in certain scenarios where immediate assistance is needed (post-disaster relief/recovery efforts) or when interested Member States lack their own resources and/or capacity to manage such activities.

Along these lines, AVP staff in the ASEAN Secretariat will have significant responsibilities. The primary responsibility of ensuring quality and overseeing the approach has to fall to the ASEAN Secretariat —outsourcing such responsibilities or relying on already overcommitted staff will only serve to hurt the initiative and dilute its effectiveness. As such, it is important to have one or more dedicated staff members focused on the many responsibilities that will fall to the ASEAN Secretariat. The various AVP tasks to be handled at the ASEAN Secretariat include:

- Program development—developing relationships with Member States and possible implementing partners; designing country strategies, and expanding the reach and scope of the AVP.
- Country program design—assisting Member States in developing country-level work programs; approving Member States' proposed work plans; identifying, vetting, and training local partners who will manage field operations of the AVP, and unifying a number of country programs across Member States into a cohesive and consistent AVP.
- Oversight—ensuring compliance with AVP vision and values, maintaining consistency among disparate volunteer projects, coordinating recruitment efforts amongst different country programs; maintaining open and regular communications with country offices/partners; upholding the ASEAN brand and ideals of ASEAN/the AVP.
- ASEAN branding and marketing of the program in coordination with the Public Outreach and Civil Society Division.
- Program level monitoring, evaluation, and reporting.
- Managing the ASEAN volunteer database—creating and maintaining a database of AVP volunteers and projects.

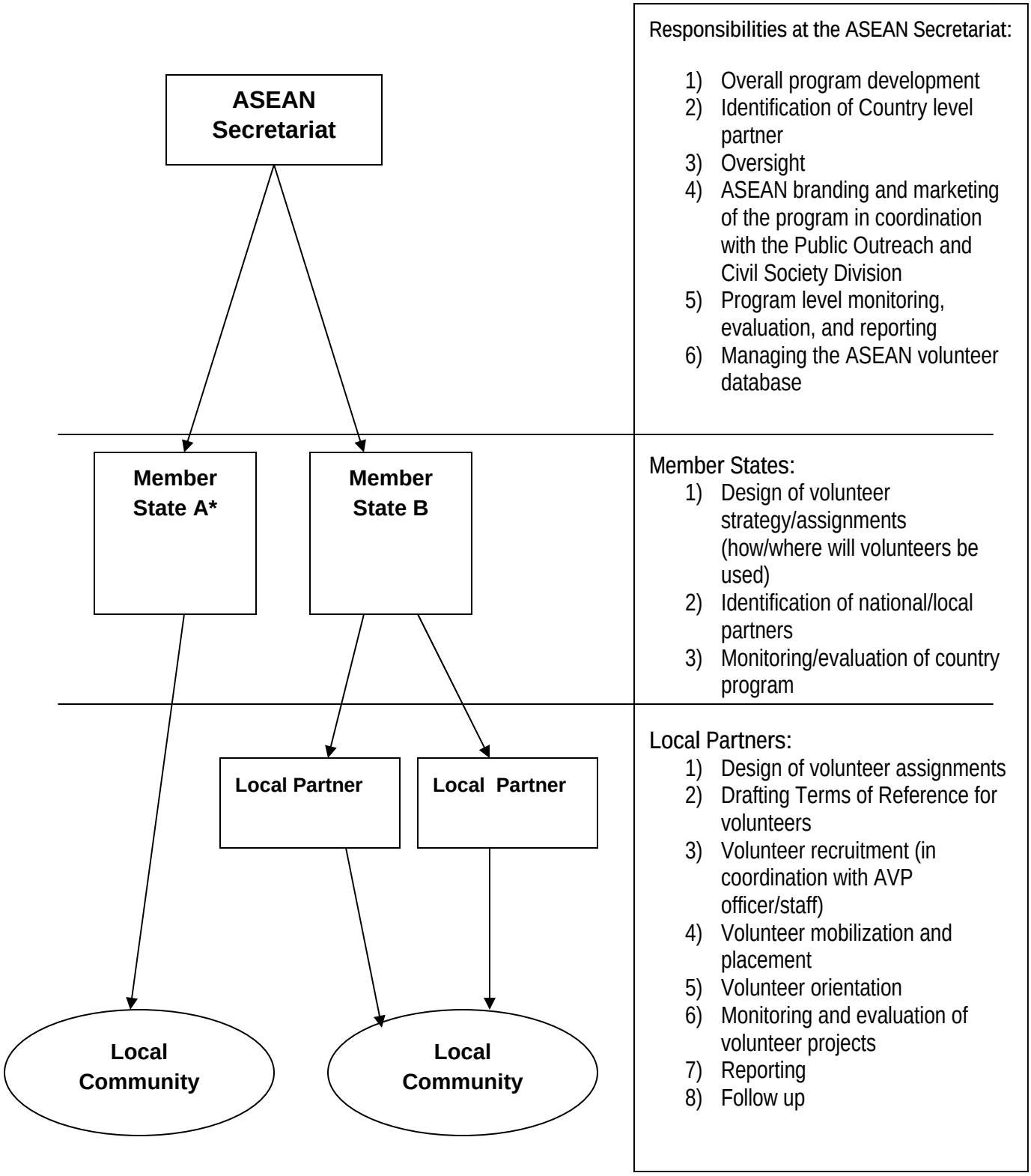
It is expected that host countries (Member States) will take responsibility for a number of actions involved in implementing their respective country programs. The AVP must have the country's support and assistance for the following:

- Design of volunteer strategy/assignments—determining how/where volunteers will be used and what purpose will they serve.
- Identification of national/local implementing partners—working with AVP staff to identify, train, and oversee partners on the ground who will have the ultimate responsibility in on-the-ground volunteer work.
- Monitoring and evaluation of country program—ensuring adequate quality and performance of local partners.

In terms of the day to day volunteer activities, AVP will rely on the country programs and local partners to manage the implementation of the volunteer assignments. (In cases where funds are available or circumstances require, ASEAN may also set up a field office to support the host government in carrying out these functions) These partners will have the responsibility for:

- Design of individual volunteer assignments—identifying local needs and determining positions/sites where ASEAN volunteers can be most effective.
- Drafting individual volunteer TORs.
- Volunteer recruitment (in coordination with AVP officer/staff)—interviewing prospective volunteers, selecting final candidates, and matching qualified volunteers with appropriate TORs.
- Volunteer mobilization and placement.
- Volunteer orientation.
- Monitoring and evaluation of volunteer projects.
- Reporting.
- Follow up.

Figure 1: Management Structure and Responsibilities of AVP Implementers



*In some cases the Member State agency may also serve as the local implementing partner

Operational standards

The AVP should have and uphold a number of basic standards in all of its operations. Such consistency is important for developing a set of standard operating procedures, facilitating easy and quick start up of new projects and country strategies, and building a reputation of excellence for all AVP projects and assignments. At the basic level, AVP should adhere to the following standards:

- All volunteers should be ASEAN nationals, with minimum of an undergraduate degree and two years experience.
- In some cases, more experienced volunteers will be required to address specific or time-sensitive needs.
- All volunteers should pass a minimum proficiency in English.
- All volunteers should comply with a code of conduct and accept basic principles of volunteerism as laid out in their contracts.
- All efforts should be made to achieve gender balance on volunteer teams and ensure that all teams have both male and female representation.
- All volunteers should be medically fit to travel and work in remote locations and must sign a form attesting to this fact.
- The AVP and its volunteers will comply with and respect host country laws and regulations and will design interventions in accordance with Member State guidance.

All volunteer assignments must also comply with certain basic standards. The AVP will undertake two different types of assignments. The first, and most common, will be volunteers placed in communities to address specific, long term development needs. It is important that the necessary time and planning be taken in order to maximize the chances of success for the project and ensure that the experience will be a positive one both for the volunteers and for their ultimate clients (local partners, communities, etc.). Such assignments shall adhere to the following criteria.

- In ideal situations, volunteer assignments should be 2 months to 1 year in length. This length can very depending on the need; however a minimum of a two month commitment on the part of the volunteer should be required in order to ensure sustainability. In certain scenarios, a shorter assignment might be acceptable, but that is left to the discretion of the AVP staff in Jakarta).

- Strong focus on rural development with the placement of volunteers in villages or rural communities with the express purpose of supporting a development need in that community.
- Volunteers shall ideally be placed in groups or 4-8 people
- At least two ASEAN countries apart from the host country, if not more should be represented in each volunteer group.
- Each volunteer group should have at least one or two (depending on the size of the group) local volunteers who are from the host country and speak the local language.
- Volunteer work should complement ongoing development programs in the country/region. Volunteers shouldn't be placed in the absence of an ongoing development program or initiative.

The second type of volunteer fielded by the AVP will be volunteers to address specific needs in crisis and disaster response and recovery situations. The volunteers will be mobilized to assist in ASEAN or other agencies' efforts to respond and assist in the recovery efforts after a natural disaster or other crisis. Such assignments will be flexible according to the situation and only utilized when they can complement efforts on the ground. Basic guidelines for such assignments include:

- The time of the volunteer assignment is dependent on need.
- First responder volunteers should have relevant experience and prior work in a disaster response situation. An exception can be made for local volunteers who have direct knowledge of communities afflicted and or specific language skills.
- Volunteers shall be placed in small groups with existing recovery programs being implemented by partners on the ground.
- Whenever possible, repeat volunteers and/or "proven" volunteers should be used in these situations—ASEAN should create and maintain a roster of committed and available volunteers to be used in crisis situations.

Country Programs

Country programs are the building blocks of the AVP. They constitute the mechanism through with ASEAN volunteers will be mobilized and placed in local assignments. The also serve as the structure through which all ASEAN volunteers will be recruited, mobilized and placed in a given country. As such, the design and starting up of country programs is one of the more important components of the AVP program. In each country program, the AVP staff at the ASEAN Secretariat must have Member State buy-in and acceptance of the proposed work plan. Likewise, Member States, according to their ability, shall provide funding and in-kind support for volunteer programs. This support is crucial for any country program to function and achieve success. The AVP's funding is limited, so Member State buy-in is critical for programming and work to be undertaken within the borders of that Member State. Moreover, the more a Member State is invested in the AVP operations within its borders, the greater chance for success—Member State buy-in also allows for access and legitimacy of the AVP's efforts as well as facilitating cooperation with key development initiatives in the country.

The process for designing and implementing a country program is as follows:

- Member States may submit proposals to the ASEAN Secretariat themselves or key actors within a Member State (ministries, government agencies, or development groups), with Member State support, may submit a proposal on behalf of the Member State. Proposals should include:
    - A statement of goals of the program—what development needs can be supported through the use of ASEAN volunteers?
    - A plan for how ASEAN volunteers can be integrated into local development efforts and/or be used in a productive way to help achieve a Member States' desired development objectives.
    - A budget that reflects the costs of the volunteers and a statement as to how the Member State will fulfill and contribute to this budget.
        - Contributions may come in the form of direct funding or in-kind and may be received from the Member State itself or from partners working in the Member State (NGOs, development organizations, national/regional/local government institutions or a combination thereof).

  - If applicable, a description of local implementing partners that will receive the volunteers and manage their work on the ground.
  - A statement by the Member State acknowledging the values and ideals of the AVP and confirming that any projects in the country receiving ASEAN volunteers should comply by the ideals of the AVP as well as the ASEAN charter

- A country program should be formally initiated when Member State proposal is received and accepted and contributions (in-kind or financial) to the AVP are negotiated and agreed upon.
- Upon acceptance of the Member State's proposal, notification should be provided to the relevant sectoral body and a work plan should be designed in collaboration with AVP staff at the ASEAN Secretariat.
- When appropriate and in cases where the Member State or government agencies in the Member State cannot serve as local implementing partners responsible for the day to day operations of the volunteer work on the ground, such partners shall be identified through an open and competitive process in cooperation with the Member State.
- AVP staff in the ASEAN Secretariat shall provide training and orientation for Member State agencies and/or local implementing partners in receiving, orienting, and managing volunteer assignments.

As the country programs are essential to the creation of a regional AVP—much attention and resources should be given to mobilizing support amongst the Member States and soliciting interest and proposals from them. Along these lines, it is recommended to hold a workshop or round table with key representatives from each Member State early in the process to present the concept behind the AVP, explain the process of setting up country programs, to build excitement for the program, and start to encourage ideas and interest among them.

Volunteers for Disaster Response/Recovery

In the case where a volunteer program is being developed in response to a disaster, the AVP staff at the ASEAN Secretariat will work with the host country to develop the initial country proposal. The rest of the procedures set out above will be followed.

Local Implementing Partners

Local implementing partners are the eyes and hands of the AVP on the ground where volunteer assignments are taking place. They serve as the primary day-to-day implementers of the work of the AVP and as such play a key role in the delivery of AVP assistance and services. Accordingly, the selection, training, and management of these partners are some of the most vital functions of AVP staff. In some cases, the management of these local partners will be the responsibility of the Member State or national level partners in locations where the AVP is working. Nevertheless, AVP staff must provide proper oversight and necessary training in order to maintain a high quality of volunteer assignment and to ensure the process runs smoothly from recruitment to mobilization to the actual volunteer assignment itself to report/monitoring/evaluation, and follow-up.

Once a country program has been established, local implementing partners shall be selected. In some cases, the local implementing partners may be an agency or group within the Member State itself or may be a surrogate of the Member State that is already implementing development initiatives in the country. In such cases, the process is fairly simple as the national partners/Member State and the implementing partners are essentially one and the same. However, in many cases, the Member State may not have the resources or necessary capacity to serve in this role. In such instances, two options are available to AVP—depending of course on funding levels as well as the situation on the ground:

1) Setting up an AVP field office in the country to manage the country program and oversee volunteer activities on a day to day level.

2) Identifying local implementing partners through an open selection process who can function in the role of the day-to day managers of the project.

In the former, the process will vary depending on the country. Setting up an AVP field office will require substantial resources and, at minimum, three to five staff members (accountant, program manager, and an assistant—at the very least). Likewise, an AVP field office will almost certainly need to identify other local partners through which volunteers can be placed (local NGOs and development service providers). This solution is expensive but provides the AVP with more direct day to day control over the quality of the program. In crisis and post-disaster situations where the Member State is already over-burdened or incapable of playing a substantive role—

setting up such an office may be the only option that ensures quick and rapid deployment of AVP assistance to the disaster-stricken area.

In the latter scenario (using local partners in lieu of setting up a field office), it is important to identify local implementing partners who are capable, trustworthy, and—ideally—have prior experience working with and using volunteers in their operations. In selecting such partners, an open selection process shall be followed. Announcements for proposals from potential local partners should include at least the following:

- Goals of the project
- Area where work will take place
- Budget available
- Number of volunteers to be placed
- Expected role of the volunteer
- Duration of the assignment

In selecting the final local partners, it should be kept in mind that the responsibilities of local partners shall vary by project, but at minimum, they must be able to handle the following:

- Drafting SOW and communicating needs with regards to the type of volunteer needed and how they will fit into the project
- Orientation of the volunteer at the project site
- Transport of the volunteer from closest airport to the project site
- Monitoring of volunteer assignment
- Coordinating reporting and final evaluation of the volunteer.

Evaluations of potential local partners should focus on their ability to carry out these functions in addition to such criteria as reputation in the regions/communities where volunteers will be placed, local knowledge, capacity and abilities of their staff, and if their missions/values line up with the values of the AVP.

Recruitment of Volunteers

The recruitment of ASEAN Volunteers is a process requiring input and collaboration between local partners and/or staff on the ground implementing the projects in Member States and AVP staff at the ASEAN Secretariat. In order to have a successful volunteer assignment—both for the volunteer and the hosts of the volunteer—a through job off screening and vetting needs to be done in order to ensure that the volunteer's skills and personality match up with the needs and realities on the ground.

For each assignment, the local implementing partner shall lead the recruitment process. The process should unfold as follows:

- Identification of needs for volunteer (what will their role be, how can they contribute to the overall development goals of the program/community, how long will the assignment last, what specific skills are needed).
- Drafting of the TOR. The TOR must concisely state the nature of the assignment; the goals of the assignment; skills needed in order to achieve these goals, and expected duration of the assignment.
- Sharing of the TOR with Member State/ASEAN Secretariat staff for sign off and to begin active recruiting.
- Drafting of a recruitment ad, using the TOR.
- Publishing of recruitment ad in relevant publications/websites
- Receiving CVs and doing an initial vetting of candidates
- Providing input of preferred candidates to the ASEAN Secretariat.
- In coordination with the ASEAN Secretariat, Member State reps (when relevant), conduct interviews and select final candidate.

Recruitment shall be overseen by the AVP officer/staff in the ASEAN Secretariat. Staff at the ASEAN Secretariat should not be involved with day to day recruiting; however they should oversee the process and ensure that local implementing partners are plugged into the various resources at the disposal of ASEAN in order to ensure proper dissemination of volunteer TORs and to maximize the outreach of the recruitment effort. More specifically, their role should consist of the following:

- AVP staff at the ASEAN Secretariat shall disseminate recruitment needs/TORs to the sectoral bodies for each requested regional volunteer.
- AVP staff at the ASEAN Secretariat shall also guide host countries/local partners in the recruitment process, assisting with marketing and providing information on regularly used recruitment sources (regional publications, websites, etc.)
- AVP staff shall work with host/countries and local partners to vet candidates and provide a voice in the selection of each volunteer to ensure compliance with AVP ideals and make sure that each volunteer will be able to represent the best face of ASEAN to clients, partners and other volunteers.

Volunteers for Disaster Response/Recovery

The recruitment process for volunteers involved in ASEAN's disaster response and recovery work will follow a much abbreviated process. Given the likely time constraints and need for rapid mobilization, recruitment will be managed by AVP staff at the ASEAN Secretariat or AVP staff on the ground in the crisis area. The first tool of recruitment will be a volunteer database of ASEAN volunteers who have successfully completed at least one AVP assignment and have a proven track record of success and professionalism. Additionally, the process of matching volunteers to assignments will become much more critical and AVP staff will ensure that all volunteers being sent into a disaster area have the necessary skills to add value and contribute to the relief and recovery effort.

AVP staff will collaborate closely with local implementing partners and the host country on the ground to ensure an adequate fit between the volunteer and the assignment as well as to facilitate the rapid mobilization and start-up of the volunteer assignment.

Mobilization and Orientation of Volunteers

After a volunteer is selected, the process of mobilizing the volunteer begins. Coordination of mobilization and orientation shall be the responsibility of the host country and local partner. AVP staff at the ASEAN Secretariat shall oversee the process, but the local implementing partner shall directly coordinate communications with the volunteer, logistics, and the orientation/placement process once the volunteer arrives in country.

Mobilization

The local implementing partner shall manage the logistics of getting the volunteer to site. This includes the following:

- Establishing a start and end date for the assignment.
- Coordinating the booking and purchase of international travel arrangements for the volunteer.
- Arranging for temporary accommodations upon arrival in country.
- Arranging for transportation of the volunteer to site
- Arranging for accommodation at the site
- Establishing and providing a fair but reasonable living allowance/stipend for the volunteer. Living allowances should be set according to local income levels—volunteers' stipends should be no greater than the monthly salaries of local project staff.

Orientation

Before volunteers arrive onsite, AVP staff at the ASEAN Secretariat shall instruct and train each local partner/host country on the ASEAN-specific orientation to include:

- What is ASEAN?—background on the purpose and mission of ASEAN and its goals in fostering a tight economic and socio-cultural community between the ten Member States.
- History of ASEAN—key dates in the founding and growth of ASEAN, background on the ASEAN charter and its role in ASEAN activities.

- Building an ASEAN community—what does it mean to be an ASEAN Volunteer

The ASEAN Secretariat shall also provide each volunteer with an information packet on ASEAN background and the history/ideals of the ASEAN Volunteer program. Packets shall be emailed to volunteers before their assignment or given to them upon arrival in the host country.

The local implementation partner shall design an orientation appropriate to the specific volunteer project and location. For longer assignments, a more intensive orientation is needed. Any orientation program should include:

- Cultural orientation
- Language training (when appropriate—for longer assignments especially)
- Background on community that the volunteer will be working in plus a detailed briefing on the development problem and the ultimate goals of the assignment
- Specific information on the role of the volunteer
- Reporting lines—who is the volunteer's direct supervisor; who do they approach if they have a problem or concern?
- Code of conduct
- Emergency procedures
- Evaluation criteria for a "successful assignment."
- Reporting requirements.

Ideally, for an assignment of two to 4 months, an orientation program should be approximately a week in length. The first day should deal with the necessary background information, including a special session on ASEAN and the significance of being an ASEAN volunteer. The final 3-4 days should focus on the details and scope of the assignment and should present the role of the local implementing partner, its work in the targeted community, and how the volunteer is expected to fit into and play a productive role in this work. It is very important that by the end of the orientation program, the volunteer is very aware of his/her role and how s/he is expected to interface both with the local partner as well as with the targeted community and/or the ultimate clients of the assignment.

Monitoring and Evaluation

Monitoring and evaluation of all AVP work is important to ensure continued quality. Likewise, regular monitoring and evaluation allows for assurances on the effectiveness of AVP funds as well as confirming the soundness of approach and/or determine if changes need to be made to the program in order to improve outcomes for volunteers, partners and communities.

In order to install appropriate and proper monitoring and evaluation systems for the AVP, the following measures must be adhered to for every project undertaken by the AVP:

- Evaluation of volunteer assignments should be conducted at least one month after the volunteer's arrival and then at regular intervals during the assignment (if the assignment is longer than 2 months).
- Local implementing partners need to be responsible for all monitoring and evaluation at the volunteer level. Their feedback should be fed through the country level partners/offices through to the ASEAN Secretariat officer/staff in charge of the AVP in Jakarta.
- Monitoring of volunteer assignments should occur on a regular (at least weekly basis, depending on the remoteness of a volunteer assignment). Monitoring can include regular phone calls between the volunteer and the local implementing partner, emails, and site visits by local partner staff.
- Monitoring activities should also track predetermined success indicators for the project and volunteer assignment (discussed under the following Reporting chapter)
- Upon completion of a volunteer assignment an evaluation should be conducted of the impact of the volunteer's work. Evaluators should include the beneficiary, the implementing partner, and in some cases, fellow volunteers.
- The volunteer should also complete a self-evaluation form upon completion of an assignment.

Reporting

Reporting is a key component for all levels of AVP activity. It is the mechanism by which AVP management knows that work is going as planned and it is also the mechanism by which problems or potential problems can be communicated upwards and dealt with quickly and effectively. Generally, regular reporting lines shall flow upwards from the volunteer to local implementing partners to host governments/country partners to AVP staff in Jakarta and finally to the ASEAN Secretariat management and the Secretary General. However, and just as importantly, reporting shall also flow downwards from AVP staff at the ASEAN Secretariat to the various country programs and local partners in terms of dissemination of success stories, best practices and general progress reports on AVP's volunteer activities. Formal reporting between offices shall follow a regular schedule—monthly or quarterly reporting from the country programs to the ASEAN Secretariat and semi-annual/annual reporting from the ASEAN Secretariat staff to the DSG/SG.

In terms of regular reporting responsibilities, the following guidelines shall ensure regular, consistent, and useful reporting between all levels of the AVP:

- Volunteers shall submit their reports to local implementing partners. They are responsible for:
    - Preparing monthly progress reports that detail progress made, problems encountered and general perceptions of the assignment and the conditions that persist at their worksite.
    - Preparing a final report on the assignment that details work completed as per the volunteer's TOR, work completed outside of the TOR, general accomplishments, and problems encountered or difficulties faced in carrying out the terms of the TOR.
- Local partners/host country institutions shall submit regular monthly/quarterly reports to the ASEAN Secretariat. They are responsible for:
    - Compiling and summarizing volunteer reports into a usable format for the ASEAN Secretariat
    - Preparing progress reports of the country program (or in the case of local implementing partners, specific program elements for which they are responsible) towards its overall goals

    - Reporting on the following indicators:
        - How many volunteers mobilized?
        - How many communities/individuals assisted?
        - Project specific indicators relevant to the type of work being done (livelihoods, education, environment, etc. specific indicators)
        - Financial reporting—spending rates, budget status, etc.
- AVP staff at the ASEAN Secretariat are responsible for compiling all reporting received from local partners and host countries into a format usable for the ASEAN Secretariat management and overall ASEAN marketing/information dissemination purposes. They shall also prepare on a regular (quarterly or semi-annual) basis:
    - Success stories on volunteer assignments that were particularly noteworthy for a certain result or accomplishment achieved
    - Case studies on successful AVP initiatives
    - Annual progress report on AVP—total volunteers sent, countries represented, countries assisted, communities assisted, number of local partners, training results, etc.

Follow up to Volunteer Assignments

Follow up is an important, and often neglected, part of any volunteer assignment. It is essential in order to measure longer term indicators and impact of the work of AVP. After volunteer assignments are completed, there needs to be a plan in place to follow up with communities and local partners to gauge impact of assignments and measure longer term results of the volunteers' work.

Conducting proper follow up is the responsibility of all everyone involved in AVP implementation from AVP staff in Jakarta down to local implementing partners.

Responsibilities of the Member States/local partners:

- Before volunteers begin their assignments, the local partner will establish baselines that can be measured against to determine impact and results of the volunteers' work. Such baseline indicators could include (and are dependent on the nature and ultimate goals of the assignment):
    - Income levels in communities
    - Production levels of certain agricultural products
    - Sales/profits of farms/businesses
    - Utilization of improved practices (business/farms/sanitation/etc.)
    - Enrollment levels in schools/training/education programs
    - Literacy levels
    - Health and sanitation indicators (number of cases of certain ailments, institutionalization of certain sanitary practices, etc.)
- After a volunteer finishes her/his assignment, the local partner needs to conduct an evaluation of the local community through interviews and measurements of pre-identified indicators.
- Whenever feasible, local partners will continue to monitor these indicators on a semi-annual basis.

- As long as a country program is in place, local partners shall continue to report on these indicators in their regular reporting to the ASEAN Secretariat.

Responsibilities of the volunteer

The responsibilities of the volunteer are more difficult to enforce; however, during the recruitment phase, the willingness/ability to conduct follow up work should be an important part of the overall selection criteria. Volunteers shall be encouraged to remain in contact with their clients (communities, individuals, businesses) after an assignment ends. In some cases, there may be opportunities for follow up volunteer assignments and a volunteer who has completed a successful assignment in that community and is willing to return should be given priority. AVP staff in Jakarta and/or the local partner (when possible) will make an effort to follow up with returned volunteers and find out what, if any, follow up has occurred.

Responsibilities of the ASEAN Secretariat

When funding allows, AVP staff in the ASEAN Secretariat will conduct impact assessments, in coordination with host governments and local partners, to perform a more detailed study of volunteer results and compare progress of indicators with respect to their baseline. Impact assessments will measure progress against baseline indicators as well as trying to establish attribution to specific AVP initiatives/volunteer work for any improvement in these indicators.

Indicative costs

Indicative yearly funding needs for AVP management unit within ASEAN		
Cost Item	***Amount per unit***	***Total***
Full time officer in charge of AVP at the ASEAN Secretariat	TBD	TBD
Support Staff based in Jakarta (1-3 junior level staff members)	TBD	TBD
Publications/Printing	$20,000/Year	$20,000
Marketing/Advertising	$15,000/Year	$15,000
Website design	$10,000	$10,000
Website maintenance	$500/month	$6,000
Communications costs	$700/month	$8,400
Office space (office and common room/cubicles within the ASEAN Secretariat)	TBD	TBD
Program design/marketing travel (7 trips per year)	$3,000/trip	$21,000
Oversight travel (3 trips per year per country)	$2,500/trip	$7,500
Other transport (taxis, local transport, etc.)	$300/month	$3,600
Total	TBD	TBD

Indicative costs for local operations		
Cost Item	***Amount per unit***	***Total***
Office space	$1,000/month	$12,000
Staff (3 people full time—two local staff, one regional staff)	TBD	TBD
International travel costs (2 trips per year to Jakarta for reporting)	$2,500 per trip	$2,500
Local travel costs (car/driver rental, airfare, petrol)	$1,500/month	$18,000
Materials/office supplies	$500/month	$6,000
Communications costs (cell phones, int'l calls, etc.)	$400/month	$4,800
Total	TBD	TBD

Indicative costs per Volunteer Assignment (whenever possible, to be cost-shared between Member States receiving volunteers and Member States sending volunteers)		
Cost Item	***Amount per unit***	***Total***
International travel to site	$700	$700
Local travel (depending on remoteness of site)	$200-$500	$200-$500
Stipend (assuming 3 month assignment)	$300/month	$900
Temporary accommodations upon arrival	$75/day	$1,050
Accommodations on site (assuming home-stay—fees to homeowners)	$250/month	$750
Emergency insurance (varies by policy and total numbers covered)	$100/month	$300
Local partner management costs (30-40% on top of direct volunteer costs)	30% of total	$1260
Total per volunteer		**$5,000-$7,000**

Year 1 Action Plan

In order to start up the AVP, the following actions will be needed over the coming 6-12 months.

March –May:

- Finalize ASEAN Volunteer Program Guidelines.
- Continue discussions with Menkokesra on an Indonesia country program and work with Indonesian officials to refine and revise their proposal for ASEAN Volunteers.
- Begin identifying key representatives in other Member States who may be interested in the AVP and start building relationships with them.
- Meet with DSG and ASEAN Secretariat management on the AVP strategy, get management buy-in.

June/July:

- Hold ASEAN Volunteers Program Workshop for key representatives of Member States.
- Continue building relationships with Member States—if all goes well, begin receiving Member State proposals and commence/continue/finalize negotiations on one or more country programs that will kick off AVP operations.

August/September:

- Hire an ASEAN Secretariat officer to lead AVP
- Design and begin populating a volunteer database.
- Finalize AVP code of conduct for volunteers.
- Draft AVP Standard Operating Procedures Manual to set operational standard before kick off of major AVP activity.
- Start designing a more comprehensive funding strategy—how to bridge the gap between available funding and needed funding. Devise an outreach strategy for key private sector actors in the region to solicit direct/in-kind support.

Fall 2010:

- Set up AVP website
- Draft ASEAN Volunteer Orientation Packets
- Finalize negotiations to start up one or more country programs—put in place structures and systems (recruitment, communications, oversight) needed to kick off the first country program.
- Begin recruiting for first AVP assignments.

Early 2011

- First AVP volunteers sent out