Deep Dive Evaluation of Human Rights in southern Africa
FINAL report

Prepared for the Australian Volunteers Program by the Institute for Sustainable Futures

March 2021

Research team

- Dr Keren Winterford
- Anna Gero
- Tamara Megaw
- Dr Rebecca Cunningham
- Dr Anthony Fee
- Jay Falletta

Citation

About the authors

The Institute for Sustainable Futures (ISF) is an interdisciplinary research and consulting organisation at the University of Technology Sydney. ISF has been setting global benchmarks since 1997 in helping governments, organisations, businesses and communities achieve change towards sustainable futures.

We utilise a unique combination of skills and perspectives to offer long-term sustainable solutions that protect and enhance the environment, human wellbeing and social equity.

For further information visit: www.isf.uts.edu.au.

Acknowledgements

Institute for Sustainable Futures
University of Technology Sydney
PO Box 123 Broadway, NSW, 2007
www.isf.uts.edu.au

Executive summary

This document presents the findings of an evaluation of the Australian Volunteers Program's thematic 'impact area' of Human Rights in southern Africa. This evaluation is the second of three 'Deep Dives' which explore the three thematic impact areas for the Program.[1]

The evaluation was conducted by the Institute for Sustainable Futures (ISF), University of Technology Sydney (UTS) and the UTS Business School (Business School), from August 2020 to March 2021. The evaluation design for the Deep Dive evaluations was revised to adhere to necessary social distancing requirements related to COVID-19 in both Australia and South Africa. Risks associated with COVID-19, remote evaluation activities, and mitigation strategies, are described in Section 4.2 of this document.

The Global Program Strategy for the Australian Volunteers Program (the Program) sets out the three impact areas to which the Australia Volunteers Program contributes. As described in the formative evaluation findings[2], these impact areas are understood as just one lens through which to assess contribution of the Australian Volunteers Program. This evaluation focuses on the impact area of Human Rights. Sub-themes within this impact area, as well as examples of overlaps of the impact areas, are provided in Annex 2.

The purpose of the evaluation is to assess the outcomes and contribution of the Australian Volunteers Program to the impact area of Human Rights. Four features of the evaluation define its scope and provide guidance on how evaluation findings should be interpreted. These features are: (1) Partner Organisations (POs) are the primary unit of analysis; (2) the evaluation uses the impact area of Human Rights as a means to explore the Program's impact through the Australian Volunteers Program's support for POs, and to explore the progress of POs toward achieving their development objectives; (3) the evaluation focuses on three countries in southern Africa (Republic of South Africa (RSA), Lesotho and eSwatini), though POs in the three countries participated to different extents in the evaluation; and (4) the outcomes and impacts of the Australian Volunteers Program are not assessed; rather we assess POs' progress towards achieving their development objectives, and in turn the contribution of the Australian Volunteer Program to supporting the POs in this progress. Evaluation methods included Social Network Analysis (SNA); online quantitative and qualitative surveys; systems mapping of human rights in southern Africa; (remote) key informant interviews; and document reviews.

Findings are presented in four parts informed by the broad theory of change of the Australian Volunteers Program. Part A describes findings related to the outcomes for POs, the contribution of the Australian Volunteers Program and related contextual factors. Part B describes findings related to the impacts for beneficiaries and the contribution of the Australian Volunteers Program. Part C shares more detailed findings about the Australian Volunteers Program contribution in terms of the efficiency, relevance and coherence of the Program. Part D presents findings related to sustainability of the outcomes and the impacts achieved.

The evaluation identified impacts in the area of human rights through the work of POs and the Australian Volunteers Program. POs contribute to human rights in a broad range of areas, in line with the diverse set of human rights issues in southern Africa. The development objectives of POs are consistent with priorities for human rights set by government and non-government organisations in southern Africa. The work of POs in progressing the realisation of human rights is also aligned to the Australian Volunteers Program thematic area which has a strong focus on human rights for groups that are marginalised or suffer from discrimination. The evaluation revealed two main pathways through which POs contribute to human rights: service delivery to marginalised or disadvantaged groups; and advocacy and influence to change broader community perceptions towards these groups.

The Australian Volunteers Program's contribution to progressing the realisation of human rights is highly valued by POs and their beneficiaries. Volunteers' professional expertise and experience, coupled with their positive personal qualities, are highly valued. Volunteers were described as supporting POs in two ways: direct support to beneficiaries of POs (i.e. service users); and organisational development. Sustainability of benefits is strengthened as volunteers provide in-house staff training and put in place manuals, protocols

---

[1] Inclusive Economic Growth; Human Rights; and Climate Change, Disaster Resilience and Food Security
[2] See: https://dfat.gov.au/about-us/publications/Pages/avp-impact-areas-formative-evaluation-final-report.aspx

and resources so that the work can continue after their departure. Direct engagement of volunteers with beneficiaries and PO staff who work with beneficiaries has a profound effect on? the realisation of human rights.

Informed by the evaluation findings, seven practical and strategic recommendations are offered to the Australian Volunteers Program and DFAT. Whilst the recommendations are primarily focused on southern Africa and the thematic impact area of Human Rights, they incorporate lessons that can be applied in other country contexts. The recommendations offered below are intended to strengthen the impact and sustainability outcomes of the Program.

Recommendations related to volunteers:

1. The Australian Volunteers Program should **continue to develop innovative options for volunteering**, especially in response to COVID-19. Examples of possible options include: shorter term assignments; remote volunteering; group volunteering; and assignments in which Australian-based volunteers collaborate with local volunteers.

2. The Australian Volunteers Program should seek to **increase awareness about the Program within the Australian community and increase the diversity of volunteers** so that they reflect multi-cultural Australia, diverse genders, and different age groups, and volunteers are provided support as needed to work within cross-cultural contexts.

3. The Australian Volunteers Program should **increase opportunities for volunteers to connect with each other, especially when they are engaged in the same focus area of work** (for example the thematic impact area of Human Rights). This could be achieved through leveraging current community of practice activities and utilising efficient remote communications to connect diverse geographical areas in southern Africa.

Recommendations related to partner organisations:

4. The Australian Volunteers Program should **continue to develop innovative options for working with partner organisations**, especially in response to COVID-19. Examples include long-term partnerships; clustered POs and volunteer assignments; and larger-scale partnerships between partner organisations and Australian-based organisations based on shared interests or practice. Possible examples include: research institutes, advocacy groups; disability care providers; early childcare associations and links to the Australia Awards Alumni.

5. Prior to volunteer placements, the Australian Volunteers Program should **provide opportunities for POs to explore broad concepts about a thematic impact area (e.g. human rights, rights-based approaches, and UN conventions on human rights)** which links to their development objectives. This orientation could be on an invitation only (opt-in) basis, it could build on existing knowledge and expertise of POs, and it could draw on past and intended future engagement with the Australian Volunteers Program.

6. The Australian Volunteers Program should **continue to work to strengthen POs' ability to host and manage volunteers and get best value of the volunteer contribution to support long-lasting change**, through both individualised support, follow-up with POs and also through bringing POs together through collective peer (PO) **learning about host volunteering.**

7. The Australian Volunteers Program should **bring together partner organisations based on a common focus on human rights (thematic impact area) to explore opportunities for networking, collaboration, and ways to strengthen efforts to achieve shared development objectives.**

Acronyms

AVI	Australian Volunteers International
DAC	Development Assistance Committee
DFAT	Department of Foreign Affairs and Trade
ICMT	in-country management team
ISF	Institute for Sustainable Futures
MELF	Monitoring, Evaluation and Learning Framework
OECD	Organisation for Economic Co-operation and Development
PO	Partner Organisation
RSA	Republic of South Africa
SNA	social network analysis
TOR	terms of reference
UTS	University of Technology Sydney

Contents

1   Introduction

This document presents the findings of an evaluation of the Australian Volunteers Program's thematic 'impact area' of Human Rights in southern Africa. The evaluation is the second of three 'Deep Dives' which explore the three thematic impact areas of the Australian Volunteers Program.

The evaluation was conducted by the Institute for Sustainable Futures (ISF), University of Technology Sydney (UTS) and the UTS Business School (Business School), from August 2020 to March 2021. The evaluation design follows that of the first Deep Dive (conducted in 2020). The conduct of the evaluation adhered to necessary social distancing requirements related to COVID-19, in both Australia and southern Africa. Risks associated with COVID-19, remote evaluation activities, and mitigation strategies are described in Section 4.2 of this document.

The evaluation report has seven sections: 1) Introduction; 2) Background; 3) Evaluation purpose; 4) Methodology; 5) Findings; 6) Recommendations; and 7) Conclusion. This evaluation report has been prepared in line with the Department of Foreign Affairs and Trade (DFAT) M&E Standards (Standard 6) (see Annex 1).

2   Background

2.1   The Australian Volunteers Program

Since the 1960s the Australian Government has, through its aid program, supported Australians to volunteer in developing countries. International volunteering promotes cultural understanding through people-to-people linkages and is a means of promoting both public diplomacy and development outcomes.

The latest chapter of the Australian Volunteers Program (formerly Australian Volunteers for International Development) commenced on 1 January 2018 as a $190m Australian Government investment in 26 countries, over a period of five years. The Australian Volunteers Program is managed by Australian Volunteers International (AVI), in a consortium with Cardno Emerging Markets Pty Ltd and Whitelum Group.

The Program continues to match skilled Australians from all walks of life with organisations overseas to help these organisations to deliver on their own objectives. The Program uses international volunteering as a people-centred approach to capacity development.[3] As described in the Program's Monitoring, Evaluation and Learning Framework (MELF), over the next five years, the Australian Volunteers Program aims to achieve the following outcomes:

•   Partner organisations (POs) are supported by Australia to achieve their own development objectives.

•   The public in Australia better appreciates the value of international volunteering.

•   Australian volunteers gain professionally and personally.

By achieving these outcomes, the Australian Volunteers Program will contribute to Australia's broader development and diplomacy goals:

•   The Australian Government is achieving its development objectives.

•   Australian aid is perceived positively in Australia and internationally.

•   Australians are becoming more globally literate and connected.

2.2   The impact areas

The Global Program Strategy for the Australian Volunteers Program sets out three impact areas to which the Australia Volunteers Program contributes. As described in the Global Program Strategy and formative evaluation findings[4] focused on the thematic impact areas, they are just one way to assess contribution of the Australian Volunteers Program. Other contributions of the Australian Volunteers Program to sectors such as health, education and technology are also valued. This evaluation focuses on the impact area of Human Rights. The definition of the Human Rights thematic impact area is provided in the text below, and sub-themes within this impact area, as well as examples of the overlapping of impact areas, are provided in Annex 2.

Human Rights: definition of impact area

At its core, the Human Rights impact area pays special attention to marginalised groups and aims to secure human rights, improve access to, and civic participation in democratic processes. The Human Rights impact area promotes fulfillment of rights for particular marginalised groups including: women, gender and sexual minorities, people living with a disability, children, youth and indigenous people. Inclusive in the fulfilment of rights is the ability of marginalised groups to participate and thrive in society, have access to a protective legal and justice system, effective of social protection and access to information and communications.

---

[3] Capacity development is "a process of increasing and maintaining the capabilities of individuals, teams, organisations and communities in order to achieve a range of positive sustainable outcomes" (OECD DAC, 2006; Rhodes, 2014).
[4] https://www.dfat.gov.au/about-us/publications/Pages/avp-impact-areas-formative-evaluation-final-report

2.3   Three-country focus on southern Africa

This evaluation focused on three countries in southern Africa: South Africa, Lesotho and eSwatini[5]. Engagement with each country in the evaluation occurred to different extents, and this is explained in Section 3.2 below. This section provides a brief overview of each country.

DFAT in the southern Africa region

The Australian Government's Sub-Saharan Africa's Aid Investment Plan (AIP)[67] states that "the goal of the Australian aid program is to assist African people to achieve more equitable access to the benefits of economic growth and to save lives through appropriate and effective humanitarian action. Four objectives contribute to this goal:

1. Contribute to African leadership and human capacity development in areas of critical skills shortages specifically in the areas of extractives, and agricultural and public policy, areas in which Australia has extensive experience and expertise.

2. Enhance agriculture's contribution to sustainable and inclusive economic growth and food security.

3. Respond appropriately to humanitarian crises in Africa through working with effective humanitarian partners and supporting advocacy efforts for effective international humanitarian action.

4. Empower women and girls and improve gender equality outcomes.

The Australia aid program is engaging with non-government organisations (NGOs) and government to provide community-based interventions to poor and marginalised people in Sub-Saharan Africa. Support to civil society in Africa is delivered primarily through the Australian NGO Cooperation Program (ANCP), the Direct Aid Program (DAP), and the Australian Volunteers Program.

South Africa

South Africa is a democracy, with its constitution established in 1996. The population is 57.9 million (2018) and it has 11 official languages. The country has three capital cities: Pretoria/Tshwane (administrative), Cape Town (legislative) and Bloemfontein (judicial). South Africa is the second-largest economy by GDP on the African continent and the only African member of the G20. South Africa's close trade relationships are with China, Germany and the United States. South Africa is Australia's largest export market in Africa and also Australia's most significant investment partner in Africa. An MOU between Australia and South Africa has existed since 2010. Like Australia, South Africa is a member of the Commonwealth and an active participant in international forums.

Due in part to South Africa's rapid population growth, GDP per capita growth has been close to nil since 2014. High inequality is perpetuated by economic growth which is not pro-poor and does not generate sufficient jobs. Unemployment was 27.6% in the first quarter of 2019, and has risen since then due to job losses associated with the impacts of COVID-19. South Africa is heavily affected by commodity prices as it is a major exporter of minerals and a major importer of oil.

Rates of gender-based violence are high in South Africa. Based on prevalence rates of, between 20% and 30% of women experiencing gender-based violence within a given year a KPMG study estimates that the economic impact of that violence is between at least R28.4 billion and R42.4 billion for the year 2012/2013, representing 0.9% and 1.3% of GDP respectively (KMPG 2014).

Lesotho

Lesotho is a constitutional monarchy. HM King Letsie III is the head of state. Lesotho has a population of 2.2 million (2018) and has two official languages. The country adopted the Human Rights Act in 1983. Lesotho's

---

[5] Shortened versions of the formal country names are used in this report. Republic of South Africa; Kingdom of Lesotho and Kingdom of eSwatini

[6] In 2020, DFAT launched *Partnerships for Recovery: Australia's Covid-19 Development Response.* In line with this document AIPs were replaced with new Development Response Plans. *COVID-19 Development Response Plans* are brief, two-year development plans outlining Australia's COVID-19 response at the country, regional and global level. All plans share a common set of objectives drawn from **Partnerships for Recovery**. Since the focus of this evaluation was prior to COVID-19 and Australia's response reference to AIPs is still relevant and necessary.

[7] DFAT (2015) Aid Investment Plan Sub-Saharan Africa, 2015-2019

territory is an enclave within South Africa. Lesotho is a member of the Commonwealth and the Southern African Development Community. Lesotho is classified as a lower-middle-income country, with a nominal per capita GDP of $1299. It is in the 20% most unequal countries in the world, with a Gini coefficient of 44.6.

Unemployment remains high. In 2018 the unemployment rate was 23.6% and was coupled with high inequality and poverty. While poverty is decreasing in urban areas, it remains relatively constant in rural areas, leading to wider urban-rural inequality.

Lesotho's economy has been negatively affected by sustained political instability, an economic downturn in global markets, and the economic and social impacts of COVID-19. Trade of commodities and the tourism sector has been affected in the last year.

High rates of HIV and AIDS and tuberculosis are Lesotho's biggest health challenges.

eSwatini

eSwatini is an absolute monarchy and diarchy, ruled by HM King Mswati III. Basic rights are guaranteed in its 2005 Constitution. eSwatini is a small, landlocked country along the eastern side of South Africa where it connects with Mozambique. eSwatini has a population of 1.1 million (2018) and two official languages. eSwatini is a member of the Commonwealth and the Southern African Development Community.

eSwatini is classified as a lower-middle-income country, though there is high inequality with a Gini coefficient of 49. Poverty has remained at high levels in the last five years. In 2016 and 2017, 39.7% of the population lived below the international poverty line. eSwatini has close economic linkages to South Africa.

3 Evaluation purpose

3.1 Evaluation objectives

The purpose of this evaluation was to assess the outcomes and contribution of the Australian Volunteers Program to the impact area of Human Rights. This objective relates primarily to the first (end-of-program) outcome of the Australia Volunteers Program: 'Partner organisations are supported by Australia to progress their developmental objectives'. As a secondary consideration, the evaluation also relates to the second (end-of-program) outcome, that the 'public in Australia better appreciates the value of volunteering' through the communication of outcomes of the Australian Volunteers Program.

3.2 Evaluation scope

There are four features of the evaluation which define its scope and determine how evaluation findings should be interpreted:

1. POs are the primary unit of analysis. Mapping of the global footprint of the Australian Volunteers Program portfolio in the three impact areas within the previous formative evaluation was used as a basis for selecting the regional focus for this evaluation. In southern Africa, there is a higher proportion of assignments, and also larger number of total assignments aligned with Human Rights than other geographic areas of the Program.

2. The evaluation uses the impact area of Human Rights to explore the impact of the Program's support for POs, and to explore the progress of POs toward achieving their development objectives. The evaluation is not focused on assessment of pre-defined Program objectives in Human Rights.

3. The evaluation focuses on three countries in southern Africa (Republic of South Africa (South Africa), Lesotho and eSwatini), though POs in the country contexts participated to different extents in the evaluation. The three-country analysis was undertaken using an online survey and included all POs whose objectives align with the Human Rights impact area. The online survey responded to all evaluation questions and provided a breadth of understanding about the outcomes and impacts of POs and the Program's contribution. An additional depth of inquiry was focused on South Africa. This in-depth inquiry included 'systems mapping' to assess PO coherence to the broader agenda of human rights in South Africa. To assess the impact of POs in human rights and the Programs' contribution, interviews were conducted with PO representatives and beneficiaries[8], and with volunteers who had assignments with these POs.[9]

4. The evaluation applied the theory of change within the Australian Volunteers Program MELF, to focus inquiry on outcomes and impacts (end-of-program outcomes and long-term goals). The outcomes and impacts of the Australian Volunteers Program are not being assessed directly; rather, we assess POs' progress towards achieving their development objectives (in human rights), and in turn the contribution of the Australian Volunteer Program to supporting them in this progress.

As indicated in Figure 1, outcomes and impacts in Human Rights are the focus of the evaluation (see red box at top of figure). Contribution analysis enabled us to assess lower levels of the theory of change, with a particular focus on intermediate outcomes. The evaluation assessed the extent to which the Australian Volunteers Program contributed to PO progress towards achieving development objectives (see dotted red box). The Australian Volunteers Program, together with DFAT, is responsible for 'Foundational activities' and 'Influence activities' which lead to immediate change (outputs). See Annex 3 for details of the Program Logic for the Australian Volunteers Program.

---

[8] The term beneficiary is used in this report to describe the individuals that POs work with to progress realisation and experience of human rights. These individuals benefit from the contribution of PO programs, projects and activities.
[9] See Section 4.1 for more detail on data collection methods employed within the evaluation
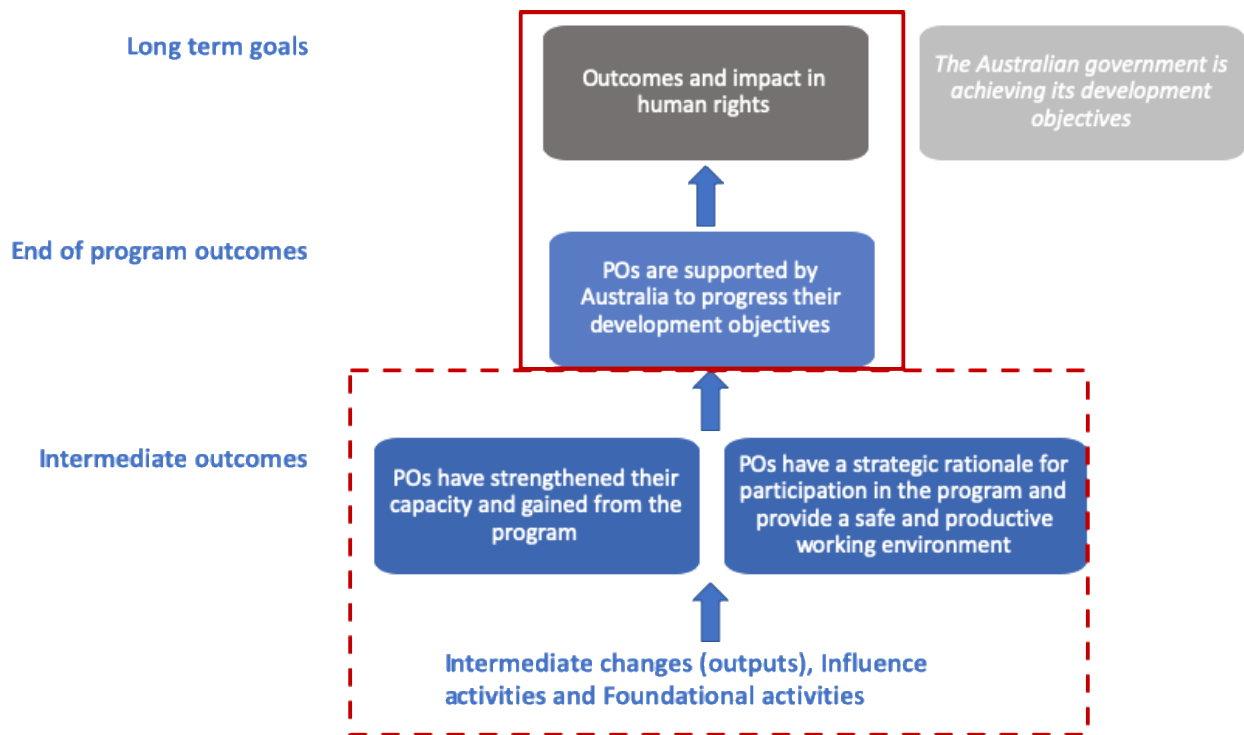
Figure 1: Evaluation focus on outcomes and impacts of the Australian Volunteers Program

3.3   Key evaluation questions

The evaluation questions are informed by the OECD DAC Criteria for Evaluating Development Assistance. These criteria focus on six domains of inquiry: relevance; effectiveness; efficiency; coherence; impact; and sustainability. The evaluation questions are also informed by the Australian Volunteers Program MELF. Evaluation questions are provided in Annex 4.

4 Methodology

4.1 Evaluation approach and methods

The evaluation is underpinned by a theory of change approach[10], in line with the Australian Volunteers Program MELF and a systems perspective.[11] It explores the contribution of the Australian Volunteers Program to Human Rights in southern Africa. Through this approach the evaluation seeks to situate the Australian Volunteers Program's contribution to POs within the broader country context in order to make sense of the Program's contribution to development outcomes in Human Rights.

Contribution analysis was employed to identify causal linkages between the Australian Volunteers Program and outcomes achieved in Human Rights. Based on learnings from the Deep Dive One evaluation and feedback from the Australian Volunteers Program, this Deep Dive evaluation focused more strongly on providing narrative accounts of the impact of POs and the contribution of the Australian Volunteers Program. Evidence from multiple sources in relation to a specific PO and volunteer assignments was triangulated, drawing on interview responses from POs and their beneficiaries, and from volunteers connected to the POs.

Five data collection methods were employed with different levels of engagement across the three countries. Evaluation methods comprised:

- an online quantitative and qualitative survey and Social Network Analysis (SNA) completed by all POs in southern Africa with a focus on Human Rights systems mapping of Human Rights in South Africa only
- key informant interviews with POs and beneficiaries drawn from a sample of POs in South Africa and volunteers linked to the POs
- a document review relating to DFAT, the Australian Volunteers Program and Human Rights in South Africa.

See Annex 5 for the list of documents reviewed for the evaluation.

The breadth and depth of our inquiry provided sufficient information to inform our evaluation findings. Breadth of inquiry related to all POs working in the impact area of Human Rights in southern Africa (South Africa, Lesotho and eSwatini). Depth of inquiry related to exploring the links of POs to the broader context of Human Rights with a focus on South Africa. The evaluation also focused on exploring outcomes and impacts related to Human Rights through triangulated data: interviews with POs and their beneficiaries and volunteers on a sample of POs in South Africa. The three perspectives provide a rich picture of the contribution of volunteers and the Program. See Annex 6 for a more detailed description of methods.

Data analysis included both quantitative and qualitative approaches. Quantitative analysis was employed for the online survey results and SNA. Qualitative analysis was employed for the systems mapping, document review, qualitative online survey results and interviews. All interviews were conducted in English, recorded and transcribed. Transcriptions were analysed using NVivo software, with the evaluation questions used as the analytical framework. The qualitative data provided a rich source of evidence, which, together with other data sources, informed the evaluation findings.

Informed by the Australian Volunteers Program theory of change, we ensured that evaluation participants represented five stakeholder groups in Australia and southern Africa:

1. PO representatives from South Africa (n=8)[12]; PO representatives from southern Africa (n=19)[13]
2. Beneficiaries of POs (n=6)
3. Volunteers (n=8)

---

[10] Funnell, S.C. and Rogers, P. J. (2011) *Purposeful program theory: effective use of theories of change and logic models.* San Francisco: Jossey-Bass/Wiley.

[11] Note that a systems perspective is key to the additional criterion of 'coherence' within the OECD DAC Evaluation criteria. "Including coherence also incentivises evaluators to understand the role of an intervention within a particular system (organisation, sector, thematic area, country), as opposed to taking an exclusively intervention-or institution-centric perspective" (p.8).

[12] Interviewed and completed on-line survey

[13] Completed on-line survey only

4. Australian Volunteers Program staff (based in South Africa and regional offices) (n=3)

5. DFAT (South Africa Post) (n=1)

A list of participants from these groups is provided in Annex 7.

Multiple sampling criteria were used for the different evaluation participants. All 28 POs whose objectives aligned with the Human Rights impact were invited to participate in the online survey. Eight POs in South Africa were invited to participate in interviews. This sample was informed by limitations of the evaluation scope/budget and was deemed sufficient to provide a range of experiences. Through a snowball approach, POs were invited to nominate beneficiaries to participate in interviews. The Australian Volunteers Program identified volunteers linked to the POs who participated in the interviews. ISF invited these volunteers to participate in interviews. Senior staff of the southern Africa Australian Volunteers Program and also DFAT (South Africa) were also invited for interviews.

4.2   Limitations and risks

In line with the evaluation terms of reference (see Annex 8), the three Deep Dive evaluations were originally designed for in-country data collection. However, the design was revised in March 2020 based on travel restrictions related to COVID-19. Deep Dive One took place in March–August 2020 using remote data collection methods. For Deep Dive Two, evaluation activities were planned for southern Africa during a remote inception meeting of the Evaluation Steering Group held in August 2020. The design replicated that of Deep Dive One.

Limitations due to the change from in-country data collection to remote data collection were mitigated as much as possible in this evaluation by: using an online survey; conducting interviews with South African participants via Zoom or phone; conducting the final sense-making workshop via Zoom; and using technology to facilitate collaborative and participatory processes (Google slides and Zoom breakout rooms). Lessons from Deep Dive One were integrated into Deep Dive Two to ensure remote data collection methods and the overall design were appropriate and not burdensome for participants.

The evaluation design stated a number of potential limitations, some of which need to be acknowledged, since they will influence the reader's interpretation of the findings. These limitations, and how they were mitigated, are described below.

Limited response rates associated with online surveys. Medium response rate for online survey: A 68% response rate was recorded for the PO survey (19 responses from a possible sample of 28[14]). The evaluation team, together with the ICMT, made extensive efforts to ensure that the survey was accessible and not burdensome to POs through: the use of both open-ended and closed questions; extension of the closing date of the survey and follow-up emails from the ICMT and evaluation team where appropriate.

The evaluation team has confidence in the survey data since the responses are from a cross-section of POs with objectives related to a wide range of development objectives relevant to Human Rights. The use of other data sources also means the evaluation findings are not solely reliant on the online survey results.

Self-reported assessment of impact and Australian Volunteers Program contributions. Evaluation participants included all key actors in the Program and they provided self-assessments of their roles and contributions within the Program. The evaluation has sought to mitigate the limitations of self-reporting through triangulation of data sources and by comparing and contrasting the responses of different stakeholder groups.

While it is important to acknowledge these limitations, the evaluation team carried out enough consultations to provide ample data to inform the evaluation findings. Annex 9 provides further details on limitations and mitigation strategies.

---

[14] Deep Dive 1 recorded a response rate of 50%, hence the results from Deep Dive 2 are an improvement on last time

5 Findings

The findings are presented in four parts informed by the broad theory of change which informs the Australian Volunteers Program. The theory of change describes a pathway to change whereby the Program contributes to changes (outcomes) for POs, and the work of POs contributes to changes (impacts) for their beneficiaries. The focus on impact for this Deep Dive evaluation is human rights. Part A describes findings related to the outcomes for POs, the contribution of the Australian Volunteers Program and related contextual factors. Part B describes findings related to the impacts for beneficiaries and the contribution of the Australian Volunteers Program. Part C shares more detailed findings about the Australian Volunteers Program contribution. It describes findings related to the efficiency, relevance and coherence of the Program. Part D presents findings related to the sustainability of the outcomes and the impacts achieved.

5.1 PART A: Partner Organisations

Part A describes findings related to the outcomes for POs, the contribution of the Australian Volunteers Program and related contextual factors.

5.1.1 Outcomes for Partner Organisations (POs)

The evaluation found strong evidence of POs in southern Africa progressing their development objectives in human rights. The evaluation findings are informed by both the online survey results and the interviews with POs in South Africa.

In the online survey, PO representatives were asked to provide examples of how their organisation had progressed development objectives. These results were mapped against the sub-themes within the thematic area of Human Rights by the evaluation team. The results are based on the responses of POs who work across multiple sub-themes related to human rights. Figure 2 shows the most common progress in the areas of: protecting and promoting child and youth rights (POs=8); disability inclusion (POs=5); youth engagement in economic sectors; skill development (POs=5); and social protection and poverty reduction (POs=4).

Interviews with POs in South Africa echoed the results of the online survey, revealing that POs work in a diverse range of areas focused on human rights and that progress is being made. Descriptions of progress shared during the interviews reflect the development objectives of the particular POs and are not intended to be representative of the breadth of different POs working in human rights in South Africa.

Key themes which emerged from the interviews were progress towards:

- inclusion of, and non-discrimination towards, sexual and gender minorities
- improved well-being for people living with disability
- improved education outcomes for marginalised children
- improved care and support for children living with disability
- environmental sustainability
- child nutrition.

Higher-level effects (impacts) associated with progress towards the achievement of these development objectives are described in Section B, but we briefly provide below evidence of ways POs are working to achieve progress before identifying the contribution of the Australian Volunteers Program.

The evaluation identified two main pathways POs in South Africa employ to progress development objectives in human rights. POs most commonly sought to progress realisation of human rights by increasing access to services for marginalised and disadvantaged groups. For example, access to early childhood education; health care (in rural remote areas); and services for children and persons living with a disability. Another pathway POs used was to advocate on behalf of disadvantaged groups and influence broader community attitudes towards advancing human rights. This change pathway was employed to progress inclusion and non-discrimination towards sexual and gender minorities and also renewable energy

transport in rural areas and sustainability issues. An example of influencing community attitudes is provided below from a PO:

> *The kind of distinction perhaps with other civil society queer organisations in South Africa is that whilst we are not necessarily at the front lines of picketing or legal challenges to government, we're kind of working a lot more with communities, trying to use experiences, art, exhibitions to really create a community or to create empathy within a community, to create understanding, and to also really do the hard work which is often shifting people's attitudes, which I think is very critical to the human rights project* (PO).
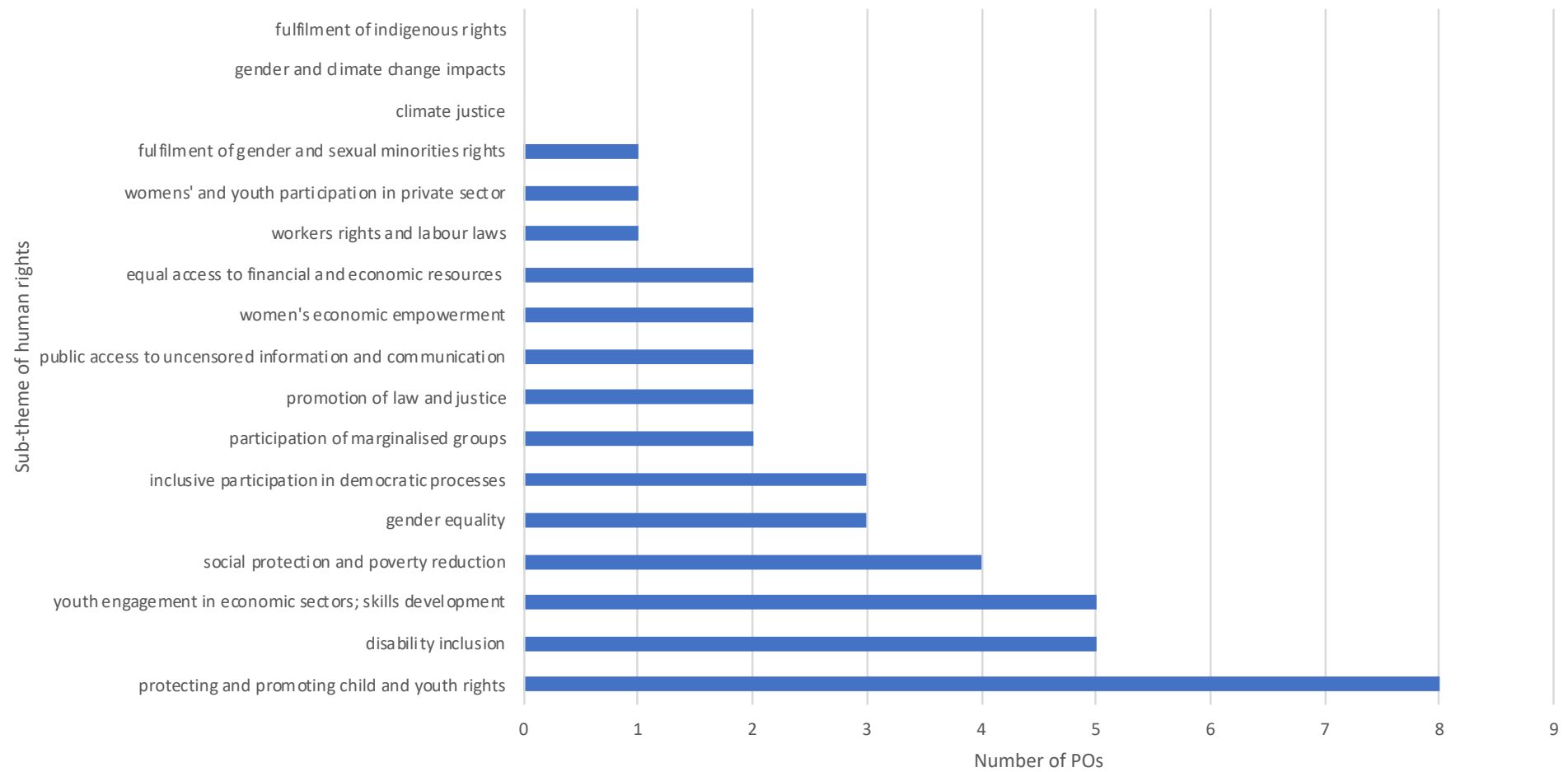
Figure 2: POs working in sub-themes of human rights

5.1.2 Contribution of the Australian Volunteers Program

Breadth of learning about contribution of the Australian Volunteers Program in southern Africa

To a large extent, the Australian Volunteers Program has contributed to POs progressing their development objectives in human rights, as evidenced by the online survey results for all POs across South Africa. The survey results provide evidence of the contribution for the broader southern Africa program. Responses were very positive to the question, "To what extent and in what ways has the Australian Volunteers Program contributed to progress achieved in Human Rights in Southern Africa?". Half (9 out of 18) of POs responded that the Program support was 'very high', 44% (8 out of 18) responded it was 'high' and 5% (1 out of 18) POs responded with 'don't know'. Examples of ways in which the program contributed include: skill development and training of PO staff; strengthening organisational management by setting up systems and processes; external engagement and fundraising. The full list of examples provided by POs is detailed in Annex 10.
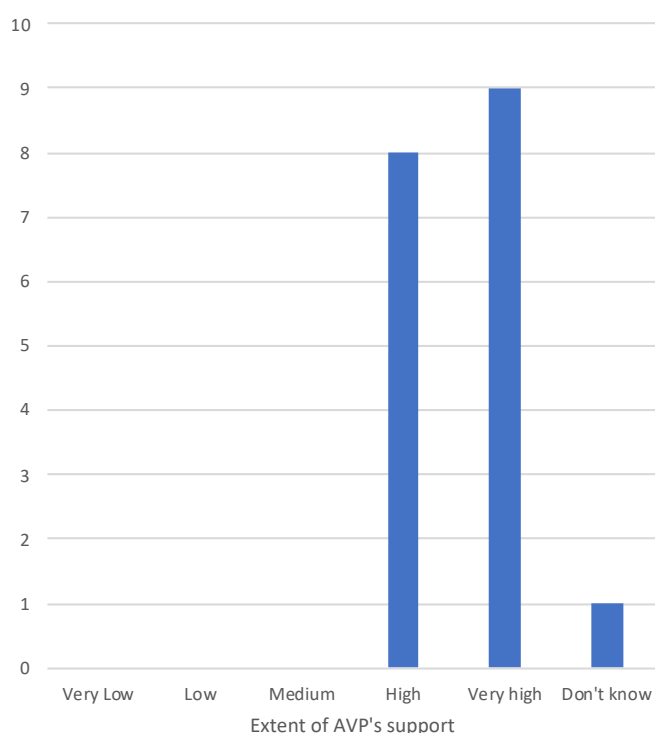
Figure 2: Australian Volunteers Program support to strengthen PO capacity

Depth of learning about the contribution of the Australian Volunteers Program in South Africa

Similar contributions were described by South African POs interviewed for the evaluation. Most commonly described by POs was the contribution of volunteers as well as contributions from the Program more broadly.

Positive, caring and passionate attitude of volunteers. A common theme which emerged from interviews with POs was the contribution of the personal attributes of volunteers. Many POs interviewed for the evaluation had strong personal relationships with past volunteers, many of which are continuing despite repatriation of volunteers due to COVID-19. Being able to fit in within the organisation – not having a superior attitude and being passionate for change were valued by POs. A few examples are provided below:

They don't come with this superior mentality, no. They are always down to earth, and we do things together (PO).

I'll tell you what has been most phenomenal thing for me. Sorry, just going to cry. Is to see your volunteers walk in with a value of human, of human life. They value you no matter, you value you. They value you, they value people as humans, they don't look at what colour you are, they don't look

at what your status, your economic status is. They value life and that's had a profound, had a profound impact (PO).

I mean, she was passionate. Passionate about people and wanted to, wanted to see a change or make a change and assist people to, to make a difference in their lives. I … she didn't really understand the word, no, which was fantastic. You know, there were – she was very, very focused on finding solutions which, which, which was very important. And being innovative (PO).

An observation from PO representatives was that volunteers were not representative of the broader Australian community. As described by two POs, they are interested to receive volunteers who represent ethic and gender diversity.

I'd love to see someone of colour come out of Australia, so that would be a fascinating thing for me because you know we just see Australian's as white and we are not colour-blind in South Africa, so we … so that would be a wonderful thing, if we could see some- even your Asian population that you have you know I'm not seen it, I'm sure we're come over, that we've just had, we've just had white women (PO).

The one suggestion perhaps that I would make is, and I'm not sure how one even goes about doing this, but perhaps what would be interesting is also to get a kind of diverse group of volunteers across kind of race, class, gender, sexual orientation, all of that, coming from Australia and I don't – that hasn't necessarily really happened (PO).

Technical expertise and experience provided by volunteers. POs interviewed valued the professional competency and work experience of the volunteers. New ideas and ways of working were introduced through the assignments. Examples of changes brought to POs are provided below. In relation to early childhood education, two POs gave the following feedback:

Oh, yeah, she was a teacher. She was a principal for nearly 30 years, I think, in Australia. I don't remember the name of her school, but yeah, she's got that background of a principal, so she worked as a principal for years. So, with that experience and coming here and giving that to our ladies was amazing (PO).

Yeah definitely we've done volunteering in different capacities. This is the first time we've had one where it's really a professional in a specific industry or with specific knowledge. And it's like I said it's just way more productive knowing that this person can juggle quite a lot of activities because they've got the experience (PO).

In relation to working with people living with a disability, another PO noted:

But she really, she was an occupational therapist who just turned our home on its head and showed us the way to go basically as far as encouraging independence, you know. She taught people to shower themselves that hadn't been able to do so before that could do some stuff to a degree on their own and it … And she just got so involved in all aspects of the home. She was a breath of fresh air and encouraged uniformity in a home which I think she had a lot to do with bringing the management together and encouraging them to work as a team. So a real asset to our organisation (PO).

Organisational management and staff capacity development. the practical, hands-on nature of volunteers was valued. Skilling local leaders was valued:

Yep, yep the capacity building's amazing because what [the volunteer] has done is, she raised up leaders to take over her job (PO).

What is unique is in terms of building capacity of local staff. That is very unique because they build our capacity and also, it's like you learn through them. So it's more practical, like if you transfer skills and somebody's there, guiding you, is with you and guiding you. It's the best way of learning (PO).

Direct and in-direct contribution of volunteers to progressing PO objectives for the realisation of human rights. The evaluation identified two ways in which volunteers supported the work of POs. Volunteers often worked directly with beneficiaries of POs – at the front line of providing services and with

this, building PO staff capacity to carry out this work. Another way volunteers contributed to the work of POs was through supporting broader organisational change. This contribution was directed more to broader organisational systems, structures and processes within POs. These two ways were articulated by a PO representative:

Back to one of your earlier questions about how has the Australian Volunteer program supported the aims of our organisation. I've been thinking about that and I think it's kind of on two levels. So there's the direct support for our residents such as your OTs and your physios. So there we had direct support; we had an OT for instance … [volunteer] who not only came and directly helped the residents [residence of people living with disability] herself but she passed on and set up new methods and she passed on her knowledge and helped to train the carers so that the lives of those residents were directly benefitted. But that's the direct level and then on a national level [the volunteer] was able to help us in terms of giving the national office capacity and support in supporting the homes. So because our homes are situated in different socioeconomic areas, they receive different amounts of or different levels of government funding. A lot of those homes would struggle, well but they frankly without support from the national body, they probably would not stay open. So another way that the Australian volunteers have helped tremendously has been to help us to help those homes (PO).

5.1.3 Contextual factors affecting progress

The evaluation identified a range of factors that helped or hindered PO progress towards achieving their development objectives. These factors included:

Human rights enshrined in constitution in South Africa. An important enabling factor for the work of POs in the area of progressing human rights is the strong constitution in South Africa which stipulates general and specific human rights with a focus on diversity and inclusion.

Limited funding for government and non-government work. A common theme described by POs interviewed during the evaluation was the limited funding available to support government services. This was particularly the case for marginalised and disadvantaged communities such as remote communities, and for people living with disability. Limited access to funding compromised the work that POs could do to realise development objectives related to human rights.

Economic and social inequality. Many POs described the broader context in which poverty, entrenched social inequity and limited government resources in South Africa made it difficult to transform the situation. Limited resources means that those already most marginalised have limited opportunity to change their situation.

But I think there's still a lot of legacy of apartheid still pervades in terms of like rural urban disparities so people in rural contexts have a lot less access to services than people living in urban contexts. You know our poverty stance is still particularly troublesome, you know we still have at least you know 30 or 40 per cent of the population live below the poverty line, the numbers are really large for people, especially in the NGO sector to try and … you know it's just, the numbers are just too large. (Australian Volunteers Program).

Gender-based violence and discrimination against diverse genders, sexual minorities, and people living with disability. The work of POs seeks to influence changes in attitudes and practices within the broader community. As described by many POs, considering the high rates of gender-based violence and discrimination there is still much work to be done.

5.2   PART B: Beneficiaries

5.2.1 Impact for beneficiaries of Partner Organisations

The evaluation found strong evidence of impacts in the area of the human rights for beneficiaries of POs. Evaluation findings are informed by interviews with beneficiaries, POs who supported these individuals, and volunteers who worked with these POs. Impacts were described as life changing and are indicative of 'higher-level effects' of POs' contributions to human rights. Whilst different types of impact were mostly linked

to unique POs, some types of impact were shared by a variety of organisations where they had similar objectives – for example, promoting the rights of people living with disability. Through the evaluation interviews we heard of impacts for children with disabilities and their families; people with disabilities; young people engaging in civic action; and remote rural communities. More detail is provided below.

Improving care for children living with disability by skilling and supporting parents. Due to the work of a PO which is being supported by the Program, children living with disability are better cared for by their parents and guardians ensuring the children's realisation of human rights. One PO focused on supporting parents of children with cerebral palsy (CP). Due to constrained government resources, parents have little access to health care and disability support.

As described by parents of children with CP, participation in the PO program has transformed their lives and those of their children. The PO has provided critical information to parents to better care for and support their children despite the limited support provided by government. The PO program also counters misinformation such as 'disability is a result of a curse' and that it is 'connected to witchcraft'. Change in knowledge and practice was described by one parent:

> *I didn't know what was wrong with my child. I didn't know how to position her, how to feed her, I only had problems with this. When [the PO] took me in and taught me everything I now know, I know what to do, I know how to position my child, I know how to care for her, feed her* (PO beneficiary).

The PO program links the parents of children living with CP with each other, which enables them to provide moral support and encouragement to each other, and to better care for and support their children. Peer support counters feelings of being alone, stress and being judged by others. The connected parents are also able to share different techniques and practices for caring for their children.

Parents associated with the PO program are also encouraged to support other parents of children with CP. One beneficiary interviewed as part of the evaluation was the mother of a child with CP and a 'volunteer/carer facilitator' through the PO program. She described how she met with other parents to share information about how to care for their child with CP: *"Mothers with children of CP train other mothers with CP to best care for their children".* This beneficiary mentioned the importance of the emotional support offered by the volunteer/carer facilitators and the role facilitators played in supporting parents to connect with counselling or social workers if needed. The work of facilitators and the support they provided to parents of children with CP was described by one beneficiary:

> *We now go into the community, we identify children with CP, we teach the care givers what is CP, how to care for the children, what to expect, how to feed the children, how to position them, how to play with them, how to communicate with them. That's what we teach* (PO beneficiary).

The impact of the PO is demonstrative of the sustained high-level effects and contribution of the PO in the realisation of human rights. The volunteer/carer facilitator program enables those parents who are trained to care for their own children with CP to help and support other parents. This means that the initial investment of the PO is maximised and more children with CP can benefit from improved care and ultimately the realisation of their human rights.

Access to quality early childhood education for rural, poor and marginalised children. As a result of the Program, marginalised and disadvantaged children have increased access to early childhood education. This is evidence of the realisation of their right to education. A PO working in early childhood education had a profound and positive impact on children and their families in rural, poor and marginalised parts of South Africa. The PO worked closely with childcare centres that were often run by women with no formal qualifications or understanding of early childhood education. Prior to working with the PO, the centres offered basic childcare and served mainly as child-minding services. For many working parents living in rural areas or with limited incomes, despite the sub-standard education outcomes, these centres were their only option.

The PO works with the centres to upskill the principals and staff, introducing early childhood education frameworks and policies to enable quality education. The PO has lifted the skill levels of the staff, teaching them how to engage with the children, introducing learning programs including numeracy and literacy programs. The PO has also supported staff to effectively engage with parents and resolve conflict.

Quality resources, materials and infrastructure are also provided by the PO to create a more encouraging and attractive learning environment. A principal at one of the centres the PO has supported described how the PO had refreshed the learning environment with bright rooms, new toys and play equipment, a kitchen, and toilets for boys and girls – all of which encouraged parents to bring their children to attend.

The business model of the early education centres has been strengthened by the PO support as parents see the benefits and are more likely to pay enrolment fees. Increased and sustained enrolments mean that the centres can continue to provide a quality service for children.

A principal interviewed for the evaluation described the impact of POs contribution:

> *The children, they are coming – I don't know, like what, because of the education we've got, the place, the environment, our environment, it's so amazing. Each and every parent when he came there, they are too impressed of almost everything that I know we are doing there, because they are getting into the inside our classrooms, and are going to – they have a look all over the place so that they can be satisfied when they bring their own children.*
>
> *So, the parents are so happy because they know that their children can go to school knowing how to write, and their alphabet, how to pronounce the sound of the alphabet, they know all those things* (PO beneficiary).

The PO supports trained principals and teachers to visit other centres and train staff. Through these peer-to-peer learning programs, resources and skills are shared, maximising the returns on the initial investment of the POs, as described by a beneficiary who is now a trainer:

> *So, now we go to a centre, we take maybe four people from each centre, so that will be the principal and the older class teacher, the younger class teacher, and the baby's teacher, so we take this before a year, we train them every week, we go and visit their centres, we monitor them. So, for the whole year, we give them training, we train them in everything. There is nothing that we give them without training them* (PO beneficiary).

The higher-level impact of the PO work is to instil in marginalised and disadvantaged children a love of learning from an early age. Beneficiaries described how children who attended their centres went on to school having already been exposed to quality early learning. This positive early learning experience is likely to foster an ongoing love of learning, which, for children in poor and marginalised communities is not always possible given the lack of quality early education available to poor families. The impact is described by a beneficiary:

> *They [teachers in other childcare centres] have seen the effect of education, and we believe that education is actually true, that takes people out of poverty, because there's a lot of poverty in South Africa. So, what we are trying to do, we try to give these ladies the best education, and some people pay about 4,000 Rand for a month, but to give it to them for free because they can't afford to pay that kind of money* (PO).

The evaluation found strong evidence of the realisation of human rights for persons living with disability. Three out of the sample of eight POs interviewed are working with people living with disability, and through their work they are ensuring the realisation of their rights under the Convention on the Rights of Persons with Disabilities (CRPD).[15] The work of POs subverts the view of persons with disabilities as "objects" of charity, medical treatment and social protection and replaces it with a view of persons with disabilities as "subjects" with rights, who are capable of claiming those rights and making decisions for their lives based on their free and informed consent. It also encourages them to be seen as active members of society.

Through the work of one PO, persons living with disability have gained financial independence through meaningful employment. A 'Work Readiness' program run by a PO provides persons living with disability relevant skills, knowledge and confidence to participate in the workforce. The multi-week program works with individuals to practically build skills such as time management and dealing with different scenarios in the

---

[15] Results from the online survey highlight that five POs (out of 19) have a focus on human rights for persons living with disabilities

workplace. The program also includes orientation with prospective employers to ensure a positive environment is ensured for the new employee.

Through interviews with two beneficiaries of the Program, the evaluation heard about the positive experiences it fostered and the realisation of human rights it promoted. One beneficiary, a paraplegic in a wheelchair, spoke of her job as an online shopping assistant in customer service. She spoke positively about her experience and how happy she was to have the job, which she had been in for over 18 months. She also described the increased confidence she had gained through her new job, and the benefits of her financial independence (having previously been a recipient of a government grant for her income), all as a result of her engagement with the PO.

> *So it's been now almost six years that I'm with [the PO] now… And ever since I've been with them my life has just become better, because their organisation that helps people with disability* (PO beneficiary).

She also described how this new confidence from her employment, and the beginnings of a career had flow-on effects. For example, her confidence enabled her to gain her driver's licence, and she was going on to support other people with disabilities, and acted as an advocate through other programs of the PO.

Through a second interview the evaluation team learned about the experience of a young man who had spinal injuries. He described his 'life changing' experience of gaining employment after participating in the PO's 'Work Readiness' program. His role as a shop assistant had also led to increased confidence and financial independence. This had flow-on effects to other aspects of this life. From savings, he was able to buy a car, and also through support from the PO he is gaining his driver's license.

> *I would say it's been life changing for me, yes. For me being able to work again, it's – it's very positive. It gives – it also gives you that confidence as well* (PO beneficiary).

The life changes described by these two individuals are indicative of the realisation of human rights, as described in the Convention: "all persons with all types of disabilities must enjoy all human rights and fundamental freedoms". The higher-level effects of the work of POs were described during an interview:

> *And you know you're also adding meaning to the company you're working for. And people are actually appreciating you, even though you have a disability, because I'm the only person who's in a wheelchair within the work environment area, and now yes. And it also teaches people in the work environment that a person is not limited by their disability. And yes, lots of them are very I would say inspired as well* (PO beneficiary).

Through the work of another PO, persons living with disability have also gained improved independence and increased their participation in society. One individual interviewed during the evaluation spoke of the support provided by the PO following a stroke. Being able to put on his own shirt had a profound effect on the individual and now he is employed, gaining financial independence.

> *To learn how to wear my t-shirt and that's a biggie – when I had the accident, I didn't know how to wear a t-shirt, but I was getting frustrated It makes my life easy, yeah it changes life, my life because I have got a little bit of independence* (PO beneficiary).

Empowerment of marginalised groups through increased participation in decision-making and society. Within the evaluation, we found four POs had enabled beneficiaries to have a say in decisions affecting them. For example, one PO was building confidence in people with disabilities to have conversations with others. The beneficiary interviewed for the evaluation described how they felt confident to advocate on behalf of others with disabilities – and their confidence was gained through interactions with the PO. The beneficiary stated that:

> *They [the PO] really, really made me feel I can do it – anything is possible. So, I'm just grateful for them* (PO beneficiary).

Another PO was working in the LGBTQI sector, supporting members towards participation in decision-making. The PO interviewee described the importance of their work in South Africa, given the 'young' nature of the democracy. This PO had the view that:

> *There is an obligation on us [the PO] to ensure that younger people are given the necessary opportunities, particularly younger black queer individuals who, because of the way they present or because of the lack of access to opportunities, don't always get a seat at the table* (PO).

The work of the PO aimed to ensure black queer young people are empowered to engage with decision-makers, are encouraged in social movement building and provided with opportunities to pursue their goals to be *"young writers, artists, performers, researchers, scholars, community leaders".*

A PO was supporting visually impaired people and speakers of local languages with access to translated printed materials. This PO provided archived materials in braille and local languages to reach marginalised groups previously locked out of accessing materials.

Within the disability sector, one PO had transformed its approach from top down management, to integrate bottom up aspects of decision-making. Management committees that included people with disabilities were formed, which enabled their perspectives and ideas to be included in decision-making processes.

5.2.2 Contribution of the Australian Volunteers Program for beneficiaries

The contribution of the Australian Volunteers Program for beneficiaries was demonstrated through the work of volunteers in two ways. Firstly, there was evidence that volunteers had a positive impact through their direct engagement with beneficiaries. Secondly, volunteers had an impact via indirect means at the organisational or policy level. These two forms of contribution are described below.

Volunteers had a direct and positive impact on beneficiaries through the provision of services and training. The evaluation found numerous examples where volunteers had made profound contributions to the realisation of human rights directly, through their work with the beneficiaries of POs. In the disability sector, volunteer physiotherapists and occupational therapists had encouraged and empowered people with disabilities to become more independent. Their technical skills, combined with their rights-based approach to their work, upskilled the beneficiaries themselves (people living with disability) and their carers, enabling them to take steps towards independence in their daily lives: brushing their own teeth, putting themselves to bed and moving from wheelchair to bed.

Another example from the disability sector was the contribution of volunteers towards the financial independence of people with spinal injuries. The volunteer supported the Work Readiness program, from the development of the course through to coaching beneficiaries into employment, was a key contribution to the realisation of the rights of people with disabilities. It was also a stepping stone towards further aspects of independence, as confidence gained through being employed led to one beneficiary gaining their driver's licence and taking on additional advocacy roles.

The final example was the volunteer who supported and upskilled the principals of childcare centres, elevating the quality of education available to poor and marginalised children. The volunteer worked directly to support principals, and worked to ensure they were confident to become 'trainers-of-trainers' to ensure sustainability of the program.

Volunteer contributions to beneficiaries were also made through indirect approaches such as policy and systems change, internal PO capacity development and fundraising. The Australian Volunteers Program logic notes the intermediate outcomes (years 2 to 5) to be '*POs have strengthened their capacity and gained from the program'* (see Annex 3). The evaluation found that volunteer contributions to this outcome also had a clear pathway of impact to the beneficiaries of POs. For example, a volunteer working at the organisational level was able to shift their PO's management approaches, enabling them to meaningfully engage with people with disabilities in decisions affecting them. Although the volunteer worked in the national office, the benefits of their work at the systems level led to profound changes for people with disabilities: They were invited to engage in decisions affecting them, and independence encouraged.

A second example of a volunteer working at the policy and organisational level is a volunteer working on fundraising for a PO that supports parents of disabled children. The volunteer was successful in obtaining grant funds that kept the PO financially secure, enabling it to continue its programs for parents and children with CP.

The following four pages provide multiple perspectives of impact across the Australian Volunteers Program in South Africa.

Multiple perspectives of impact #1: Access to quality education for marginalised children

The Australian Volunteers Program has contributed strongly towards the realisation of rights for children from poor, marginalised and rural backgrounds. One PO that participated in the evaluation works to enable access to quality education for children who usually miss out on early learning opportunities. The PO is committed to instilling a lifelong love of learning from an early age. The evaluation team spoke with a PO representative, a volunteer who was placed at the PO, and a beneficiary of the PO to gather a rich picture of impact.

The PO representative described their work to positively transform early education centres in poor and rural areas and improve early education outcomes. These centres had previously provided only basic care for children. However, with support from the PO, the centres have been upgraded to quality early education and learning facilities. The PO upskilled centre staff so they better understood and valued early education. Previously, staff provided little more than childminding services. New policies and frameworks were introduced by the PO to the centres. This included daily schedules and education materials and resources that lifted the standards of education. The changes were embraced by staff, parents and children.

A principal at one of the centres the PO has supported described how the PO had refreshed the learning environment with bright rooms and toilets for boys and girls, which encouraged children to attend. More importantly, the PO has lifted the skills of the staff, introducing learning programs including numeracy and literacy programs. Staff have also been supported to effectively engage with parents and resolve conflict. Improved early childhood education outcomes mean that parents are also more inclined to pay the small centre fees, ensuring the centres continue to provide quality services.

> *Today, my business it's growing because of [the PO], and at the same time, they can monitor you, how to manage your business, especially to the children, how to monitor the children, and what the children need, and how to treat your staff and how to treat the parents in the community, and then they did build for me, the toilet for the boys and the girls, and the kitchen* (PO beneficiary).

The principal also described how she had gone to other centres in poor townships and trained principals and teachers, sharing the resources, programs and skills she gained through the PO. The dissemination of knowledge beyond the initial investment of the PO further demonstrates the impact of the PO and its contribution to increasing access to quality education for marginalised children.

The volunteer interviewed for the evaluation described how she worked alongside the PO staff to build their capacity.

> *I would help them [PO staff] if they had any difficulties, I would model teaching practices to them, we would sit and discuss the program implementation every week to make sure that it met requirements and we had all the resources there. I was able to give them direction in terms of their understanding of early childhood development and expand that quite succinctly* (Volunteer).

The volunteer also introduced policies, systems and programs that supported staff at the centres to effectively manage their businesses. From an educational perspective, she also wrote and developed programs for children of different ages – starting with pre-school (4-5 year-olds), then also 3-4 year-olds and even education programs for the babies "*so they're all being engaged in some active, positive engagement with learning, that would be to their advantage.*" The volunteer also noted that:

> *We tried to 'up the ante' in terms of the understanding of the law, of their [principal's] understanding of their responsibilities and commitments and the breadth and depth of what they could do for those children in terms of helping them reach their potential because they had so much available to them* (Volunteer).

Multiple perspectives of impact #2: Meaningful employment and financial independence for people living with disability

The Australian Volunteers Program placed volunteers with a PO which supports people with spinal injuries and contributes to the realisation of human rights for people living with disabilities. Through programs including Work Readiness and ongoing support, individuals have built confidence and increased their participation in society. The evaluation team interviewed a PO representative, a volunteer and two beneficiaries linked to the PO.

The PO representative shared stories with the evaluation team about two individuals (PO beneficiaries) who participated in a two-month Work Readiness program and found meaningful employment that had led to financial independence. Similar outcomes were also described by beneficiaries themselves. For one individual:

> *[They] went for an interview and were successful, and [during] [their] second month that [they] were working there [they] got the 'star employee of the month' award* (PO beneficiary).

The Australian volunteer placed with the PO had been instrumental in developing the content for the Work Readiness program. In a second follow-up assignment, the same volunteer helped to implement the program. After the course content was delivered, the volunteer then supported the beneficiaries of the program in seeking employment and in the recruitment process. For those successful in gaining employment, the volunteer followed up with both the beneficiary and the employer to ensure the expectations and needs on both parties were being met. This was appreciated by both the beneficiary and the employer.

Two participants of the Work Readiness Program shared with the evaluation team the significant changes which had resulted from their new jobs including financial independence and increased confidence.

One beneficiary mentioned how the confidence they gained from their employment had flow-on effects, including the ability to save money for a car and gain their driver's licence. One individual interviewed has gone on to support other people with disabilities, and has acted as an advocate through other programs of the PO. The impact of their participation in the Work Readiness program had transformed their life. They noted:

> *Ever since I've been with them [PO] my life has just become better, because their organisation helps people with a disability* (PO beneficiary).

The second individual interviewed had been successful in gaining employment with a clothing company. This beneficiary was eager to highlight the skills and positive approach the volunteer brought:

> *[The volunteer] was actually the project manager for the Work Readiness Program. And I mean [they've] just been really phenomenal. I would say that [the volunteer] was really committed, and passionate about [their] role within the Work Readiness Program. [They] would really stick by the candidates, [and] uplift whoever [they] came into contact with. And really gave 100% to the project yes. And [they] actually touched a lot of lives in a positive way* (PO beneficiary).

Having gained employment as a result of the Work Readiness program, and having worked for a company for almost 18 months, this beneficiary described the impact it had:

> *And you know you're also adding meaning to the company you're working for. And people are actually appreciating you, even though you have a disability, because I'm the only person who's in a wheelchair within the work environment area, and now yes. And it also teaches people in the work environment that a person is not limited by their disability. And yes, lots of them are very, I would say, inspired as well* (PO beneficiary).

Multiple perspectives of impact #3: Support networks for parents and carers of children with cerebral palsy

The contribution of the Australian Volunteers Program was evident for a PO which works to educate and skill parents and guardians to provide better care and support to children with cerebral palsy (CP). The evaluation team interviewed a PO representative, a volunteer and two carers of children with CP who had benefited from the work of the PO.

The PO representative described how their work improved the quality of life for children with CP. The PO understood how this connected to the realisation of human rights, particularly for children with disabilities. The PO's work also aligns to government policy, and the PO described its work as implementing the government's policies in a situation where the government lacked the capacity to do so.

> *In terms of human rights, we always talk about the protection of minorities, protection of people with disabilities, and our government, they have that in their policy documents, to protect minorities, to protect people who are living with disabilities. So I think what we are doing is we are assisting the government to achieve their policies, to implement their policies. Because our government, they don't have capacity to do that* (PO).

Two Australian volunteers placed with this PO have supported the organisation in a range of ways, including as therapists, marketing experts and capacity-building trainers. The volunteer interviewed for the evaluation described their diverse role within the PO, with some of their time and activities related to marketing and fundraising. The efforts of the volunteer led to successful grant applications and funding that then enabled the PO to continue its work. The volunteer was also involved in building the PO's network of connections with other organisations and enabling the transfer of skills. Through partnerships with similar organisations, training activities built capacity beyond the PO in organisations working in the disability sector.

Parents and guardians of children with CP have improved knowledge and skills to care for their children as a result of their participation in the work of the PO. Two mothers interviewed for the evaluation described how they now have a better understanding of the needs of their children. The PO also upskilled them to be 'carer-to-carer' facilitators, enabling them to reach out and offer support to other parents of children with CP. This created a support network that was highly valued by the beneficiaries. The beneficiaries described how, prior to involvement with the PO, parents did not have an awareness of how to care for their children with CP. They noted that this was not because they didn't love their children, but because they didn't know *how* to care for them because no one had taught them about their special needs. The beneficiary of the PO noted:

> *I could speak from a personal point of view, as that was the case for me as well. I didn't know how to best care for my child. Because I didn't know what was wrong with my child – I didn't know how to position her, how to feed her, I only had problems with this* (PO beneficiary).

The mother noted that after the PO provided her with training, she knew what do to appropriately care for her child and also care for herself, and has been teaching other mothers as well. She noted:

> *We now go into the community, we identify children with CP, we teach the care givers what is CP, how to care for the children, what to expect, how to feed the children, how to position them, how to play with them, how to communicate with them. That's what we teach. We also get into the emotional side of the parent, for them to talk, for them to off load, we help with some counselling. If there are problems at home, domestic issues, we can refer them to social workers. That's what we do as care facilitators* (PO beneficiary).

Multiple perspectives of impact #4: Empowering people with disabilities to be independent and involved in decision-making

The Australian Volunteers Program has supported a PO to shift its residential care for people living with disability to include an increased focus on enabling residents to become more independent and make decisions about their own lives and futures. These changes were achieved through the placement of volunteers who brought a people-centred and rights-based approached to their work and the practices of the PO. Australian Volunteers placed with this PO had been physiotherapists and occupational therapists. The evaluation team interviewed the PO, a volunteer and several beneficiaries of the PO.

The PO which participated in the evaluation operates a network of homes within RSA for people with disabilities. During an interview, the PO representative mentioned how their aim was to encourage standardisation of care across all 16 of the homes in their network. One of the Australian volunteers hosted by the PO took on this challenge and planned and led the first management conference for all 16 homes over three days (pre COVID-19). This was much appreciated by the PO representative:

> *[The volunteer] was a breath of fresh air and encouraged uniformity in a home, which I think had a lot to do with bringing the management together and encouraging them to work as a team. So a real asset to our organisation* (PO).

The PO representative noted the benefits of having a full-time and long-term volunteer who was able to take the time to get to know the organisation, get to know what was needed, and implement projects. The value of the volunteer was described:

> *It [the Australian Volunteers Program] is the best support we've had from any other outside organisation … [The volunteer] was an occupational therapist who just turned our home on its head, and showed us the way to go basically as far as encouraging independence, you know* (PO).

The volunteer described how their role with the PO had been to help build the capacity of the organisation to deliver services that were grounded in the rights of people with a disability. This work involved working closely with management and board members to unify and standardise the approach across the different homes across their network:

> *And we ran, while I was there, the first national level training program where we brought all of the managers of each of the homes together, and we talked about a whole range of different topics to do with services that are based in sort of person-centred approaches and grounded in a rights ideology* (Volunteer).

This training had a significant influence on the management and decision-making processes in the homes, and more participatory processes were introduced to enable 'service users' (residents) to have a say in decisions affecting them, as described by the volunteer:

> *I know as a result of the training a whole group of managers went back and made changes to the way that they engaged with their service users. So, one of the things that we wanted to talk about is like having service users or you know, people that live in the homes, involved in making decisions about the home because that's where they live; it's their home. And so, I know that some of the managers went back and started to try to set up committees and a little bit more of, so it's not just top-down* (Volunteer).

Several beneficiaries interviewed for the evaluation described the life-changing outcomes of working with the volunteers. The physiotherapist volunteer enabled residents to dress themselves and learn to swim, and provided them with the confidence to learn to type. A beneficiary who was a resident of the home noted that:

> *It makes my life easy, yeah it changes my life because I have got a little bit of independence* (PO beneficiary).

The nurses of the home also described how they had benefitted from the Australian Volunteer's capacity building in terms of physiotherapy, and how it related to caring for and supporting residents. The volunteer upskilled the nurses, prioritising the independence of residents in their support practices, teaching nurses how residents could do many things themselves. One nurse beneficiary noted:

> *Some of the residents couldn't even put themselves to bed, but today they can put themselves to bed, transfer themselves from chair to bed. Some they couldn't even brush their teeth, they couldn't even … but because of [the Australian Volunteer] they can do all those things* (PO beneficiary).

5.3   PART C: Efficiency, relevance and coherence

5.3.1 Assessment of efficiency

To a large extent, the Australian Volunteers Program is working efficiently to contribute to progress in human rights in southern Africa. Evaluation participants had positive comments about cost and time efficiencies. Numerous examples of learning and improvement, and efforts being made to improve efficiencies, particularly during the COVID-19 pandemic, were also provided. Evidence of efficiencies, challenges to efficiency and also ways of improving the program are described below.

Efficiency of the Australian Volunteers Program

Focus on recruitment of 'right' volunteers supports efficiencies. A lot of effort is placed on recruiting the right people for the right positions for POs in southern Africa. Care is taken by the Australian Volunteers Program to ensure volunteers have the right combination of personality, skill set and experience to fit with southern African POs focused on human rights. These efforts are recognised as creating efficiencies by the Program as well as DFAT. Risks associated with inappropriately matching volunteers to POs are mitigated, and potential waste of time and resources is reduced. A staff member of the Australian Volunteers Program noted:

> *I think it's efficient and effective because we try really hard to find the right people for the right assignment, for the right partner organisation. And so that increases levels of efficiency* (Australian Volunteers Program).

> *For me, the biggest, or the – the biggest waste of money, if you want, is – is an unsuccessful assignment. One that … [has to] be terminated early for – for reasons that – that could have been avoided* (Australian Volunteers Program).

> *Yeah. It's very efficient, and I think part of it is because of the team that's managing the Australian volunteers. So the – the managing contractor team is very – they're very clear about what they want. They – they're very hands-on about the – the support that they're giving to the volunteers, but also to the partner organisations* (DFAT).

Efficiencies for the Australian aid program are demonstrated through links between the Australian Volunteers Program and the Australian High Commission's Direct Aid Program. The Australian High Commission utilises the due diligence and compliance checks of POs involved in the Australian Aid Program when it supports these same organisations through its Direct Aid Program. The 'pre-approval' by the Australian Volunteers Program means that POs have easier access to Direct Aid Program grants. Grants have been provided to support the provision of infrastructure such as toilets for early childhood care centres; swimming pools for centres providing care to persons living with disability, as well as other initiatives and programs, for example programs to support the rights of differently abled persons, particularly those who identify as LGBTQI. POs were able to access Direct Aid Program grants to provide COVID-19 response in the communities where they worked.

Volunteers and POs described the value of the linkages between the Australian Volunteer Program and the Direct Aid Program:

> *Yes, the program is cost-efficient. We had a very positive experience. We could leverage out of the Program, some funds from the Australian Embassy for smaller projects* (PO).

> *I've seen a little bit of it [linkages], the High Commission was providing some grant opportunities for the partner organisation, which was actually very, very nice* (Volunteer).

DFAT Post described efforts to link POs to the Direct Aid Program, noting that they encourage volunteers to tell the POs about the Direct Aid Program and encourage them to apply for funding. Whilst the funding is not guaranteed by DFAT, the linkages to the Program mean there is a higher degree of confidence in the POs. Linkages between the Program and DFAT programs are explored further below.

Ongoing support to POs and volunteers throughout assignments strengthens efficiency. This was mentioned by two PO participants in the evaluation, one of whom mentioned how they felt nurtured and

supported by the Australian Volunteers Program support. Volunteers were also supported through their assignments and described efficiencies of the Program.

> *I think it's been outstanding and I would say that the local team, … and [Program staff], have been beyond co-operative, beyond helpful and I'm not just saying that because I'm hoping that [volunteer] gets another contract. I mean, I genuinely, sincerely mean this. They – you know, when they send us documentation and we have to complete it they will very graciously point out if we've kind of answered the things in the wrong place and they'll just sort of assist us to ensure that we complete it to the best, you know, to the best of our abilities* (PO).

> *Yes, absolutely, [the Australian Volunteers Program works in an efficient way to support South African partner organisations to achieve their objectives]. Especially in Johannesburg in South Africa, the team is fantastic. The High Commission is fantastic and, you know, we – they are very, very supportive. There is visibility, there's transparency, there's coverage. Yeah, I would say so* (Volunteer).

Most POs responding to the survey were impressed by the Australian Volunteers Program's response to feedback. Survey questions 14 and 15 asked POs about whether or not they had provided feedback to the Australian Volunteers Program (14) and if so, how they rated the response (15). Results are shown in Figure 3.
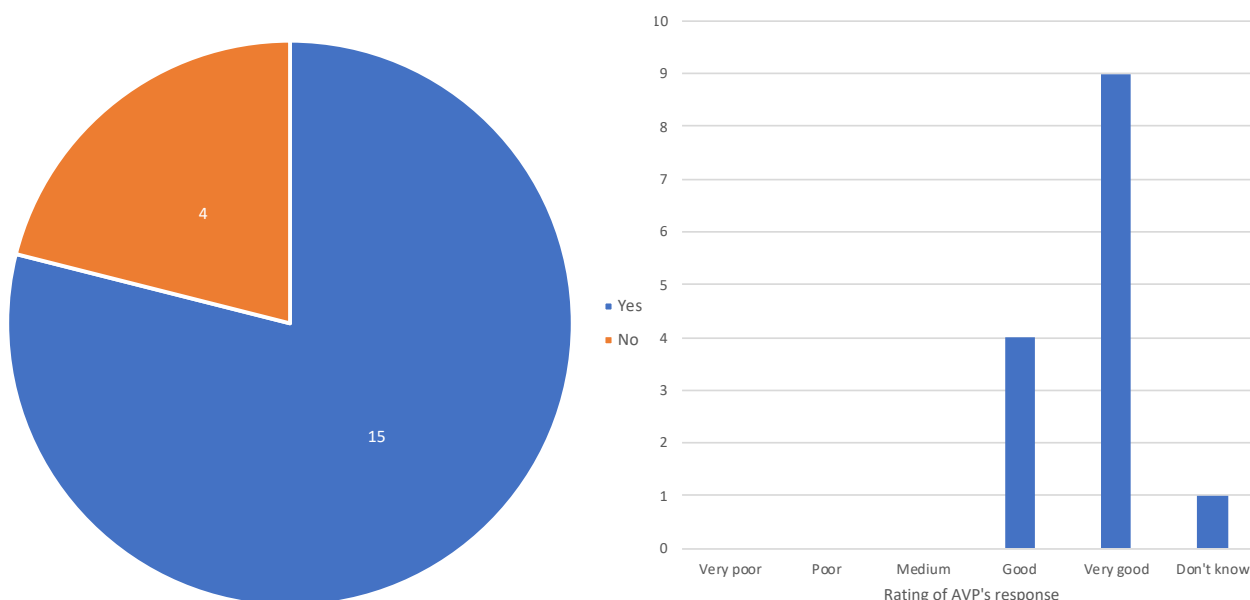
Figure 3. Results from survey question 14 (left) and 15 (right)

As can be seen in the results for question 14, most respondents reported that they had provided feedback to the Australian Volunteers Program. Responses to question 15 show that all respondents rated the response to feedback favourably, with 28% (4 out of 14) 'good' and 64% (9 out of 14) responses 'very good'. One respondent (7%, or 1 out of 14) responded, 'don't know'.

Challenges to efficiency

Timeframes of the program constrain efficiencies. Three POs mentioned timeframes with regards to the efficiency of the Australian Volunteers Program. As mentioned above, significant effort was invested in recruiting the right volunteers for PO positions. These thorough recruitment processes resulted in long lead times for recruiting and dispatching volunteers. This was mentioned by two POs. While POs understood the reasons for these timeframes (and noted that the Australian Volunteers Program did communicate with them), one PO voiced some frustration about how slowly things moved.

Survey question 13 asked POs to reflect on the timeliness of the program, with all 19 POs responding with 'medium' (1 PO), 'timely' (8 POs) or 'very timely' (10 POs) – see Figure 4.
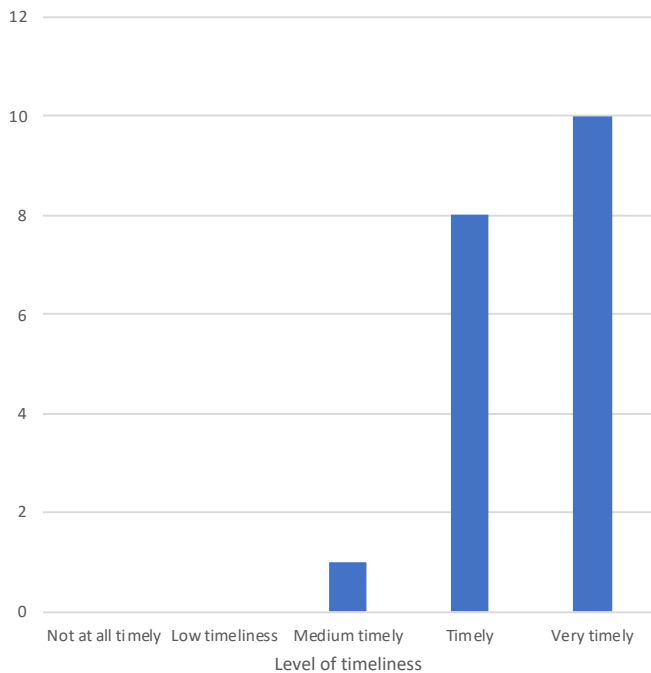
Figure 4. Response to Q13 of survey: Timeliness of Australian Volunteers Program support to POs

The second part of the evaluation question about efficiency focused on learning and improvement. The evaluation found that the Australian Volunteers Program is making constant refinements and improvements to the volunteer program, including recognition of the restrictions COVID-19 has imposed on the program. Learning and improvement are demonstrated though the approaches described below.

COVID-19 era changes and further roll-out of remote volunteering supports efficiency. The Australian Volunteers Program responded immediately to the COVID-19 pandemic in 2020 and the subsequent repatriation of volunteers back to Australia by converting assignments to remote volunteering. These efforts have improved and enhanced cost efficiency, given the lack of travel and in-country support needed for this form of volunteering. Further roll-out of remote volunteers (which was a new approach that was not used prior to the COVID-19 pandemic) has enabled POs to host more volunteers than they might have been able to in face-to-face formats. Less documentation and paperwork on the PO side and the volunteer side (due to validity of existing compliance requirements) enables volunteers to support POs quickly. One volunteer reflected on how the ease of the process meant it was an appropriate way to support POs during the challenging time of the pandemic:

> *And it was very quick, I think an important thing during this time is not putting too much on the partner organisation in order to get a volunteer* (Volunteer).

Trialling new approaches demonstrates adaptability but was felt to be onerous on staff. The Australian Volunteers Program has been trialling new approaches to adapt to rapidly changing contexts. An Australian Volunteers Program participant described how this has been onerous on staff. Developing and refining new processes to adapt to a dynamic constantly moving situation takes significant effort which is compounded by uncertainty about whether the new approaches will be sustainable or successful. A participant from the Program noted that although the process had been challenging, it also demonstrated strength and adaptiveness:

> *I think it's showing that we can be adaptable and we can be flexible and we are trialling new things and I think that's also been a nice process to be involved in that we didn't just think well, we can't place people in-country so you know what are we going to do? But we responded immediately with some sort of response and then we developed that from there* (Australian Volunteer Program).

There were mixed views regarding connections with the Australian High Commission. One volunteer proposed that greater alignment with the High Commission would be beneficial for POs, noting that for cost efficiency, the relationship could be strengthened. However, another PO noted that they had received funds

through the Direct Aid Program, and other volunteers described their appreciation of the High Commission's support of the volunteers program. Overall, a consistent finding of the evaluation was that the Australian Volunteers Program has a strong relationship and connection with the Australian High Commission which then translates to PO connections to the Australian High Commission, and that these connections are positive to progress PO development objectives.

5.3.2 Assessment of relevance

To a large extent, the Australian Volunteers Program has been suitable in supporting POs achieve their human rights objectives. Volunteer selection, and the fact that volunteers had the commitment, personality and skills that made them well matched to the PO, is evidence of this suitability. Examples across these aspects of relevance are further described below, drawing on interview and survey results. Suggested areas which could be addressed in order to strengthen the suitability of the Program are also provided.

Evidence of the suitability of the Program for strengthening POs' ability to progress objectives in human rights

Volunteers have the right skills, personality and approach to work with POs on human rights issues. Five out of the eight POs interviewed raised this, with one PO noting the excellent policy-making skills of Australian volunteers. Another PO commented on the professional nature of the volunteers they had hosted, also recognising that the mature aged volunteers had a wealth of experience well suited to their assignments. Maturity of volunteers was also linked to having wider life experience that suited living and working in a country like South Africa with diverse cultures and a complicated history, as described by a PO:

> *You have to, you have to understand that we come from a very very complicated history and I think that requires maturity to handle that* (PO).

Volunteers also brought new ideas and perspectives to their POs. A PO interviewee mentioned how volunteers asked different sorts of questions to local staff, offering fresh perspectives. A volunteer interviewee noted their knowledge of new technology and social media, and how the volunteer integrated it into the PO's work. This contribution was valued by their PO. The volunteer established the PO on social media including Facebook and LinkedIn which helped with advocacy and reaching other partners and beneficiaries. The volunteer also upskilled the PO in digital communications such as Mail Chimp to improve efficiencies.

Volunteers are very committed to their work on human rights. The commitment of the volunteers to PO values was raised by interviewees across all stakeholder groups (POs, volunteers, Australian Volunteers Program and DFAT). Three POs noted the strong commitment of volunteers to their organisational values. Two volunteers, Australian Volunteers Program staff and DFAT Post also made similar comments. Commitment was demonstrated both during the volunteer placements and through the return visits volunteers made to South Africa for their own reasons. DFAT Post interviewee noted that:

> *I mean, every time [the volunteer] comes back [to South Africa], she goes back to that particular organisation* (DFAT).

A volunteer noted that:

> *Yeah, they're really a great organisation so I wanted to just to help them where I could during the pandemic which is a stressful time for everyone* (Volunteer).

POs are progressing their development objectives with the contributions of volunteers. The evaluation found evidence of POs progressing their development objectives through both the survey and the interviews. One AVP staff member noted that suitability can be demonstrated by volunteers supporting POs to progress their objectives:

> *In most cases, the volunteers have been able to show that they have progressed, or they have developed the capacity of individuals within the organisation, or of the organisations themselves. And therefore, [they have] contributed to their ability to progress their own development objectives* (Australian Volunteers Program).

The quote above differentiates between the contribution to individual capacity building within the PO, and building organisational capacity e.g. financial systems strengthening. With regards to the latter, the interviewee noted that: "*If you're looking at the contribution narrative, you go from building the capacity, to putting the partner organisation in a better position to be able to achieve their development objectives.*" These examples demonstrate the suitability of the Australian Volunteers Program, given its positive contributions in supporting POs progress their development objectives.

In the survey, PO respondents were asked "*To what extent has the Australian Volunteers Program been suitable, to help strengthen your organisation's capacity to progress its development objectives / organisational mission?*". Results from this question (Q10) are seen in Figure 5 below. Of the 19 responses, 1 was 'low', 1 was 'Don't know', and the others (89%) were medium (n=2); high (n=9) or very high (n=6). These results are consistent with the interview responses testifying to the high suitability of the Australian Volunteers Program.
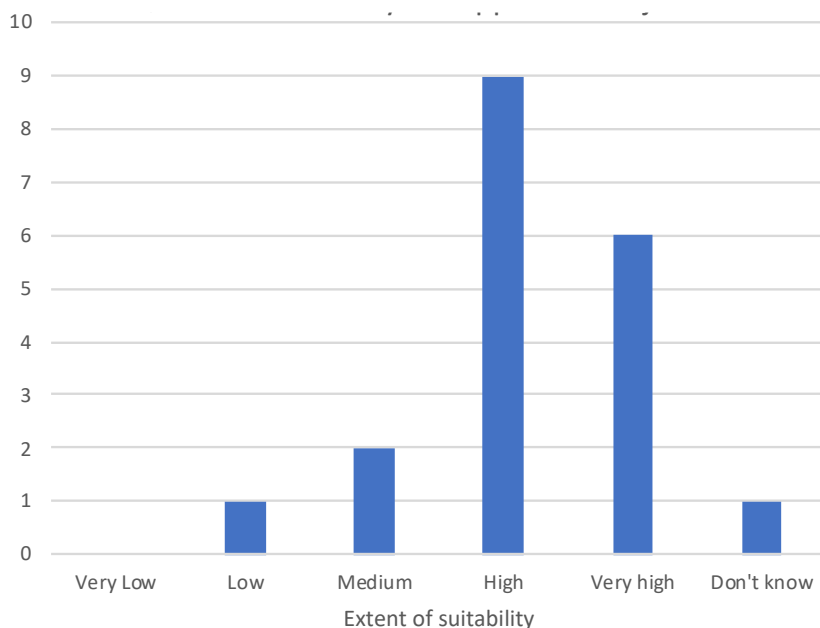
Figure 5. Results from survey question 10: Australian Volunteers Program suitability

In the survey, respondents were also asked: "In what ways has the Australian Volunteers Program been suitable to strengthen your organisations capacity?". Common themes of these responses are described below. The responses highlight relevance to POs across five main areas:

- volunteer skills matching PO needs and gaps, e.g. *"Provides the much-needed human resources"*

- skills transfer, e.g. "*Transfer of professional skills, e.g. therapy, administrative, management, to local employees*"

- introducing new ways of doing / working, e.g. "*Increased production by diversifying products to increase sales*"

- introducing or enhancing PO processes / programs, e.g. *"Introduced quality assurance work groups"*

- enhancing partnerships and networks, "Local partnership development"

Areas to strengthen suitability of the Program

The evaluation team found evidence to suggest more could be done to support POs to make linkages between the work they do and human rights frameworks and conventions. This could provide additional platforms for POs to advocate for the rights of their beneficiaries, taking a rights based approach. Three examples were found in the evaluation.

Firstly, during interviews with POs, the evaluation team found that some POs were hesitant to link the work they were doing to human rights, despite their work aligning with global frameworks such as the Convention

on the Rights of the Child, or the Convention on the Rights of People with Disability. When asked what their organisational goals were for human rights, one PO described the multiple ways they supported marginalised groups with access to healthcare, and then said:

> *So they've all got minor human rights elements involved in them, but our main aim is quality health care for all* (PO).

Other POs noted how they had not developed statements that linked their work to human rights language: "*We don't have an actual statement that, that speaks to what we want to achieve with regards to human rights*". Nor did any POs link their work to conventions on human rights. These examples show that POs could improve their advocacy and messaging particularly in South Africa where the human rights movement is strong, by making direct linkages between the work they do and human rights conventions and frameworks, including the SDGs.

The second piece of evidence to suggest more could be done to link the work of POs to human rights frameworks comes from the survey. Respondents were asked about ways the Australian Volunteers Program has been suitable for strengthening their organisation's capacity. One PO responded that they appreciated the 'Capacity building of civil society organisations on human rights'. This highlights that not all CSOs are familiar with human rights language and frameworks, highlighting potential opportunities for ongoing support in this area.

These examples of evidence from the evaluation show that the relevance and suitability of the Australian Volunteers Program could be enhanced by supporting POs to link their work at the local level to national and global frameworks for human rights. Australian Volunteers Program could also draw PO attention to the rights-based approach which notes the obligations of government to meet the needs of their citizens. This could provide POs with an additional platform for advocacy for their work.

5.3.2 Assessment of coherence

Two aspects of coherence were assessed as part of this evaluation. The first is the extent to which POs' development objectives in human rights are consistent with other actors' interventions. The second aspect is the extent to which there are synergies between the Australian Volunteers Program and other DFAT interventions in human rights in southern Africa. Evaluation findings are provided below.

Coherence with other actors' interventions

POs' development objectives are consistent with government policies and programs, as evidenced by a social network analysis (SNA) included within the online survey for POs in southern Africa, and by interviews with Southern African POs. Seven of the eight South African POs interviewed described how their work aligned with government in various ways at both the national and sub-national levels. One PO mentioned that:

> *So I think what we are doing is we are assisting the government to achieve their policies, to implement their policies. Because our government, they don't have capacity to do that* (PO).

The SNA highlights linkages between POs and government departments, and it highlights the ways in which the government supports the work of POs, but it also reveals that POs fill the gaps where government doesn't have adequate resources to provide services. The online survey asked POs to identify other organisations who supported them to progress their development objectives. Seven POs identified linkages to the National Department of Social Development (in South Africa). This finding demonstrates the strong focus of POs on working with marginalised groups. To a lesser extent, linkages were also cited with the Department of Health and the South African Police.

POs' development objectives are consistent with the objectives of non-government organisations (NGOs). Interviews with stakeholders revealed that POs were also working to align and network with like-minded and similarly focused non-government organisations. One PO noted their preferred multilateral approach to their work, with an alliance of similar NGOs, and another noted their membership of a Disabled People's Association. The evaluation found that each sub-theme within the Human Rights impact area has a tight network or partners and that POs have often established and formal associations through which most related NGOs engage. The Australian Volunteers Program recognised the highly networked nature of the POs, with one interviewee noting:

The South African NGO and not-for-profit sector is very connected. It's an intense space, highly contested in terms of limited resourcing … most people know other people who work in it, and they come together formally or informally, regularly (Australian Volunteers Program).

This finding of highly networked NGOs from the interviews with South African POs was not reflected in the results of the social network analysis which revealed many POs had their own unique networks. Figure 6 below shows the results of the SNA. There are four key interpretations worth highlighting which illustrate the coherence of POs with other actors' interventions:

1. Two POs work with their own unique networks (see bottom left of figure)

2. Many POs have connections with the same supporting organisations (see top right of figure). This demonstrates the strong connections of POs with the 'system of human rights'. It also highlights key organisations who support the work of multiple POs. Whilst the majority of supporting organisations are linked to two POs, another set has connections to three POs. One supporting organisation, the National Department of Social Welfare (South Africa) is connected to, and supports the work of, seven POs. This finding demonstrates the strong focus of POs on working with marginalised groups. The types of supporting organisations that are linked to multiple organisations are most often government departments and funding organisations are also described. The Australian Volunteers Program was described as supporting POs to progress their development objectives by three POs.

3. There are few connections between POs evident in the SNA. Only one PO cited another PO as supporting their work to progress development objectives. Tintsaba Crafts (A18) described Gone Rural (A6) as supporting their work.

4. The most common type of organisation supporting POs to progress their development objectives in descending order are: governments at the sub-national level; local NGOs; national government and then international NGOs.
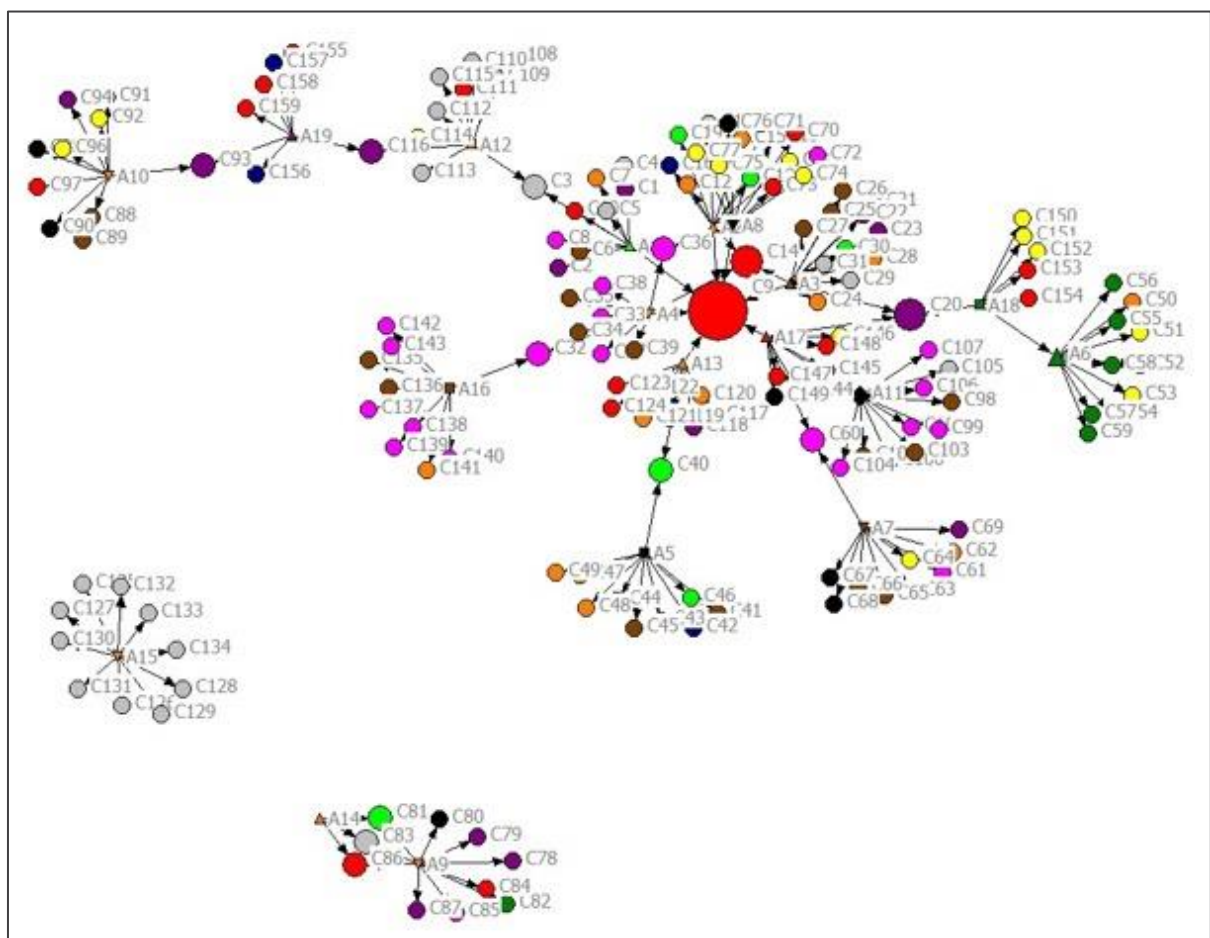

Figure 6. SNA Map for organisations working in human rights in southern Africa

Table 1. Legend for Figure 6.

A = Partner Organisation; C = organisation nominated by PO				
NODE COLOUR REPRESENTS ORGANISATION TYPE:				
Government - national = Red	Government – sub national = Pink	NGO - international = Yellow	NGO - national = Orange	NGO – local = Brown
NGO – regional Africa = Black	Religious organisation = Blue	International agency (e.g. UN agencies) = Purple	Research/Education institute = Light Green	
Small business enterprise / private sector = Dark Green	Other = Black			
SHAPE REPRESENTS ORGANISATION SIZE				
1=4 = Diamond	5-19 = Square	20 – 49 = Up Triangle	50-199 = Down Triangle	Not available = Circle

Whilst the SNA provides insights into how POs connect with other actors' interventions focused on human rights, the evaluation team acknowledge the partial picture it might provide. The SNA approach only asked POs about who they worked with and stopped there. A different and more complete SNA map could be obtained going to the organisations that the POs mentioned, and asking them the same questions. As noted above, during interviews the evaluation team heard that POs in South Africa are highly networked and connected to others, though this is not reflected in the SNA figure. One factor which could help explain this is that we did not focus on a particular sub-theme within the broad range of human rights-focused POs, so the map represents human rights organisations as a whole. If we had focused on disability, or child rights, we might have seen a more connected and less fragmented map of organisations.

POs' development objectives in human rights in South Africa are consistent with other actors' interventions, as evidenced by a 'systems mapping' exercise conducted by the evaluation team. The systems mapping was undertaken to scope the current state of human rights in South Africa, and to situate the work of the POs in relation to the impact area and sub-themes of human rights in South Africa. Systems mapping facilitated learning on the relevance of the Australian Volunteers Program to the local context of human rights. A detailed overview of the systems mapping method and results is provided in Annex 11.

The systems mapping activity identified positive impacts for social wellbeing and the reinforcement of human rights in South Africa which are to a large extent consistent with the development objectives of POs (see Figure 7). Areas of consistency include: promotion of equal opportunities for citizens to participate in economic and social activities; empowerment of women, elimination of gender-based discrimination and gender equality; citizen empowerment and opportunity to voice opinions and needs; and freedom from harassment and discrimination. To a lesser extent, POs were found to be focusing on legal protections of human rights, and citizen access to a protective legal and justice system which is a core feature of the human rights agenda in South Africa.

POs in South Africa have a strong focus on enabling positive drivers, and on addressing negative drivers which were identified through the systems mapping exercise. Positive drivers for human rights in South Africa which are consistent with PO development objectives include: awareness of disability and women's rights; the activeness of civil society in advocating for the fulfillment of rights; and access to comprehensive social security – though in the case of many POs this translates to the provision of basic services. Importantly, the work of POs seeks to address drivers which have a negative impact on human rights which were identified through the systems mapping exercise. These negative drivers include lack of universal access to basic services; widespread gender-based violence; and the levels of violence, poverty and inequality experienced by children. As described in Part A (Section 5.1.1) POs in South Africa employ two main pathways to progress development objectives in human rights: increasing access to services for marginalised and disadvantaged groups, and influencing broader community attitudes towards advancing human rights through advocacy and other means.
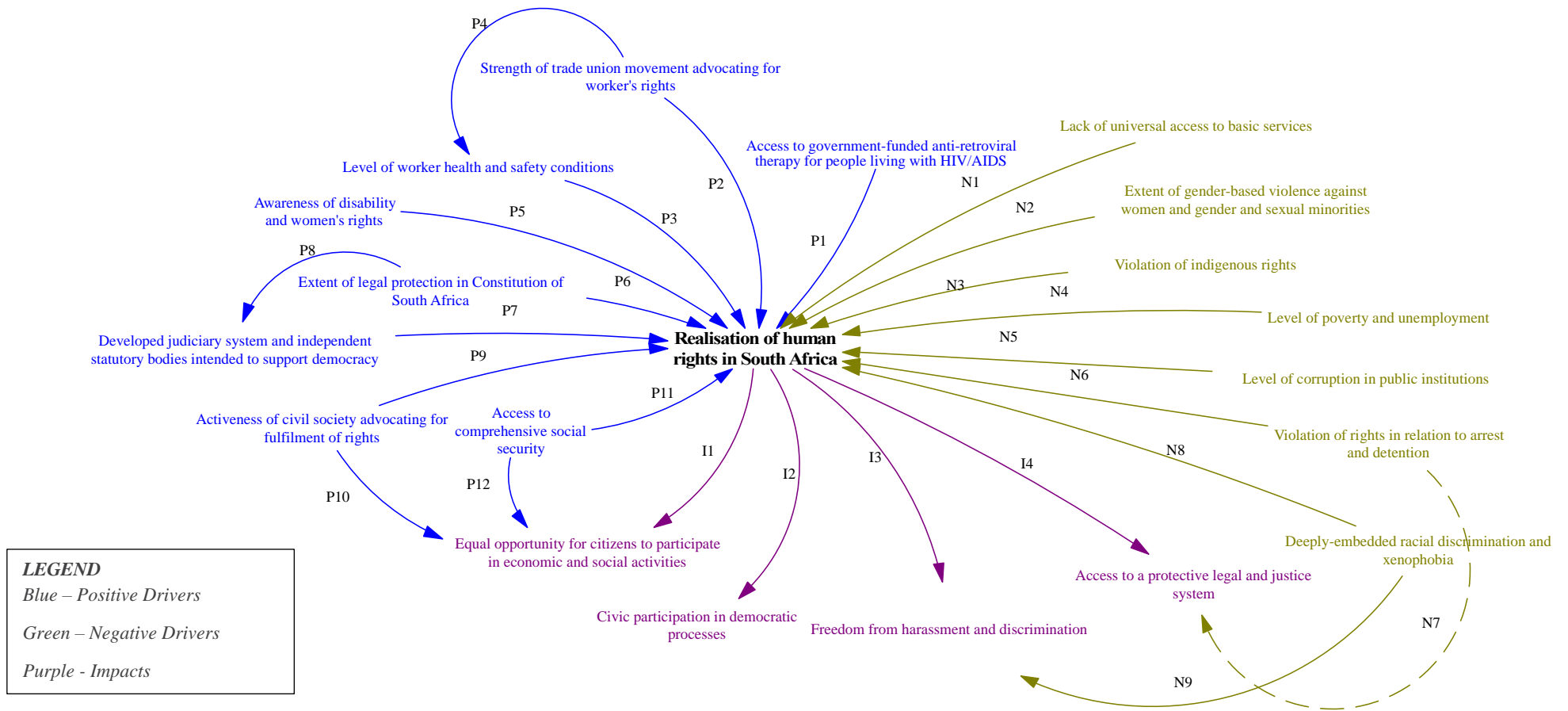
Figure 7. Systems Map for human rights in South Africa

The diagram "Realisation of human rights in South Africa" (central node) connects to the following:

Blue – Positive Drivers:
- P1: Access to government-funded anti-retroviral therapy for people living with HIV/AIDS
- P2: Strength of trade union movement advocating for worker's rights
- P3: Level of worker health and safety conditions
- P4: Strength of trade union movement advocating for worker's rights
- P5: Awareness of disability and women's rights
- P6: Extent of legal protection in Constitution of South Africa
- P7: Developed judiciary system and independent statutory bodies intended to support democracy
- P8
- P9: Activeness of civil society advocating for fulfilment of rights
- P10
- P11: Access to comprehensive social security
- P12

Green – Negative Drivers:
- N1: Lack of universal access to basic services
- N2: Extent of gender-based violence against women and gender and sexual minorities
- N3: Violation of indigenous rights
- N4: Level of poverty and unemployment
- N5: Level of corruption in public institutions
- N6: Violation of rights in relation to arrest and detention
- N7
- N8: Deeply-embedded racial discrimination and xenophobia
- N9

Purple - Impacts:
- I1: Equal opportunity for citizens to participate in economic and social activities
- I2: Civic participation in democratic processes
- I3: Freedom from harassment and discrimination
- I4: Access to a protective legal and justice system

LEGEND
Blue – Positive Drivers

Green – Negative Drivers

Purple - Impacts

Coherence with other DFAT interventions

To a medium extent, the evaluation found that Australian Volunteers Program links to other DFAT initiatives. In the context of POs focused on human rights development objectives, examples of linkages between the Australian Volunteer Program and other DFAT interventions include through the Australian High Commission, its Direct Aid program, and the Australia Awards.

Evaluation participations described opportunities to strengthen connections to the High Commission. However, the particular focus of the High Commission was described as being dependent on who was Head of Mission and their related interests. While past High Commissioners have supported action on human rights issues, including gender and disability issues, current efforts appeared to be focused on mining and industry connections which do not directly relate to core human rights issues.

The Direct Aid Program provides a link between Australian Volunteers Program POs and the High Commission, which provides small grants to POs (already 'approved' through Australian Volunteers Program's reporting and accreditation process) which focus on human rights issues. This was described by DFAT Post:

> *The focus is on marginalised communities, which includes LGBTQI, women, GBV, sports for development – so things that are community-based, but are – and disability – things that are community-based but are very much human right-led* (DFAT).
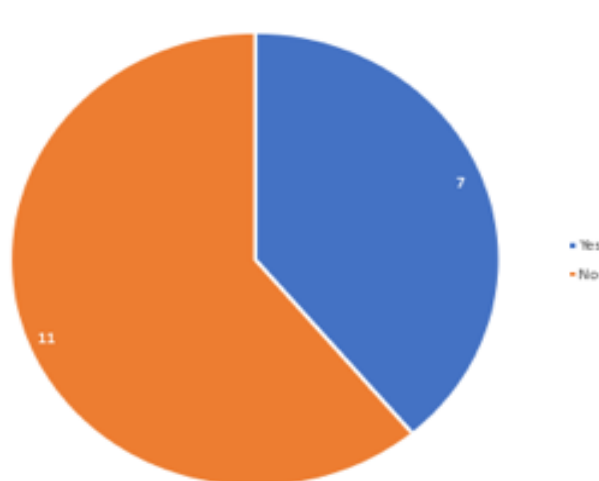
Figure 8. Response to Q20 of survey: connections of POs to other Australian organisations

The Australia Awards provides another link between Australian Volunteers Program and DFAT-supported programs. Volunteers in South Africa are linked with Australia Awards alumni in situations where there are common interests. This provides an opportunity to maintain and strengthen the link with Australia and common development objectives.

The surveyed POs responded to a question regarding whether or not they had connections to other Australian organisations beyond the volunteers program. The results are seen in Figure 8, which shows 11 respondents said no, and 7 said yes.

5.4   PART D: Sustainability

5.4.1 Assessment of sustainability

To a large extent there is indication of ongoing benefits in human rights attributable to the work of POs and support from the Australian Volunteers Program, though there are a few contextual factors which compromise these benefits.

Evidence of sustainability

There is strong evidence of ongoing benefit attributable to POs and the Australian Volunteer Program. In the online survey POs were asked, *"How likely is it that benefits from the Australian Volunteers Program will continue for your organisation, to progress your development objectives / organisational mission?"* Of the respondents, 31.5% of responses (6 out of 19) were 'medium likelihood', 31.5% of responses (6 out of 19) were 'likely' and 21% of responses (4 out of 19) were 'very likely'. Only 5% of responses (1 out of 18) was 'not at all likely', 5% of responses was 'possibly likely', and 5% of responses (1 out of 18) were 'don't know'.
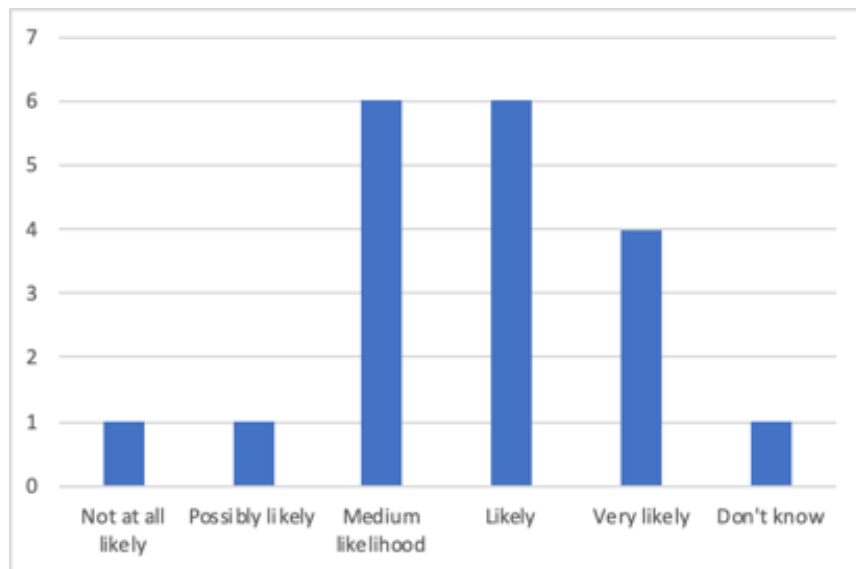
Figure 9: Likelihood of benefits of the Australian Volunteer Program to continue

POs who completed the online survey were asked to provide reasons for these ratings, which provide critical insights into drivers of sustainability. Detailed responses can be found in Annex 10, and are also illustrated below. Key themes which demonstrate sustainability evidenced by both survey responses and interviews are provided below.

Contribution embedded within organisational change. This finding was evidenced in both the online survey results and the interviews with Southern African POs. There was a strong consensus from POs that through capacity building of staff and new systems and processes being in place, the contribution of the volunteers would continue. As described by one PO:

> *The systems and processes have been put in place, and staff have been trained. We have managed to build and progress since the AVI volunteer has left* (PO).

Program staff interviewed for the evaluation highlighted the emphasis they placed on sustainability for both volunteers and POs, and the need to embed organisational change, rather than only increase the skills of individuals.

> *It would be rare that people would go away and not leave anything behind that people – that individuals could use. And I think that the important point there is that individuals would always leave an organisation. So skilling up an individual is not really – you have to do more than that, because of the possibility that that person will – having been skilled up, will find a nice job somewhere else. That's okay if you've left behind guidelines, and systems, then someone else can take it up* (Australian Volunteers Program).

Staff capacity development. Building the capacity of PO staff was described by volunteers interviewed for this evaluation as a key strategy to ensure continuation of the benefits provided by the Program. Staff capacity development is coupled with organisational development. This view was also echoed by the POs interviewed, for example:

The benefits will continue because the Australian volunteers focused on capacity building and the volunteers were successful. There is also always room for improvement. That is why we think future support might be needed (PO).

Transformational change for individuals. Many staff of POs interviewed for the evaluation described how the contributions of volunteers had been transformational to their work, and in turn to their own contributions to the realisation of human rights. For example, staff working in disability services described how, through training by the Australian volunteers, they now appreciated that residents of the home for people living with disability were more capable than they expected, and that they now had a different way of seeing their work. Another example was provided by POs who work with early childhood learning centers. One PO staff member said:

So, next year we're going to do the same thing, continue our training with principals. We'll train the older class, the younger class and the babies. So, that is not going to fall away, because it's treasure, it's so nice, we can't let that go, because we have realised how much that works when everybody in the centre is trained. So, we're going to continue with that, we're not going to let it go (PO).

Better networked POs for ongoing funding. A key contribution of volunteers to POs has been their support for efforts to connect with additional funding sources. Volunteers have established networks for the POs with the Australian High Commission and also other sources of funding. Skill development in networking of POs has increased:

I actually think it's the, you know, the basic benefits of networking. So, you get a phone call from someone with a referral, you know, that she set up. Yeah, if we are trying to connect to someone, we, we are now aware of someone. So, just your basic networking, you know, knowing more people, having a bigger, bigger base of contacts and, and support (PO).

Limitations to sustainability

The evaluation also identified limitations to sustainability, which relate to the broader context in southern Africa. Four factors which limit sustainability are discussed below.

1. **It is difficult to source the specific skills provided by volunteers, since POs don't have sufficient resources to employ skilled staff.** This finding was revealed through the online survey. As noted by a PO representative who rated sustainability 'medium likelihood' "*Likely to continue but skills offered by volunteers are difficult to replicate.*" Learning from this finding, there may be benefits to increasing linkages between Australian-based organisations, professional institutes etc and relevant organisations in southern Africa. For example, it may be productive to promote links between organisations of occupational therapists or physical therapists in the two countries.

   The difference in skill and capacity level, particularly in the fields of design, marketing and accounting [means that the skills possessed by the volunteers] are quite difficult to source locally, … and we literally do not have the means to remunerate people or this calibre sufficiently (PO).

   The training and development of local employees is invaluable, and benefits are seen in the long term. However, due to budget and capacity constraints, ongoing support would ensure even greater long-term success (PO).

2. **Disruption to more recent volunteer assignments due to COVID-19.** Early repatriation of volunteers was described by POs as potentially undermining continuation of benefits of volunteers. During interviews with Australian Volunteers Program staff, maintaining connections with POs was described as an important effort to support continuation of the benefits.

   We've been really good at keeping in touch with partners so we also had lots of- so the initial stage we did kind of a rapid assessment with the partner organizations that we were supporting at the time, of repatriation where we touch base with partners to see how they were, what was the impact on them in terms of COVID and we'd done that with different places over the last 6 months. So checking in with partners, seeing how they're doing, how they are adapting, what do they need from us and making sure that, that we keep in touch with what's happening within partners which I think has been valuable (Australian Volunteers Program).

3. **Staff turnover in POs undermines sustainability.** Though mitigated through development of resources, manuals and organisational change staff turnover within POs was acknowledged as a threat to continuation of benefits. The organisational structure of POs means they often have limited capacity to maintain the benefits. Though it should be acknowledged contribution to the broader sector in most cases is sustained as individuals move to other organisations also seeking to realise human rights

> *But you know I think there are limitation so some organizations are quite small, so say for instance some organizations are three or four people and the workloads don't necessarily go away so they, when that person, the volunteer leaves, there is definitely a gap in terms of having that extra person to contribute to that organization's work, so I think some organizations might be better placed than others to continue all the work that the volunteer's do* (Australian Volunteers Program).

6   Recommendations

Informed by the evaluation findings, a set of recommendations is provided. They are orientated to the unique context of the Australian Volunteers Program in southern Africa and the thematic impact area of Human Rights. There are two groupings of recommendations: those focused on the Programs' engagement with volunteers; and those focused on ongoing work with POs. Many recommendations affirm the ongoing practice of the Australian Volunteers Program and southern Africa team, especially in response to COVID-19.

Recommendations related to volunteers:

1. The Australian Volunteers Program should **continue to develop innovative options for volunteering**, especially in response to COVID-19. Examples of possible options include: shorter term assignments; remote volunteering; group volunteering; and assignments in which Australian-based volunteers collaborate with local volunteers.

2. The Australian Volunteers Program should seek to **increase awareness about the Program within the Australian community and increase the diversity of volunteers** so that they reflect multi-cultural Australia, diverse genders, and different age groups, and volunteers are provided support as needed to work within cross-cultural contexts.

3. The Australian Volunteers Program should **increase opportunities for volunteers to connect with each other, especially when they are engaged in the same focus area of work** (for example the thematic impact area of Human Rights). This could be achieved through leveraging current community of practice activities and utilising efficient remote communications to connect diverse geographical areas in southern Africa.

Recommendations related to partner organisations:

4. The Australian Volunteers Program should **continue to develop innovative options for working with partner organisations**, especially in response to COVID-19. Examples include long-term partnerships; clustered POs and volunteer assignments; and larger-scale partnerships between partner organisations and Australian-based organisations based on shared interests or practice. Possible examples include: research institutes, advocacy groups; disability care providers; early childcare associations and links to the Australia Awards Alumni.

5. Prior to volunteer placements, the Australian Volunteers Program should **provide opportunities for POs to explore broad concepts about a thematic impact area (e.g. human rights, rights-based approaches, and UN conventions on human rights)** which links to their development objectives. This orientation could be on an invitation only (opt-in) basis, it could build on existing knowledge and expertise of POs, and it could draw on past and intended future engagement with the Australian Volunteers Program.

6. The Australian Volunteers Program should **continue to work to strengthen POs' ability to host and manage volunteers and get best value of the volunteer contribution to support long-lasting change**, through both individualised support, follow-up with POs and also through bringing POs together through collective peer (PO) **learning about host volunteering.**

7. The Australian Volunteers Program should **bring together partner organisations based on a common focus on human rights (thematic impact area) to explore opportunities for networking, collaboration, and ways to strengthen efforts to achieve shared development objectives.**

7 Conclusion

This evaluation is the second of three Deep Dives which evaluate the three thematic impact areas of the Australian Volunteers Program. The evaluation took place between August 2020 and March 2021, during which time the COVID-19 pandemic continued to influence ways of working in both Australia and southern Africa. At the time of the evaluation, all Australian volunteers involved in the Program had been repatriated to Australia, though the presence of the Program was still very much felt by the POs and their beneficiaries interviewed for the evaluation. As per the design approach for Deep Dive One, this evaluation was conducted using online and remote technologies. This was made possible through the support of the Australian Volunteers Program in Melbourne, the Regional Director, the Regional MEL Coordinator, the Country Manager and the ICMT in South Africa.

The evaluation identified impacts in the area of human rights through the work of POs and the Australian Volunteers Program. POs contribute to improving human rights in a broad range of areas, in line with the diverse set of human rights issues in southern Africa. The development objectives of POs are consistent with priorities for human rights set by government and non-government organisations in southern Africa. The work of POs in progressing the realisation of human rights is also aligned to the Australian Volunteers Program thematic area which has a strong focus on human rights for marginalised and discriminated groups. The evaluation revealed two main pathways through which POs contribute to human rights: service delivery to marginalised or disadvantaged groups; and advocacy and influence to change broader community perceptions of these groups.

The Australian Volunteers Program's contribution to progressing the realisation of human rights is highly valued by POs and their beneficiaries. Volunteers' professional expertise and experience, coupled with their positive personal qualities, are highly valued. Volunteers were described as supporting POs in two ways: through direct support to the beneficiaries of POs (i.e. service users); and through organisational development. The sustainability of the benefits of the Program is strengthened because volunteers provide in-house staff training and put in place manuals, protocols and resources so that the work can continue following their departure. Direct engagement of volunteers has a profound effect on POs' staff and beneficiaries. This engagement involves shared goals and a shared interest in the realisation of human rights.

The evaluation identified the existing strong efficiencies of the Program, and efforts are ongoing in response to COVID-19. Staff efforts to work with and support POs and volunteers was acknowledged, ensuring the best potential experience and outcomes are achieved.

The evaluation revealed examples of efforts already being pursued by the Australian Volunteers Program to strengthen impact and sustainability. Recommendations offered in this report, whilst informed by findings related to the thematic impact area of Human Rights in southern Africa, are applicable to other country contexts and thematic impact areas.

8   Annexes

Annex 1: DFAT Standard 6 – Independent evaluation reports

No.	Element	Reference in Evaluation Report
Introductions		
6.1	A background to the evaluation summarises: the total value of the investment; the number of years of the investment; the stage of investment implementation; key outcomes of the investment; and the key issues identified in the terms of reference	Section 2.1
6.2	A brief summary of the methods employed is provided	Section 4 & Annex 5
6.3	Key limitations of the methods are described and any relevant guidance provided to enable appropriate interpretation of the findings	Section 4.2
6.4	The executive summary provides all the necessary information to enable primary users to make good quality decisions	Executive Summary
Findings and Analysis		
6.5	The evaluation report clearly addresses all questions in the terms of reference	Section 5
6.6	The relative importance of the issues communicated is clear to the reader	Section 5
6.7	There is a good balance between operational and strategic issues	Section 5 & 6
6.8	The report clearly explains the extent to which the evidence supports the conclusions and judgments made	Section 5 & 6
6.9	Alternative points of view are presented and considered where appropriate	Section 5
6.10	Complicated and complex aspects of issues are adequately explored and not oversimplified	Section 5
6.11	The role of context and emergent risks to investment performance are analysed	Section 5
6.12	The text uses appropriate methods/language to convince the reader of the findings and conclusions	Section 4 & Annex 5
6.13	There is an adequate exploration of the factors that have influenced the issues identified and conclusions drawn	Section 5
6.14	The implications of key findings are fully explored	Section 5 & 6
6.15	The overall position of the author is clear and their professional judgments are unambiguous	Section 5 & 6
Conclusions and Recommendations		
6.16	The conclusions and recommendations logically flow from the presentation of findings and any associated analyses	Sections 6 & 7
6.17	Individuals have been allocated responsibility for responding to recommendations	Section 6
6.18	Where there are significant cost implications of recommendations, these have been estimated (financial, human and materials costs)	Section 5 & 6
6.19	The recommendations are feasible	Section 6
6.20	The circumstances under which any important lessons are transferable are described	Section 5 & 6
6.21	The final evaluation report is published within the timeframes outlined in the DFAT Aid Evaluation Policy	Yes

Annex 2: Thematic impact areas
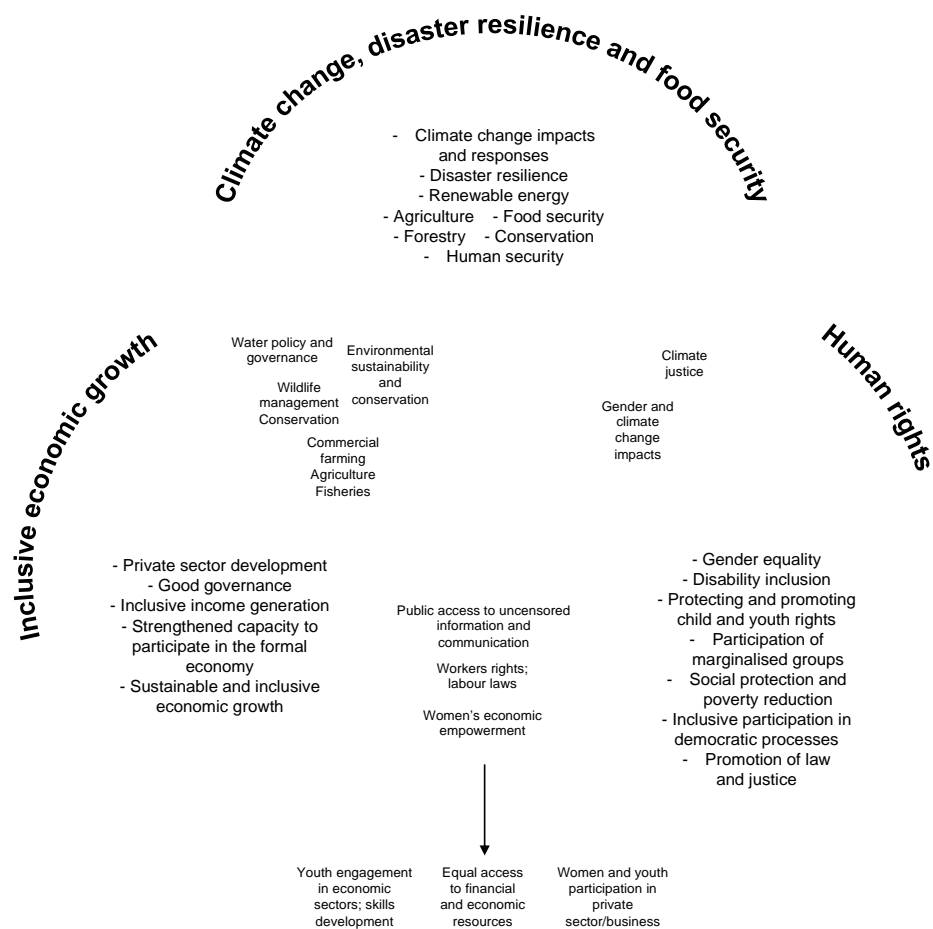
Figure A1: Sub-themes, showing overlap, for the three impact areas

Figure A1 shows the main sub-themes for the three impact areas. The figure also shows areas of overlap for the three impact areas, which are consistent with development practice that recognises the value and opportunities provided by sector interlinkages. The overlap of impact areas pertains to issues and themes that are relevant across different sectors and is an indication of real-world complexity. Development programming should recognise connections between different sectors and development objectives, and a key theme of the SDG agenda is to prioritise interlinkages as a means of enabling sustainable development. Note that the grey box at the bottom of the figure shows sub-themes overlapping both Inclusive Economic Growth and human rights (they did not fit within the main circles).

The overlap of impact areas highlights a layer of complexity associated with mapping assignments (i.e. assignments can map to more than one impact area). However, it also highlights an opportunity to contribute to progress beyond one sector. As the impact areas are operationalised within the Australian Volunteers Program, the value of, and opportunities provided by, interlinkages and overlaps will need to be communicated to key stakeholders.

Examples of areas of overlap include:

- Farming and fisheries (Climate Change + Inclusive Economic Growth)

- Environmental sustainability and conservation (Climate Change + Inclusive Economic Growth)

- Climate justice (Climate Change + Human Rights)

- Gender and climate change (Climate Change + Human Rights)

- Women's economic empowerment (Human Rights + Inclusive Economic Growth)

- Youth engagement in economic sectors (Human Rights + Inclusive Economic Growth)

Annex 3: Australian Volunteers Program – theory of change

Annex 1 Program Logic with Indicators and Data Sources – Australian Volunteers Program

Long term goals
- The Australian government is achieving its development objectives
- Australian aid is perceived positively in Australia and internationally
- Australians are more globally literate and connected

End of program outcomes (Y5)

Partner Organisations (POs) are supported by Australia to progress their development objectives
- A1. %age of Partner organisations that demonstrates progress on agreed development outcomes
- A2. Nature of development outcomes achieved (DAC, SDG, Country Plan)

The public and governments in Australia and overseas better appreciate the value of volunteering
- B1. %age of respondents (DFAT, PO, AO, key influencers) who understand the four benefits of volunteering
- B2. Nature and frequency of the responses about what informs key influencers opinions/knowledge & how to maximise awareness

Australian volunteers gain professionally and personally
- C1. %age of volunteers who report feeling satisfied or very satisfied with the level of personal and professional development achieved
- C2. %age volunteers demonstrating progress against key competencies
- C3. Proportion of RAVN that demonstrate career progression and link benefits to their experience as a volunteer.

Intermediate outcomes (Y2-5)

POs have strengthened their capacity and gained from the program
- A3. %age of Partner organisations that demonstrate progress on organisational capacity development indicators
- A4. Nature of organisation capacity developed
- A5. %age of POs identifying benefits and satisfaction with the program
- A6. Nature and frequency of reasons for satisfaction.

AOs, POs, Champions, Volunteers and DFAT promote the benefits of volunteering to their constituencies
- B3. Proportion of AOs, POs, Champions, DFAT posts, and other target audiences who are actively engaged in promoting the benefits of AVP
- B4. % increase in AVP's share of voice and brand reach

Volunteers (current and returned) promote greater cultural awareness and build stronger connections between partner countries and Australia
- C4. Nature, duration, satisfaction & benefits of relationships between volunteers and POs, AOs and POs
- C5. Nature, duration and reported benefits of relationships between AOs and POs
- C6. Proportion of POs, AOs and Volunteers and RAVN that are satisfied with the relationship

POs have a strategic rationale for participation in the program and provide a safe and productive working environment
- A7. %age of capacity development plans (and assignments) that align with country priorities.
- A8. %age of volunteers who report a safe and productive work environment
- A9. # and type of security and work health and safety incidents

The program is recognised by peer volunteering programs as best practice and innovative

Volunteers complete their assignments well and have a positive volunteering experience
- C7. %age of volunteers and POs who rate volunteer assignment and experience of working together as good/very good + most frequent reasons.
- C8. %age of volunteers who report feeling supported by AVP + most frequent reasons.

Immediate changes (outputs)

DFAT post, DFAT CBR and State offices leverage and support the program

Mainstream media, business, community and popular platforms profile volunteers and their stories

Innovations, learning and AVP achievements are promoted and shared in the volunteering and development community overseas and in Australia

Volunteers are diverse, well supported & have the required skills, attitudes and attributes for the assignment

- DFAT and potential AOs & POs are aware of and value the new volunteer program
- Relevant and diverse partnerships are established & maintained
- Volunteers, AOs, POs and Post supported to contribute relevant and engaging communications to global audiences
- Learning is captured from program approaches, including innovations, & informs practice
- Returned volunteers and previous POs and AOs are supported to remain engaged with the program
- The program is inclusive of and accessible to a broad range of skilled Australians
- The necessary supporting program system and resources are in place

- A10. AO and PO demographics by country, organisation type Size, DAC Sector, SDG, length of partnership
- B5. Number and nature of communications activities (Events, social media, print and radio media)
- B6. Brand mentions, reach, traffic volume and engagement on AVP media channels.
- B7. %age of AOs, POs, Volunteers and posts that report being adequately supported to deliver public diplomacy activities.
- C9. RAVN demographics
- C10. Volunteer demographics
- C11: Applicant demographics

Influence activities
- Engage, plan & align with DFAT CBR & Post
- Identify, establish and maintain partnerships (PO and AO) & networks
- Plan & deliver promotional activities
- Monitoring, Evaluation & Learning activities
- Research & trial new & more effective volunteering approaches
- Plan & deliver volunteer assignments
- Plan & deliver volunteer recruitment, support, learning & development

Foundational activities
- DFAT AVS team is set up and ready
- Partner activities
- Public diplomacy activities
- M&E framework and reporting schedule
- Volunteer activities
- Operational activities

Efficient and Effective Program Management Indicators (see Annex 2). Related to:
- Contract Management
- Risk and Financial Management
- Program Learning and Quality

Data Collection Tools
- Media monitoring, social listening, event feedback forms
- Transition survey
- PO Partnership Plans (Annual Review)
- Stories of Change
- Public diplomacy research
- Compliance Audits
- Management Information System
- Assignment feedback forms (mid & end)
- RAVN Survey
- Spot check

Australian Volunteers program – Monitoring, Evaluation and Learning Framework (2017/8)

20

Annex 4: Evaluation questions

The evaluation questions are as follows:

Relevance

1. To what extent has the Australian Volunteers Program been suitable for supporting Partner Organisations to progress objectives in Human Rights in Southern Africa?

Effectiveness

2. To what extent and in what ways have Partner Organisations progressed their development objectives in Human Rights in Southern Africa?

3. To what extent and in what ways has the Australian Volunteers Program contributed to progress achieved in Human Rights in Southern Africa?

4. Were there contextual factors that helped or hindered progress overall?

Efficiency

5. To what extent has the Australian Volunteers Program operated in an efficient way and contributed to progress in Human Rights in Southern Africa?

6. To what extent has the Australian Volunteers Program been able to learn about and improve its approaches to managing a volunteering program, including through partnerships, recruitment, communication, innovation and trialling new approaches to support Partner Organisation's development objectives in Human Rights?

Coherence

7. To what extent are Partner Organisations' development objectives in Human Rights in Southern Africa consistent with other actors' interventions?

8. To what extent are there synergies or linkages between the Australian Volunteer Program and other DFAT interventions in Human Rights in Southern Africa?

Impact

9. What higher-level effects have Partner Organisations contributed to in Human Rights in Southern Africa and in what ways has the Australian Volunteer Program supported this?

10. Informed by the evaluation findings, what are prioritised recommendations on strategic options for the Australian Volunteer Program to strengthen impact in Human Rights in Southern Africa, and what lessons can be learnt for other countries?

Sustainability

11. To what extent is there an indication of ongoing benefits in Human Rights in Southern Africa attributable to Partner Organisations and the Australian Volunteer Program support?

12. Informed by the evaluation findings what are prioritised recommendations on strategic options for the Australian Volunteer Program to strengthen sustainability of outcomes or impacts in Human Rights in Southern Africa, and what lessons can be learnt for other countries?

Annex 5: List of documents reviewed

The following list provides the documents reviewed for this evaluation:

2019 Country Reports on Human Rights Practices: South Africa

https://www.state.gov/reports/2019-country-reports-on-human-rights-practices/south-africa/

Amnesty International Country Report on Human Rights: South Africa 2019

https://www.amnesty.org/en/countries/africa/south-africa/report-south-africa/

Amnesty International News, 'Broken and unequal education perpetuating poverty and inequality', 11 February 2020

https://www.amnesty.org/en/latest/news/2020/02/south-africa-broken-and-unequal-education-perpetuating-poverty-and-inequality/

Department Foreign Affairs, Aid Investment Plan Sub-Saharan Africa: 2015-2019

https://www.dfat.gov.au/about-us/publications/Pages/aid-investment-plan-aip-sub-saharan-africa-2015-16-to-2018-19

Department of Social Development Republic of South Africa

https://www.dsd.gov.za/index.php/programme/comprehensive-social-security

KPMG Human and Social Services (2014) Too costly to ignore – the economic impact of gender-based violence in South Africa, KMPG, South Africa

https://assets.kpmg/content/dam/kpmg/za/pdf/2017/01/za-Too-costly-to-ignore.pdf

South Africa – World Report 2019 Human Rights Watch

https://www.hrw.org/world-report/2019/country-chapters/south-africa

Southern African Development Community

https://www.sadc.int/issues/gender/

South African Government – Legislation and policies

https://www.gov.za/about-government/legislation-and-policies#domestic

Research Brief on Discrimination and Violence on the Basis of Sexual Orientation, Gender Identity and Expression (SOGIE) in South Africa

https://www.sahrc.org.za/home/21/files/Thematic%20Discussion%20Paper%20on%20SOGIE%20based%20violence%20and%20discrimination%20in%20SA.pdf

Research Brief on Race and Equality in South Africa 2013-2017

https://www.sahrc.org.za/home/21/files/RESEARCH%20BRIEF%20ON%20RACE%20AND%20EQUALITY%20IN%20SOUTH%20AFRICA%202013%20TO%202017.pdf

Transparency International

https://www.transparency.org/en/cpi/2019/results/zaf

Treatment Action Campaign

https://www.tac.org.za/our-history2/

UNICEF South Africa, "Child Protection"

https://www.unicef.org/southafrica/child-protection

Annex 6: Evaluation methods

Details of evaluation methods are described below.

Social network analysis (SNA)

SNA is a quantitative and visual method for studying social relationships and interactions between individuals and organisations[16]. SNA allows for a greater understanding of social systems, and provides critical insights into things like trust, social capital, information flows and collaboration. Visual maps can be created that highlight which nodes (individuals or organisations) have the most ties with other actors, and which are cut off or isolated, and importantly, who is connected to the 'most connected' actors[17].

The purpose of the SNA was to identify the organisations active in Human Rights, and to map the relationships between these organisations. SNA questions were included in an online survey which was emailed to all active POs with development objectives related to Human Rights over the period of 2018 – present. These POs were asked several questions, including which other organisations they work or interact with, therefore identifying the network of actors in Human Rights. The SNA therefore helped to understand which 'linked' organisations were important for POs to achieve their objectives.

See Annex 10 for the results of the SNA.

Online survey

Online surveys are data collection tools targeting a predefined sample of respondents on a specific topic. Structured questions are provided to respondents, including both closed (e.g. multiple choice or scalar) and open questions using online tools such as Survey Monkey or Qualtrics.

Our online survey was developed using Qualtrix survey software, comprised of 20 questions. The survey was sent to 39 POs, with 21 responses (two from the same PO). Results were analysed in Microsoft Excel and are presented in Annex 9.

Systems mapping

A system may be defined as: "a group of interacting, interrelated, and interdependent components that form a complex and unified whole"[18] (Coffman 2007). Mapping systems are useful in evaluations as they help to capture the system and sub-systems that are being evaluated. It also helps to unpack the level of complexity of the initiative being evaluated in a non-linear way and assists in identifying where the focus of the evaluation should be.

Systems-maps can also be used as an alternative to conventional theory of change diagrams (ToC) in order to overcome linear approaches that simplify complex situations of social change. Complexity includes things like non-linearity, iteration, adaptation and learning – elements that are difficult to represent with a ToC approach.

Our systems mapping was undertaken to scope Human Rights in Southern Africa. The systems map was informed by the results from the SNA, as well as the analysis of the Australian Volunteers Program data and the document review. The systems map was important to provide an overview of the key actors, policies and additional contextual factors that define Human Rights in Southern Africa.

Results of our systems mapping are presented in Annex 9.

Key informant interviews (remote)

Key informant interviews (KIIs) are a qualitative research approach that involve a one-on-one in-depth discussion between the researcher and the participant. This evaluation drew on a semi-structured interview

---

[16] Leppin AL, Okamoto JM, Organick PW, et al. Applying Social Network Analysis to Evaluate Implementation of a Multisector Population Health Collaborative That Uses a Bridging Hub Organization. Front Public Health. 2018;6:315. Published 2018 Nov 2. doi:10.3389/fpubh.2018.00315

[17] Laesecke, A and de García, D. (2017) Visualizing what connects us: Social network analysis in M&E, IREX, accessed 15 July at https://www.irex.org/insight/visualizing-what-connects-us-social-network-analysis-me

[18] Coffman, J. (2007) A Framework For Evaluating Systems Initiatives, Build: Strong Foundations for our Youngest Children.

approach as a primary data collection tool, guided by pre-defined interview questions. The semi-structured approach allowed for a conversational and informal style to gather data from participants.

KIIs were used for Southern African-based stakeholders (POs associated with the identified sub-theme/s and beneficiaries of POs) as well as DFAT and the Australian Volunteers Program stakeholders. Given COVID-19 travel restrictions, all KIIs were conducted remotely over Zoom or phone. Interviews with POs were conducted in Bahasa Southern African. After gaining informed consent, all interviews were recorded and transcribed. A breakdown of KII participants is found in Annex 7.

Document review

Document review supported the systems mapping approach and also provided secondary data supporting findings from the KIIs. A rapid qualitative review gleaned important details relating to sub-theme/s and POs development objectives. Documents included the Australian Volunteers Program (e.g. end of assignment data, where appropriate) and PO documentation as well as those relevant to Human Rights in southern Africa (e.g. key government policies and strategies, development sector strategies and frameworks).

Annex 7: Evaluation participants

Table A1: Evaluation participants

	Total participants	Australia		South Africa	
		Male	Female	Male	Female
Key informant interview participants:					
Australian Volunteers Program	3			1	2[19]
DFAT	1				1
Partner Organisation	8			3	5
'Beneficiaries'	10			2	8
Volunteer	8	2	6		
Survey participants:					
Partner Organisation	19	N/A	N/A		

---

[19] Note: One member of the 'South Africa' Team is located in Sri Lanka

Annex 8: Deep Dive terms of reference (ToR)

Australian Volunteers Program's thematic 'impact areas' summative evaluations

1. Introduction

The Australian Volunteers Program intends to carry out a series of separate summative evaluations of each of the program's 'impact areas'. This work builds on the formative evaluation of the impact areas carried out in 2019. This will be a long-term evaluation activity to run over the next three years up to the contract end in 2022, with at least one evaluation of an impact area carried out each year.

Each of these 'Deep Dives' are to be based on a similar analytical framework and methodology to enable comparability between them (and the baseline) and provide efficiencies and opportunities from learning from one to the other. These summative evaluations will contribute evidence to program mid-term and external evaluations that are not part of the scope of these terms of reference (ToR). This approach, with its longitudinal dimension, may also allow other research questions regarding, for example, approaches to partner capacity building, to also be examined.

This document sets out ToR for summative evaluations for the impact areas as a whole, informed by the earlier formative evaluation. The approach outlined here will inform future detailed evaluation design and planning as part of the inception phase of each of the individual summative evaluations.

2. Background and context

2.1 About the program

Since the 1960s, the Australian Government has, through its aid program, supported Australians to volunteer in developing countries. International volunteering promotes cultural understanding through people-to-people linkages and is a means of promoting both public diplomacy and development outcomes.

The latest chapter of the Australian Volunteers Program (formerly Australian Volunteers for International Development) commenced on 1 January 2018 as a $190m Australian Government investment in 26 countries, over a period of five years. The Australian Volunteers Program is managed by AVI, in a consortium with Cardno Emerging Markets Pty Ltd and Whitelum Group. The program continues to match skilled Australians from all walks of life with organisations overseas to help these organisations to deliver on their own objectives. The program uses international volunteering as a people-centred approach to capacity development.

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

a)   Partner organisations (POs) are supported by Australia to achieve their own development objectives;

b)   The public in Australia better appreciates the value of international volunteering;

c)   Australian volunteers gain professionally and personally.

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

a)   The Australian Government is achieving its development objectives;

b)   Australian aid is perceived positively in Australia and internationally;

c)   Australians becoming more globally literate and connected.

2.2 About the Impact Areas

The Global Program Strategy for the Australian Volunteers Program sets out three impact areas to which the Australia Volunteer Program contributes. As described in the formative evaluation findings, these impact areas are understood as just one lens through which to assess the contributions of the Australian Volunteers Program. For example, contributions to other sectors such as health, education, and technology are also valued as a result of the Australian Volunteers Program. The three impact areas are:

1) Human Rights: At its core, the Human Rights impact area pays special attention to marginalised groups and aims to secure human rights, and to improve access to, and civic participation in, democratic processes.

The Human Rights impact area promotes fulfilment of rights for particular marginalised groups including: women, gender and sexual minorities, people living with a disability, children, youth, and indigenous people. Inclusive in the fulfilment of rights is the ability of marginalised groups to participate and thrive in society, have access to a protective legal and justice system, and to have access to effective social protection and information and communications.

2) Climate Change/Disaster Resilience/Food Security: The Climate Change, Disaster Resilience and Food Security impact area takes climate change and its impacts as its starting point. Responding to climate change impacts (including severe weather and disasters), adaptation and mitigation (including emissions reduction through renewable energy) are at the core of this impact area. Extending from this starting point are the resilience of agriculture and fisheries sectors and food security, all of which are directly affected by climate change. Environmental conservation is also included under this impact area, given the impact of climate change on the environment, and given that the preservation of healthy ecosystems provides a natural buffer to climate change. Furthermore, the inclusion of environmental conservation under this impact area acknowledges that healthy ecosystems are more productive, and are more able to sustain livelihoods (linking to Inclusive Economic Growth).

3) Inclusive Economic Growth: The Inclusive Economic Growth impact area centres around growing and embedding inclusivity and sustainability within developing economies. This includes supporting a strong enabling environment through good governance for private sector development, fair work practices, and vocational and technical training. The Inclusive Economic Growth impact area also highlights the need to support the inclusion of women, youth and other marginalised groups typically excluded from full participation in the formal economy. Key to inclusive economic growth is the equitable sharing of economic benefits. This impact area includes sectors which contribute to poverty reduction and provide significant income generation within the countries the Australian Volunteers Program supports. These sectors include tourism, hospitality, agriculture, fisheries and forestry, which are often relevant to marginalised groups. The role of entrepreneurship and small-scale enterprises in developing economies is also recognised within this impact area, again for its relevance to marginalised groups.

3. Evaluation purpose

The purpose of the evaluation is to assess the outcomes and contribution of the Australian Volunteers Program to the three impact areas.

This objective relates primarily to the first outcome of the program: 'Partner organisations are supported by Australia to progress their developmental objectives'.

As a secondary consideration, the Impact Areas evaluation will also aim support the second outcome, such that the 'public in Australia better appreciates the value of volunteering' through the communication of outcomes from the evaluations by the Australian Volunteers Program.

4. Evaluation scope

The scope and focus of the evaluations will be informed by a number of sampling decisions.

Impact Area Focus: Annual evaluations will be conducted relevant to each of the three impact areas. The sequence of the three impact areas is proposed by the Australian Volunteers Program:

Year 1 (FY20): Inclusive Economic Growth

Year 2 (FY21): Climate Change / Disaster Resilience / Food Security

Year 3 (FY22): Human Rights

This sequencing may vary but will be agreed upon prior to the inception phase of each individual summative evaluation.

As appropriate, a sub-theme relevant to an impact area might be an area of inquiry (depending on the country focus, and the development objectives of the partner organisations), or a broader area of inquiry which includes multiple sub-themes within an impact area may be chosen.

Country-level analysis: A country-level analysis will be carried out of each impact area to consider the contribution to the portfolio of partner organisations and their development objectives relevant to the specific impact area within a country context.

The precise sample will be confirmed with the Australian Volunteers Program Monitoring, Evaluation and Learning (MEL) team, but it is proposed that a country is selected on the basis of providing best learning about the impact area.

For example, a country with highest proportion / highest number of assignments in impact area.

Partner organisations / assignments: Within a country context, partner organisations will be identified relevant to the impact area and the sample for inclusion will be identified. Priority for inclusion will be informed by the following criteria: assignments from 2018 onwards, single to multiple assignments within one partner organisation, relevant partner organisation staff available who have been supervisors or had working relationships with Australian Volunteers.

5. Key evaluation questions

The evaluation questions are informed by the OECD DAC Criteria for Evaluating Development Assistance and will form into five domains of inquiry: Relevance; Effectiveness; Efficiency; Impact, and Sustainability. The evaluation questions are also informed by the Australian Volunteers Program MEL Framework.

Relevance

1) To what extent has the Australian Volunteers Program been suitable for supporting partner organisations to progress objectives in [IMPACT AREA] in [COUNTRY]?

Effectiveness

2) To what extent and in what ways have partner organisations progressed their development objectives in [IMPACT AREA]?

3) To what extent and in what ways has the Australian Volunteers Program contributed to progress achieved in [IMPACT AREA]?

4) Were there contextual factors that helped or hindered progress overall?

Efficiency

5) To what extent has the Australian Volunteers Program operated in an efficient way and contributed to progress in [IMPACT AREA] in [COUNTRY]?

6) To what extent has the program been able to learn and improve its approaches to managing a volunteering program, including through partnerships, recruitment, communication, innovation and trialling new approaches?

Impact

7) What longer-term changes have partner organisations contributed to in [IMPACT AREA] in [COUNTRY]?

8) Have there been any unintended consequences, positive or negative, of the Australian Volunteers Program's work in [IMPACT AREA] in [COUNTRY]?

9) Informed by the evaluation findings what are prioritised recommendations on strategic options for strengthening engagement and outcomes in [IMPACT AREA?]

Sustainability

10) To what extent is there an indication of ongoing benefits attributable to the support of the Australian Volunteers Program to partner organisations in [IMPACT AREA] in [COUNTRY]?

10) How might the program strengthening its engagement in [IMPACT AREA] in [COUNTRY], and what lessons can be learnt for other countries?

6. Evaluation Approach

The evaluations seek to learn about the contribution of the Australian Volunteers Program to development objectives in relation to each of the three impact areas. An important aspect of the evaluation is to situate the contribution of the Australian Volunteers Program support in relation to the broader country context and development issues.

It is expected the evaluation will employ a number of approaches as outlined below. The evaluation approach will be detailed in an Evaluation Design / Plan prepared in the first phase of the evaluation and agreed to by an Evaluation Reference Group.

Theory of change – to discern the contribution of the Australian Volunteers Program to development outcomes (within an impact area), recognising the contribution of volunteer assignments to partner organisations achievement of development objectives, and in turn partner organisations contributions to broader development outcomes in the country.

Contribution analysis – to discern causal linkages and infer causality of the Australian Volunteers Program to outcomes achieved in the impact areas.

Systems thinking – to situate the Australian Volunteers Program portfolio (partner organisations and assignments) within the broader country context, to make sense of contribution within broader development.

Mixed methods – to ensure a 'Deep Dive' learning and assessment of outcomes and contribution of the Australian Volunteers Program to the three impact areas the evaluation will employ:

- Social network analysis (SNA)
- Key informant interviews (KIIs) and focus group discussions with multiple stakeholders
- Focus group discussion (FGD) at a returned volunteer debrief for volunteer assignments aligned to that specific impact area
- Analysis of Australian Volunteers Program monitoring data and DFAT monitoring data as available
- Partner organisation monitoring
- Country data / statistics (to situate learning within country context)

The evaluation will draw on the program logic set out in the MELF (December 2017), with a focus on the first program outcome "Partner organisations are supported by Australia to progress their development objectives". As noted the MELF, the Australian Volunteers Program seeks to support development outcomes "by strengthening partner organisation capacity (staff skills and capability, improving systems and contributing to improved organisational processes), partner organisations will be able to progress their development objectives". This program logic will be assessed within the evaluations to identify contribution of the Australian Volunteers Program to impact areas.

The proposed approach to learning about contributions to the impact areas outlined above could also be transferred to learning about other sectors. For example, given the large proportion of the volunteer program that focuses on health and education, the proposed methodology could equally be applied to learn about contributions to these sectors.

7. Phases and evaluation key deliverables

It is expected that the evaluation will be carried out through a sequence of phases and importantly these phases will support the development of a robust approach to impact evaluation which will be refined and applied for each impact area across a three-year period.

1) Preparation of Evaluation Design / Evaluation Planning

> a) Inception meeting with Australian Volunteers Program staff (MEL Team and Evaluation Steering Group) and DFAT AVS (Melbourne)

> b) Inception meeting with Australian Volunteers Program staff for in-country planning (after sampling) and with DFAT Post in sampled country (remote via video link)

2) Document review relevant to Australian Volunteers Program in-country context / focus of impact area

3) In-country data collection / analysis / sense making

     a) Stakeholder consultations

     b) Social network analysis

     c) Contribution analysis / sense making with in-country Australian Volunteers Program staff

4) Sense-making workshop with Australian Volunteers Program staff (MEL Team, Melbourne-based and in-country staff) and DFAT AVS (Melbourne)

5) Preparation of draft and final Evaluation Reports

6) Refinement of Evaluation Design

It is proposed that key deliverables for each of the (three) impact area evaluations will be:

1)   Evaluation Design / Plan

2)   Sense-making workshop / Presentation of emerging findings

3)   Draft Evaluation Report

4)   Final Evaluation Report

5)   Refined Evaluation Design / Plan

The final report shall be of an agreed length and structure, as determined in the inception report. It will summarise the methodology and address the evaluation objectives and questions. It will provide evaluation findings and prioritised recommendations on strategic options for strengthening engagement in the impact area in question. Recommendations for improving the evaluation methodology will be covered in the Refined Evaluation Design / Plan deliverable.

It is expected that the sequential nature of the annual evaluations will enable learning from one impact area evaluation to inform a refined approach for subsequent evaluation activities. It is expected that through the use of the evaluation approach in subsequent years a robust evaluation approach with transferrable set of methods will be developed that could be used by the Australian Volunteers Program for future evaluations of the impact areas or other areas of focus of the Program, such as the health or education sectors.

8. Evaluation audience and end-users

The impact area evaluations will have a diverse audience base and will support outcomes of learning, accountability and public diplomacy.

Internal audiences and interests within the Australian Volunteers Program include:

Program Leadership, Regional Directors and Country Management Teams

- Better understand contribution to impact areas.
- Consider options for developing partnerships with new organisations and supporting existing partner organisations in order for the Australian Volunteers Program to contribute to outcomes in impact areas.
- Use evaluation deliverables to inform communications activities to promote the program in Australia and marketing / recruitment of volunteers and partners in specialist roles related to the impact area.

The Monitoring, Evaluation and Learning (MEL) Team

- Better understand theory of change for the Australian Volunteers Program's contribution to impact areas.
- Have a baseline assessment that can be reviewed over time.
- Consider options for refinement of ongoing monitoring and evaluation.
- Have a robust impact evaluation approach that could be used across multiple focus areas within the Program.

Volunteers

- Better understand contribution of the Australian Volunteers Program to the Australian Aid Program.
- Better understand contribution of partner organisations to development outcomes.

DFAT

- Better understand contribution of the Australian Volunteers Program to the Australian Aid Program.
- Use the evaluation findings in a broad range of communications (public diplomacy).

Partner organisations

- Better understand contribution of the Australian Volunteers Program to the Australian Aid Program.
- Better understand contribution of partner organisations to development outcomes.
- Use of evaluation findings in a broad range of communications.

Country governments

- Better understand contribution of the Australian Volunteers Program to the Australian Aid Program.
- Better understand contribution of partner organisations to development outcomes.
- Use of evaluation findings in a broad range of communications.

9. Management Arrangements

The evaluation will be managed by the Australian Volunteers program MEL Manager with the support of a dedicated Evaluation Steering Group. It is anticipated that the contracted team would meet initially weekly (either in person or via telephone) with the evaluation manager to discuss progress and facilitate access to the organisation.

Roles and responsibilities are below:

Stakeholder	Main areas of responsibility
Evaluation Contract Manager **MEL Manager**	Ensuring the evaluation approach is technically sound and answers the objectives of the ToR. Managing the contractual relationship with the evaluation team. Convening the Steering Group and ensuring key stakeholders are engaged as required in the process.
Evaluation Steering Group	Provide guidance and advice from the perspective of evaluation use and technical input from the group members' individual areas of responsibility. The Steering Group will provide feedback on evaluation products including the evaluation plan and draft products, and will assist with facilitating access to key documents and informants. Membership of the group to be reviewed for each Impact Area evaluation to also ensure subject matter expertise from DFAT and/or partner organisations is also bought in as relevant.
Contracted evaluation team	The evaluation team will work cooperatively and closely with Australian Volunteers Program throughout the evaluation. The team will be responsible for delivering evaluation products in accordance with terms of the contract and the agreed evaluation plan, to an acceptable standard of quality (DFAT M&E Standards). The evaluation plan and reports will be assessed for quality (particularly around methodology and use of evidence to support findings and recommendations) by the Australian Volunteers Program prior to payments being made on related contract milestones.

10. Professional guidelines and ethics

It is expected that the evaluation will be undertaken in accordance with the AES Guidelines for Ethical Conduct of Evaluations and the ACFID/RDI guidelines for ethical research in evaluation and development. Products will meet the DFAT standards for monitoring and evaluation.

The evaluation team will be required to sign a confidentiality agreement, and will be aware that the produced material is the intellectual property of the Australian Government. All materials must be treated sensitively, and team members must maintain strict confidentiality of all data, information and documentation provided or obtained during the project.

Annex 9: Limitations

Additional limitations of the evaluation, and mitigation strategies, are presented in Table A1.

Table A1: Limitations and mitigation strategies

Limitation	Mitigation strategy
Limited engagement of southern African POs in the evaluation	The evaluation team: • worked closely with the Australian Volunteer Program Southern Africa to understand the best way to effectively communicate and engage with POs; • employed simple surveys (quantitative) to reduce burden of participation of POs and also KIIs with only a select number of POs relevant to the sub-themes selected for the impact assessment; • worked with the Australian Volunteers Program on arranging meeting times and locations convenient to POs; • and promoted the value of the evaluation to POs for their own learning about the contribution of the Australian Volunteers Program to their development objectives.
Low response rate to survey and online data collection methods	• Surveys were kept short, requiring no more than 40-60 minutes to respond. • ISF provided an ample timeframe for respondents to complete the surveys / SNA questionnaire.
Scope of evaluation in relation to scale of country and topic area of Human Rights in southern Africa	• The evaluation was planned within scope and budget set out for the evaluation and all activities were framed to respond to the evaluation purpose and key evaluation questions. • Analytical frameworks guided the evaluation data collection and analysis, for write up of the evaluation report. • Activity Two was designed to provide a snap shot only of the context of Human Rights in southern Africa for the purpose of exploring Australian Volunteer Program contribution to POs.
Contribution of the Australian Volunteer Program to Human Rights is difficult to discern	• The evaluation was informed by the theory of change which sought to identify progress to achieve objectives and areas to strengthen in the future, in line with the causal chain set out in the theory of change. • Outcome and impact assessments were focused on a smaller sub-group of POs, to enable triangulation of perspectives to increase credibility of evaluation findings.
Findings may be specific to southern Africa context	• Southern Africa was selected as the focus country for the Human Rights Deep Dive given the large number of assignments overall, and also because it had many that aligned with Human Rights. Given the range of types of Human Rights assignments and POs, and that Australian Volunteers Program works in similar ways with POs across all its participating countries, there will be lessons for other countries.
Method developed for southern Africa context has limited transferability	• ISF-UTS developed the evaluation methods, and tested these in Deep Dive 1 with a view to replicate for Deep Dives Two (this evaluation) and Three. By working in close partnership with the Australian Volunteers Program MEL Team and the ESG, the approach developed stands a high chance to be relevant to other impact areas.

Annex 10: Survey results

Survey results are presented for each question below. Countries represented in the survey results are South Africa (n=13), Lesotho (n=3) and eSwatini (n=3).
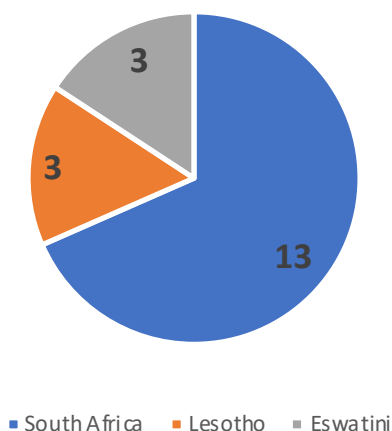

Figure A2: Countries of Partner Organisations

---

1.   What is your organisation's name? *Text entry – forced response*

1. African Centre for Migration & Society, Wits University
2. Ann Harding Cheshire Home
3. Botshabelo
4. Cape Town Child Welfare Society
5. GALA Queer Archive
6. Gone Rural
7. Hlokomela (Hoedspruit Training Trust)
8. Institute for Security Studies
9. Kick4Life
10. Kwakha Indvodza
11. Malamulele Onward
12. Media Monitoring Africa
13. Nelson Mandela Foundation
14. South African Institute of International Affairs (SAIIA)
15. Sparrow Schools Educational Trust
16. The QuadPara Association Western Cape
17. Thuso E Tla Tsoa Kae Handicapped Centre Primary school
18. Tintsaba Crafts
19. UNDP Lesotho

Responses to question 1 provide a list of the POs in the Human Rights Impact Area who responded to the survey.

---

2.   What is your role within the organisation? *Text entry*

Range of roles described

• Director (2)
• Chairperson
• Head of Education / School Principal (2)
• Executive Director (2)
• Country Director
• Interim Managing Director / Managing Director (2)
• Media & Marketing Manager
• Head of the Justice and Violence Prevention programme

- Founder and Executive Director
- Management, am responsible for capacity building, Human resources and coordinating regional projects. I am also the resident expert in child participation.
- Director: Archive and Research
- Director of Business Operations
- CSI Manager
- General Manager
- Deputy Resident Representative

Responses to question 2 enable us to understand the type of work the respondent undertakes within the PO, which provides an indication of their awareness of the PO's operations. Most respondents held senior roles within their organisation, such as Director or Manager, so we expect respondents to have a comprehensive awareness of their organisation and its operations.

3. How many years have you worked for this organisation? *Text entry*
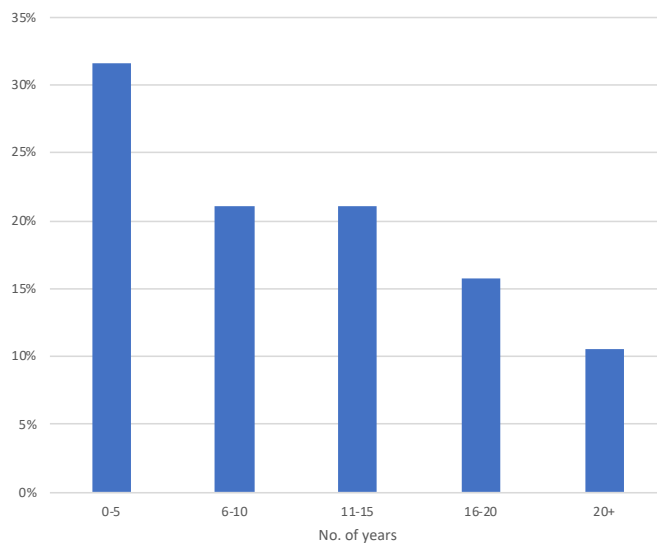
Figure A3: Years worked for organisation

The number of years worked for the organisation provides an indication of how much respondents know about the organisation – including its hosting of volunteers over the past years. The majority of respondents (68%) have worked for the organisation for longer than 5 years, which shows these respondents would likely understand the roles and contributions volunteers have played within the organisation.

4. What is the size of your organisation in numbers of paid employees: *Multiple choice, only select one*
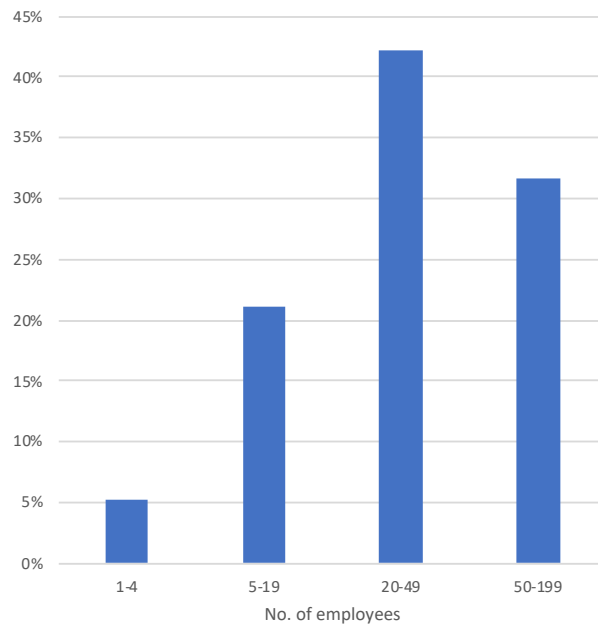
Figure A4: Size of organisation

Question 4 gives contextual information about the size of organisation volunteers are placed in. 26% of respondents were in organisations smaller than 20 employees. Most respondents (42%) were in medium size organisations of 20-39 employees, and 32% of respondents were in large organisations of more than 50 employees.

5. What is your organisation type: Select from:[20] *Multiple choice – only select one*
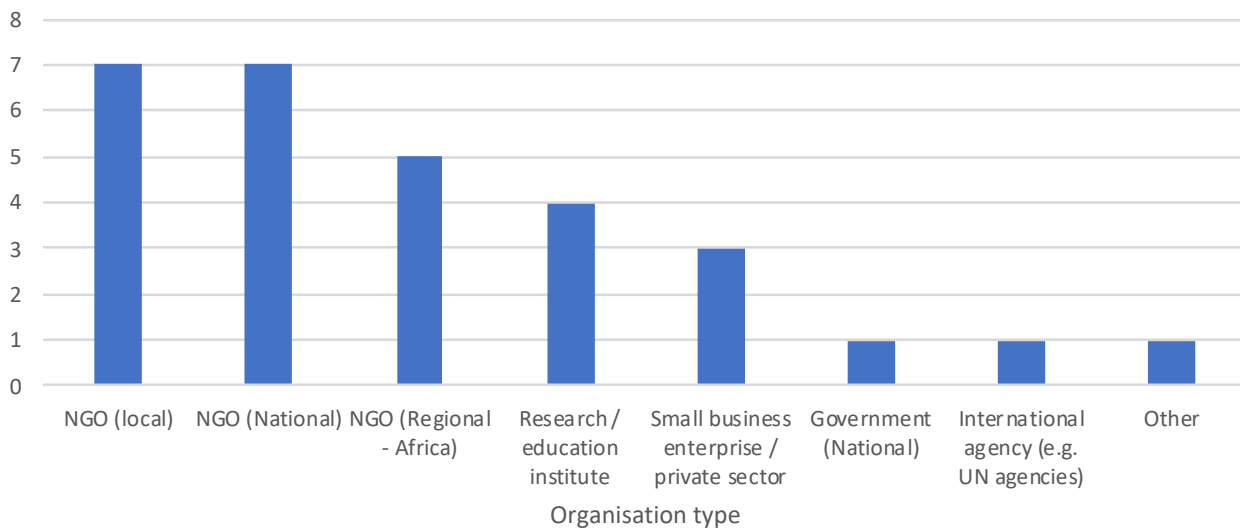
Figure A5: Organisation type

Question 5 gives contextual information about the type of organisation volunteers are placed in. POs could assign themselves to more than one type of organisation. 24% of organisations were local NGOs and 24% were national NGOs. 17% POs were regional NGOs, 13% POs were research institutes, and 10% POs were

---

[20] Note these types are 'Partner Organisation categories' from AVP Dataset from Formative Evaluation. To check with Indonesian staff to ensure only the relevant categories are included)

small businesses/private sector. The remaining POs identified as national government (3% - 1 PO), international agency (3% - 1 PO) and other (3% - 1 PO).

6. In which geographic areas does your organisation operate? List more than one as needed.

Table A1: PO location

Organisation location	POs: Number of nodes per org location
National (Republic of South Africa – RSA)	4
National (Lesotho)	1
National (eSwatini)	1
Eastern Cape (RSA)	0
Free State (RSA)	0
Gauteng (RSA)	3
KwaZulu-Natal (RSA)	0
Limpopo (RSA)	0
Mpumalanga (RSA)	0
North West (RSA)	0
Western Cape (RSA)	2
Berea (Lesotho)	0
Butha Buthe (Lesotho)	0
Leribe, Mafeteng (Lesotho)	0
Masereu (Lesotho)	0
Mohale's Hoek (Lesotho)	0
Mokhotlong (Lesotho)	0
Qacha's Nek (Lesotho)	0
Quthing (Lesotho)	0
Thaba-Tseka (Lesotho)	0
Hhohho (eSwatini)	1
Manzini(eSwatini)	0
Lubombo (eSwatini)	0
Shiselweni (eSwatini)	0
Multiple locations	25

Question 6 gives information about geographic areas where the POs are located. POs were largely situated across multiple locations. The highest number of organisations worked at the national level of the Republic of South Africa (4 POs), as well as 3 in Gauteng (RSA), 2 in Western Cape (RSA) and 1 in Hhohho (eSwatini).

7. Please consider the top 10 organisations, your organisation has worked or interacted with since 2018, to achieve your organisation's development objectives / mission (e.g., government, local NGO, religious organisation etc)

7b. From your list of top organisations, please identify each organisation type as one of the following:

7c. From your list of top organisations, please identify where you work with this organisation from the following list:

See Annex 11 for SNA results.

8. What are your organisations' development objectives / organisational mission? *Text*

9. Please provide examples of how your organisation has progressed its development objectives / organisational mission over the last five years. *text entry essay box*
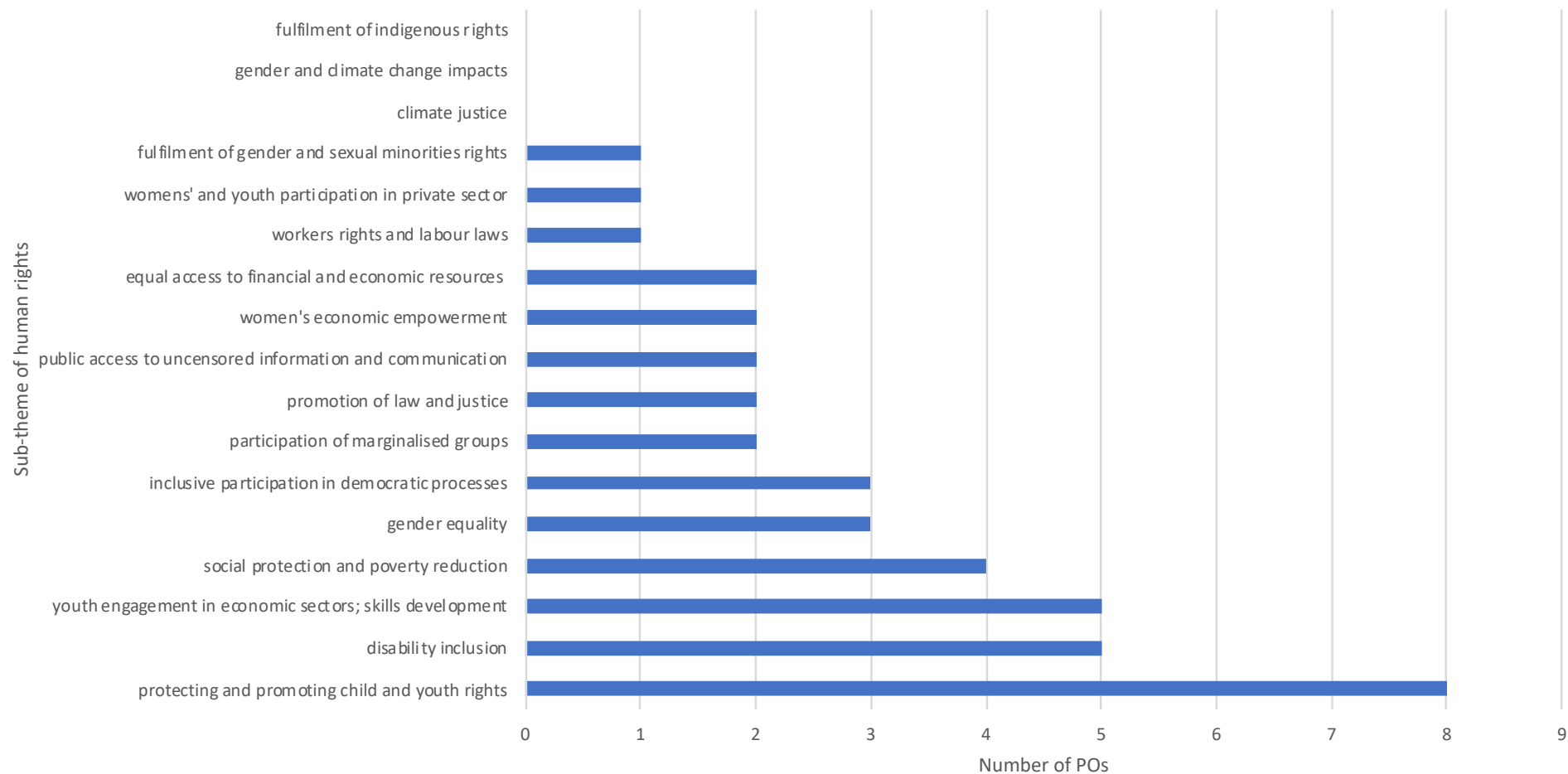

Figure A6: POs working in a sub-theme of human rights

Responses to question 8 and 9 were analysed together, which relate to the Evaluation Question 2 "To what extent and in what ways have Partner Organisations progressed their development objectives in Human Rights in Southern Africa?" Responses to these questions identify which particular elements (sub-themes) of Human Rights the PO is focused on. POs may work on additional issues beyond their responses to these questions, however we have assumed their primary objectives have been recorded in the survey responses.

PO responses to these open text questions were assessed alongside the Human Rights definition, in particular the sub-themes identified during the formative evaluation. Sub-themes were only attributed to a PO if there was an explicit mention in their responses to survey questions 8 and 9. PO responses were allocated to one or more sub-themes which matched the description. Figure A6 shows the counts of the number of POs allocated to each sub-theme. Note that a PO can work across multiple sub-themes within Human Rights. Combined responses from question 8 and 9 were only counted once.

10. To what extent has the Australian Volunteers Program been suitable, to help strengthen your organisation's capacity to progress its development objectives / organisational mission? *slider*
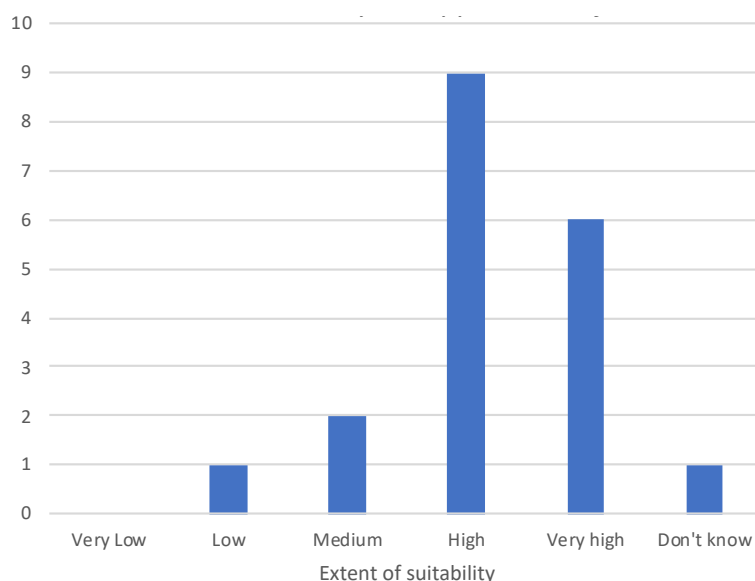
Figure A7: Suitability of AVP to support PO objectives

Question 10 asked respondents to rate the suitability of the Australian Volunteers Program to support the PO's objectives. This question relates to Evaluation Question 1: "To what extent has the Australian Volunteers Program been suitable for supporting Partner Organisations to progress objectives in Human Rights in Southern Africa?"

The majority of respondents scored 'high' (47% - 9 out of 19) or 'very high' (31.5% - 6 out of 19). Other responses were 'medium' (10.5% - 2 out of 19), 'low' (5% - 1 out of 19) and 'don't know' (5% - 1).

11. In what ways has the Australian Volunteers Program been suitable to strengthen your organisations capacity? Please list up to 5 examples of the program's suitability. *Text*

The responses to question 11 (which relate to Evaluation Question 1: *"To what extent has the Australian Volunteers Program been suitable for supporting Partner Organisations to progress objectives in Human Rights in Southern Africa?"*) are provided in the table below. These responses will be analysed alongside interview responses during Activity 6 of the evaluation.

Examples of ways Australian Volunteers Program has been suitable to strengthen PO capacity
Placement of volunteer with key skills that we were missing
Transfer of professional skills, eg therapy, administrative, management, to local employees
Expertise in the ECD field from a 1st world nation to aid our future in RSA
Introduced a quality assurance program
Professional support
Improved social medai and brand reach

Staff training
Assisted in reviewing policies so as to promote gender equity
By focusing on the capacity building responsibility of the volunteer as a core purpose
Supported our COVID-19 response
Provides necessary training- capacity building
We have a better system of accountability and governance
Identifying and implementing work flow process for digitsation processes
Support to the SAIIA Futures programme
Introduced new skills
By mentoring an intern and assisting to develop this person to the point where they could for a vital role within the organisation
support the review of School Child Protection Policy
Increased production by diversifying products to increase sales
Support national partners to prepare State UPR Report
Financial support essential for sourcing invaluable skills
Training of trainers in the ECD field
Assisted with the formulation of policies
Training and Mentoring
Product development
Individual staff mentorships
Established and ran the ISS Gender Forum
By extensively vetting volunteers for their suitability for placements in organizations that work with vulnerable communities
Provides the much-needed human resources
Our capacity to mainstream gender has been enhanced
Training NMF staff on the various aspects of digitisation, and creating manuals and guidelines
Innovative ways of teaching and learning
By assisting to review the organisation's constitution which assisted us to operate in a more focused manner
placed the Speech Language Pathologist at the centre for the first time in the country.
Training of office staff to increase productivity in finance and administration
Capacity building of CSO on human rights
Wide range of services/skills provided by the programme
A long term sustainable change in policies and procedures in previously disadvantaged areas
Introduced quality assurance work groups
Innovative solutions
Skills building for the artisans
Local partnership development
Assisted staff publish, "Gender and human security: An African Perspective" see https://issafrica.org/research/monographs/gender-and-human-security-african-perspectives
By assigning the volunteer social inclusion as a mandatory core objective, the strategies of which already align with our organization's work
Provides much needed financial resources
Our communication strategy has improved
Developing the online archive portal - this makes it a one stop shop for all the NMF Mandela related resources

Opportunity to share new ides
Our volunteer assisted with the rewriting of policies and procedures
provided recourse mobilizations workshop
Co-creating products with women artisans by encouraging their creativity
Development of County Office Gender Equality Strategy 2019-2022 and Action Plan
High standard of volunteers in terms of knowledge and skills
Long term relationships built with Australian High Commission and partners
Introduced a panic button for social workers when conducting home-visits within unsafe communities
back-end capacity building
Sales via social media reach
Exploring new innovations
Assisted programmes with including a gender component to research proposals
By providing attentive oversight of the volunteering role and gaining regular feedback from the volunteer and Organization on how the placement is going
Gives our organization an international exposure
Our campaigns and advocacy have been strengthened
Assisting with and training the Records Manager with the Electronic Document Management System
Opportunity to share experiences
Our volunteer develop new and exciting relationships and partnerships which have greatly benefited the organisation
Explaining the background and rationale of accounting processes and procedures
Volunteers well screened in terms of job suitability, personality, ethics and moral standards
fundraising support
Improved marketing
Implementing new systems
Assisted with training related to gender issues
Gives local staff to experience international working culture
Research and analysis capacity has improved
Promoted new learning cultures
Our volunteer transferred skills to all her colleagues
Improved marketing by tapping into previously unexplored avenues and increased points of sale

12. How likely are you to recommend the Australian Volunteers Program to organisations similar to your organisation? *slider*
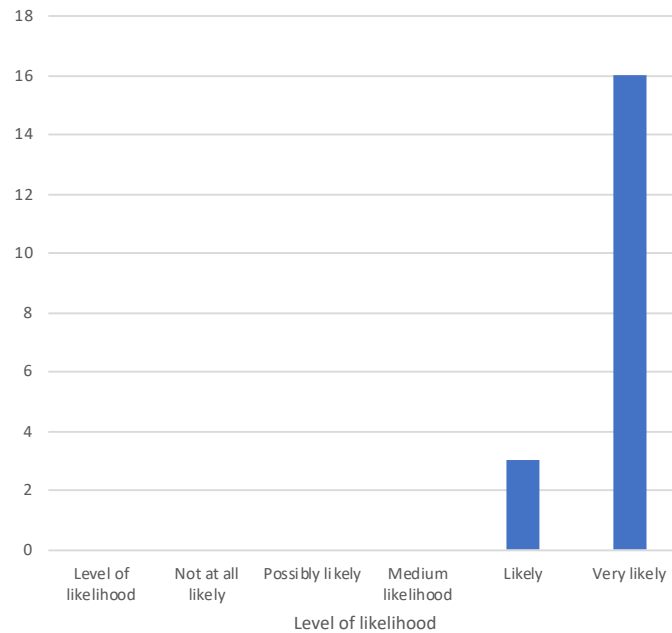
Figure A8: Likelihood of POs to recommend AVP to similar organisations

Responses to question 12 help answer the Evaluation Question 1: *"To what extent has the Australian Volunteers Program been suitable for supporting Partner Organisations to progress objectives in Human Rights in Southern Africa?"* The vast majority of respondents gave the score of 'very likely' (84% - 16 out of 19) and 15% (3 out of 19) gave the score of 'likely'.

13. How would you rate the timeliness of the Australian Volunteers Program in how it supports organisation? *slider*
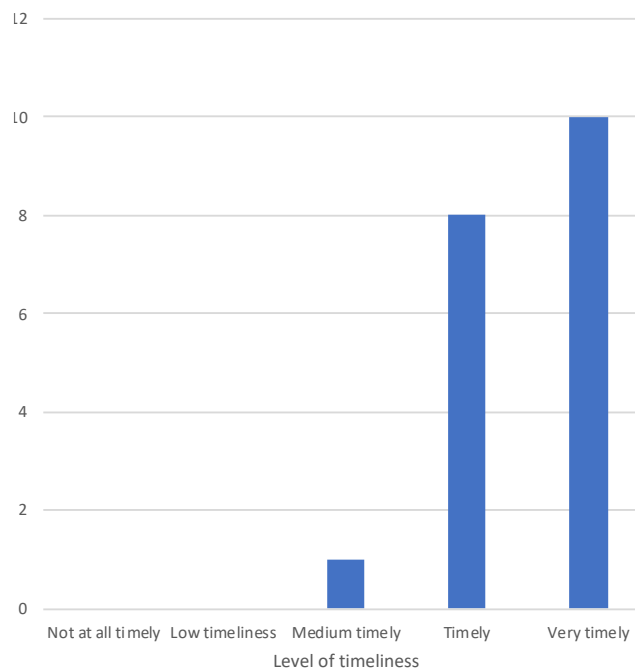
Figure A9: Timeliness of AVP's support to POs

This question relates to Evaluation Question 5: *"To what extent has the Australian Volunteers Program operated in an efficient way and contributed to progress in Human Rights in Southern Africa?"* All responses indicated that the program's timeliness was at least satisfactory, and 52% (10 out of 19) responses indicated the program was 'very timely'.

14. Have you provided any feedback to the Australian Volunteer Program on how it can improve its support to Partner Organisations?
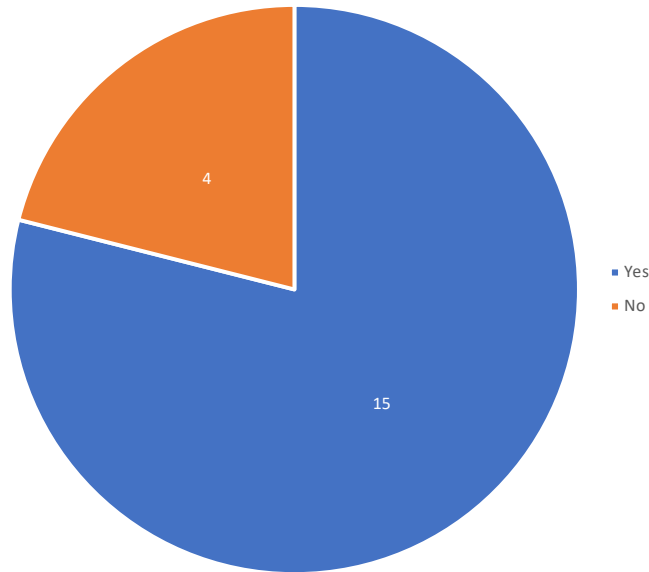

Figure A10: PO provision of feedback to AVP

Question 14 and Question 15 links with Evaluation Question 6: *"To what extent has the Australian Volunteer Program been able to learn about and improve its approaches to managing a volunteering program, including through partnerships, recruitment, communication, innovation and trialling new approaches to support Partner Organisation's development objectives in Human Rights in South Africa?"* Most respondents reported that they had provided feedback to the Australian Volunteers Program.

15. When you gave feedback to the Australian Volunteers Program, how do you rate the response provided?
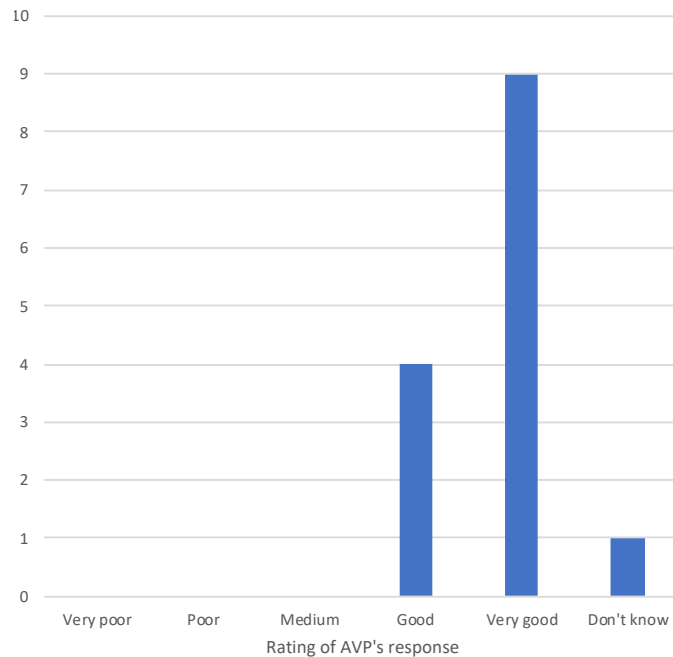
Figure A11: AVP's response to PO feedback

Question 15 shows how the Australian Volunteers Program responded to PO feedback (these results help to answer Evaluation Question 6 as noted above). Responses show that all rated the response to feedback favourably, with 28% (4 out of 14) 'good' and 64% (9 out of 14) responses 'very good'. 7% (1 out of 14) was 'don't know'.
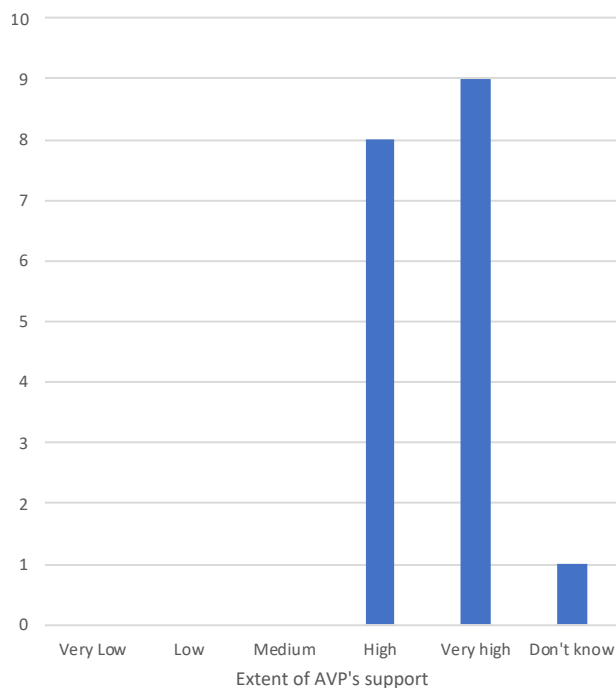
Figure A12: AVP's support to strengthen PO capacity

Question 16 helps to answer Evaluation Question 3: "*To what extent and in what ways has the Australian Volunteers Program contributed to progress achieved in Human Rights in Southern Africa?*" Responses were very positive with 50% (9 out of 18) of POs responding the Program support was 'very high', and 44% (8 out of 18) of POs responding it was 'high'. 5% (1 out of 18) POs responded they 'don't know'.

17. Please provide examples of how the Australian Volunteers Program supported your organisation to strengthen organisation's capacity to progress its development objectives / organisational mission. *Text box*

Responses to question 17 (which helps to answer Evaluation Question 3: "*To what extent and in what ways has the Australian Volunteers Program contributed to progress achieved in human rights in Southern Africa?")* are provided in the table below. These responses will be analysed alongside interview responses during Activity 6 of the evaluation.

Examples of AVP support to strengthen PO capacity to progress their objectives
Skills development
Occupational therapist whose work increased mobility and physical independence in residents
Training locals to do the task
Develop a quality assurance framework
Increasing our social media presence
Improved brand reach
Implementing new systems

By ensuring that our organization's financial, information, human resources & administrative systems are operating under tight controls and optimal efficiency.

Providing additional much needed human resources

Mainstreaming gender research

Helped select and developed the architecture for the delivery of the digital archive to the public.

Support to the SAIIA Futures programme in advancing its research and dissemination goals

By providing us with a highly skilled, driven, determined, effective and efficient volunteer

placed the speech pathologist

By providing volunteers to assist in the areas where we didn't have adequate capacity or means to employ someone with the needed qualifications and experience

Gender strategy for internal and external capacity in sector

Therapists played a large role in building positive outlook and morale in residents

Providing policies and procedures that need to be in place to keep a world standard

Develop policies and procedures

Supporting the publication of reading manuals, books and education tools

Brand recognition

Staff training

By building the capacities of our organization's young team of Finance and Administration staff in order to ensure self-sustained growth and the optimal running of operations after the time of the placement

Providing financial resources

Communication strategy and best practice

Set up systems for staff, and trained in the implementation thereof. This has allowed the NMF to become a site of excellence and the place of preference to access all information of Nelson Mandela and ties into our mission of public access.

Placed the child psychologist to help with the review of the child protection policy

By supporting, advising and engaging us in shaping and defining our objectives and how they can be met

Human Rights monitoring and reporting for CSOs

Physiotherapist assisted in rehabilitation and physical fitness in residents

Building long term relationships with local people

Develop quality assurance workgroups

Supporting in setting up suitable internal governance policies

Artisan involvement

Individual staff mentorships

By offering strategic insights and advice to the senior management team to help improve and grow the organization

Building capacity of staff

Effective use of social media

Set up systems and trained staff in digital archive presevation which will ensure that the Mandela archive will endure and be accessible to the public in the future. This was especially crucial for the audio and video archive preservation.

facilitated the resource mobilisation workshop

By supporting our organisation through the provision of a grant to provide relief funding for our women artisans

Strategic thinking on peace and social cohesion in Lesotho

Coordinator seconded to CHSA national office provided essential training in management skills

Being able to travel to rural areas to train and affect sustainable change
established a partnership with a service provider who developed a panic button for social workers when conducting home-visits in unsafe areas
Supporting archival and oral history projects
Skills building
Local partnership development
By helping set up facilities and operations for income generating activities that increased our programmatic opportunities for young people and the financial sustainability of the organization
Providing international exposure
Practical organisational development principles
We are able to assist and train others in South Africa who want to undertake similar work.
By assisting us to review our internal documents and policies to ensure compliance and efficiency
Coordinator built relationships an networking capacity between Cheshire Homes in SA
Building sustainable practices into ECD centres as a whole
Supporting GALA's fundraising efforts, particularly in relation to support from the Australian High Commission in South Africa
Public relations
Exploring new innovations
By directly increasing our capacity to reach vulnerable young people with vital health messages and support during the pandemic through the AVI Impact Fund
Providing international working environment

18. How likely is it that benefits from the Australian Volunteers Program will continue for your organisation, to progress your development objectives / organisational mission?
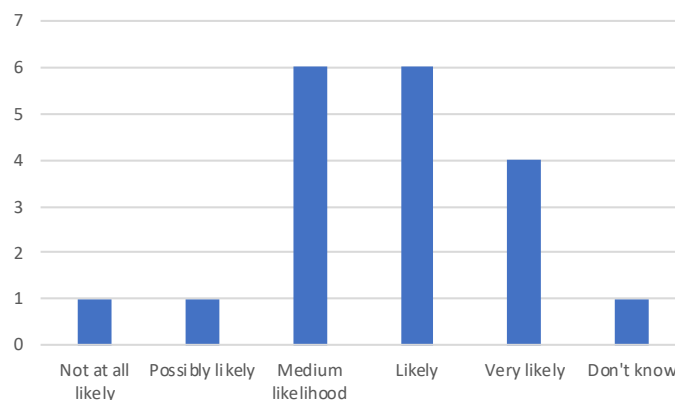

Figure A13: Likelihood of benefits from Australian Volunteers Program to continue

Question 18 relates to sustainability, and helps to answer Evaluation Question 11 "*To what extent is there an indication of ongoing benefits in human rights in Southern Africa attributable to Partner Organisations and Australian Volunteer Program support?*" 31.5% of responses (6 out of 19) were 'medium likelihood', 31.5% of responses (6 out of 19) were 'likely' and 21% of responses (4 out of 19) were 'very likely'. Only 5% of responses (1 out of 18) was 'not at all likely', 5% of responses was 'possibly likely', and 5% of responses (1 out of 18) were 'don't know'.

Why did you provide this rating? Why will benefits continue / not continue? *Text'*

Responses to question 19 helps to answer Evaluation Question 11 ("*To what extent is there an indication of ongoing benefits in human rights in Southern Africa attributable to Partner Organisations and Australian Volunteer Program support?*") and are provided in the table below. These responses will be analysed alongside interview responses during Activity 6 of the evaluation.

Likelihood of benefits from Australian Volunteers Program to continue
Not at all likely
The COVID-19 Pandemic has influenced many of our organisations activities, in particular those activities where we received support from the Australian Volunteers Program
Possibly likely
Our case may be unique. We have unfortunately not been able to utilize the full benefits of the last two volunteer placements in the same role due to premature departures for unforeseen circumstances. In the first case, the volunteer had to depart halfway through placement for family health reasons and our most recent volunteer had to depart just weeks after arriving due to Covid-19. For these reasons, we still need 12-18 months with a capacity building finance volunteer to help build true self-sufficiency in our local team.
Medium likelihood
The training and development of local employees is invaluable and benefits are seen in the long term. However, due to budget and capacity constraints, ongoing support would ensure even greater long term success
The capacity provided has ended
Our COVID-19 response was always designed as a short-term intervention. Having said that, we are exploring other ways we can work together in the future.
Skills which staff have acquired as a result of capacity building initiatives by the volunteer
The volunteer has provided an excellent support foundation but the SAIIA Futures programme would not be able to function as effectively without her.
The impact made by our volunteer will continue for the foreseeable future, however trends and needs change and as such assistance/intervention on a more regular or ongoing basis would be appreciated
Likely
Likely to continue but skills offered by volunteer are difficult to replicate.
The benefits will continue as we had long term volunteers who were able to build into local people to affect the change needed to sustain growth. We would like it to continue as the education field is more progressive in Australia than in RSA and we could benefit from that 'thinking' and research. Policies and procedures are needed in RSA in the ECD field and Australia have these in place. The ECD field is relatively new in RSA and is in the spotlight at the moment and we need people who have seen the benefits of ECD in order to affect the long lasting change that this nation needs
The Quality assurance framework forms part of our Service Delivery Improvement Plan with our main funder. we are therefore required to provide a quarterly progress update
the benefits will continue because the Australian Volunteers focused on capacity building and the volunteers were successful. there is also always room for improvement that is why we think future support might be needed
The difference in skill and capacity level particularly in the fields of design, marketing and accounting are quite difficult to source locally, unmatched in experience and we literally do not have the means to remunerate people or this calibre sufficiently.
Capacities in stated sectors have been transferred to core national partners and internal capacity in sectors have been built; based on catalytic input provided.
Very likely
We have had nothing but positive experience through the AVI programme. Each of the volunteers have used their unique skill set to benefit the work which our organisation does in the region. In addition, we've maintained continuing relationships with volunteers long after their posting is completed.
Gone Rural now has a proper organised voice to reach the world

The systems and processes have been put in place, and staff have been trained. We have managed to build and progress since the AVI volunteer has left.
because these were much needed for the school to achieve the organisational objectives

20. Do you have any connections or relationships with other Australian organisations / beyond the Australian Volunteers Program?
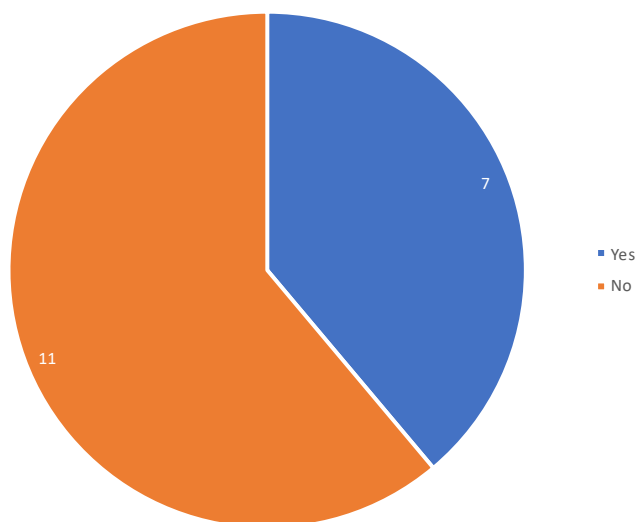

Figure A14: Connections of POs to other Australian organisations

Responses to questions 20 and 21 link to Evaluation Question 4 "*Were there contextual factors that helped or hindered progress overall*?" and Evaluation Question 8 "*To what extent are there synergies or linkages between the Australian Volunteers Program and other DFAT interventions in human rights in Southern Africa*?".

61% of POs (11 out of 18) responded they did not have connections or relationships with other Australian organisations, while 39% (7 out of 18) said they did have connections or relationships with other Australian organisations. These responses will be analysed in Activity 6 alongside the results from interviews and SNA.

21. Please list the other organisations beyond the Australian Volunteer Program you have connections or relations with. *Text entry*

For those POs who did have connections with other Australian organisations, responses are shown below.

Other Australian organisations POs have connections or relationships with
Australian High Commission in South Africa (3)
Australian Central Authority iro intercountry adoptions (1)
Crossroads International (1)
Australia's Direct Aid Programme (1)
Football United (social enterprise development partner of Kick4Life's) (1)

22. Is there anything else you would like to share? Please provide any other comments. *Text entry*

Responses to question 22 are shown below. These responses will also be analysed as to their relevance to all evaluation questions during Activity 6.

Other comments of POs
The support offered was highly professional and of a very high standard, and was extremely useful to our organisation. In addition the friendly and supportive nature of the program was encouraging and motivating. We also were greatly appreciative of the financial assistance in implementing necessary projects. We hope to be able to work with this program again in the future, both as an individual Home and for the Cheshire organisation nationally.
We have had an incredibly positive relationship with all our long term volunteers and they have brought about many changes. We are continuing to use what those volunteers (experts in the field of ECD) put in place whilst in RSA. We would like to continue the relationship as the ECD field in RSA is in the spotlight and there is much interest as we navigate the way forward.
We would consider accepting another volunteer once Covid 19 has been overcome and international travel is safe
May we just say a huge thank you to AVI, your volunteers are well selected, committed and a credit to you. Thank you for your support and your care
Our experience with the Australian Volunteer Program was very positive & we are very thankful for having been granted this amazing opportunity but the people of Australia. We hope that going forward we would be able to again access this fantastic resource.
The Regional AVI team has been wonderfully supportive and attentive to our organization in the past few years. They have worked hard to understand and engage with our staff and support our broader work. Despite unforeseen circumstances leading to premature departures of our volunteers, we have been thrilled with the placements and people AVI has connected us with. Although the recruitment process can be so extensive that it doesn't result in quick placements, the results clearly show that the level of thought and attention that the recruitment team put into finding a responsible and aligned placement will pay off. Many thanks to AVI for their continued support.
We are grateful for the partnership, despite the challenges faced this year, which have made some questions difficult to answer. Looking forward!
We love and appreciate your support and the calibre of volunteers you have sent to us is very high. We hope for continued support and collaboration.
We had 2 AVI volunteers in the past, and they both came at a critical time when we needed skills on our archival digital project. We were battling to find these very specialised skills in South Africa. Although both volunteers assisted and participated in other NMF activities, there substantial contribution was in the digital archival preservation work.
Having our volunteer not only improved our capacity but was a morale booster for existing staff and gave us the opportunity for some introspection and analysis of how we do things. Posting the volunteer was one of the most positive things to happen to organisation in the last 5 years
I am satisfied
Initial support provided was very instrumental in defining Country Office strategic engagement in key sectors which have become important as a result of national reform initiative. Continued engagement as implementation of reforms takes root would be beneficial if possibility exists, especially to support peace building work.