The Price of Wok Sol.
A Review of Tingim Laip Volunteer Activity.

July 2011
Paul van Reyk

Acknowledgements

Thank you to all the Tingim Laip Site Committees and volunteers, staff in Tingim Laip, and the staff of the NGOs consulted for this review. A list of all the committees and organisations consulted is at Appendix 1.

Cover photo: Minz Tingim Laip Site Committee

© AIDS Project Management Group, July 2011.
This material is copyrighted. Portions of the report may be cited with appropriate reference to the document title, author, publisher (APMG) and date of publishing (July 2011).

‘You have to have the heart for other people. It’s wok sol.’

‘After a long time it isn’t volunteering – you sacrifice everything.’

These two quotes from members of Tingim Laip Site Committees consulted for this review sum up the fundamental balance that needs to be achieved through Tingim Laip to develop a sustainable volunteer effort – a balance between the desire of an individual to volunteer their time and the impact this has on their life, particularly their family life.

Contents

Executive Summary and Recommendations 6
Purpose 6
Methodology 6
Analytical Frameworks 6
Major findings and recommendations 7
1. Introduction 15
1.1Terms of Reference for the Review 15
1.2 Review Methodology 15
1.3 Tingim Laip 16
1.3.1 Purpose and Five Pillars 16
1.3.2 Site Committees 16
2. Volunteerism – What International Research Tells Us 18
2.1 What is Volunteerism? 18
2.2 The Volunteer Process Model 18
2.3 Volunteer Motivation (Antecedents) 20
2.4 Volunteer Experiences 21
2.5 Volunteer Consequences 21
3. Volunteerism in PNG 23
3.1 Socio-cultural context 23
3.2 The wantok system and demand sharing 25
3.3 Economic context 26
3.4 Overview of the practice of volunteerism in the PNG NGO sector 27
3.4.1 Agency/Organisation Antecedents 27
3.4.2 Agency/Organisation Experiences 28
3.4.3 Agency consequences 30
3.5 Volunteerism in HIV and AIDS Work in PNG – Concept Paper for National Policy 31
4. Volunteerism in Tingim Laip Now - Organisational Context 33
4.1 The framework for volunteerism in TL 33
4.1.1 Reshaping Site Committees 33
4.1.2 Volunteers placement within the TL organisational structure 33
5. Volunteerism in Tingim Laip Now - Activities of Site Committees in the Framework of the TL Step Model for HIV Prevention and Care 35

5.1. The TL Step Model for HIV Prevention and Care 35
5.2 HIV awareness raising and condom distribution. 37
5.2.1 Coffee and video nights 37
5.2.2 Markets 37
5.2.4 Public holidays and commemorative events 38
5.3 Working with most at-risk populations 38
5.3.1 Sex workers and clients 38
5.3.2 MSM 39
5.3.4 PLHIV 39
5.3.5 Military personnel 39
5.3.6 Young people 40
5.4 Helping people to access STI and VCT services and understand their results. 40
5.5 Working with HIV treatment and care clinics – on HIV support, adherence and community care. 41
5.6 Working with communities on drivers of the epidemic – alcohol use, gender-related violence etc 41
5.7 Summary of current Committee activity within the framework of the TL Step Model for HIV Prevention and Care. 42
5.8 Quarterly Planning 43
6. Volunteerism in Tinging Laip Now - The operations of Site Committees viewed through the perspective of the Volunteer Process Model 44
6.1 The Volunteer Process Model 44
6.2 Antecedents (Backgrounds) 44
6.2.1 Individual level of analysis 44
6.2.2 Interpersonal/ Social Group level of analysis 46
6.2.3 Agency/organisation level of analysis 46
6.2.4 Societal/cultural context level of analysis 48
6.3. Experiences 49
6.3.1 Individual level of analysis 49
6.3.2 Interpersonal/group level of analysis 49
6.3.3 Agency/organisation level of analysis 52
6.3.4 Societal/cultural context 52
6.4 Consequences 53
6.4.1 Individual level of analysis 53
6.4.2 Interpersonal/social group level of analysis 54

6.4.3 Agency/organisation level of analysis 54
Acronyms Used in this Report 60
Glossary of Tok Pisin Terms Used in this Report 60
Appendix 1. Documents Reviewed 61
Tingim Laip 61
Other NGOs PNG 61
International Material 61
Appendix 2. Site Committees and NGOs Consulted 62
Tingim Laip Site Committees 62
NGOs 62
Appendix 3. Research Reviewed 63
Appendix 4. TL Organisational Chart (2011) 64
Appendix 5. Proposed Roles and Responsibilities 65
Appendix 6. Model Volunteer Agreement 68
Appendix 7. Model Volunteer Code of Good Practice 70

Executive Summary and Recommendations

Purpose

The 2010 Independent Evaluation of Tingim Laip (TL) recommended the following in terms of utilising volunteers in the organisation:

> **'Recommendation 8:** Review/develop terms of reference for TL volunteers - Rationalise expectations of volunteers (i.e. set hours of project work), clear definition of roles and responsibilities, formal recognition processes put in place'.

This review was undertaken to implement this recommendation.

Methodology

The review was carried out using the following processes:

- Document review of TL material on the current operation of sites. A full list of these documents is at *Appendix 1. Documents Reviewed*.
- Document review of volunteer policies and procedures of other PNG non-Government organisations (NGO) with volunteer programs. A full list of these documents is at Appendix *1. Documents Reviewed*.
- Document review of international material relating to volunteers in HIV AND AIDS programs and more generally. A full list of these documents is at *Appendix 3. Research Reviewed*.
- Consultations with Site Coordinators, Site Committees, and volunteers at 15 sites, nearly half of all TL sites. A full list of these is at *Appendix 2. Site Committees and NGOs Consulted.*
- Discussions with the Project Manager, one Regional Coordinator and three Project Offices of TL.
- Consultations with 14 NGOs with volunteer programs. A full list of these is at *Appendix 2. Site Committees and NGOs Consulted*.

Analytical Frameworks

Three frameworks were used to analyse the material collected during the consultations and to develop a model for volunteerism in TL in the future.

(a)The Volunteer Process Model.

Developed by Snyder and Omoto (2008) it looks at three stages of the volunteer experience with an organisation – antecedents, experiences and consequences – across four levels of analysis – individual, interpersonal/social group, agency/organisation, and the societal/cultural context.

The model is fully described in **2. Volunteerism – What international research tells us**.

(b) Volunteerism in PNG
Following the work of Estefania (2004) among others which warns of the dangers of transferring a Western model of volunteerism into non-Western contexts, the review considered the particular socio-cultural and politico-economic parameters that impact on volunteerism in PNG. In particular it considered:

- The impact of gift exchange (following the work of Millar (2004)).
- The wantok system and demand sharing.
- The participation of individuals in the informal economy.

A full discussion of these issues is in **3. Volunteerism in PNG.**

(c) The Tingim Laip Step Model for HIV Prevention and Care.
This model has been adopted as the basis for the future development of intervention to achieve the five pillars of the work of TL. The five pillars are:

- Access to condoms.
- Access to STI testing and treatment facilities.
- Access to user-friendly voluntary counselling and testing (VCT).
- Access to care and support for people living with HIV (PLHIV).
- Access to HIV treatment.

The Step Model, introduced at the start of TL2, is described in the TL Annual Plan 2011 as a 'five level set of core knowledge and interventions aimed to push sites and communities to autonomously design and manage their own HIV response', leading them 'from one-dimensional awareness raising interventions to more comprehensive and care interventions'.

The progression of site prevention interventions horizontally and vertically within the Step Model is determined by regular site assessments and planning. As sites shift from basic HIV awareness to addressing the environments of increased risk and impact, the subject matter is more complex and requires vigorous capacity building, mentoring and support.

Major findings and recommendations

1. Volunteerism in TL is unique in the PNG service context
It is important to recognise from the beginning that the TL volunteer structure is significantly different to other volunteer programs in NGOs consulted for this review. It is unique in having permanent *teams* of volunteers recruited from within a targeted community who *operate in a formal Committee structure*, developing plans for specific funded and otherwise-resourced activities within their community. All other NGOs consulted describe their volunteer programs as made up of individuals who mainly operate independently within their village or community but who may be brought together for specific short term combined activities, for example responding to a specific outreach activity by the NGO.

This structure is the major strength of TL and should be enhanced through a team-based model of development and maintenance.

Recommendation 1.
Site Committees in TL be reformed as Community HIV Action Teams (CHATs). This change in name is intended to acknowledge and emphasise key strengths of the field work of TL currently and to give clarity to the mode of operation for the future:

- Community – to emphasise both the location of field work within defined communities (geographical, most at-risk population, industry etc.) and the future direction of TL work toward higher level community-wide behavioural change.
- HIV – to maintain HIV prevention and care as the health context through which to address both issues directly arising out of HIV and also on social, cultural and behavioural co-factors.
- Action – to continue the focus on activity informed by site assessment and strategically planned interventions.
- Team – to emphasise the uniqueness of the structure through which TL engages in its range of interventions.

The size of a particular CHAT will depend on the levels of intervention it is to engage and the volunteer pool available in but should be a minimum of 8 members and no larger than 12 members, this range being generally found to be necessary for effective team work.

CHATs should have governance positions to manage their work and relationships with TL head office and field staff. The three governance positions recommended are:

- Coordinator.
- Secretary.
- Treasurer.

2. Volunteers in TL are the in-field work force of TL.
Another unique feature of TL is that the *direc*t work to achieve its purpose and the five pillars is solely undertaken by volunteers. This again makes TL unusual among other NGOs which involve volunteers in service provision in PNG where volunteers are often an additional work force to a paid skilled work force at implementation level.

The new TL organisational chart structurally recognises the significance of the place of volunteers in the organisation. The Chart is Appendix 4. The recently developed Table of Roles and Responsibilities also clearly identifies volunteers as the in-field work force and head office, Regional and Project staff as providing the organisational support to enable volunteers to achieve the purposes of TL through their actions in their communities. The Table is Appendix 5.

TL needs now to fully grasp the implications of this unique place of volunteers in the organisation. The challenge for TL is to develop policies and procedures and a working relationship between the Site Committees and the paid staff that orients the latter's focus to being enablers of the work of the Site Committees and that embody the position of Site Committees as the on-site/field work force of TL.

Recommendation 2.
TL should develop its volunteer policies and procedures within the framework of supporting them as the in-field work force of TL.

3. The TL Step Model for HIV Prevention and Care should inform the activities and resourcing of CHATs

Consultations with Site Committees and a review of their most recent Project Officer Site Summary Reports provides evidence that all Site Committees consulted with are already working to varying degrees on four (4) levels of the TL Step Model for HIV Prevention and Care:

- HIV awareness raising and condom distribution.
- Working with most at-risk populations.
- Helping people to access STI and VCT services and understand their results.
- Working with HIV treatment and care clinics – on HIV support, adherence and community care.

Activity on the 5th level of the Step Model, working with communities on drivers of the epidemic – alcohol use, gender-related violence etc., has been less successfully implemented because of inherent complexities in the strategies for doing this and the quarterly planning and funding cycle for TL Site Committees currently.

This quarterly planning and funding cycle is also ineffective in allowing continuity of Committee activities with target groups, an interruption that can lead to loss of contact, loss of trust, and so loss of relationships that need to be maintained in the long term if the proposed Step Model is to be successful in producing long term individual and community behaviour change.

Recommendation 3.

The Step Model for HIV Prevention and Care, when expanded to include the range of interventions that will be effective at each level to achieve TL's five pillars should be linked to:

- An annual Site Assessment to establish any changes that need to be made to target groups and levels of intervention for these.
- An annual Capacity Needs Assessment of each CHAT to assess:
  - The effectiveness of the activities of the CHAT at the levels at which it is functioning.
  - The learning and development and resource needs required of the CHAT to continue to effectively engage in activities at this level.
  - The opportunity for a CHAT to scale up to the next level and the learning and development and resource needs to support this move.

This assessment process should be the first step in moving the present Site Committees to the CHAT structure. Decisions can then be made about how to resource their current work to effectively utilise their current skills, knowledge, responsibility and accountability capacities.

4. Quarterly planning

Currently Site Committee action occurs within a quarterly cycle of planning, funding, and action. Arguably, the quarterly planning and funding cycle is generally ineffective in allowing continuity of Committee activities with target groups, an interruption that can lead to loss of contact, loss of trust, and so loss of relationships that need to be maintained in the long term if the proposed Step Model is to be successful in producing long term individual and community behaviour change. The quarterly planning and funding cycle also places Committees in an unequal position with the organisational planning and funding cycle, a situation at odds with the importance of the Committees as the functional arm of TL.

Recommendation 4.

As TL moves to implementing the Step Model it should move to a system of Annual Planning and budgeting for CHATs in recognition of the need for continuity of activity and planning of longer term interventions. This will also bring CHAT planning and budgeting in line with the organisational

planning cycle which at present is annual. Funding payments to CHATS can still occur quarterly based on achieving the agreed quarterly targets within an annual plan.

5. Recruitment to CHATs

It is unclear how the Site Committees were formed in the establishment phase of TL1. Where Site Committees have developed sub-Sites, it's unclear how they went about doing this and how they recruited members to the sub-Site Committees. Moving to a new structure for site activity - the CHATs as recommended in this review – gives TL an opportunity to put in place a clear recruitment practice.

Recommendation 5.
Future recruitment to CHATs should be based on:

- The best composition of a CHAT team for a particular site based on the outcomes of the Social Mapping exercise proposed in the 2011 Annual Plan and subsequent site assessments.
- Clear criteria for individual antecedents that will ensure a match between the individuals desire to volunteer and the needs of TL for effective functioning of the CHATs.

Individual background and motivational criteria that TL could use include:

- Having a motivation to volunteer, that is, wanting to help others in their community for no pay.
- Being a member of an key affected population.
- Previous involvement in volunteer activity in the community or having initiated some community activity previously.
- Being a community gatekeeper.
- Having the support of/being nominated by community gatekeepers.
- Having the support of/being nominated by reputable community agencies.
- Long term commitment to their community.
- Positive attitudes to working with HIV most at-risk populations.
- Preferable completion of schooling to Grade 8, though this should be flexible where other antecedent criteria favour the selection of an individual.
- Possessing skills and knowledge appropriate to the work of the CHAT.

Recommendation 6.
Recruitment for new CHAT members should be publicly advertised through gatekeepers, community agencies and community media.

Applicants should be formally interviewed by:

- Current members of the CHAT where there is one or long-serving members of another CHAT.
- The relevant Project Officer.
- An independent person selected from another NGO in the community.

6. Training for CHATs

The 2007 independent evaluation of TL was highly critical of training that had been provided to Site Committees. Consultations for this review confirmed these earlier findings and in addition identified other failings that are impacting on the activity capacity and motivation of volunteers.
The 2011 TL Annual Plan has recognised the need for a more structured Learning and Development Strategy. It is intended that the Strategy will consider capacity building in these terms at all levels in TL including Site Committees and communities.

In January 2011 TL conducted a Capacity Needs Assessment which included consultations with representatives from 20 Site Committees.

Recommendation 7.
TL should implement the findings of the 2011 Capacity Needs Assessment with respect to training of Site Committees.

In addition to the needs identified in that Assessment, if TL moves to the proposed CHAT structure, training should be provided in Team Building and Maintenance.

7. Strengthening the organisational experience for CHAT members

Using the Volunteer Process Model, the review identified a number of areas in which TL could strengthen the experience of volunteers as members of CHATs.

Recommendation 8.
CHAT members should be given the opportunity for input into the development of organisational structures, policies and procedures particularly, but not only, on those that have a direct impact on the functions, management and administration of CHATs.

Recommendation 9.
TL should develop a range of organisational branding items the will assist CHATs to be identified in their communities and give a high profile to TL. Items could include:

- ID cards.
- T-shirts.
- Caps.
- Backpacks.
- Banners and other signage.
- Umbrellas.

Recommendation 10.
TL should ensure that CHATs have the necessary materials and equipment to conduct their administrative responsibilities and activities effectively. Options here include:

- Regionally centralised purchase of stationary with quarterly distribution to CHATs based on an inventory of their supply needs for the coming quarter.
- Providing dedicated space and storage for CHATs in Regional of Project offices and procedures for appropriate access to these by approved CHAT members. Where CHATs have established resource centres, or establish them in future, these should be equipped with secure storage for CHAT administrative and project material and equipment.
- Purchasing activity relevant equipment (such as video screens and players, PA, sports equipment) and either storing it in Regional and Project offices for time limited use by CHATs when conducting specific activities or providing secure storage in resource centres or homes of approved CHAT members.

- Issuing CHAT members with mobile phones with caller restrictions to enable members to keep in regular communication.
- Making computer and internet access available to CHAT members at PO offices.

Recommendation 11.
CHATs should be assessed for their capacity to develop small enterprises that can both achieve the five pillars and give CHATs a source of independent funds to be directed to compensating members for out of pocket expenses or for conducting CHAT activities not funded under their annual plans.

Recommendation 12.
TL should develop a program for cross-site integration with strategies including:

- Combined training.
- Combined interventions.
- Exchange visits between CHATs.
- Regular regional CHAT meetings.
- A regular newsletter reporting on the activities of CHATs with a focus on identifying good practice and strategies for overcoming barriers to good practice.
- An annual conference for representatives from CHATs to exchange information, develop good practice and input into organisation policies and procedures relating to CHATs and the achievement of the five pillars.

Recommendation 13.
TL should train CHAT members in written and oral presentation skills and encourage and support them in presenting at workshops, conferences and in the media on their work with their communities.

Recommendation 14.
TL should investigate options for taking out accident and injury cover for volunteers when they are carrying out approved CHAT activity either intervention or administrative.

Recommendation 15.
TL should investigate the feasibility of contracting a security firm to provide on-call response for CHAT members when their safety and security are threatened. Mobile phones issued to CHAT members can have emergency dialling permissions to a contracted firm.

8. Agreements with individual volunteers

TL has taken a uniquely significant step in drawing up its new organisational chart. It has placed the Site Committees at the top of the chart in recognition of the fact that it is the Site Committees that are the public functional arm of the organisation. Seeing Site Committees in this light raises issues of equity of approach to contracting volunteers and paid employees.

Recommendation 16.
Members of CHATs and Tingim Laip should jointly sign a Volunteer Agreement clearly outlining the commitments each party makes in the working relationship. A Code of Good Practice should be part of this Agreement.

9. Addressing the negative financial consequences for volunteers.
At the same time as there are positive consequences for TL volunteers in self esteem, community standing, health - there is a significant negative consequence expressed by all Committee members consulted and that is the impact of their volunteering on their household finances.

There are two sources for this:

- Income forgone from time spent in volunteer activity.
- Expenses they incur in doing activities to achieve the five pillars, but for which they are not recompensed. These include:
    - Transport costs they incur when accompanying individuals to VCT clinics or PLHIV to treatment and other medical appointments (often paying also the transport cost for the PLHIV).
    - Money they spend on buai, smokes, snacks used as incentive to get individuals to engage in one-on-one talks either generally on HIV awareness or to encourage the person to access VCT.
    - Money they spend on buying small household goods and grocery items they often take when visiting PLHIV as a way of maintaining a relationship through which to provide support, ensure treatment adherence and so on, but also to make up in a small way for the PLHIV financial lack of capacity to purchase these for themselves or failure of the kin network to provide them for the PLHIV.

Recommendation 17.
Tingim Laip should reduce the negative financial consequences for CHAT members.

Two options are:

- Extending the out of pocket expenses reimbursement to include other areas identified in this review where volunteers pay for goods or services that arguably enable them to achieve the five pillars but for which they receive no recompense. This will mean ensuring that CHATs and Pos build sufficient allowances into the quarterly plans to reimburse members in a timely way.
- Setting a monthly allowance for its Site Committee members. This ought to be set at a level that:
    - Eases some of the financial pressures on volunteers.
    - Does not disadvantage volunteers by giving them an income that raises them above the minimum taxable earnings threshold.
    - Takes account of parity issues with full time paid staff in terms of hours worked and skills and knowledge.
    - Does not become a disincentive to volunteers resigning to allow turnover of membership on CHATS.
    - Does not become an opportunity for demand sharing pressure from the volunteer's wantoks; and does not put TL into the position of becoming a negotiating chip for volunteers shopping around for the best financial gain from their volunteering.
    - Does not impact negatively on encouraging volunteers to engage with the proposed Performance Based Incentives Program.

10. Performance Based Incentives
TL like other NGOs consulted for this report is facing issues of both retaining volunteers and recruiting new volunteers. Many of the areas discussed so far in this section of the report if addressed will go a long way to strengthening the volunteer process and experience and so make TL a more attractive organisation for volunteer involvement.

The final area that needs addressing is that of incentives that can be offered to volunteers to offset the kinds of pressures that may lead to volunteers disengagement identified in the international research and in the overview in this report of the context for volunteerism in PNG.

Recommendation 18.
Tingim Laip should develop and promote a Performance Based Incentive Program for CHAT members. The incentive program should consider the opportunities in Tingim Laip for offering incentives in four areas:

- **Status**
- **Learning and development**
- **Organisational opportunities and resources**
- **Financial and in kind**

11. Disciplinary measures and dismissal

Like other NGOs, TL currently has no clear policy or procedures through which to prevent volunteers engaging in inappropriate or damaging behaviour or to dismiss volunteers if they persist in what current Committee members described as 'nuisance behaviour'. TL like other NGOs does have procedures for disciplining and dismissing paid staff, however.

Recommendation 19.
The Volunteer Agreement and Code of Good Practice should be used as the basis for identifying behaviour by volunteers that could be grounds for disciplinary action or dismissal. The procedure outlined in the TL Operational Manual (whatever the final version) should be used to take any necessary action.

12. Renewal of CHATs through membership turnover

Most NGOs consulted do not plan for a renewal of the volunteer effort or the spread the benefits of volunteering more broadly within a community through informal encouragement or compulsory regular turnover of their volunteer. For most the problem that currently presents is in recruiting volunteers in the first place and then retaining them, with the loss of organisational investment in learning and development and experience that involves.

While many of the Site Committee members consulted for this review say that they are establishment member of these Committees, this amounts only to four years involvement, which is not really a long time in the life of a volunteer program such as TL. In all the Committees consulted there has been natural attrition of volunteers, in some cases by as much as half the original membership.

Opportunities still exist for engaging other individuals in the community in participating in the organising of activities of the CHATs. This should be encouraged and used as a strategy for succession planning for when members of CHATs resign, disengage informally or are dismissed for breaching their Volunteer Agreement.

Recommendation 20.
At this time there is no compelling reason for TL to consider putting CHAT members on time-limited contracts.

1. Introduction

1.1Terms of Reference for the Review

The 2010 Independent Evaluation of Tingim Laip (TL) recommended the following in terms of utilising volunteers in the organisation:

> **'Recommendation 8:** Review/develop terms of reference for TL volunteers - Rationalise expectations of volunteers (i.e. set hours of project work), clear definition of roles and responsibilities, formal recognition processes put in place'.

This review was undertaken to implement this recommendation. The terms of reference for this review were:

- Review existing volunteer based programs in PNG including Save the Children's Poro Sapot Project, Youth Outreach Programs and East Sepik Women's and Children's Health Project, Tokaut AIDS and others.
- Consult with current Tingim Laip staff and volunteers on the subject including in relation to what has worked in the past for Tingim Laip, and what has not worked.
- Conduct a desk review of volunteer models used by other NGOs conducting similar work or working in similar environments.
- Consult with other key stakeholders in PNG including the PNG National Volunteer Service, National AIDS Council Secretariat and AusAID.
- Develop recommendations for Tingim Laip in relation to:
    - Ideal volunteer site committee structure
    - Volunteer management systems (recruitment, induction, training, assessments, incentives, discipline, terms of reference, memoranda of understanding and codes of conduct).
- Develop, source or otherwise identify tools and materials which may support launch and roll out of this important initiative.

1.2 Review Methodology

The review was carried out using the following processes:

- Document review of TL material on the current operation of sites. A full list of these documents is at *Appendix 1. Documents Reviewed*.
- Document review of volunteer policies and procedures of other PNG non-Government organisations (NGO) with volunteer programs. A full list of these documents is at Appendix *1. Documents Reviewed*.
- Document review of international material relating to volunteers in HIV AND AIDS programs and more generally. A full list of these documents is at *Appendix 3. Research Reviewed*.
- Consultations with Site Coordinators, Site Committees, and volunteers at 15 sites, nearly half of all TL sites. A full list of these is at *Appendix 2. Site Committees and NGOs Consulted.*
- Discussions with the Project Manager, one Regional Coordinator and three Project Offices of TL.
- Consultations with 14 NGOs with volunteer programs. A full list of these is at *Appendix 2. Site Committees and NGOs Consulted*.

1.3 Tingim Laip

1.3.1 Purpose and Five Pillars

Tingim Laip (TL) is Papua New Guinea's largest community-based HIV prevention project, operating in 36 sites over 11 Provinces. It is a continuation of the High-Risk Settings Strategy (HRSS) commenced under the AusAID-funded National HIV AND AIDS Support Project (NHASP).

Under the first phase of the Tingim Laip (TL1) as managed by the Burnett Institute from 1 January 2007 to 31 August 2010, TL carried out its work under four 'pillars':

- Access to condoms.
- Access to STI testing and treatment facilities.
- Access to user-friendly voluntary counselling and testing (VCT).
- Access to care and support for people living with HIV (PLHIV).

An independent evaluation conducted in late 2007 led to the development of a Project Design Document (PDD) for the second phase of Tingim Laip (TL2). A fifth pillar – access to HIV treatment - was added during this evaluation and re-design process. Management of TL2 was allocated to Cardno Emerging Markets commencing 1 September 2010.

The 2011 Draft Annual Plan states that TL focuses on particular environments of HIV risk, vulnerability and impact, rather than on individuals. This approach:

- Puts a higher priority on assisting communities to identify, understand and respond to the factors that contribute to the spread of HIV.
- Assists communities to build safer environments, rather than working primarily on individual behaviours.
- Acknowledges that an individual's decision to avoid HIV transmission or acquisition, or to test for HIV and access treatment and care if HV positive is not just an individual decision, but is affected by a range of external forces.

The Plan further states that TL works with communities to identify the factors that support or hinder safe and healthy decision-making and assists communities to develop suitable solutions to address these factors.

1.3.2 Site Committees

Under the HRSS, the work of TL was delivered through the selection of sites or environments where HIV risk, vulnerability and impact are heightened, and the setting up of Site Committees to engage in activities to achieve the four pillars. Sites identified for action included work sites, industries and enterprises where workers live away from their village and family, urban settlements where sexual violence and alcohol use impact on risk, transport and migrate, on hubs where sex is exchanged for money, food, shelter or security. Some sites were characterised by mobility or presence of large concentrations of men with disposable incomes, separated from their families and communities.

Site Committees were established in each site with the intention of leading activities in the community and ensuring that all activities were sensitive to and appropriate to local culture and social situations. Where possible, people living with HIV were expected to be involved in all stages of activities.

It is the Site Committees that are the volunteer component of TL. No member of a Site Committee or sub-Site Committee or other individual assisting with the work of the Site Committee receives a wage, salary, stipend or other form of regular payment.

TL currently works in 36 sites across 11 Provinces. Over the past three years several sites have developed sub-sites.

As at August 2011, each Site Committee is composed of between six and sixteen active members, many of whom have been members since the inception of the HRSS in 2004. Site Committees may have a nominated Site Coordinator or Chairperson or both, and may also have members nominated and carrying out the roles of Secretary and Treasurer.

Site Committees submit quarterly plans for funding for activities to be carried out to implement each of the five pillars.

2. Volunteerism – What International Research Tells Us

Over the course of the review it became clear that volunteerism is not well theorised by NGOs in PNG, including TL under Phase 1. This section of the review brings together key international literature on the practice of volunteerism, in particular looking at what it tells us about the organisational environment which will foster, support and retain volunteers.

2.1 What is Volunteerism?

Volunteerism is variously defined in the international research literature, but all definitions share common features well summarised in the definition used by Snyder and Omoto (2008) and it is this definition that is used in this review.

> 'Volunteerism refers to freely chosen and deliberate helping activities that extend over time, are engaged in without expectation of reward or other compensation and often through formal organizations, and that are performed on behalf of causes or individuals who desire assistance'.

This definition means that provision of care and support by someone to a family or kin member is not volunteerism as is it is not entirely voluntary but based on obligations and expectations of particular kinds of relationships.

It is different to what Snyder an Omoto called 'bystander intervention' that happens in response to an accident or emergency because it is a deliberate decision to engage over a long period of time.

Finally it is different to professional work in the human or community services sector that is done as a career with the expectation of financial reward – pay.

Snyder and Omoto recognise that between their very strict definition of volunteerism as uncompensated and paid professionals in the human and community services sector are individuals who receive 'small or minimal amounts of compensation for their work'. The examples they give are missionaries and American Peace Corps volunteers.

'Volunteerism', Snyder and Omoto conclude,' raises questions of personality (is it enacted only by individuals with altruistic dispositions?), of motivation (why, in the absence of obligation, do people volunteer?), and of mechanisms for sustaining it (in what ways do personal and social resources promote long-term helping?').

2.2 The Volunteer Process Model

Snyder and Omoto have developed a Volunteer Process Model (VPM) which they apply in the volunteerism research. It has features that are useful for this review as well.

Levels of Analysis	Stages of the Volunteer Process		
	Antecedents	Experiences	Consequences
Individual	Personality, motivation, life circumstances	Satisfaction, stigma, organizational integration	Knowledge and attitude change, health
Interpersonal/ Social Group	Group memberships, norms	Helping relationship, collective esteem	Composition of social network, relationship development
Agency/ Organization	Recruitment strategies, training	Organizational culture, volunteer placement	Volunteer retention, work evaluation
Societal/Cultural Context	Ideology, service programs and institutions	Service provision, program development	Social capital, economic savings

They explain the model as follows:

> 'At the first, *antecedents*, stage, the model identifies personality, motivational, and circumstantial characteristics of individuals that predict who becomes involved as volunteers. In research focused on this stage, researchers have sought to identify specific personality characteristics and motivational tendencies, as well as characteristics of people's life circumstances, which are related to volunteerism and that predict who becomes more effective and satisfied in their work.
>
> At the *experiences* stage, the model explores psychological and behavioural aspects of the interpersonal relationships that develop among volunteers, between volunteers and staff members in agencies and organizations, and between volunteers and recipients of their direct services, and pays particular attention to the behavioural patterns and relationship dynamics that facilitate the continued service of volunteers and positive benefits to the recipients of their services. In addition, research at this stage examines correlates of satisfaction for volunteers and recipients of service, as well as factors that make for more pleasant and rewarding experiences (such as organizational integration) and those that detract from enjoyment (such as stigmatization by others).
>
> Finally, at the *consequences* stage, the model focuses on the impact of volunteer service at different levels, including on changes in attitudes, knowledge, and behaviour. As such, research has examined the impact of volunteer service on the attitudes and behaviours of volunteers, the recipients of their services, and the members of their social networks, including such "bottom line" behaviours as continuing involvement and willingness to recruit others to the volunteer service organisation. Also of special interest, and particularly in relatively recent research, are the broad health consequences of giving and receiving volunteer assistance.
>
> In addition to these sequential stages, the Volunteer Process Model characterizes volunteerism as a phenomenon that is situated at, and builds bridges between, several levels of analysis. At the level of the *individual*, the model calls attention to the activities and psychological processes of individual volunteers and recipients of volunteer services. Thus, volunteers make decisions to get involved, seek out service opportunities, engage in volunteer work for some period of time, and

> eventually cease their efforts. At the *interpersona*l level, the model expands this focus, incorporating the dynamics of relationships among volunteers, between volunteers and members of their social networks, and of the helping relationships between volunteers and recipients of service. At an *organizationa*l or agency level, the model focuses on the goals associated with recruiting, managing, and retaining an unpaid work force, including the related concerns about work performance, compensation, and evaluation. These concerns come about because, as noted above, volunteer efforts typically take place through or in cooperation with community-based organizations or other agencies (and therefore help to distinguish it from informal helping). Thus, the Volunteer Process Model includes aspects of organizational structure, roles, and operations. Finally, at a *societal* level, the model considers the linkages between individuals and broader social structures and institutions'.

The Volunteer Process Model is used in this review:

- To integrate findings from international research.
- To analyse the material collected for the current review from both TL and other NGOs using volunteers.
- To develop the proposed TL volunteer strategy.

2.3 Volunteer Motivation (Antecedents)

Snyder and Omoto undertook a comprehensive review of volunteerism research. This review identified consistency in the motivations of volunteers.

- *Personal values,* including humanitarian concern about others or other personal guiding values, convictions, and beliefs, and also religious and spiritual values.

- *Community concern*, or the desire to support and assist a specific community of people, whether or not the volunteer considers himself or herself to be a member of that community.

- *Self-focused*, including to improve career and networking opportunities, to obtain career relevant experiences, to gain greater *understanding* or knowledge about a problem, cause, or set of people, *personal development* concerns (e.g., developing skills, testing oneself), ego or *esteem enhancement* (e.g., to feel better about oneself or bring stability to one's life), and *social* concerns (e.g., a desire to build one's social network and to meet new people and make new friends).

The motivations that lead people to volunteer influence how they experience volunteering and the consequences for them, and for the beneficiaries, of the individual volunteering.

So, people are more likely to volunteer for activity with an organisation when doing this will satisfy their conscious or unconscious motivations.

2.4 Volunteer Experiences

What does the research tell us of factors that retain volunteers?

Hustinx (2010) looked at why people stopped volunteering. The volunteer's experience in a particular organisational setting was certainly a factor in this where people did not feel accepted by the volunteer group, or appreciated for their contribution, or they got into a serious conflict with a fellow volunteer or member of the board. Volunteers also expected to have a say in organisational development and procedures and to show initiative, and the absence of this also played a part in stopping involvement as a volunteer. The more intensively and long-term volunteers were involved, the more organizational factors became crucial to how they experienced being volunteers and their willingness to continue.

Snyder and Omoto point to the match between volunteers' motivations and their experience as volunteers as important in volunteers continuing to be active. They also point to volunteers' experience of empathy and/or liking for recipients of their assistance as important predictors of intentions to continue volunteering.

However, in the particular context of AIDS volunteerism, Snyder and Omoto point to the negative impact on volunteering of feelings of stigmatization with many reporting that 'the reactions of members of their own social networks caused them to feel embarrassed, uncomfortable, and stigmatized because of their AIDS volunteerism, with these feelings also predicting relatively early termination of service and especially when these reactions were unexpected'.

The other negative impact they identify is reactions from family and friends who feel that the time the individual spends on volunteering is time taken away from them, with indications that volunteers with relatively larger and supportive social networks may stop volunteering earlier because of pressure to spend time with this wider network.

Hustinx (2010) makes a similar point, finding that:

> 'In the end, it was all about the common and human parts of life: too much time pressure, family obligations, promising career opportunities, not really intending to volunteer in the first place, feelings of wasting one's time while volunteering, burnout syndromes, a lack of recognition or appreciation for one's contribution, not feeling accepted in the volunteer group, gossips and quarrels, missing the laughs and fun in the work, too much expenses incurred, and so on and so forth'.

2.5 Volunteer Consequences

What this research points to is that continuing to volunteer is an on-going balancing act. Prestby et al (1990) suggest that organisations using volunteers can increase the level of participation through incentive/cost management. In simple terms, volunteers must see the benefits of participating as outweighing the costs if they are to continue to actively volunteer.

Chinman and Wandersman (1999) suggest that one way to increase participation is to maximize the benefits and minimize the costs volunteers experience as a result of their participation. Providing incentives can be useful here as form of exchange, with the organisation providing certain benefits

and the volunteer donating their personal resources, both financial and participatory. But what kinds of benefits can organisations promote and deliver on?

Estifania (2004) identifies a number of benefits for the self-development of the volunteer – stronger self-confidence, an understanding of their self-worth and their capacities a basis for further action and contributions to society, new skills and competencies, an improved capacity for adaptability and innovation. Importantly, volunteering helps community members who might otherwise work individually to work together.

Snyder and Omoto found that engaging in volunteerism for self-focused reasons such as to gain understanding, personal development, or esteem enhancement all predicted longer duration of service, whereas ratings of other-focused motivations—values and community concern—were unrelated to longevity of service.

Snyder and Omoto also point to an identity consequence of volunteering citing work with blood donors where there develops over time a “role person merger” in which what one does as a blood donor becomes a defining part of who one is as a person.

Finally they point to increasing connectivity of the volunteer and their surrounding communities, including the communities defined by the volunteers, staff, and service recipients associated with their volunteer service organizations.

3. Volunteerism in PNG

3.1 Socio-cultural context

Most research on volunteerism, including much of that cited above, has looked at it in a Western socio-economic and political context. Estifiana (2004) warns of the danger of transferring a Western concept of volunteerism indiscriminately into non-Western contexts.

> 'Civic service [volunteerism] in the East Asia and Pacific region is historically complex and is currently not equivalent to the Western concept of civic service. Civic service in the region began as a concept and practice of moral suasion and responsibility to nation, obeisance to authority, and traditional belief of co-responsibility to serve and help others. In the beginning, acts of civic service were led and managed by the state. As colonialism waned and independence ensued, civic service assumed democratic features characterized by the emergence of voluntary groups that rendered service and less state centeredness, and the forms significantly changed from patriotic acts of national defence to localized community development. Several developments became obvious: international service rather than just locally based service, leadership by voluntary organizations, and expressions of service across age groups and service providers'.

Millar (2004) in a study for the Adventist Development and Relief Agency Papua New Guinea (ADRA PNG) raises similar concerns in the specific context of PNG.

> 'Volunteerism in Western societies is influenced by modern economic paradigms while in Melanesia it is shaped by cultural norms of reciprocity. Christian principles of service and altruism have further influenced volunteerism in both societies. Within Melanesian culture, an individual is an intimate part of community and the environment. Relationships, particularly within the realm of kinship are central. Reciprocity is a core cultural element that permeates Melanesian thinking with 'gift exchange' being the dominant traditional economic paradigm. Building personal relationships, not profit maximisation nor accumulation of personal wealth, is traditionally their primary goal in production. Years of colonial rule, exposure to Western Christian values and now globalization, while clearly impacting the society, have not destroyed these fundamental elements of their culture'.

He sees volunteerism in the Western sense as a relatively recent phenomenon in PNG which 'while engaged in by many organisations, does not enjoy the status that is experienced in many Western countries'. Some of these new volunteers support from kin and community, others do not. Sometimes the term volunteer is applied in ways that cause 'confusion and tension'. In some instances, there is evident antagonism to the concept.

Millar identifies four elements of modern PNG culture that have an impact on how volunteerism is understood and practised - gift-exchange, community, indentured labour and Christianity.

Gift exchange is essentially a social relation, with no profit motive in the Western sense. The act of giving creates a state of reciprocal dependence. 'A relationship is established between the subjects of gift exchange, in contrast to commodity exchange which establishes a relationship between the objects exchanged'. Importantly for the current review of TL, 'very act of one person engaging in a work activity for another person or organisation immediately establishes a relationship between the one providing the labour and the one receiving the labour. The one giving the labour is immediately

the superior and a situation of interdependence is now established. The receiving of an equivalent (money) is not necessarily the dominating desire. Other complex expectations are set in place that has a time dimension that is not limited to the immediate (like in the payment of wages). It is only natural to anticipate that the one receiving will reciprocate appropriately with gift-objects within the same rank. There is no place within this paradigm for gift objects to be given and nothing ever reciprocated'.

PNGs clan- based culture prioritises the community over the individual and this is complicates the operation of the gift exchange. A person's image and status within the community is vital to their life and wellbeing. This image and status is primarily gained through gift-giving.

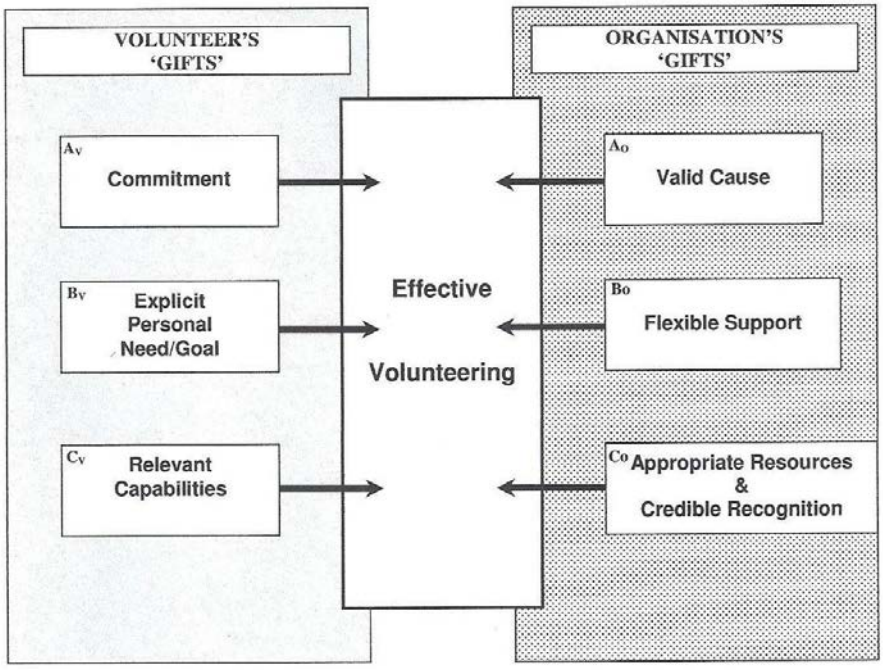
> 'This principle can work both in favour and against volunteering. If the volunteering takes place within the direct community influence and is supported strongly by leadership, then it will be a status building activity and honoured by the community. However, if an individual engages in unpaid labour outside the community and is consequently left in a weakened position to maintain the gift exchange processes, to both limit debt and create debt-relationships, then volunteering will most likely be regarded as a dishonourable and senseless activity. If however, in the process of volunteering, the individual is able to build his/her own capability in a way that will lead to a higher status, paying job then this may be regarded as a wise undertaking.
>
> Foreign entities such as businesses, NGOs and churches are potential status building opportunities for PNG people because it is through these that prospects to build gift exchange ability are perceived'.

During the colonial period, significant numbers of PNG men and women became indentured labourers. Millar suggests that one outcome of this was a recognition by PNG people of their exploitation in this system, that the gift-exchange was not equitable nor reasonable. Intriguingly Millar suggests that placing waged labour within a gift ranking would have been difficult except when money could be used to buy traditional ranked gifts and so 'the extent that they were able to meet these needs would have been the only way they would be able to judge its influence'. Extrapolating from this, Millar argues that organisations using volunteers may be seen in a similar category to colonial exploiters. 'They will not be viewed with admiration and individuals who are willing to volunteer for them will not be treated with respect and pride by their communities. Thoughts of exploitation may be present, especially when they observe the affluence of the resources they are using to carry out their work, even if it is for the sake of the development of PNG people themselves'.

Finally, Millar suggests that 'Volunteerism can be a valuable means of utilising the drive to serve through love that Christianity engenders' but that it is a 'delicate process, however, as a church as an organisation could very quickly be seen in the same light as colonial exploiters'.

Millar proposes the model shown below for volunteerism based on gift exchange.

Model for Effective Formal Volunteering Incorporating Gift Exchange.



Looking at this in terms of the VPM, the gift exchange is between the individual volunteer's antecedents and the experience and consequences the organisation can provide.

3.2 The wantok system and demand sharing

The context for volunteerism in PNG is further complicated by the *wantok* system. De Renzio (2011) defines this as 'the system of relationships (or set of obligations) between individuals characterised by some or all of the following: (a) common language (*wantok* = "one talk"), (b) common kinship group, (c) common geographical area of origin, and (d) common social associations or religious groups (Mannan 1978:200)'.

The system is the most significant feature of social organisation in PNG, embedded in social relations and providing a strong support structure based on trust and solidarity. It is the major form of redistribution of income, goods and services for most people in PNG, and acts as a health and social security safety net in the absence of a strong public system. It has been seen as an important source of social capital.

However, it imposes a heavy cost on the individual member of the wantok group through what Peterson (1993), among others, has termed demand sharing. Demand sharing is:

> '...a complex behaviour that is not predicated simply on need. Depending on the particular social context, it may incorporate one, some or all of the following elements. It may in part be

> a testing behaviour to establish the state of a relationship in social systems where relationships have to be constantly produced and maintained by social action and cannot be taken for granted. It may in part be assertive behaviour, coercing a person into making a response. It may in part be a substantiating behaviour to make people recognize the demander's rights. And, paradoxically, a demand in the context of an egalitarian society can also be a gift; it freely creates a status asymmetry, albeit of varying duration and significance'.

The impact of the wantok system and demand sharing on volunteerism in PNG is twofold. Firstly, to the extent that being a volunteer provides benefits to the individual – financial, access to services and goods, prestige – these benefits are expected to be distributed among the individual's wantoks. Secondly, and perhaps more significantly, because the relationship between the volunteer and the organisation they work for is a social relationship, demand sharing is an integral part of the construction and maintenance of this relationship. The volunteer puts themself in the position of a creditor and the organisation in the position of debtor and so the volunteer can make demands for sharing wealth, goods and services of the organisation.

Both these impacts are significant when looking at the kinds of incentives that an organisation can use – the experiences and consequences it can provide in terms of the Volunteer Process Model - that can manage the demand for sharing from the volunteer.

3.3 Economic context

Estifania points to another area relevant to the PNG context for volunteerism, arguing that economic status determines the form and approach that voluntary service takes. In particular, countries with a reasonably high income per capita and high levels of development, free from the preoccupations of war and defence 'are able to access the economic and cultural space for giving and volunteering'.

It is debatable whether PNG has the economic space for volunteerism as it is practised in Western industrialised societies. PNG has a dual economy with a formal, corporate-based sector providing a narrow employment base (mineral production, a relatively small manufacturing sector, public sector employees and service industries including finance, construction, transportation and utilities) and a large sector (estimated at 85 per cent of the population) for the bulk of economic activity, with estimates of at least 85 per cent of the population directly deriving their livelihood from farming. A large proportion of this population engages in the informal economy in PNG.

The PNG National Informal Economy Policy (2011) describes the informal economy as follows:

> 'The informal economy is often misunderstood because it is very different from the formal economy. In the formal economy, people have jobs, pay taxes and are counted in the workforce. In the informal economy, people 'get by' without formal employment, earning income however they can. The informal economy is based on the household rather than the individual worker, and households often have a number of sources of income that may be both formal and informal. Informal economy workers do not pay income tax (although they often pay VAT), are not counted in the workforce, do not work regular hours and are often denied the rights and protections of workers in the formal economy.
>
> ...Most informal economy workers are in the rural sector, where they require support and incentives to increase production of food and cash crops to reach its productive potential. The informal economy in urban areas plays an increasingly important role. For example, the urban informal markets of Port Moresby put food on the table of almost every household in the city.

> ...Some important facts about the informal economy must be recognised and accepted. First, the informal economy is here to stay and no democratic government can suppress it. Secondly, the informal economy is driven by market forces. Three economic factors can be identified as having stimulated the informal economy: the reductions in statutory minimum wages occurring from the early 1990s, the devaluation and floating of the Kina from 1994 onwards, and the doubling of population to six million people within one generation. Each of these factors has put people under economic pressure and required them to find new ways of earning a living. Now, according to the 2000 census, a clear majority of households in PNG earn at least some income from informal economic activities'.

In other words, volunteering reduces the time available for the bulk of the population in PNG to engage in sale of goods and services necessary for their daily livelihood.

At the same time, economic growth in PNG on both the domestic and external sectors continues to be strong, with PNG outperforming its Pacific neighbours in 2010 with a GDP 0f 7.1%, compared with 5.5% in 2009. This is putting pressure on the price of everyday goods and services, which in turn is putting pressure on those in the informal economy to spend more time in economic activity.

3.4 Overview of the practice of volunteerism in the PNG NGO sector

Consultations were undertaken with 14 NGOs in PNG with volunteer programs, including NGOs focussing on HIV and those with broader or other focuses, and some operating administratively at Provincial level and others which operate at a National level. A full list of the NGOs consulted is at *Appendix 2. Site Committees and NGOs Consulted*.

This section discusses the policies and procedures in these agencies for utilising volunteers using the Agency/Organisation level of analysis of the VPM developed by Snyder and Omoto. No consultations were held with volunteers working with other NGOs and so the review does not discuss individual volunteer antecedents, experience or consequences.

3.4.1 Agency/Organisation Antecedents

At the agency/organisation level, analysing antecedents in the VPM is concerned with recruitment and training.

(a)Recruitment

Across all NGOs consulted, volunteers are recruited from within the communities in which they will carry out their activities.

Few have formal recruitment or selection processes. Most say that volunteers initially self-nominate from among those who have used their service, or who have been part of a community awareness campaign the NGO has run. Few have formal interviews with prospective volunteers based around specific selection criteria.

NGOs vary on the degree to which they expect that an individual nominating as a volunteer will have support from community gatekeepers, a Behaviour Change Communication [BCC] term meaning a person outside a target audience who has both influence and control over access to that audience, including elders, pastors or church officials, and Ward Counsellors. Some specify that the person must be nominated by these gatekeepers, others that the person must be 'acceptable' to them or to

have 'good standing' in the community, or must be nominated through reputable agencies in a community such as a school or other NGO.

There is agreement that a volunteer has to have motivation to volunteer, meaning usually to help others in their community for no pay. Some prefer the person to have shown some initiative in community activity previously, or to have a history of volunteering for community activity or with other NGOs.

Where volunteers are involved in community education or caring activities that require understanding and communicating sensitive and complex information there generally is preference for individuals who have completed Grade 10 schooling as a minimum, though exceptions are made given the barriers to many people in rural and remote areas and to young women in particular continuing in education. Where the activity needs higher level or technical skills, the individual will generally be expected to have completed schooling to a higher level and to have the particular skills.

Gender is not usually a criterion for selection. One NGO has a preference for recruiting married couples who are more likely to long term resident in their community rather than selecting single people who may be more mobile.

Some volunteer programs recruit only from within the target population for the volunteer activity, for example, targeting young unemployed people, PLHIV, individuals who are current or past clients of the organisation. One HIV and AIDS NGO asked specific questions in a formal interview about the potential volunteer's attitudes to PLHIV, sex workers and men who have sex with men.

(b) Probation periods
Only two NGOs said they had a probation period for their volunteers, and this is based on a particular 'volunteer cycle' that involves a three-month probation and review.

(c) Induction
Most have induction training for volunteers both orienting them to the NGO and to volunteering and on the specific content of the knowledge and procedures of the future volunteer activity. For volunteers with HIV AND AIDS NGOs this usually involved training using the core NHATU modules.

3.4.2 Agency/Organisation Experiences
At the agency/organisation, analysing experiences in the VPM is concerned with how volunteers are managed and supported.

(a)Contracts and agreements
Most agencies consulted do not sign formal contracts or agreements with volunteers. Few have a Code of Conduct which volunteers are expected to know and conform to. One agency uses a formal contract linked to Performance Based Incentives (discussed later in this review).This agency recruits only from within its target group and puts volunteers on a strictly one year contract to enable a turnover that can see more of the target group involved as volunteers over time. Past volunteers do continue to get access to services and training and are encouraged to continue their activity in their communities. One agency has both the volunteer and leaders in their community sign a contract, placing some supervisory responsibility onto the community through this.

(b) Accountability
In half the NGOs consulted, accountability is very diffuse with no person in the NGO clearly identifiable as being the one to whom the volunteer is held accountable for their performance in

their activity and to their general behaviour as a volunteer within the organisation and within their community.

Where volunteers are nominated by or supported by community gatekeepers, there is an expectation that these gatekeepers will act as monitors of the activity of the volunteer and will hold the volunteer accountable, but this generally is not formalised through an agreement with the NGO except in the one instance where the community gatekeepers also sign the volunteer agreement.

In a small number of the NGOs consulted there is clear accountability to a paid member of the NGO's staff, but again this is not always formalised through a contract.

(c) Disciplinary and dismissal procedures
All but one of the NGOs consulted did not have formal disciplinary procedures or dismissal procedures for volunteers. Most said that when a volunteer behaved inappropriately they would be spoken with, reprimanded and asked to give assurances that they would stop the behaviour. If the behaviour continued the volunteer would be dismissed though how that would happen was unclear usually.

(d) Reporting
The majority of NGOs said that volunteers are expected to report on their activity, some in a general narrative, some in more detailed data collection sheets identifying the range of activities, the numbers provided with a service, how often and so on. Logs or data reports are completed with varying frequency depending on the kind of activity that a volunteer may engage in.

In most cases, a paid staff person in the NGO had a responsibility for collating the reports generally into a monthly report to the organisation.

In two cases, reporting has to be done against agreed performance targets as part of the Performance Based Incentive program.

(e) Identification as NGO volunteers
Half the NGOs consulted provided volunteers at least with cards identifying that they are formally volunteers of that NGO. Some also provided t-shirts, caps, safety vests and other clothing that identifies the volunteer. Generally this is provided when a volunteer begins working for the NGO. In one case, the different kinds of identification are staged over the one-year contract of the volunteer and act as a recognition of the volunteer's work and as an incentive through the prestige the volunteer gets in their community from being associated with the NGO.

(f) Insurance for volunteers
While all agencies raised concerns about injury to volunteers that could result in compensation claims being brought against them, only two agencies had injury cover to limit the liability of the agency. Two others asked volunteers to sign letters indemnifying the agency against any injury based claims.

(g) On-going training
All provide access to on-going training to their volunteers. In some cases it is provided when new programs are introduced or when training is developed around emerging issues for the target group. In others volunteers access to training provided for paid staff as part of their learning and development. No NGO, however, provided a structured learning and development pathway with individual goals for volunteers tied to career paths within or external to the agency. In all cases volunteers were recompensed for travel to training and were also often given a small 'sitting fee' for

each training day they attended – often set in line with the sitting fee provided through the PACS for NHATU courses, currently set at K5 per day, though others pay higher rates.

(h) On-going support
This is often informal with few agencies reporting they regularly held meetings of volunteers to look at issues specific to them. Usually it is one-to-one support provided in the field when a paid staff person and volunteers are involved in an activity, or when the volunteer makes contact with a paid worker seeking support.

(i) Individual activity versus group activity
In most agencies, volunteers once trained work individually within their communities. While they may be brought together for some activities, for example for a large community awareness event or to support the work of a visiting organisation health outreach team, they only operate as a team for the duration of the event or visit.

3.4.3 Agency consequences
This area looks at measuring work performance and strategies for retaining volunteers.

(a)Measuring work performance
Most NGOs are grateful to have people volunteer to assist in their work and so measuring performance is not an area to which they give attention. Generally no performance standards are expected either in terms of quality or frequency of conducting a particular activity. Reports on volunteer activity are not used as supervision or monitoring tools.

The exception is the practice of Performance Based Incentives being piloted in two NGOs, Here, volunteers sign agreements to undertake a certain range and number of tasks in a given time period, usually a week, and a given financial and other incentives for meeting these outputs. However, monitoring the quality of the work is less emphasised here.

No NGO consulted discussed any formal evaluations of their volunteer effort.

(b) Strategies for retaining volunteers
All NGOs said that it is becoming increasingly difficult to retain volunteers for two reasons:

- The loss of potential income for volunteers when activities take them away from participating in the informal economy, combined now with rising costs of household items and school fees.
- Volunteers 'shopping around' among NGOs to see which offered the best incentive returns for the investment of their time.

At the same time, most NGOs did not have a comprehensive structured program of incentives aimed at retaining volunteers and rewarding their participation. The exceptions here are the two NGOs using the Performance Based Incentive model.

Access to training was seen by all the agencies consulted as an incentive for volunteers, even when they do not consciously promote it as such when recruiting and managing their volunteers. All NGOs recompense volunteers their transport costs when they are required to attend training, and will provide accommodation or pay for it where that is necessary also. All training sessions have morning and afternoon teas and usually substantial lunches provided for participants. Most NGOs also pay volunteers a small 'sitting fee' for the days they attend compulsory training. Support for training may also be provided for volunteers choosing to attend non-compulsory or job-related training provided by the NGO for which they volunteer.

While volunteers sometimes successfully apply for paid positions when they become vacant in the NGO, only one positively discriminates in favour of volunteers when these positions become available.

All agencies consulted saw the increase in community standing volunteers gained through both becoming knowledge holders and through being able to facilitate community access to services as an incentive, but again, it is not promoted as such to volunteers, nor is the building of this standing a structured process, for example by having volunteers represent the agency in media or conferences. Some agencies said that the threat of losing community standing by no longer being a volunteer has been enough to put off complaints from volunteers at income foregone and non-recompensed out of pocket expenses.

Half the agencies consulted also provide small financial incentives either when a volunteer is involved in a specific outreach or public awareness activity, or as a regular payment to acknowledge that volunteers often are called on for their knowledge or support within their communities on a daily basis outside of their formal volunteer activities.

As mentioned previously, two agencies are trialling a system of Performance Based Incentives which includes payment of a small weekly allowance/stipend where weekly activity targets are met.

3.5 Volunteerism in HIV and AIDS Work in PNG – Concept Paper for National Policy

In May 2011, the PNG National AIDS Council published a concept paper on a framework for volunteerism in HIV AND AIDS. The paper reflects current volunteer practices in the NGO sector in PNG generally as described in the section above.

In developing its future volunteer strategy, TL recognises the need to ensure the strategy is complementary to the directions proposed by the NAC wherever it can be. Recommendations made in this review report have taken this into consideration.

The concept paper defines volunteerism as ‘a fundamental building block of civil society and community living... done at an individual or a group’s own free-will without any salaries being paid’.

The concept paper identifies broad objectives for volunteerism:

> ‘a.soliciting the involvement of the entire community to collectively identify and address its problems;
> b.providing a voice for those who cannot speak for themselves;
> c.enabling others to participate as volunteers at much lower cost;
> d.complementing and not substitute for ongoing actions taken by paid workers;
> e.enabling people to acquire new knowledge and skills and to fully develop their personal potential, self reliance and creativity;
> f.promoting family, community, and local solidarity and opens up better understanding for community needs;
> g.having shared responsibility to create an environment in which volunteers undertake meaningful work that helps to achieve commonly agreed outcomes;
> h.defining clear criteria for volunteer participation, including the conditions under which the organization and the volunteer may end their commitment;

i.assisting to develop policies and guidelines for volunteer activities;
j.providing appropriate protection against risks for volunteers and those they serve;
k.providing volunteers with appropriate training, regular evaluation and recognition for their efforts;
l.ensuring access for all by removing physical, economic, social and cultural barriers to their participation and benefit'.

Where volunteers are to be recruited from and work in the community, the paper proposes that:

- The leadership and people of the local community who are beneficiaries of programs must always be consulted right from the start of any interventions.
- The volunteers need to understand the community and individual benefits of the programs through the work of the volunteers.
- The community must be allowed to participate in the implementation of the programs/activities.
- Selection of local volunteers must be done with full knowledge and participation and through the local leadership which will lead to the volunteers being supported by the community and their leaders in the future especially when doing outreach work.
- The terms and conditions of the community volunteers should be clearly defined and agreed upon to match the general local community which should include their TOR for performance assessment.
- Volunteers should share their new knowledge and skills to be creative and learn to achieve shared goals because they live and work within their tribes and clans

On the question of remuneration of volunteers, the paper proposes:

- While volunteering is by definition work done without payment, it is only fair that volunteers should be *appreciated* with honorarium relevant to the local economic scenario to cater for their personal needs for the time they take to engage with the community in volunteer work. This is so that the volunteers do not go *out of pocket* as result. It is important that volunteers should not be or seen to be on a salary.
- Non monetary benefits should be encouraged such as trips to attend meetings/conferences and attend trainings outside of their locality.
- Providing uniforms for the volunteers can also give recognition to the volunteers. It can instil pride in the services they provide in the community and a sense of belonging to a larger group or organisation that is doing useful work for a better community.

In terms of managing volunteers, the paper proposes:

- The recruitment, engagement and management of volunteers must be documented in a form that is clearly and easily understood by all parties.
- Their engagement should be formalised through a simple but important agreement for their commitment, confidentiality of their clients and code of conduct, etc.
- Reports should be submitted by volunteers on their work and their honorarium (if any) should be given to them on a timely basis upon receipt of their report.
- An exchange program established for volunteers between sister organisations would be a valuable experience to cross-fertilise ideas and learn new things and such arrangement can act as an incentive for the volunteers. The cost of the exchange programs should be budgeted and catered for by the parent organisation that the volunteers work with.

The NAC concept paper says that HIV Positive people who have come out public and are willing to be part of the capacity building and volunteering process must be encouraged.

4. Volunteerism in Tingim Laip Now - Organisational Context

4.1 The framework for volunteerism in TL

The purpose of this review is to suggest a way forward for the involvement of volunteers in TL in the light of the findings of previous evaluations of the need for more clarity around the role of volunteers and the structure through which their work is carried out in TL in order to achieve the purpose of TL. So, this section looks at the purpose and organisational framework within which volunteers work in TL at present.

4.1.1 Reshaping Site Committees

It is important to recognise from the beginning that the TL volunteer structure is significantly different to other volunteer programs in NGOs consulted for this review. It is unique in having permanent *teams* of volunteers recruited from within a targeted community who *operate in a formal Committee structure*, developing plans for specific funded and otherwise resourced activities within their community.

This structure is the major strength of TL and should be enhanced through a team-based model of development and maintenance.

Recommendation 1.
Site Committees in TL be reformed as Community HIV Action Teams (CHATs). This change in name is intended to acknowledge and emphasise key strengths of the field work of TL currently and to give clarity to the mode of operation for the future:

- **Community – to emphasise both the location of field work within defined communities (geographical, most at-risk population, industry etc.) and the future direction of TL work toward higher level community-wide behavioural change.**
- **HIV – to maintain HIV prevention and care as the health context through which to address both issues directly arising out of HIV and also on social, cultural and behavioural co-factors.**
- **Action – to continue the focus on activity informed by site assessment and strategically planned interventions.**
- **Team – to emphasise the uniqueness of the structure through which TL engages in its range of interventions.**

The size of a particular CHAT will depend on the levels of intervention it is to engage and the volunteer pool available in but should be a minimum of 8 members and no larger than 12 members, this range being generally found to be necessary for effective team work.

CHATs should have governance positions to manage their work and relationships with TL head office and field staff. The three governance positions recommended are:

- **Coordinator.**
- **Secretary.**
- **Treasurer.**

4.1.2 Volunteers placement within the TL organisational structure

Another unique feature of TL is that the *direc*t work to achieve its purpose and the five pillars is solely undertaken by volunteers. This again makes TL unusual among other NGOs which involve

volunteers in service provision in PNG where volunteers are often an additional work force to a paid skilled work force.

The new TL organisational chart structurally recognises the significance of the place of volunteers in the organisation. The Chart is Appendix 4. The recently developed (January2011) Table of Roles and Responsibilities also clearly identifies volunteers as the in-field work force and head office, Regional and Project staff as providing the organisational support to enable volunteers to achieve the purposes of TL through their actions in their communities. The Table is Appendix 5.

TL needs now to full grasp the implications of this unique place of volunteers in the organisation. The challenge for TL is to develop policies and procedures and a working relationship between the Site Committees and the paid staff that orients the latter's focus to being enablers of the work of the Site Committees and that embody the position of Site Committees as the on-site/field work force of TL.

Recommendation 2.
TL should develop its volunteer policies and procedures within the framework of supporting them as the in-field work force of TL.

5. Volunteerism in Tingim Laip Now - Activities of Site Committees in the Framework of the TL Step Model for HIV Prevention and Care

5.1. The TL Step Model for HIV Prevention and Care

The 2011 Annual Plan identifies a number of components for action. Among these:

Component 2: Effective HIV Prevention Response is intended to 'return [TL] to targeted site level activities that focus on settings of higher risk and impact, working with identified populations'. This will involve 'a shift from awareness-raising and focusing on changing individual behaviour to activities that address factors that affect HIV risk and impact for key populations' through development of a Prevention Strategy that 'sets out a "menu of approaches" that site committees can tailor to their particular environment'.

The TL Prevention Strategy Narrative (2011) describes the TL Step Model for HIV Prevention and Care, specifically designed to encapsulate the previous work experience of Tingim Laip as well as building a guiding structure to progress prevention efforts at the site level. It is a 'five level set of core knowledge and interventions aimed to push sites and communities to autonomously design and manage their own HIV response', leading them 'from one-dimensional awareness raising interventions to more comprehensive and care interventions'.

The progression of site prevention interventions horizontally and vertically within the Step Model is determined by regular site assessments and planning. As sites shifts from basic HIV awareness to addressing environment of increased risk and impact, the subject matter is more complex and requires vigorous capacity building, mentor and support.

Understanding the work that TL expects volunteers to perform and the extent to which they currently perform it is also an important part of considering what if any changes ought to be made to the current policies and procedures that determine volunteer involvement in TL. It is important that any proposals for changing these increase the likelihood of volunteer involvement being able to effectively achieve TL's purpose.

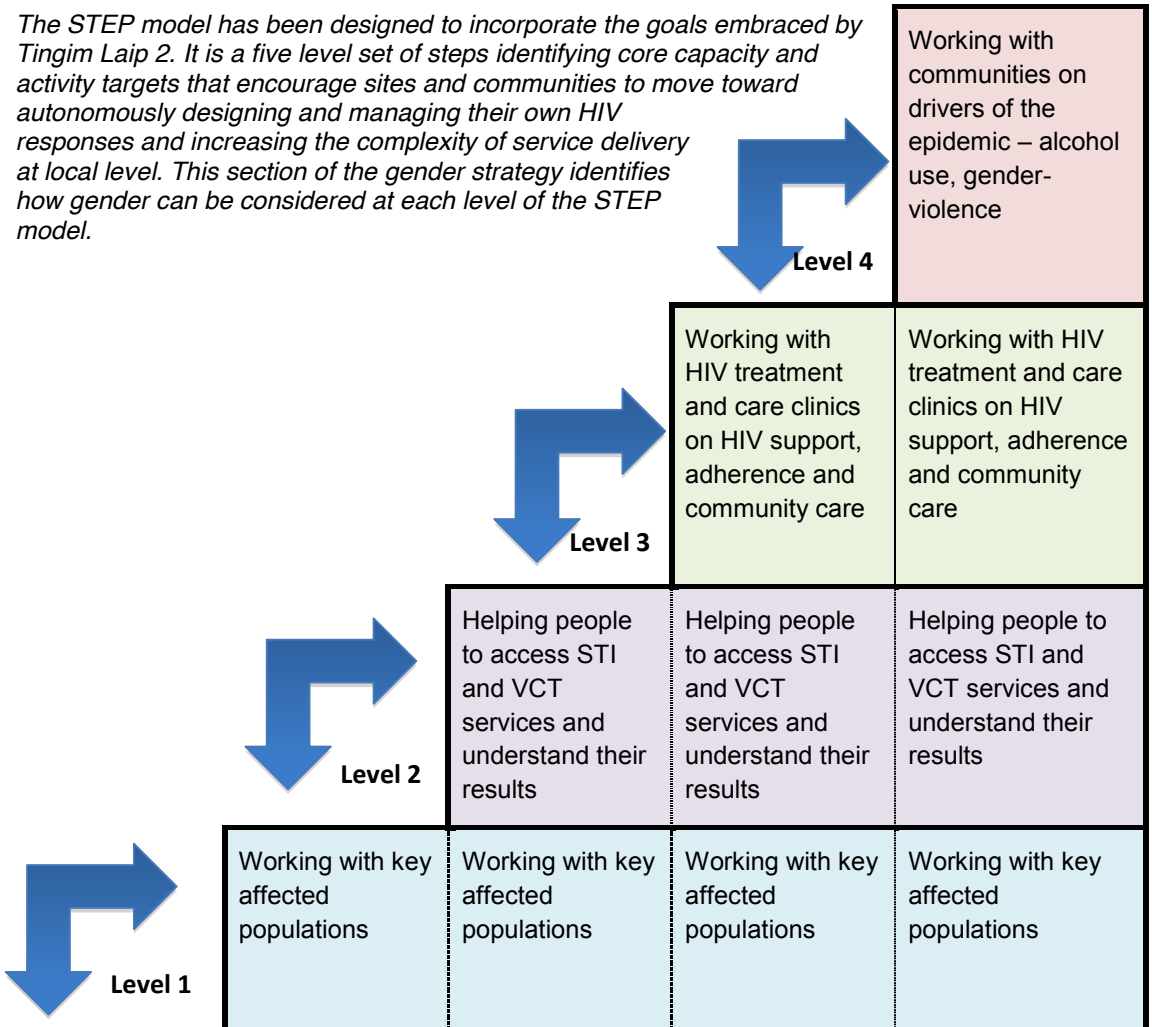
Consultations with Site Committees and a review of their most recent Project Officer Site Summary Reports (see the complete list at Appendix 1) that in terms of the TL Step Model for HIV Prevention and Care the majority of their work is focussed on:

- HIV awareness raising and condom distribution.
- Working with most at-risk populations.
- Helping people to access STI and VCT services and understand their results.
- Working with HIV treatment and care clinics – on HIV support, adherence and community care.

This review did not assess the quality of the work of the Site Committees at these levels. TL now has a Monitoring and Evaluation position and there is a commitment to developing strong measures for assessing performance in future.

The STEP Model

The STEP model has been designed to incorporate the goals embraced by Tingim Laip 2. It is a five level set of steps identifying core capacity and activity targets that encourage sites and communities to move toward autonomously designing and managing their own HIV responses and increasing the complexity of service delivery at local level. This section of the gender strategy identifies how gender can be considered at each level of the STEP model.



5.2 HIV awareness raising and condom distribution.

The TL Step Model for HIV Prevention and Care describes this level as supporting community members to understand:

(i) The difference between HIV and AIDS and the onset of diseases
(ii) Basic numbers on people living with HIV and modes of transmission
(iii) Ways that stop further spread of HIV
(iv) Basic information on STIs including symptoms and treatment
(v) HIV testing including information on counselling and confidentiality

All Site Committees engage in a range of activities aimed at HIV awareness raising and distribute condoms.

5.2.1 Coffee and video nights

All Site Committees run coffee and video nights, usually at least one a month, sometimes more often. These may last from 2 – 5 hours depending on the setting (private home, public hall, open space) and the number of participants (sessions in public halls frequently attract 20 – 30 people, sessions in open space can attract up to 50). Sessions are advertised by flyers and word of mouth and occasionally via public media. The format generally involves showing HIV related videos, including videos about drivers of the epidemic - drug and alcohol use, gender based violence, STIs – and also general health issues – women's health, mother and baby health, nutrition, breast feeding. Site Committee members then engage the audience in discussion about the material in the videos and will also usually hand out printed material relating to the content of the videos. Often several members of the Site Committee will attend so that they can take turns at presenting or leading the discussion and also so that they are available if small groups or individuals want to have longer discussions with them during the night. Video equipment – television screen, video player, sometimes a generator to produce electricity – are rented for the night. Videos are provided by PACs or Provincial Departments of Health.

The Kakaruk Market Site Committee in Goroka, integrated as part of the HIV program of Save the Children, is perhaps the most structured example of a coffee night activity. Each committee member holds a coffee night in their communities once a month. Each month the coffee nights have a common theme. Members use material from their NHATU or Save in-house training on the theme set for the discussion. All coffee nights are evaluated and the information collected is discussed at the monthly meeting of the Committee.

Moem Barracks and Avisat, in Wewak, have held combined sessions to which other NGOs and public health services in the community have been invited to present information about their services.

Most of the members of the recently reformed Minj Site Committee in Western Highlands are PLHIV and a key part of their coffee nights is members giving their 'life testimonies', that is, talking about their experience as PLHIV as a means of encouraging other PLHIV in the communities they visit to self-identify, and also to break down stigma and prejudice. The Committee also encourages other PLHIV to come to the coffee nights often as the only social interaction they may feel safe engaging in.

5.2.2 Markets

All Site Committees consulted to general public HIV awareness at local markets, usually monthly at least. The activity here will usually combine distribution of condoms and written information with a public address from a Committee member modelled on the practice of market preachers. Committees will often work with market stall holders to distribute condoms and material also.

The Kakaruk Market Committee is embarking on a targeted awareness program for market stallholders they have identified as 'gatekeepers', a Behaviour Change Communication (BCC) term meaning a person outside a target audience who has both influence and control over access to that audience. These stallholders have expressed an interest in being part of the education effort. The Committee will also run a targeted awareness program with small businesses who act as gatekeepers in the community.

The Kaiwe Site Committee in Mount Hagen focuses its work on the stallholders, children acting as porters, and the transport drivers brining and taking away produce from the market. They carry out short HIV awareness sessions with small groups of these target populations.

Markets are also used for public awareness activity on celebratory or commemorative days like Independence Day and World AIDS Day.

5.2.3 Arts

A number of the Site Committees have hired local drama groups to present playlets on issues like gender violence, HIV and AIDS and drug and alcohol. These are put on in communities and usually attract large audiences. They are interactive with actors engaging the audience in discussion about the behaviour and choices of the characters in the drama.

Porebada Site Committee has recently run a music competition for young people focussing on HIV. Young people were given basic HIV information, then given coaching in song writing, given support to rehearse a song and make a pitch for it, and then performed it in competition.

5.2.4 Public holidays and commemorative events

All Committees take these opportunities to carry our large scale public awareness using stalls or wandering through the crowds distributing condoms, printed information and engaging in one-on-one conversations.

5.3 Working with most at-risk populations

The TL Step Model for HIV Prevention and Care says this level means:

(i) Reinforcing key messages on risks associated with specific sexual activities
(ii) Reinforcing key message on alcohol and drugs as it relates to risk taking
(iii) Promoting positive behaviours such as consistent condom use; regular STI treatments, adherence to ART etc
(iv) Promoting HIV tests, including STI screening
(v) Supporting social networks for HIV tests, STI treatment and care and treatment for PLHIV

High risk groups identified in the Prevention Strategy include male and female sex workers and their clients, men who have sex with men (MSM), and PLHIV.

5.3.1 Sex workers and clients

All committees work to some extent with sex workers. Some members of three Committees consulted with identified themselves as sex workers.

Some Site Committees distribute condoms and attempt peer-to-peer discussions in clubs and hotels where female sex workers link up with clients, often people in the mobile economy - truck drivers,

sales representatives, businessmen or public servants attending conferences and seminars and so on. Waipazone in Mount Hagen is specifically focused on this.

Redscar members distribute condoms to sex workers (male and female) at places they link up with clients – parks, buai stalls, roadsides and so on. Redscar also has in the past conducted screen printing and tie-dying workshops for sex workers which integrate HIV awareness and condom distribution into the activity.

Avisat puts condoms into plastic bags and ties them to trees in sex sites along the coast roads and beaches of Madang.

5.3.2 MSM

Committees generally reported less work with MSM but most do engage with MSM either as a group or peer-to-peer. Some members of two Committees consulted with identified themselves as MSM. Redscar's screen printing and tie-dying workshops were also targeted for MSM.

5.3.4 PLHIV

This is a very significant area of work for members of Site Committees at present but goes under-reported. All Committees actively provide support to individual PLHIV through home visiting, accompanying them to medical appointments, and sometimes with food and household goods. Some Committee members in about half the consultations for this review self-identified as PLHIV and were strong advocates for the importance of the work the Committees as a whole do with PLHIV in their sites. At present, all but two of the members of the Minj Site Committee are PLHIV.

Both Kerowil and Minj have established TL/PLHIV Resource Centres where they store their HIV/STI and other health education material and condoms, and which are also used for private counselling and support for PLHIV, and also have some overnight accommodation.

Minj works with Appropriate Technologies (AT) Projects, a Goroka company that has developed a wide range of PLHIVA specific domestic equipment (toilets, showers and such,) to supply PLHIV with these products

All Committees report that they often provide short term accommodation for PLHIV from outside towns attending clinics and hospital and sometimes also for PLHIV turned out of their homes.

5.3.5 Military personnel

TL currently has Site Committees at Moem Barracks and Murray Barracks, and the Kerowil Site Committee also is linked to the smaller military base there. All these Site Committees are officially supported through the Disciplinary Forces Group, a coordinating body bringing together the Military Forces, Police, and Correctional Services. Those at Moem and Murray Barracks are headed by a senior office and the rest of the Committee members are also officers and wives of officers on the base. Kerowil Site Committee is largely made up of non-military community members but also has military representation (the base here is unusual in that personnel come on a three-month rotation so the military representation changes accordingly).

The Site Committees supply all the messes on the base with condoms, with the barmen usually acting as discrete distributors-on-request, and also keep condom dispensers at other locations on the bases supplied. All hold HIV awareness discussion groups on site. Troops being deployed to areas like the PNG/ West Papua border are usually given HIV awareness education prior to deployment.

5.3.6 Young people

The most common activity with young people is sporting intervention. These typically combine some form of sport activity – netball, soccer, rugby, darts –often run as a limited life competition with HIV awareness, condom distribution, and encouragement of VCT.

For example, Avisat and Moem Barracks have combined in the past two years to organise a youth soccer competition. Fifty three (53) clubs have been established in Madang town and in rural and remote communities. The clubs come together for a three week competition once a year, each club preparing a banner message on HIV AND AIDS which they 'meditate on' during the competition. A public address (PA) system continues to broadcast HIV AND AIDS awareness information during the days of the competition and discussions on HIV and related issues are held with all teams are held during breaks in the games. Families, observes and informal market sellers come along and so are also reached with the messages. The informal markets sellers are given condoms to distribute. TL volunteers circulate through the crowd doing everyday talking and encouraging visits to VCTs.

Redscar Site Committee in Madang has also run a three month long sports intervention with young people. Redscar volunteers have worked with 10 - 12 teams from selected communities in and around Madang to set up soccer teams - separate male and female teams – who compete every Saturday and Sunday over the 3 months. As in Wewak, the competition attracts parents and other kin, informal market sellers and the general public. Here also, HIV awareness messages are broadcast, condoms are distributed and encouragement if given for VCT.

Kerowil Site Committee, which works with rural and remote communities in an area of the Western Highlands, have taken a different approach. They have begun working HIV awareness training with clubs in the newly established local rugby competition.

Reach into schools is not extensive, but is becoming more popular. Site Committees in Port Moresby have conducted HIV education in schools with students in Grades 6 – 8. Moem Barracks has conducted a $1^{1/2}$ hour drug and alcohol awareness session with Grade 6 students about to graduate and is planning on running another this year. A secondary school student member of the Minj Site Committee regularly does condom distribution and peer education in the school and also takes condoms to sports and other activities for youth around the area.

5.4 Helping people to access STI and VCT services and understand their results.

The TL Step Model for HIV Prevention and Care, developed at the beginning of TL2, identifies this level as including:

(i) Linking prevention activities to HIV testing facilities and STI services
(ii) In-depth discussions on barriers and enablers of service accessibility
(iii) Understand the result of an HIV test and what it means for the future
(iv) Mobilising social groups for HIV test and STI treatment

All Site Committees identify this as a significant area of work.

- Encouragement to access STI and VCT clinics for detection, treatment and where necessary case management are part of all public or small group HIV awareness activity such as coffee nights, sports interventions, public awareness in markets.
- Encouragement is also a key component of all peer-to-peer discussions either when approached at public or small group HIV awareness activity, when distributing condoms, or when approached during the normal course of a day by individuals who know the volunteer

has information about HIV and want to discuss concerns about their personal health or behaviour.

A good example of the proactive encouragement and support for VCT and STI access is the work of the Kerowil Site Committee, working in rural and remote areas of the Western Highlands. HIV awareness activity by Kerowil in local communities includes encouragement for the community to request a visit to the community by the mobile VCT/STI services of Marie Stopes. The request goes through the Site Committee who then work closely with Marie Stopes and the local Aid Post or Community Health Centre to schedule the visit. During the visit, Site Committee members are on hand to assist and support the work of the health organisations.

All Site Committee members report that it is common practice for them to accompany people they have encouraged on their visit to these services. This is because the one-on-one discussion that is often the precursor to the visit establishes a relationship of trust between the volunteer and the individual which provides support for the person in what can be a very confronting experience, particularly when a test result is positive for HIV.

5.5 Working with HIV treatment and care clinics – on HIV support, adherence and community care.

Some interventions identified in the TL Step Model for HIV Prevention and Care at this level include:

(i) Advocacy on ART for as many PLHIV as possible
(ii) Advocacy on treatment guidelines to allow more PLHIV for ART
(iii) Working with service providers on quality of care and service
(iv) High level community dialogue on stigma and discrimination

The relationship between a volunteer and an individual who they accompany to VCT testing inevitably this leads to the volunteer becoming the longer term support for the individual who has tested positive. So, even where there is no formal relationship between volunteer and HIV treatment and care clinics, there is often a very strong informal relationship. Site Committees consulted report that often clinics will ask them to provide support for individuals *whether or not* the Site Committee has had prior contact with the individual.

Some Site Committees have more formal relationships. For example, the Kakaruk Market Site Committee is integrated with the HIV program of Save the Children in Goroka which also includes a VCT clinic. Committee members have specific TL identified referral slips they give individuals to take to the clinic. This Committee has a vehicle that can be used to transport individuals to the clinic.

Site Committees in Port Moresby have a strong focus on adherence support for PLHIV taking ART, particularly aimed at reducing the use by PLHIV of alcohol and marijuana while taking ART.

5.6 Working with communities on drivers of the epidemic – alcohol use, gender-related violence etc

The TL Step Model for HIV Prevention and Care identifies the key intervention here as:

(I) Stronger community dialogue and commitment to address issues on alcohol, gender based violence, stigma and discrimination, sexual abuse, health services, treatment etc.

This is an area that is critically under-implemented by Site Committees at present. When TL1 was established, a main strategy identified for achieving the four pillars was Behaviour Change Communication (BCC) This is an interactive process with communities (as integrated with an overall program) to develop tailored messages and approaches using a variety of communication channels to develop positive behaviours; promote and sustain individual, community and societal behaviour change; and maintain appropriate behaviours. This approach, if implemented as intended, could lead to achieving the kind of community dialogue and commitment for action proposed in the Prevention Strategy Narrative.

Establishment members of Site Committees, who make up the bulk of the Committees consulted with for this review, were trained in BCC. However, the 2007 evaluation found that there had been no post training follow up or support for Committees to implement BCC and recommended that TL provide more frequent technical support to sites for BCC activities. This was reinforced in the Capacity Development Needs Assessment carried out at the beginning of TL2, in which Site Committees reported that the on-site follow-up they had received in TL1 (supplied under a separate contract with AusAID) was poor.

While Committee members cite interventions such as the coffee nights, sport competitions and the screen printing/tie-dying workshops as examples of their implementation of BCC if the strict standards for implementation of BCC were to be applied to these interventions they would fall considerably short. Hence, in this review, these are presented under the activity areas of general HIV awareness and working on behaviour change to reduce risk.

Site Committees are aware of the shortcomings of their interventions is bringing about longer term change in individual and community behaviour and want to take up the challenge of this work. Redscar sees the potential in its screen-printing and tie-dying workshops for longer and deeper engagement with the target groups. Committees running limited life sporting interventions with young people would welcome the opportunity for continuing to work with the clubs they establish over the course of the whole year and not just in preparation for the competition season.

5.7 Summary of current Committee activity within the framework of the TL Step Model for HIV Prevention and Care.

Consultations with Site Committees and a review of their most recent Project Officer Site Summary Reports provides evidence that all Site Committees consulted with are already working to varying degrees on four (4) levels of the TL Step Model for HIV Prevention and Care:

- HIV awareness raising and condom distribution.
- Working with most at-risk populations.
- Helping people to access STI and VCT services and understand their results.
- Working with HIV treatment and care clinics – on HIV support, adherence and community care.

Activity on the 5th level of the Step Model, *working with communities on drivers of the epidemic – alcohol use, gender-related violence etc.,* has been less successfully implemented because of inherent complexities in the strategies for doing this and the quarterly planning and funding cycle for TL Site Committees currently.

Recommendation 3.
The Step Model for HIV Prevention and Care, when expanded to include the range of interventions that will be effective at each level to achieve TL's five pillars should be linked to:

- **An annual Site Assessment to establish any changes that need to be made to target groups and levels of intervention for these.**
- **An annual Capacity Needs Assessment of each CHAT to assess:**
  - **The effectiveness of the activities of the CHAT at the levels at which it is functioning.**
  - **The learning and development and resource needs required of the CHAT to continue to effectively engage in activities at this level.**
  - **The opportunity for a CHAT to scale up to the next level and the learning and development and resource needs to support this move.**

This assessment process should be the first step in moving the present Site Committees to the CHAT structure. Decisions can then be made about how to resource their current work to effectively utilise their current skills, knowledge, responsibility and accountability capacities.

5.8 Quarterly Planning

It is not only the lack of technical support, however, that has limited the extent to which Committees have been able to engage in longer term engagements with the community in addressing HIV co-factors. The quarterly planning and activity funding cycle is also arguably a critical limiting factor. More importantly, this area of work, which is in effect community development, is much more multi-faceted in its execution, dealing as it does with long term community-wide behaviour and structural change than the other activities in the Step Model and require a considerably higher level of skills development. Unless these limiting factors are addressed the implementation of BCC or other behaviour change and community development models will continue be ineffective.

Arguably, the quarterly planning and funding cycle is generally ineffective in allowing continuity of Committee activities with target groups, an interruption that can lead to loss of contact, loss of trust, and so loss of relationships that need to be maintained in the long term if the proposed Step Model is to be successful in producing long term individual and community behaviour change.

The quarterly planning and funding cycle also puts Committees at odds with the organisational planning and funding cycle, a situation at odds with the importance of the Committees as the functional arm of TL.

Committees consulted were critical of the delays they are experiencing in having their quarterly plans approved and funds released for activities.

Finally, a planning cycle can only be successful if there has sufficient time after an activity to evaluate the success of it, consider the reasons for success or for falling short, and develop strategies for carrying out the same strategy more effectively or alternative strategies in the future. A quarterly time frame leaves little time for this and indeed threatens generally to divert time into planning that could better be spent in action.

Recommendation 4.
As TL moves to implementing the Step Model it should move to a system of annual planning and budgeting for CHATs in recognition of the need for continuity of activity and planning of longer term interventions. This will also bring CHAT planning and budgeting in line with the organisational planning cycle which at present is annual. Funding payments to CHATS can still occur quarterly based on achieving the agreed quarterly targets within an annual plan.

6. Volunteerism in Tinging Laip Now - The operations of Site Committees viewed through the perspective of the Volunteer Process Model

6.1 The Volunteer Process Model

This section uses the Volunteer Process Model (VPM) of Snyder and Omoto described in section **2. Volunteerism – What international research tells us** as the lens through which to examine how the volunteer system works through Site Committees and the organisational support provided through head office, Regional and Project staff. As the model was developed within a largely Western, developed socio-cultural and political-economic framework where appropriate this section also refers to the gift model developed by Millar and to other factors of the socio-cultural and political-economic in PNG that must be taken in to account when shaping an effective model of volunteerism in PNG.

For convenience, the diagram outlining the VPM of Snyder and Omoto is reproduced below.

Levels of Analysis	**Stages of the Volunteer Process**		
	Antecedents	Experiences	Consequences
Individual	Personality, motivation, life circumstances	Satisfaction, stigma, organizational integration	Knowledge and attitude change, health
Interpersonal/ Social Group	Group memberships, norms	Helping relationship, collective esteem	Composition of social network, relationship development
Agency/ Organization	Recruitment strategies, training	Organizational culture, volunteer placement	Volunteer retention, work evaluation
Societal/Cultural Context	Ideology, service programs and institutions	Service provision, program development	Social capital, economic savings

6.2 Antecedents (Backgrounds)

6.2.1 Individual level of analysis

(a)Personal motivations

There is nothing documented in TL since its inception about the personality, motivational or life circumstances of the individuals who have become, and significantly in most cases remained, volunteers with TL. Neither of the evaluations concerns itself with these issues. The current version

of the Annual Plan 2011 does not discuss the kind of labour force it sees as necessary to implement the main activities for achieving the purposes of TL.

This is not a failing unique to TL. In the consultations with other NGOs using volunteers no informant was able to identify any document that demonstrated that the motivation of volunteers had been researched and that the motivations discovered were considered in developing the volunteer process in the organisation.

Yet, international research clearly points to the direct link between an individual's motivation for volunteering and the possibility for satisfying this as an important factor in volunteer retention.

As part of this review, members of TL Site Committees were asked why they had become volunteers for TL. For most it was clear that it was the first time anyone had asked them this question. When they responded, without exception their response was that 'you have to have the heart for it', or that it was 'wok sol', work from the soul, which is why the title of this review uses the term. This is clearly in line with international research that identifies much volunteer motivation as based on *personal values*, including humanitarian concern about others or other personal guiding values, convictions, and beliefs, and also religious and spiritual values. Only one directly related their involvement to their Christian faith, however.

PLHIV members spoke about wanting to help others in their position and to give 'life testaments'. Others had family members or kin who had HIV and again their motivation was because of this personal experience of the epidemic. This also is in line with research that points to personal values and experience as a reason for volunteering.

Similarly, members who came from target groups like sex workers or MSM were motivated by a desire to advocate for their peers and get support and services for those among them at risk of HIV or who were also PLHIV.

(b) Community concerns
Some spoke of realising that their country had 'a problem' meaning HIV and its impact, and of wanting to help their country. This echoes international findings that some volunteers become involved because of *community concern*, or the desire to support and assist a specific community of people, whether or not the volunteer considers himself or herself to be a member of that community. Some spoke of their motivation as being concern for the future of young people in their community. For those in rural and remote areas there was a clear anger at the failure of the health and human services sector (Government, NGO and private) to provide services for people in these communities and a conscious engagement as volunteers with TL as a way of getting information and services to their communities.

(c) Self-focussed reasons
Where stated motivations could be characterised as *self-focused* they were about gaining greater understanding or knowledge about HIV in order to help others. None spoke about their volunteering coming from any motivation for career improvement or increasing their networking opportunities. All Site Committee members consulted were not unemployed outside the informal economy so this is not surprising. While some members of Committees have leadership positions in their communities – Ward Counsellors, Village Court Magistrates – there was nothing to suggest that they say involvement in the Site Committees as career enhancing.

(d) Life circumstances
Life circumstances also have a significant impact on TL volunteers. The majority of them depend on participation in the informal market for their livelihood and as noted earlier time given to volunteering is time taken away from earning. Where they are wives of men who are employed, husbands will usually be in low paid factory or labouring work. Most have families with school age and younger children and have difficulties meeting household and education expenses.

6.2.2 Interpersonal/ Social Group level of analysis
This level looks at the dynamics of relationships between volunteers and members of their social networks and the helping relationships between volunteers and the beneficiaries of their service. [In the NGO sector in PNG the term 'beneficiaries' is generally used to mean clients or recipients of a service.]

Many Committee members have antecedent relationships to social networks that are important for the effectiveness of TL's work both for the knowledge they bring of the needs of these networks and the effective strategies for working with them, but also for the peer-to-peer relationship that can function to make interventions with most at-risk populations effective. This is true for those who are sex workers, MSM and PLHIV in particular. The TL Prevention Strategy Narrative (2011) explicitly recognises this:

> 'The main strategy for reaching people most at-risk of and affected by HIV in TL settings will be outreach by volunteers attached to the site committee. The outreach volunteers will ideally be from the population that we are trying to reach – so sex workers will reach out to other sex workers, MSM to other MSM, PLHIV to other PLHIV'.

There are other important interpersonal relationships and social network relationships that volunteers currently bring to their activity with TL. Site Committees on military bases are officially supported by the Disciplinary Forces Group and have high ranking officers as leaders. These formal relationships ensure smooth implementation of strategies in these sites that could otherwise be highly controversial and problematic, such as condom distribution or explicit recognition of the need to run HIV awareness with troops about to be deployed into environments where they are highly likely to link up with sex workers.

The Site Committee for Wagi in the Western Highlands is firmly based in the various churches within the community which again facilitates interventions that could otherwise be difficult in as strong a Christian religious culture as that in PNG.

Some Committee members have come from backgrounds of having worked with others in a group aimed at some kind of health/human service or community development activity and bring the experience of working as a team to their work on the TL Committees.

6.2.3 Agency/organisation level of analysis
At this level, the antecedents that are important are recruitment and training.

(a)Recruitment
It is unclear how the Site Committees were formed in the establishment phase of TL1. Discussions with Committee members who were among the first recruited indicate that once sites had been selected under the HRSS, staff managing TL at that time visited targeted communities and conducted and information and awareness session and called for volunteers. They do not report having gone through any interview or nomination process or that they had to demonstrate any particular skills,

knowledge, background or meet any other criteria. There was no documentation available for this review to clarify the process.

Where Site Committees have developed sub-Sites, it's unclear how they went about doing this and how they recruited members to the sub-Site Committees.

Where Committees have recruited members over time to replace inactive members, they report that this is done through approaching individuals who have either been involved in conducting the activities conducted or have expressed an interest in being involved either through being beneficiaries or as a result of attending awareness sessions such as coffee nights.

Recommendation 5.
Future recruitment to CHATs should be based on:

- **The best composition of a CHAT team for a particular site based on the outcomes of the Social Mapping exercise proposed in the 2011 Annual Plan and subsequent site assessments.**
- **Clear criteria for individual antecedents that will ensure a match between the individuals desire to volunteer and the needs of TL for effective functioning of the CHATs.**

Individual background and motivational criteria that TL could use include:

- **Having a motivation to volunteer, that is, wanting to help others in their community for no pay.**
- **Being a member of an key affected population.**
- **Previous involvement in volunteer activity in the community or having initiated some community activity previously.**
- **Being a community gatekeeper.**
- **Having the support of/being nominated by community gatekeepers.**
- **Having the support of/being nominated by reputable community agencies.**
- **Long term commitment to their community.**
- **Positive attitudes to working with HIV most at-risk populations.**
- **Preferable completion of schooling to Grade 8, though this should be flexible where other antecedent criteria favour the selection of an individual.**
- **Possessing skills and knowledge appropriate to the work of the CHAT.**

Recommendation 6.
Recruitment for new CHAT members should be publicly advertised through gatekeepers, community agencies and community media.

Applicants should be formally interviewed by:

- **Current members of the CHAT where there is one or long-serving members of another CHAT.**
- **The relevant Project Officer.**
- **An independent person selected from another NGO in the community.**

(b)Training
The 2007 independent evaluation of TL was highly critical of training that had been provided to Site Committees, concluding that:

- Demand for training was unable to be met.
- Training was not strategically planned.
- The process of training approval was complex.
- Adequate and systematic training evaluations were are not being undertaken.

- Post training support was limited.
- Many of the training modules used had not been reviewed since first being developed.
- There was a lack of strategic use of training without clear linkages between the timing of training and the development of programs/activities in communities.

Consultations for this review confirmed these earlier findings and in addition identified other failings that are impacting on the activity capacity and motivation of volunteers:

- Most longer term committee members received comprehensive core modules developed by the National HIV AND AIDS Training Unit (NHATU) and Family Health International (FHI), though not all have undertaken all the modules available through NHATU. However, there have been no refresher courses in any of the content areas.
- Recent committee members have had no induction level courses, generally ascribed to non-delivery of courses through Provincial AIDS Councils into which to place them.
- Few committee members have undertaken Training of Trainers (TOT) in any of the core modules, yet all committee members see themselves as in effect engaged in training through their group education activities.
- Those who have undertaken TOT have not been able to undertake the assessable practical components and so have not been certified. They are frustrated by this.

The 2011 TL Annual Plan has recognised the need for a more structured Learning and Development Strategy. The Plan proposes that the Strategy will guide capacity development across three areas:

- Technical level where HIV prevention and HIV impact intervention theories and models underpin all intervention activities.
- Administrative level where all administrative processes are applied in a standardised and transparent manner.
- Management and leadership level where all supervisors are equipped with the knowledge and skills to be able to manage and lead their respective team's technical and administrative performance.

It is intended that the Strategy will consider capacity building in these terms at all levels in TL including Site Committees and communities.

In January 2011 TL conducted a Capacity Needs Assessment which included consultations with representatives from 20 Site Committees.

Recommendation 7.
TL should implement the findings of the 2011 Capacity Needs Assessment with respect to training of Site Committees.

In addition to the needs identified in that Assessment, if TL moves to the proposed CHAT structure, training should be provided in Team Building and Maintenance.

6.2.4 Societal/cultural context level of analysis

The antecedent factors impacting on volunteerism in PNG are discussed fully in the previous section of this report - **3 Volunteerism in PNG**.

6.3. Experiences

6.3.1 Individual level of analysis

The longevity of involvement of many of the members of Site Committees suggests that generally volunteers do experience satisfaction from their involvement. It's clear that those who come from still stigmatised backgrounds – sex workers, MSM, PLHIV – feel welcome and supported enough to maintain their involvement. No member expressed any experience of being stigmatised by their social network or the wider community for being volunteers in the HIV area even though a lot of their work is done with beneficiaries who come from stigmatised groups - sex workers, MSM, PLHIV.

However, there is an area of significant dissatisfaction that must be addressed if existing volunteers are to be retained and others recruited. For many of the women, time spent on volunteering is time taken away from their expected roles in the household among which they identify caring for the family vegetable plot, looking after children, cooking meals. They say that they are often criticised and abused by their husbands and children for these perceived failings, particularly as they as seen as bringing nothing back into the household to reciprocate for their not attending to their home activities.

6.3.2 Interpersonal/group level of analysis

Site Committees do value themselves and their work. They talk enthusiastically about their activities. They take pride in the numbers they get attending coffee nights, sports interventions, the number of referrals they make to VCT. However, these are being eroded by dissatisfactions with their positioning within TL.

(a)Integration into TL

All express dissatisfaction with what they see as a lack of the involvement of Site Committees in the development of TL2. They see new organisational structures, policies and procedures as being imposed on them without having an opportunity for consultation and so without an understanding of their needs and the ways they see they have to work with their sites to produce the outcomes TL wants from them. For example, they see the addition of the fifth pillar - access to HIV treatment- as an imposition even though all of the sites consulted have already been assisting PLHIV in their community to access treatment, clinics and hospital care. There is much comparison of how things were under Burnett management and how things are seen to be developing under Cardno management. Whatever the fact of how change is being managed, the perception is that they are being left out of the process when it is they who do the day to day field activity that is what produces the outcomes for TL, and they feel that their knowledge and skills are not being utilised in developing the organisation to more effectively achieve its outcomes.

(b) Identification

Also, while there is strong internal group identification, Site Committees are critical that they have not been resourced with ways of identifying themselves as a TL group when carrying out their public activities. They have not been issued with identification cards that can act as legitimising their knowledge and skills and permission to intervene. They see workers and volunteers for other organisations with t-shirts, caps, backpacks that declare their organisational standing. The do not have banners or flags that can be used to attract attention and stake out a territory in markets or other public settings. A popular request was for umbrellas with TL signage that they can use to keep off the sun when at the market. These visible symbols of their group identity will also act to enhance their community standing, individually and as a group.

(c) Responsibility
Site Committees want more responsibility and the capacity to work towards self-sustainability. For example, they are critical of the money they spend renting equipment for coffee and video nights when there are cost savings to be made in purchasing this equipment and giving responsibility for its security and maintenance over to the committee. Some Committees would welcome the opportunity and seed funding to run a small enterprise that could give them income that they could then spend on TL activities or recompensing Committee members. For example, the Minj Site Committee has what looks to be a very viable plan for a small scale market business raising and selling chickens. The Redcar screen printing and tie-dying workshop was beginning to make clothing for sale, earning money for the participants and also for the Committee. They also want more control over their expenditure, arguing that they should be given an administrative budget and manage bank accounts.

The other side of this coin is their concern for what they see as increasingly inappropriate levels of accountability being imposed on them. It is a fact of the current climate of aid and donor funding that more accountable is being asked for the expenditure of donor dollars. A balance needs to be struck, however, between this need for accountable and the expectations placed on volunteers who do not have the skills, time nor practical resources to fulfil these expectations. Training will help, but more so will be systems of accountability that are manageable at the volunteer level.

(d) Cross Site Committee integration
Site Committees feel disconnected from each other, generally coming together only around training or around specific combined events such as the sports intervention jointly run by Avisat and Moem Barracks. They would welcome exchange visits across sites, coming together in annual conferences, a regular newsletter, other ways to be informed of and learn from what other Committees are doing.

(e) Representing TL
They are critical that while they are the work force that implements the five pillars, they are not given the opportunity to represent TL at conferences or in the media. They see playing this role as skills building but also enhancing their community standing and so enabling them to work more effectively in their communities.

(f) Effective use of learning
The pride shown by those who have received training was tempered by in some cases by feeling that their skills and knowledge were being underutilised in the organisation. Some have undertaken TOT but say they were not given the opportunity to do the practical test that would have led to their certification and they are disappointed with this. Some said that while they received NHATU training in a range of subjects relating to HIV, they received no training in how to 'teach' others and so feel that they are less effective in the awareness work they do. Those who have undertaken training in Home Based Care and Counselling feel their work in these areas is undervalued or under-recognised in TL.

(g) Intra Committee communication
All Committee members said that the currently spend a lot of their own money on mobile phone calls necessary for maintain Committee communication, contacting beneficiaries with which they are working, organising the logistics of planned activities. This expense is not recompensed and members see this as another example of how TL falls short in acknowledging the real costs of volunteering in the way that TL's volunteer program is structured.

(h) Safety and security

Some interventions or administrative activities volunteers are engaging in, with the approval of TL, place volunteers at risk of accident or intentional injury. Volunteers working in entertainment venues have been subject to abuse and the threat of alcohol-fuelled violence. Markets and other public places also are venues where aggressive behaviour is common. Travelling between sex worker link-up sites at nights can be dangerous. In two recent incidents, volunteers who had collected a large sum of money for their Committee from their Project Officer were robbed and physically assaulted while using public transport. Volunteers are unsure what level of protection or support they will get from TL if they are injured or attacked.

Recommendation 8.
CHAT members should be given the opportunity for input into the development of organisational structures, policies and procedures particularly, but not only, on those that have a direct impact on the functions, management and administration of CHATs.

Recommendation 9.
TL should develop a range of organisational branding items the will assist CHATs to be identified in their communities and give a high profile to TL. Items could include:

- **ID cards.**
- **T-shirts.**
- **Caps.**
- **Backpacks.**
- **Banners and other signage.**
- **Umbrellas.**

Recommendation 10.
TL should ensure that CHATs have the necessary materials and equipment to conduct their administrative responsibilities and activities effectively. Options here include:

- **Regionally centralised purchase of stationary with quarterly distribution to CHATs based on an inventory of their supply needs for the coming quarter.**
- **Providing dedicated space and storage for CHATs in Regional of Project offices and procedures for appropriate access to these by approved CHAT members. Where CHATs have established resource centres, or establish them in future, these should be equipped with secure storage for CHAT administrative and project material and equipment.**
- **Purchasing activity relevant equipment (such as video screens and players, PA, sports equipment) and either storing it in Regional and Project offices for time limited use by CHATs when conducting specific activities or providing secure storage in resource centres or homes of approved CHAT members.**
- **Issuing CHAT members with mobile phones with caller restrictions to enable members to keep in regular communication.**
- **Making computer and internet access available to CHAT members at PO offices.**

Recommendation 11.
CHATs should be assessed for their capacity to develop small enterprises that can both achieve the five pillars and give CHATs a source of independent funds to be directed to compensating members for out of pocket expenses or for conducting CHAT activities not funded under their annual plans.

Recommendation 12.
TL should develop a program for cross-site integration with strategies including:

- **Combined training.**
- **Combined interventions.**
- **Exchange visits between CHATs.**
- **Regular regional CHAT meetings.**
- **A regular newsletter reporting on the activities of CHATs with a focus on identifying good practice and strategies for overcoming barriers to good practice.**
- **An annual conference for representatives from CHATs to exchange information, develop good practice and input into organisation policies and procedures relating to CHATs and the achievement of the five pillars.**

Recommendation 13.
TL should train CHAT members in written and oral presentation skills and encourage and support them in presenting at workshops, conferences and in the media on their work with their communities.

Recommendation 14.
TL should investigate options for taking out accident and injury cover for volunteers when they are carrying out approved CHAT activity either intervention or administrative.

Recommendation 15.
TL should investigate the feasibility of contracting a security firm to provide on-call response for CHAT members when their safety and security are threatened. Mobile phones issued to CHAT members can have emergency dialling permissions to a contracted firm.

6.3.3 Agency/organisation level of analysis

TL has taken a uniquely significant step in drawing up its new organisational chart. It has placed the Site Committees at the top of the chart in recognition of the fact that it is the Site Committees that are the public functional arm of the organisation. Seeing Site Committees in this light raises issues of equity of approach to contracting volunteers and paid employees.

Having a Volunteer Agreement in which both the individual volunteering and TL make specific commitments is a good option for bringing clarity to responsibilities both parties have to each other in the relationship. A suggested model Volunteer Agreement is at **Appendix 4**.

A Code of Practice as part of an agreement gives further clear directions to volunteers of behaviour that is expected of them when dealing with beneficiaries, other volunteers and staff of TL, other stakeholders and the communities in which they work. A suggested model Volunteer Code of Good Practice is at **Appendix 5**.

Recommendation 16.
Members of CHATs and Tingim Laip should jointly sign a Volunteer Agreement clearly outlining the commitments each party makes in the working relationship. A Code of Good Practice should be part of this Agreement.

6.3.4 Societal/cultural context

Interagency awareness and coordination is critically under-developed in the NGO health and human services sectors in PNG. Interagency meetings are rare. Partnerships around scarce resource sharing are rarer. TL Site Committees consulted do not show evidence of strong networks with other

agencies in their communities other than with VCT services or PACs. This is reflected in the questions other NGOs consulted with asked about the work of TL and the Site Committees during the course of this review. Some NGOs showed a complete lack of understanding others misconceptions. This lack of integration and networking may well be leading to inefficiencies in the work of Site Committees particularly in sharing resources, skills and program knowledge within other NGOs.

6.4 Consequences

6.4.1 Individual level of analysis

This area was under-explored in the review but some indications of positive consequences were evident. All those participating in the consultations were clearly proud of the skills and knowledge they had gained through the training that has been provided. This was particularly in contrast to those who have not received training who clearly felt disappointed at this.

Their enhanced position in their communities is reported by them both positively and negatively. It's clear that they value their position as knowledge holders and service gatekeepers but are critical of the lack of recognition and compensation they see they get for this 'everyday talking' they do.

It is likely that members from stigmatised groups – sex workers, MSM, PLHIV – do experience empowerment and enhanced self-esteem through their involvement. Certainly international research on volunteers from marginalised and stigmatised groups has found this to be the case. However, this was not directly expressed by consultation participants.

The fact that Committees have been able to recruit new members suggests that they are able to 'sell' the beneficial consequences. It would be a useful exercise to have members articulate what they promote as these benefits.

At the same time there is a significant negative consequence expressed by all Committee members consulted and that is the impact of their volunteering on their household finances.

There are two sources for this:

- Income forgone from time spent in volunteer activity. As examples, a stall holder at a market can make K100 – K200 per day. A sex worker can get K50 and a carton of beer for oral sex, or as much as K500 for full sex with a client. On the expenses side, school fees for a child up to Grade 6 can be as much as K275 per year, and increase to over K1000 for later grades. The weekly budget for food, power, household goods, clothing for a family with three or four children can be as much as K500.
- Expenses they incur in doing activities to achieve the five pillars, but for which they are not recompensed. These include:
    - Transport costs they incur when accompanying individuals to VCT clinics or PLHIV to treatment and other medical appointments (often paying also the transport cost for the PLHIV).
    - Money they spend on buai, smokes, snacks used as incentive to get individuals to engage in one-on-one talks either generally on HIV awareness or to encourage the person to access VCT.
    - Money they spend on buying small household goods and grocery items they often take when visiting PLHIV as a way of maintaining a relationship through which to provide support, ensure treatment adherence and so on, but also to make up in a small way for the PLHIV financial lack of capacity to purchase these for themselves or failure of the kin network to provide them for the PLHIV.

Recommendation 17.

Tingim Laip should reduce the negative financial consequences for CHAT members.

Two options are:

- **Extending the out of pocket expenses reimbursement to include other areas identified in this review where volunteers pay for goods or services that arguably enable them to achieve the five pillars but for which they receive no recompense. This will mean ensuring that CHATs and Pos build sufficient allowances into the quarterly plans to reimburse members in a timely way.**
- **Setting a monthly allowance for its Site Committee members. This ought to be set at a level that:**
    - **Eases some of the financial pressures on volunteers.**
    - **Does not disadvantage volunteers by giving them an income that raises them above the minimum taxable earnings threshold.**
    - **Takes account of parity issues with full time paid staff in terms of hours worked and skills and knowledge.**
    - **Does not become a disincentive to volunteers resigning to allow turnover of membership on CHATS.**
    - **Does not become an opportunity for demand sharing pressure from the volunteer's wantoks; and does not put TL into the position of becoming a negotiating chip for volunteers shopping around for the best financial gain from their volunteering.**
    - **Does not impact negatively on encouraging volunteers to engage with the proposed Performance Based Incentives Program.**

6.4.2 Interpersonal/social group level of analysis

This was also an under-explored are in the review. The nature of the membership of the Committees in itself does lead to an expansion of the individual members social networks, at least to the extent that other members become part of that. Where members work together on the range of HIV awareness interventions described earlier they are also going to be exposed to sectors of the community they may not otherwise be exposed to, again often the stigmatised and marginalised. That they continue to participate in the Committees suggests that there may be a flow on into changes to their relationship to individuals in these communities but that was untested by this review.

6.4.3 Agency/organisation level of analysis

There are four areas to consider here:

- Work evaluation
- Volunteer retention
- Worker disciplinary measures and dismissal
- Renewal of CHATs through turnover of membership

(a)Work evaluation

The 2011 Annual Plan outlines the Monitoring and Evaluation Framework which is currently under development. Within that at the level of Activities, the TL will continue to use Volunteer Activity Sheets, Volunteer Tally Sheets and the Project Officer Monthly Summary Report as the minimum means of monitoring and evaluating the work of Site Committees.

These currently give TL feedback on the outputs of Site Committees:

- The kinds of activities undertaken
- Frequency
- The participants - broad description and data on gender and age
- Issues covered during HIV awareness, peer-to-peer and other interventions
- Number of condoms distributed
- Number of IEC materials distributed
- Number of referrals to VCT and STI services
- Number of occasions of care, support, treatment referrals for PLHIV

Committee members were critical of the lack of feedback they currently get on the Sites performance and how they perform in comparison to other sites. It is a fundamental ethical right that those who are monitored and provide data for this purpose ought to be given feedback on what the organisation collecting the data concludes from it.

A review of the most recent Monthly Summary Reports for those Site Committees consulted shows discrepancies in some Reports between what the Site Committees say they do and what is recorded in these Reports. The gap in capturing activity is most evident in the areas of:

- 'Everyday talking', that is the many interactions volunteers have on a daily basis with individuals that occur outside of formal activities, and which can involve referral to VCT and STI services, condom distribution, counselling.
- Numbers of referrals to VCT and STI services.
- Occasions of care and support to PLHIV.

These gaps may simply be a matter of volunteers and Project Officers getting used to a new system of recording activity or they may indicate confusion about what to record and how to record it. Whatever the reason TL is presently not getting an accurate picture of the work of its volunteers, the risk of course is that TL may make decisions about intervening in volunteer work on the basis of mis-information.

(b) Volunteer retention - incentives

TL like other NGOs consulted for this report is facing issues of both retaining volunteers and recruiting new volunteers. Many of the areas discussed so far in this section of the report if addressed will go a long way to strengthening the volunteer process and experience and so make TL a more attractive organisation for volunteer involvement.

The final area that needs addressing is that of incentives that can be offered to volunteers to offset the kinds of pressures that may lead to volunteers disengagement identified in the international research and in the overview in this report of the context for volunteerism in PNG.
Currently, TL does not have a policy on incentives. Over the course of this review a possible approach to an incentive system was identified. There are two elements to it:

- Strengthening the range of direct and indirect incentives TL already offers volunteers
- Linking appropriate incentives to the individual volunteer's performance.

(1)Strengthening the range of incentives

There are four categories of incentives that TL already offers though it has not to date articulated and promoted them as incentives to its volunteers. There are also some additional incentives that could be offered in each category to strengthen what TL has to offer. The four categories are:

- Status
- Learning and development
- Organisational opportunities and resources
- Financial and in kind

Status is the enhanced community position that volunteers get from their involvement with TL. It derives from the nature of volunteering and includes:

- Their increased knowledge and skills which can be accessed by individuals and the communities in which the volunteers work through the formal TL activities conducted by the volunteers or outside of these through 'everyday talking'.
- Their linkage to resources that can be used for community activities, for example sports equipment or video equipment.
- Their linkage to community services and their ability to negotiate access to these for individuals in the community.
- Their linkage to a national organisation that can provide funding for community activities.

The incentive of status can be enhanced by building up the role of volunteers as public and media spokespersons for TL and by systems of organisational and public recognition of excellence in volunteer effort.

Learning and development is the incentive that derives from the opportunities to attend training relevant to carrying out their role as volunteers. It leads to knowledge and skills enhancement which the volunteer can use outside of their role in TL through taking this knowledge and skills into other volunteer activity, into self-initiated work in the community, or into paid work either within TL, in other NGOs, in Government or the private sector. It can also be used as an entry point to formal tertiary education. It is also potentially potable internationally.

This incentive area can be enhanced by supporting volunteers to undertake training in areas that are not strictly relevant to their TL volunteer activity but can develop other knowledge and skills that can make the volunteer more employable or more attractive as a volunteer outside of TL. Examples here would be IT, leadership, book keeping and accounting, general administrative and clerical skills, public speaking, report writing.

At higher levels TL could look to supporting high performing volunteers to access tertiary qualifications through programs such as that provided through the AusAid funded Asia Pacific College, or through partnerships with business.

Organisational opportunities and resources as incentives include:

- Acting in paid positions when the staff person is on leave or ill for an extended time or when there is a lag between someone leaving a position and a new person being recruited into it.
- Positive discrimination for high performing volunteers in recruiting for paid positions.
- Representing the organisation at conferences or in the media.

- Being part of organisational meetings with donors, politicians and others with whom the organisation meets to further its business or the interests of its target groups.
- Membership of a Volunteer Advisory Committee for TL.

Financial incentives are the most controversial but it's clear from the consultations with other NGOs that compensating volunteers for earnings foregone and out of pocket expenses for work on behalf of the organisation are recognised as legitimate practices given the socio-economic context for volunteerism in PNG. Options here include:

- Providing no interest loans to volunteers to purchase essential household goods.
- Providing seeding grants/loans for individual or groups of volunteers to establish small enterprises the profits from which can be both income to the individual and some proportion of which could be banked for use for Committee activities.

(2) Linking incentives to performance

It's evident from the above range of incentives that can be offered through TL that some require more resourcing and support from TL and are also dependent on higher levels of skills, knowledge, commitment and responsibility from the volunteer.

It's appropriate that TL look at a Performance Based Incentive Program that links some of these incentives to agreed levels of performance achieved through both demonstrated skills and commitment over time.

Recommendation 18.
Tingim Laip should develop and promote a Performance Based Incentive Program for CHAT members. The incentive program should consider the opportunities in Tingim Laip for offering incentives in four areas:

- **Status**
- **Learning and development**
- **Organisational opportunities and resources**
- **Financial and in kind**

(c) Disciplinary measures and dismissal

Like other NGOs, TL currently has no clear policy or procedures through which to prevent volunteers engaging in inappropriate or damaging behaviour or to dismiss volunteers if they persist in what current Committee members described as 'nuisance behaviour'. TL like other NGOs does have procedures for disciplining and dismissing paid staff, however.

The problem for organisations generally is that if there is no clear statement of what is acceptable behaviour which volunteers or staff are aware of, then the manager has little legal basis in common industrial law for bringing disciplinary action against a staff person.

Having a Volunteer Agreement which has been signed off by both the volunteer and the organisation can provide the necessary basis for action, particularly where it also has a Code of Good Practice or a similar code attached to it.

Having a clear basis for identifying behaviour that should generate disciplinary action must be accompanied by a transparent and fair process for taking disciplinary action and, where necessary,

dismissing volunteers. The TL Operational Manual (Draft) outlines such as process for paid staff and this should also be used with TL volunteers.

Recommendation 19.
The Volunteer Agreement and Code of Good Practice should be used as the basis for identifying behaviour by volunteers that could be grounds for disciplinary action or dismissal. The procedure outlined in the TL Operational Manual (whatever the final version) should be used to take any necessary action.

(d) Renewal of CHATs through membership turnover
Most NGOs consulted do not plan for a renewal of the volunteer effort or the spread the benefits of volunteering more broadly within a community through informal encouragement or compulsory regular turnover of their volunteer. For most the problem that currently presents is in recruiting volunteers in the first place and then retaining them, with the loss of organisational investment in learning and development and experience that involves.

Two NGOs are trialling one year contracts Performance Based Incentives contracts with their volunteers. At the end of the 12 months, the individual can choose to remain a volunteer with the organisation, access training and other benefits of volunteering, but does not get a weekly allowance based on meeting performance standards. This is being trailed in NGOs with a very different structure to TL, with a very small number of volunteers operating individually in their communities and where there is not an emphasis on the longer term individual and community behaviour change at which TL is aiming.

While many of the Site Committee members consulted for this review say that they are establishment member of these Committees, this amounts only to four years involvement, which is not really a long time in the life of a volunteer program such as TL.

Research on volunteerism consistently shows that it is inevitable that the 'common and human parts of life', as Hustinx (2010) puts it, will lead to volunteers disengaging despite the best efforts of an organisation.

> '... too much time pressure, family obligations, promising career opportunities, not really intending to volunteer in the first place, feelings of wasting one's time while volunteering, burnout syndromes, a lack of recognition or appreciation for one's contribution, not feeling accepted in the volunteer group, gossips and quarrels, missing the laughs and fun in the work, too much expenses incurred, and so on and so forth'.

This has been true for the TL Site Committees. In all the Committees consulted there has been natural attrition of volunteers, in some cases by as much as half the original membership. Current members report that when they have asked past members why they disengaged they put forward the similar 'common and human parts of life'.

Moving to a new structure for volunteer engagement like the proposed CHATs is likely to lead to some disengagement, particularly where current members don't see it bringing to them the kinds and levels of incentive they proposed during the consultations.

The increasing work load in accountability and administration is also likely to be a disincentive for some to continue their volunteering.

Opportunities still exist for engaging other individuals in the community in participating in the organising of activities of the CHATs. This should be encouraged and used as a strategy for succession planning for when members of CHATs resign, disengage informally or are dismissed for breaching their Volunteer Agreement.

Recommendation 20.
At this time there is no compelling reason for TL to consider putting CHAT members on time-limited contracts.

Acronyms Used in this Report

AIDS – Acquired Immune Deficiency Syndrome
ART – Antiretroviral treatments
BCC – Behaviour Change Communication
D & A – Drugs and alcohol
FHI – Family Health International
FSW – Female sex workers
GIPA – Greater Involvement of People with AIDS
HIV – Human Immunodeficiency Virus
HRSS - High-Risk Settings Strategy
IEC – Information and Education Communication material
M&E – Monitoring and Evaluation
MSM – Men who have sex with men
MSW – Male sex workers
NAC – National AIDS Council
NHATU – National HIV AND AIDS Training Unit
NGO – Non-Government Organisation
PAC – Provincial Aids Council
PLHIVA – People/Person living with HIV AND AIDS
PMV – Public motor vehicle, a minibus or truck used as public transport
PNG – Papua New Guinea
PO – Project Officer (Tingim Laip)
RC – Regional Coordinator (Tingim Laip)
STI – Sexually Transmitted Illness
TL – Tingim Laip
TOT – Training of trainers
VBA – Volunteer Birth Attendant
VCT – Voluntary Counselling and Testing clinics.
VPM – Volunteer Process Model

Glossary of Tok Pisin Terms Used in this Report

buai – betel nut chewed with lime and long pepper, lightly narcotic and highly addictive
haus krai – the days of mourning for the dead prior to burial, done in the house of the deceased with relatives and friends coming all day and night sometimes sleeping on the premises
kina – the PNG currency equivalent of a dollar
man – man
maricin - medicine
meri – woman
toea – the PNG currency equivalent of cents
tok pisin – the language of PNG, a creole language mainly combing Motu (a tok ples) and English.
tok ples – the language of a tribe/village/community
wantok – depending on the context it can mean family, kin, or close friend
woksol – work done from one's heart

Appendix 1. Documents Reviewed

Tingim Laip

Annual Plan 2011 (Draft)
Delaney, T. *Independent Evaluation of Tingim Laip.* July 2010
Finance Induction course material. May 2011
Heywood, Dr. A & Martin, S. *Independent Evaluation of Tingim Laip Draft Final Report*. October 2007
Operational Manual (Draft). April 2011.
Project Officer Site Summary Report – Avisat. February 2011 & May 2011
Project Officer Site Summary Report – Hagwe. May 2011
Project Officer Site Summary Report – Kaiwe. May 2011
Project Officer Site Summary Report – Kerowil. May 2011
Project Officer Site Summary Report – Kaiwe. May 2011
Project Officer Site Summary Report – Laurabada. May 2011
Project Officer Site Summary Report – Porebada. May 2011
Project Officer Site Summary Report – Sangara. June 2011
Tingim Laip Prevention Strategy 2010
Tingim Laip Values [Draft}. January 2011
Understanding how Tingim Laip works together. January 2011
Volunteerism in HIV and AIDS Work in PNG – NACS Information Collection Form – Tingim Laip Draft. July 2011

Other NGOs PNG

Code of Conduct – Save the Children Youth Outreach Project [n.d. but current as at July 2011]
Code of Conduct for VSO Tokaut AIDS [n.d. but current as at July 2011]
Liability Release Form – VSO Tokaut AIDS Project – Theatre Troup Trainings and Tours [n.d but current as at July 2011]
POV Weekly Activity Data Sheet - Save the Children Youth Outreach Project [n.d. but current as at July 2011]
Volunteer policy for HIV and AIDS Work [Draft] - National AIDS Council May 2011

International Material

UK Consortium on AIDS and International Development. Code of Good Practice for NGOs responding to HIV AND AIDS. Accessed at http://www.hivcode.org/ August 2011
Family Health International Institute for HIV AND AIDS. Behaviour Change Communication (BCC) for HIV. A Strategy for Change. 2001
International Association for Volunteer Effort (IAVE) Universal Declaration on Volunteering. 2001

Appendix 2. Site Committees and NGOs Consulted

Tingim Laip Site Committees

East Sepik
Avisat
Moem Barracks

Eastern Highlands
Kakaruk Market

Madang
R D Community
R D Fishing
Redscar

Central
Hagwa
Joyce Bay
Murray Barracks
Porebada

Western Highlands
Kaiwe
Kerowil
Minj
Wagi
Waipazone

NGOs

Anglicare Stop AIDS (Western Highlands)
Baptist Union of PNG (Western Highlands) (BUPNG)
Callan Services (Madang)
Child Fund PNG (Port Moresby) (Port Moresby)
Oxfam PNG (Port Moresby)
Igat Hope (Secretariat, Port Moresby)
Provincial AIDS Council – Western Highlands
Poro Sapot Project (Save the Children – Goroka)
Salvation Army (Port Moresby)
Save the Children Madang Youth Outreach
Save the Children East Sepik Women and Children Project
Sepik Centre of Hope
VSO Tokout AIDS (Madang)
Wansa Care (Mount Hagen)

Appendix 3. Research Reviewed

Chinman, M.J. & Wandersman, A. The Benefits and Costs of Volunteering in Community Organizations: Review and Practical Implications Nonprofit and Voluntary Sector Quarterly 1999 28: 46

Cohen, A. Welfare Clients' Volunteering as a Means of Empowerment Nonprofit and Voluntary Sector Quarterly 2009 38: 522

Department for Community Development, Papua New Guinea National Informal Economy Policy (2011-2015). 2011

de Renzio, P. Bigmen and Wantoks: Social Capital and Group Behaviour in Papua New Guinea QEH Working Paper Series - Working Paper Number 27. Accessed at http://www3.qeh.ox.ac.uk/RePEc/qeh/qehwps/qehwps27.pdf 9th August 2011.

Estifania, E. Civic Service in East Asia and the Pacific Nonprofit and Voluntary Sector Quarterly 2004 33: 127S

Hustinx, L. I Quit, Therefore I Am? : Volunteer Turnover and the Politics of Self-Actualization Nonprofit and Voluntary Sector Quarterly 2010 39: 236

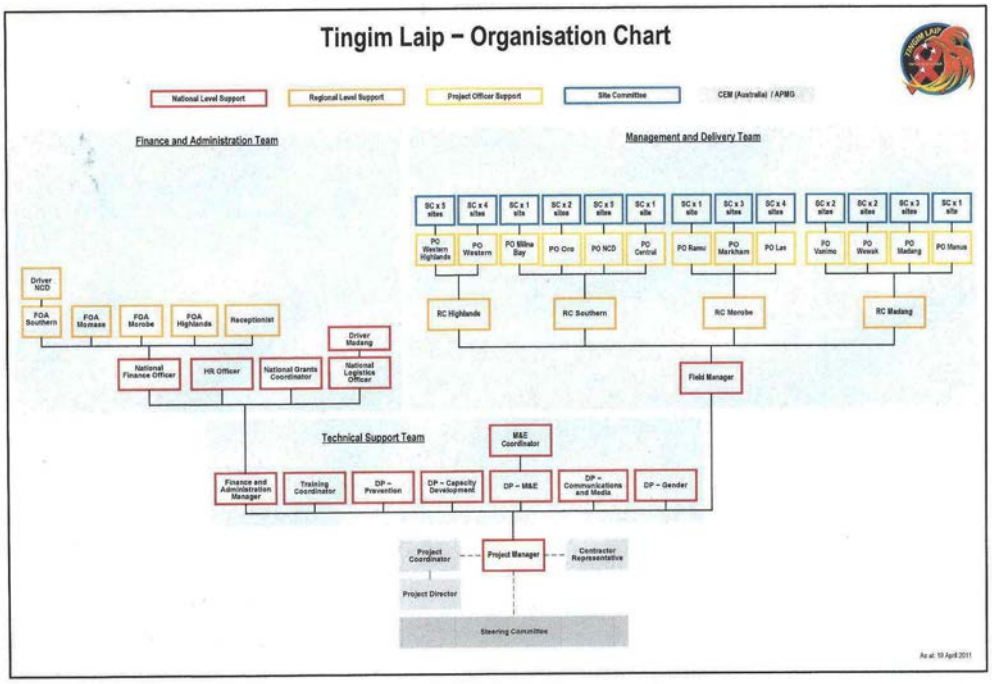
Millar, M.E. Volunteerism in Papua New Guinea. A case study of ADRA PNGs use of local volunteers. 2004

Petersen, N. Demand Sharing: Reciprocity and the Pressure for Generosity among Foragers. American Anthropologist 95 (4): 800-874. 1993

Prestby, J.E., Wandersman, A., Florin, P., Rich, R. & Chavis, D. Benefits, costs, incentive management, and participation in voluntary organizations: A means to understanding and, promoting empowerment. American journal of community psychology, 18(??), 117 - 149.

Snyder, M. & Omoto, A.M. Volunteerism: Social Issues Perspectives and Social Policy Implications Social Issues and Policy Review, Vol. 2, No. 1, 2008, pp. 1--36

Appendix 4. TL Organisational Chart (2011)



Appendix 5. Proposed Roles and Responsibilities

Responsibilities of site committees	Responsibilities of Project Officers	Responsibilities of Regional Coordinators	Responsibilities of Head Office
Coordination of site activities: responsibility for planning, implementing & providing feedback on activities done	Coordination of all site activities	Coordination and monitoring of Project Officers; provision of mentoring and supervision for Project Officers	Timely and efficient dispatching of resources (financial, human and other) to different parts of the program
Playing an important role in mobilising volunteers, local leaders, stakeholders and partners	Facilitation of site committee planning processes	Financial and administrative management of Project Officers; doing follow-up on financial and administrative issues with Project Officers and Head Office	Provision of clear direction for Tingim Laip program
Playing a supported administrative role (with help from Project Officers) in relation to preparing reports, acquittals, programs and logistics	Production of timely acquittals and reports	Assistance with the capacity development of Project Officers and developing capacity building programs	Playing a lead role in coordinating, providing supervision and mentoring to Regional Coordinators in relation to technical and administrative matters
Working with communities to identify risks and address these risks	Mentoring and building skills of site committees	Building and strengthening communication lines with Project Officers and Head office	Formulation of policies ad strategies
Planning and implementation of site activity, reporting on prevention activities and expenditure	Building and maintaining partnerships, networks and relationships with partners and stakeholders in provinces, districts	Networking and liaising with partners and stakeholders, service providers and departments, and strengthening referral pathways	Assistance with capacity development of Regional Coordinators, Project Officers and site committees and creating capacity building programs for these

and local government areas		groups
Maintaining a good understanding of local context in order to support site committees	Helping Project Officers to help site committees: supporting and supervising Project Officers to deliver high quality activities	Ensuring Tingim Laip activities at all levels are in line with project goals and objectives
Maintaining a good understanding of site committee capacity and helping site committees build their capacity	Management and supportive supervision of Project Officers in relation to human resource, finance and assets issues	Maintenance and strengthening of communication lines between Regional Coordinators and Head Office
Providing support in developing, implementing and monitoring activity plans	Networking and collaboration with partners and stakeholders at provincial, district and community-level	Design and implementation of systems to record project achievements and note areas where improvement is needed, and analysis of data to inform prevention activities
Reporting on site activities and on money spent on site activities	Maintaining reporting and communication channels with Project Officers and Head Office	Helping Regional Coordinators, Project Officers and site committees to understand gender issues and address these issues in their work plans
Meeting with site committees at least monthly	Mentoring and skills building for Project Officers	Sharing project information that is important for Tingim Laip work
Networking and liaising with communities, site committees, service providers, partners and stakeholders and creating a referral	Providing assistance to Project Officers to help them conduct planning processes with site committees	Helping share the experiences of site committees across all of Tingim Laip's work

pathway

Ensuring all project activities are aligned with the national HIV strategy and meet requirements of project management contractors	Facilitating the timely provision of resources (funds, human resources and other materials)	Helping staff and volunteers at all levels develop the skills required for their work
Coordination of site committees and provision of mentoring to site committees	Timely reporting to Head Office and provision of feedback to Project Officers	Helping Tingim Laip use resources wisely
Financial and administrative management of operational funds and site grants	Development and maintenance of relationships with key partners and service providers	Helping Tingim Laip come up with the most effective prevention activities for each site
Providing representation for Tingim Laip in provincial, district and local level engagements	Support and monitoring of Project Officer activities	Providing technical capacity building in areas of speciality
		Providing strategic technical advice
		Coordination of implementation processes
		Integrating international best practices that can be applied across sites and settings

Appendix 6. Model Volunteer Agreement

Agreement: Volunteer Member of Tingim Laip Community HIV Action Team (CHAT)

I.....

agree to become a member of the .....

Tingim Laip Community HIV Action Team (CHAT).

I have read and understand the Volunteer Code of Good Practice and I agree to work in this way as a member of the CHAT.

I also agree:

- To keep any information I hear or see about beneficiaries of Tingim Laip private and confidential and not to discuss it with anyone outside of Tingim Laip unless the organisation or the person gives me permission.
- To carry out the work of the CHAT in the Annual Plan to the best of my ability and to ask for help to do this if I need to.
- To work together with respect and cooperation with the other members of the CHAT and any other volunteers involved in our activities.
- To avoid any behaviour that will damage the reputation of the CHAT or Tingim Laip.
- To be honest when making claims for recompense for expenses in my work on CHAT activities.
- To always act in a way to keeps me safe from injury or intentional violence from others.
- To complete my Volunteer Activity Sheet and Volunteer Tally Sheet honestly, accurately and on time.
- Never to use physical or verbal abuse in my work in the team, other staff of Tingim Laip or beneficiaries of Tingim Laip.
- Never to speak on behalf of Tingim Laip to the media unless I have permission from a member of staff.

I have read and understand the Tinging Laip disciplinary procedure and understand that if I behave in ways that break this Agreement or are against the Volunteer Code of Good Practice, I may be disciplined in this way, and that if I continue to misbehave I may be dismissed from the CHAT and from working in any other volunteer position with Tingim Laip.

Signed.....

Date.....

I.....

hold the position of .....in Tingim Laip.

On behalf of Tingim Laip I commit the organisation:

- To valuing your contribution as a member of the CHAT.
- To supporting you with appropriate resources to carry out the activities in the Annual Plan within the capacity of Tingim Laip.
- To consistent and clear guidance for you regarding your roles and responsibilities as a member of the CHAT and also of Tingim Laip.
- To provide you with opportunities for learning and development to assist you to carry out the activities of the CHAT.
- To do what is within the capacity of Tingim Laip to make sure you are safe when carrying out CHAT activities.

Signed.....

Date.....

Appendix 7. Model Volunteer Code of Good Practice

This Model Code of Conduct has been adapted from the Code of Good Practice of NGOs Responding to HIV AND AIDS.

In our work in Tingim Laip we protect and promote human rights.

- The right enjoyment of the highest attainable standard of physical and mental health.
- The right to equality and freedom from discrimination on the grounds of race, sex, language, religion, birth, physical or mental disability, health status (including HIV), sexual orientation or nature of their work.
- The right to privacy.
- The right to look for, get, and pass on information and ideas of all kinds.
- The right to active, free and meaningful participation the life of their community and in decisions that impact on their enjoyment of other rights.
- The right to an adequate standard of living, including adequate food, clothing, housing, medical care and necessary social services.
- The right to participate in, contribute to, and enjoy economic, social, cultural and political development, in which all human rights and fundamental freedoms can be fully realised.

We foster active and meaningful involvement of PLHIV and affected communities in our work. To achieve this we need to:

- Create an organisational environment that fosters non-discrimination and values the contribution of PLHIV and affected communities.
- Recognise and foster involvement of the diverse range of PLHIV and affected communities.
- Ensure involvement in a variety of roles at different levels within TL.

We have transparent governance and are accountable to our communities and stakeholders, including donors and partners.

- We seek a mandate from communities, whether geographical or population-based, for carrying out our work.
- We have clear written policies, which we implement in our daily work.
- We have clear roles and responsibilities, including clear lines of decision-making, and we abide by these in our daily work.
- We identify conflicts of interest that we as workers may have when performing our agreed duties and find ways to resolve these.
- We hold ourselves accountable to Tingim Laip, to donors, NGO partners and communities, and are committed to regularly reporting on our work and the expenditure of funds and other resources provided to us.