

Opportunities and Challenges of Volunteerism as a Human Capital for  
Community Development. The case of Mesret Humanitarian Organization,  
Young Women Christian Association and Volunteer Service Over Seas -  
Ethiopia.

in Addis Ababa.

By:

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A thesis submitted to the School of Social Work, Addis Ababa University

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## Abstract

The research dealt with opportunities and challenges of volunteerism as a human capital for community development in three selected Civil Society Organizations in Addis Ababa. The researcher employed qualitative method of research design. Primary data was collected through conducting interview and focus group discussion with 15 volunteers which were selected purposively. Besides, various related literatures reviewed to gather relevant information on the subject area. The data was analyzed through adopting qualitative data analysis procedures. The findings of the study indicated that there are various opportunities to utilize volunteers for community development interventions. Besides, there are also different challenges which became an obstacle to enhance volunteering activities in the community. Furthermore, findings of the research showed that volunteers in the selected civil society organizations were attracted in volunteering activities because of reasons such as mental satisfaction, personal development, satisfaction attained as a result of providing service for community. Regarding contributions of volunteers, the findings of the research showed that knowledge, skill and experiences of volunteers play a greater role in development interventions. The issue of promotion of volunteerism found to be inadequately promoted and enhanced. Management of volunteers was also taken into account and hence it is found to be put in place and there is well management of volunteers. In conclusion, the findings of the research revealed that there are opportunities for volunteering activities which serve for community development interventions if the existing challenges are tackled.

Addis Ababa University

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**List of Acronyms**

AIDS: Acquired Immune Deficiency Syndrome

AUYVC: African Union Youth Volunteering Corps

CSO: Civil Society Organization

FGD: Focused Group Discussion

FI: Food Insecurity

GTP: Growth and Transformation Plan

HIV: Human Immune Deficiency Virus

IT: Information Technology

IYV: International Year of Volunteers

MDG: Millennium Development Goals

MOWCYA: Ministry of Women, Children and Youth Affairs.

NPO: Non Profit Making Organization

SRH: Sexual Reproductive Health

UNDP: United Nations Development Program

UNV: United Nations Volunteers

VIOS: Voluntary Involving Organizations

VSO-E: Voluntary Service Over Seas Ethiopia

YWCA: Young Women Christian Association.

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## CHAPTER ONE: BACKGROUND OF THE STUDY

### Introduction

The study explored the opportunities and challenges of volunteerism in three selected Civil Society Organizations in Addis Ababa . The study discussed major findings based on collected data from study participants . Accordingly, subsequent conclusion, recommendations and implications were drawn .

The research is organized in five chapters. The first chapter deals with the introduction that includes the statement of the problem, objective of the study, research questions, significance of the study and operational definition of terms as well. While the second chapter deals with review of related literatures on issues related to volunteerism globally and locally. Chapter three deals with research design and method in detail whereas the fourth chapter focuses on findings. Chapter five accommodates the discussion session. Finally, the paper dealt about conclusion, recommendations and implications as part of the paper.

### Statement of the Problem

The researcher is interested to conduct the study on opportunities and challenges of volunteerism because of his interest to conduct research on the subject area and also he believes that the issue of volunteerism which is one of the assets for community development is not adequately studied in Ethiopia; hence, an area of interest to explore more information by conducting the study.

Most developed countries recognize the critical role of volunteer action in their own societies and extend direct support accordingly. Nevertheless, paradoxically, in developing countries it is still a challenge to gain acceptance by some of those countries of the importance of their supporting volunteerism and volunteer action and factoring this into their aid programs. Thus, effective advocacy at local, national, and international levels is critical (United Nations Volunteers [UNV] , 2004).

There are a number of misperceptions that cloud a proper understanding and universality of volunteering. These misperceptions obscure the universality of the values and reasons associated with volunteerism. They are obstacles to understanding the breadth and depth of volunteer action around the world (UNV, 2011).

It can be inferred from this fact that misconceptions related to volunteerism are among the factors that are an impediment for the enhancement of volunteering activities.

Volunteerism enables more people to participate in development at all levels of society, which empowers them and gives them a personal stake in their country's future which is so vital for the healthy functioning of a society. This way, volunteerism fosters a secure and stable environment conducive to sustainable economic and social development. For governments to fulfil their responsibilities in enhancing local governances, access to services, and capacity development, volunteers in communities and through civil society can be important partners in achieving development effectiveness and enhancing well-being. (Volunteer Service Over Seas Ethiopia [VSO-E], 2013)

This fact indicated that volunteering activities play an important role in the economic and social development of a country through the participation of people in various levels.

A study conducted on Food Insecurity among volunteer AIDS caregivers in the neighborhoods surrounding of Ethiopian Ministry of Health's ALERT hospital on the South West out skirts of Addis Ababa, Ethiopia presented a longitudinal ethnographic and epidemiological research documenting how the 2008 food crisis in Addis Ababa affected AIDS care volunteers' care relationships and motivations (Kenneth C Maes, Selamawit Taffera, Craig Hadley, Yihenu Alemu Tesfaye & Fikru Tesfaye, 2009).

The results highlight the distress and demotivation that rising food costs created for caregivers by contributing to their own and their care recipients' experiences of food

insecurity and HIV-related stigmatization. FI, is thus a serious threat to volunteer AIDS care and demotivation in the context of the study (Kenneth et al., 2009).

The finding of this study tried to take a look at one aspect of volunteers management i.e, motivation of volunteers in relation to food insecurity and its adverse effect on their motivation in providing AIDS care . The study did not address the issue of recruitment, retention and recognition of volunteers which are the major elements of volunteers management.

Another paper on Volunteerism in Ethiopia presented on a panel discussion organized by Forum for Social Studies/ FSS indicated the existing potentials of Ethiopian youth for volunteerism, platforms encouraging youth volunteering, youth engagement in volunteering, fostering youth service & volunteering and youth volunteering for development. The paper generally indicated that youth volunteering plays an important role for the development of the country ( VSO, 2013).

However , the paper does not specifically dealt with the contribution of volunteers for development in Civil Society Organizations.

The researcher during his review of related literatures observed that there are various researches and literatures that dealt with volunteerism in the global context elaborating various aspects of volunteerism. However, the researcher came across that there are little literatures that dealt with the issue of volunteerism in the Ethiopian context. Besides, the existing opportunities and challenges of volunteerism specifically dealing with Civil Society Organizations were not given an attention and also were not explored and adressed. This gap in the literatures has triggered the researcher to conduct the study in order to fill information gap on the subject area which would serve as a basis for other similar studies in the future.



## Objectives of the Study

### General Objective

The general objective of the study is to assess and identify the opportunities and challenges of volunteerism as an asset for community development efforts in order that volunteerism could be utilized effectively for community development interventions.

### Specific Objectives

The specific objectives of the research include:

- 1.) To identify the factors that motivated individuals to take part in volunteering activities.
- 2.) To explore the contributions of volunteers for development interventions
- 3.) To find out the possible opportunities in engaging in volunteering activities.
- 4.) To assess whether volunteerism is promoted adequately or not.
- 5.) To identify the procedures and problems associated with volunteers management.
- 6.) To identify challenges related to volunteerism.

### Research Questions

- 1.) What are the reasons for volunteers to be attracted in volunteering activities?
- 2.) What are the contributions of volunteers in development initiatives?
- 3.) What are the benefits /opportunities gained as a result of volunteerism?
- 4.) How can volunteerism be promoted and enhanced?
- 5.) What are the procedures and problems associated with volunteers management?
- 6.) What are the reasons that has become an obstacle / challenge to enhance volunteerism?

### **Significance of the Study**

Scientific researches are valuable means of enhancing knowledge and understanding in the academic circle. Besides, the findings of the research also create awareness on the wider public. Research studies on opportunities and challenges of volunteerism as a human capital for community development will help social service professionals i.e, social workers and development practitioners to advocate and lobby policy makers to formulate policy and also to integrate the issue of volunteerism in development programs and interventions by identifying the contributions of volunteers for community development .

The development of a voluntary sector policy and its integration in socio-economic planning mechanisms needs to be backed by empirical evidence. This would thus require an action-oriented research to establish the sector's contribution in the areas such as poverty alleviation, production of goods and services, capacity building, employment creation, community regeneration, social inclusion, development of social economy etc.

More over, the researcher believes that the study will serve as a basis for other similar studies on the subject area which will be conducted in the future.

### **Operational Definition of Terms**

**Volunteer:-**An individual who provides his/her knowledge, skill and experience for others with his/her own free will and primarily with out any monetary gain.

**Formal Volunteering:-** Volunteering that is managed or co-ordinated within an organisational setting and for the benefit of other people or the environment.

**Informal Volunteering:-** Volunteering that is self managed and usually outside an organisational setting.

**Human Capital :-** knowledge, skill and experience of individual volunteer.

## CHAPTER TWO: LITERATURE REVIEW

### What is Volunteerism?

There is no universally agreed standard definition of volunteerism . According to the UN definition of volunteerism, the activity/action considered voluntary when:

1. The action carried out voluntarily, according to an individual's own free will and not as an obligation stipulated by law, contract or academic requirements.
2. The action should not be undertaken primarily for financial reward. Some reimbursement for expenses or stipend-type payments, or payments in kind such as provision of meals and transport may be justified. Indeed, these kinds of payments often regarded as good practice as they make opportunities for volunteer action more accessible and inclusive.
3. The action should be for the common good. It should directly or indirectly benefit people outside of the family or household, or else benefit a cause even though the person volunteering normally benefits as well (State of The World's Volunteerism Report, 2011).

Volunteerism is an expression of people's willingness and capacity to freely help others and improve their society. In most cultures, voluntary action, under its many names, guises and dimensions, deeply embedded in long-established traditions of sharing. It brings significant benefits to individuals and communities by addressing specific needs and by helping to nurture and sustain a rich social texture and a strong sense of mutual trust and cohesion. Both of these are essential for a society's stability (UNV Guidance Note, 2009).

It can be inferred that the definition of volunteerism varies or has no standard among communities and nations. According to UN definition, it is observed that there are some common elements which gives a better understanding of the concept: free will, service for others and non expectation of monetary gain. The researcher also believes that the concept of volunteerism differs across societies and countries and hence those common elements of volunteerism in the UN definition will serve as a basis to clarify the concept in a better way.

Based on this broad concept, there are four types of volunteer activities:

**1. Mutual aid or self-help:** In many parts of the developing world, this form of voluntary action constitutes a mainstay of social and economic support systems. From small, informal kinship and clan groupings, to more formal, rotating credit associations, voluntary collective activity is central to people's welfare.

**2. Service to others:** Citizens volunteer time through formal and informal organizations in fields such as health, social welfare, housing, literacy and sports. The service may be local, national, or international in scope, and may involve government programmers, non-government organizations or the private sector.

**3. Participation or civic engagement:** Volunteering is a proven and valuable component of good governance. Examples of this are representation on government consultative bodies, user involvement in local development projects, and parents' and teachers' participation in school associations.

**4. Advocacy or campaigning:** This is a diverse category, encompassing activist movements that aim raise wider awareness on local and global issues.

These types of volunteer activities found in all parts of the world. However, the form taken and the balance or mix of typology will differ from country to country in accordance with local traditions and the particular cultural context. Moreover, the types are not mutually exclusive (Guidance Note, February 2009).

The researcher has tried to give focus on the two categories of volunteering activities which are stated above i.e, service to others and participation or civic engagement to identify and explain volunteerism in the context of the study.

### Why People Volunteer

Why do people volunteer and what do they get out of it? Like any organization, volunteer groups need continual replenishment of their supply of resources to remain viable. The most important resource these organizations have is the volunteers themselves. Thus, increasing volunteer membership and volunteer participation should provide these organizations with more resources to achieve their goals (Terry Bell , 2006).

To address the issue of why people volunteer and what they get out of it Chinman & Wandersman pursued a study of the benefit-cost literature. The researchers found that when members of a voluntary organization have the opportunity to reap collective goods from others' work without participating themselves, it is in their economic self-interest not to participate. This called the free-rider problem. A solution to this problem is to provide selective incentives, which are contingent on members' participation and may not even relate to the goals of the organization (Chinman & Wandersman 1999).

Volunteers must perceive the benefits of their participation as out weighing the costs to continue contributing their time and money. Survey data show that Americans are more likely to volunteer when they are compassionate to those in need, feel an obligation to give back some of the benefits they have reaped, and believe that enhancing the moral basis of society is an important personal goal, independent of whatever personal and social resources they might possess (Musick, Wilson & Bynum, 2000).

According to (Thomas Wolf,1990) volunteers themselves have provided a host of additional reasons for volunteering that include:

a) **Sense of self-satisfaction.** Many people like to use their free time in ways that bring them personal satisfaction and allow them to develop a positive self-image. Some volunteer because they want to feel needed, others like to keep busy in a way that is useful,

and still others want to earn the respect of their peers and friends while doing something useful for the community.

**b) Altruism.** Many people from all economic strata believe that helping others is a necessary part of a complete and good life. Often this impulse grows out of religious beliefs or family traditions and upbringing. In some cases, where individuals have little cash to spare, volunteering provides a way to express altruism. In others, volunteering combined with the giving of cash.

**c) Companionship/meeting people.** Another important reason why individuals volunteer is to meet and mix with other people. Volunteering can allow them to widen their circle of acquaintances and develop personal bonds that can spill over into other parts of their life. Individuals who move to new communities, older people who have lost a spouse, even adolescents and young professionals looking for a more active social life, may all look to volunteerism as a way to widen their circle of friends.

**d) Developing professional contacts.** In some organizations, volunteering can put people in touch with important members of the community. Some people use volunteer situations as a way to make contacts that may lead them to other kinds of professional associations and opportunities. Internships that provide valuable experience may result from such involvement (Thomas Wolf, 1990).

The study showed that people have different reasons that attracted them to be involved in volunteering activities.

### **Volunteerism and Human Capital**

Human capital is the possession of an ability to use skills, knowledge and good health to pursue livelihood strategies. Poor health and lack of education are core dimensions of poverty. Therefore, overcoming these conditions is both a primary livelihood objective in itself and a prerequisite for making effective use of other assets that enable the income



poor to improve their livelihoods. Both health and education are high up on the MDG agenda and in both areas volunteerism plays a significant role. Under the right circumstances, where volunteering is recognized and appropriately supported, it helps to build human capital. Yet the impact of volunteer action on volunteers is rarely considered in relevant academic literature. Where this has been studied, the results are revealing. A study in the Philippines concluded that the recognition and satisfaction from volunteering, and the respect gained from their communities, were considered more important by the volunteers than material rewards ( State of the World's Volunteerism Report, 2011).

It can be inferred from the study findings that human capital which could be demonstrated in terms of people skills and knowledge is an input for volunteering activities and development.

### **Volunteerism and Development**

Globally, for years, the valuable contributions of volunteerism have not been given enough attention and recognition globally. Recognizing this gap, the United Nations General Assembly through its resolution 40/212 on 17 December 1985, made the decision to celebrate the international Volunteerism day (IVD) on December 5 every year. Taking the recognition to the next level was marked when the UN General Assembly accepted 2001 to be the international year of volunteers (IYV) in its 52<sup>nd</sup> session on 20 November 1997 (VSO, 2012).

Since the year 2000, the international community attention heavily drawn by the Millennium Development Goals (MDGs) which were adopted by world leaders to be achieved by 2015. These commitments made with the premises that everyone will work together towards these common goals to ensure the tackling of extreme poverty and ensure development benefits every person, everywhere. ( United Nations Millennium Project, 2005).

According to VSO (2012) UN Deputy Secretary- General Asha- Rose Migiro:

Volunteerism is about empowering individuals and communities at grass- roots level. It is about giving them a voice and letting them take the lead. It is the foundation up on which rests the achievement of the MDGs (p.3 ).

As it stated above, it is noted that volunteerism plays an important contribution towards achieving the MDGs set by the United Nations and empowerment of individuals at grass root level which requires the commitment of governments and , development actors and citizens to achieve the set goals .

Volunteering makes a significant contribution to the economy all around the world.

According to the Johns Hopkins Center for Civil Society Studies 2011, approximately 140 million people in the 37 countries engage in volunteer work in a typical year. If those 140 million volunteers comprised the population of a country, it would be the 9th largest country in the world. Those 140 million volunteers represent the equivalent of 20.8 million full-time equivalent jobs. It's estimated that volunteers contribute around \$400 billion to the global economy annually ( ILO , 2011).

**Harnessing volunteerism to fight HIV/AIDS is critical in mitigating the spread and the effect of the pandemic.**

HIV/AIDS pandemic is a development problem that requires a multi-sectorial and holistic response. One of the core strategies underpinning the global fight against the disease is support for community action. This depends on the efforts of large numbers of volunteers including community activists, counselors, peer educators, and people infected and affected by HIV/AIDS. The national response in many countries with high prevalence rates relies, in the absence of widespread state funded health care programmers, on volunteers to supply critical inputs such as home-based care and support to people who have developed full-blown AIDS. As the disease erodes national capacity in critical areas, volunteerism has demonstrated ways in which that erosion

halted and skills rebuilt (United Nations Development Program [UNDP] Evaluation Office, 2003).

According to the the above mentioned study findings, it is evident that volunteerism has got socio-economic impact to bring about changes in the life of communities through participating them in their communities' development efforts and thus improve their livelihood.

### **Volunteerism in Ethiopia.**

The concept and practice of volunteerism is not new in Ethiopia. Volunteerism has deep cultural roots in Ethiopia and most social affairs have been a function of volunteering ranging from the volunteer birth attendant and funeral undertakers, to helping with farming (*Debo*), house construction, neighbourhood and community associations (*such as Idir*), and interest and self-help groups. Ethiopia's history illustrates that education and contact with the knowledge industry revolved around the church and mosques out of which with students such as "*Yekolo Temary*" out whom came many giants in music, art, philosophy, literature, grammar, history, etc (VSO, 2010).

For all the values that Ethiopia has derived from volunteerism and despite its huge potential, it has not as such developed the institutional and legal infrastructure and frameworks maximally use volunteerism to contribute towards the achievement of national economic, social and environmental development goals. Though the raw elements of volunteerism are pervasive, as these elements not nurtured, volunteering in Ethiopia has essentially been a stop and go and predominantly cultural affair restrained to make needed break through but reluctant to die under kind hope for better days (VSO, 2010).

This revealed that the concept of volunteerism existed in Ethiopia long ago through traditional and non-formal way. However, it lacks well developed institutional and legal infrastructures and frameworks so as to contribute its share for development goals of the country.

### **Ethiopian Government Endeavour to Promote Volunteerism**

The growing recognition of the Ethiopian government of development only is addressed through a wider intervention encompassing the government , development partners and the people at large has brought volunteerism forward as one of the strategies. Thus, it has taken a serious of measures to promote volunteerism in general and diaspora and national volunteering in particular. (VSO , 2012).

The major steps taken include:

The establishment of units that mobilize youth volunteers E.g. the youth policy of the country states that youth volunteering services is a way to contribute their share in the country's development. According to Misge Birara, volunteering senior expert in the Ministry of Women Children and Youth Affairs, in 2011 only more than 5,830,408 youth did engaged in volunteering services in different activities such as education, agriculture, environment protection, health, good governance, etc. All these volunteering activities directly or indirectly contribute to the achievement of the seven pillars of the GTP. Currently, the MOWCYA is drafting a proclamation on youth volunteering which will guide the volunteering activities in a more organized way ( VSO , 2010 ).

### **Other Agencies Effort to Promote Volunteerism .**

Volunteerism is a powerful means of engaging people in tackling development challenges worldwide. Every actor can contribute their time, skill and knowledge through volunteer action and these combined efforts can be a significant for development. Therefore, apart from the government and likeminded institutions that work on volunteerism there are other national and international organization as well as the private sector that are putting efforts to promote volunteerism. Some of these institutions are ; Ethiopian Knowledge and Technology Transfer Society ( EKTTS), Association of Ethiopians Educated in Germany (AEEG), Ethiopian North American Health

Professionals Association ( ENAHPA), Network of Ethiopian Professionals in Diaspora ( NEPID), CUSO-VSO, The Association for Higher Education and Development ( AHEAD), Alliance for Brain –Gain and Innovative Development, Oromia Development Association (ODA), Hiwot Integrated Development Organization (HIDA) (VSO, 2012).

These facts as stated above showed that the government of Ethiopia and other Civil Society Organizations have tried their effort to some extent to enhance volunteerism in Ethiopia eventhough a lot has to be done interms of creating a conducive legal and institutional frameworks and further enhance the role that could be played by volunteers.

### **Volunteers as Essential Resources in Civil Society Organizations.**

One of the pictures that emerge from the CSI in Africa is of a heavy reliance by CSOs on volunteers to fulfill their functions. For example, in Morocco the view is that unpaid volunteering is an important pillar of the functioning of most organizations ... volunteering with out any reimbursement is the case for 86 out of 104 members of professional associations, for 46 out of 70 members of development organizations; and for 40 out of 49 members of environmental organizations. The development of civil society therefore strongly continues to rely on voluntary workers 'contributions. With CSOs lacking in their own financial resources, voluntary workers are a vital source to the development of civil society. In Zambia, 70% of CSOs surveyed report that they depend on volunteers to function (World Alliance for Citizen Participation , 2011).

### **Common misperceptions about volunteerism.**

According to State of the World's volunteerism Report ( 2011) trious misperceptions that are prevailing and became a challenge to comprehend the concept of volunteerism and its contribution .The major misperceptions are identified and stated as follows:

Misperception 1: Volunteering occurs only through legally recognized, formal and structured NGOs, usually in developed countries, with some type of agreement between the

volunteer and the organization. As such organizations are predominantly located in developed countries, this contributes to the notion that volunteerism is found largely in such countries. In reality, much of the volunteerism takes place through small local groups, clubs and associations, which are the bedrock of a civil society in industrialized, as well as developing, countries.

Misperception 2: Volunteerism takes place only in the civil society sector. This is false. Volunteer action is universal; it does not happen exclusively in one "sector" but rather it permeates every aspect of life. Many public sector services, for example, rely on volunteers: schools and hospital care services, neighbourhood policing, coast guards and fire services all rely on volunteers. Volunteerisms also found in nationwide government social programmers in such fields as immunization and literacy.

Misperception 3: Volunteerism is the preserve of the well off and well educated those who have disposable time and income. In fact, an expanding body of empirical research indicates that volunteerism is prevalent among the income poor who undertake voluntary work to benefit themselves and their communities. Their assets, including local knowledge, skills, labor and social networks often play a critical role.

Misperception 4: Volunteerism is the domain of amateurs who are unskilled and inexperienced. This misunderstanding arises from the perception that professionalism, both in knowledge and behavior, is exclusively associated with a paid job. It may be influenced by the impression that most volunteers are young people. There are references to professionally qualified women and men motivated by the values that drive volunteerism. They range from lawyers working pro bono to community fire fighters to medical doctors, who chose to bring their expertise and many years of experience to volunteer action.

Misperception 5: Women make up the bulk of volunteers. Wrong again. While studies indicate that women are slightly more likely to volunteer, men and women volunteer for about the same number of hours. The perceived predominance of women in volunteering stems in part from

the association with social service provision and health care in particular. The United Nations recognized the need to avoid gender stereotyping when it highlighted the need to ensure “that opportunities for volunteering in all sectors are open both to women and men, given their different levels of participation in different areas.

Misperception 6: Young people do not volunteer. On the contrary, young people are not a passive group waiting for resources and opportunities handed to them. They are actively engaged in the development of their societies in a vast range of actions. The commitment of young people to civic engagement remains strong even though there appears to be a shift towards participation non-formal, and less-structured, situations. For young people, political and social activism that offers informal, non-hierarchical ways to engage is more appealing.

Misperception 7: Volunteering takes place face-to-face. Significant new developments in digital technology mean that volunteerism is not limited to activities that entail face-to-face contact. The new technologies with which people connect are possibly the most significant development in volunteering. Rapidly evolving mobile phone technologies and the spread of the Internet are enabling larger numbers of people from broader cross sections of the population to engage on a volunteer basis. As such, these technologies are contributing to its universal nature.

Misperception 8: Volunteerism is free. There is an old adage that while volunteers are not paid, they do not work for nothing. More formal types of volunteering related to infrastructure require effective contributions. It includes the establishment and running of volunteer centers, volunteers management, training and recognition, and costs associated with the proper functioning of volunteers such as transportation, meals and stipends. In terms of governments, this might include the establishment of appropriate policy and regulatory frameworks, national volunteer corps, and youth and older persons volunteer schemes.

Misperception 9: Volunteerism is free. There is an old adage that while volunteers are not

paid, they do not work for nothing. Applied to more formal types of volunteering, this relates to infrastructure required to ensure effective contributions. It includes the establishment and running of volunteer centers, volunteer management, training and recognition, and costs associated with the proper functioning of volunteers such as transportation, meals and stipends. In terms of governments, this might include the establishment of appropriate policy and regulatory frameworks, national volunteer corps, and youth and older persons volunteer schemes (State of the World's volunteerism Report, 2011).

### **Management of Volunteers**

#### **Recruiting Volunteers**

Farmer & Fedor (1999) contend that attracting volunteers is one of the most important objectives of the Not for profit Organization (NPO); however, it is a task that is often overlooked or performed poorly by NPO managers and administrators. Many NPO administrators overtaxed with tasks and spend much of their time trouble shooting existing problems rather than setting up preventive and intervention systems to avoid or control such problems (Farmer & Fedor, 1999).

Volunteers perform many different types of services that are just as valuable as the functions and tasks of paid employees. One type of volunteer may have the skills and charisma to raise \$500 with five phone calls, while another type of volunteer could effectively streamline one of the organization's key processes or business operations, resulting in significant cost-savings. While these activities are different, they are both important to promoting organizational stability, health, and success. In order for a productive and long-term relationship between the NPO and its volunteers to develop, volunteers recruited based on possessing qualities, skills, and interests that are consistent with the NPO's mission and goals (Walker, 2001).

Identifying and attracting volunteers who demonstrate these strengths ensures a goodness of fit between the organization and its volunteers, and is likely to improve retention rates. Making sure that the attributes and skills of volunteers mesh well with the goals of the NPO is not enough, however. Once talented and skilled individuals recruited, it is important that clearly defined expectations, tasks, responsibilities, and goals established in mutuality between the organization and the volunteers. This process of role and goal clarification helps to confirm that the volunteer understands the organization's mission and goals, is supportive of these, and is willing to perform specific types of work in service of those goals (Brown , 2003).

It can be inferred that volunteer recruiting process is one of the important processes of volunteer management. The skills and talents of individual volunteers only should not be taken while recruiting volunteers but the missions and objectives of the civil society organizations needs to be internalized by volunteers so that an effective delivery of service would be materialized.

### **Volunteer Retention**

The issue of keeping volunteers motivated has emerged out of an identifiable Volunteer Motivation trend in the loss of substantial numbers of volunteers each year after serving only briefly with their respective organizations. The trend is somewhat puzzling and definitely alarming, for while record numbers of volunteers have been offering their services to NPOs over the last several years-- a phenomenon that is attributed to the consistent string of traumatic events that have occurred since September 11, 2001-- volunteer attrition is also higher than ever (Eisner, 2005). Some volunteers are more likely to stay with the NPO for longer periods than others are. An analysis of how long volunteers stay with their respective NPOs in relation to their age shows that the older an individual is, the longer he or she is likely to stay with the organization ( Michaels, 2007).

Experts contend that more successful strategies in retaining volunteers depend on improved recruiting and motivating strategies strategies take a wide number of variables into account. For instance, Brown (1999) stated that retention rates tend to be higher among older adults, and has recommended that Non-Profit Organizations (NPOs) looking for volunteers willing to serve for the long-term should concentrate on attracting volunteers who are 35 years and older. By adding the age factor to the list of ideal recruiting criteria, the likelihood of attracting and taking on productive and committed volunteers improved (Dolnicar & Randle, 2007).

The analysis of data collected in their study identified that the more important predictor for both short-term and long-term retention of volunteers perceived benefits of volunteer work. Satisfaction with volunteer work found to be an important variable influencing retention. However, with respect to aging volunteers, health status mediated the association between degree of volunteerism and expected service duration (Cheung , Tang & Yan, 2003).

The problem of volunteer retention is growing at an alarming rate. In their view, there are a number of potential barriers to retention of volunteer commitment and interest. In their investigative study on the need for increased volunteerism and the value of volunteerism to non-governmental and voluntary organizations, the researchers found several important key barriers to volunteer retention as well as factors that encouraged people to remain in a volunteer status position. Key barriers that were cited in the study included not having necessary skills and experience; not knowing any other volunteers; and lack of time. Factors influencing retention included being asked personally to volunteer by organization leaders and managers; involvement of family and friends; being provided the opportunity to improve qualifications and skills; being able to do volunteer work from home; and flexible schedules and arrangements (Dolnicar & Randle, 2007).

The growing problem of volunteer retention and turnover are most important factors to volunteer program managers "...because they present serious problems for organizations that depend on volunteers to execute their mission statement... high rates of turnover can hinder the

### **Informal Volunteer Recognition**

Informal methods of recognizing volunteers and their contributions are frequently overlooked in place of more formal methods, yet are often the most effective. A simple yet personally delivered "Thank you for your help" is always well received and conveys personal attention and appreciation. Thank you letters on organizational letterhead are always appreciated. Providing material resources to a volunteer and involving him/ her in staff meetings related to her responsibilities suggests that the organization values the individual's contributions as much as those of paid staff. Finally, ongoing opportunities for a volunteer's development both as an individual and a volunteer, recognize them as a valued member of the organization (Vineyard, 1988).

### **Effective Forms of Formal Volunteer Recognition**

Formal recognition of volunteers involves more traditional and structured methods. Certificates of appreciation and special pins or other tokens may be presented to volunteers as enduring mementos of the organization's appreciation. Presentations of such items occur at public gatherings that involve a pre-planned programme, such as a meeting of all volunteers or special reception or meal. Formal recognition for volunteer contributions may also involve widespread public recognition using newspaper, radio or television media (Vineyard, 1981).

The study findings indicated that recognition of volunteers plays an important role to motivate and also retain volunteers to maximally utilize their skills and knowledge for development initiatives carried out by Civil Society Organizations.

## **Theoretical Models in Understanding Volunteerism**

### **Public Goods Model**

In the public goods model, it is assumed that the reason for individuals to donate their time to privately provided public goods is to increase the total supply of the public good. Considering that public goods are, per definition, non-rival and non-excludable, this suggests that these individuals obtain utility from increasing the utility of others who will benefit from the consumption of the

public good. This kind of behavior whereby individuals volunteer for the benefit of others without receiving something in return and without receiving any utility from their own giving *per se* is defined as purely altruistic. From a non-economic perspective, altruism can be explained by e.g. ethic, moral or religious considerations ( Badelt, 1999).

From an economic perspective, the explanation for altruism in the context of economic rational behavior is often times build on the assumption of interrelated utility functions. The preferences of altruistic individuals are therefore not only defined on own consumption levels but also on the consumption by other individuals ( Reece & William S. 1979).

### **Private Consumption Model**

Contrary to the public goods model, in the private consumption model the contributor derives his or her utility from giving directly from the act of giving itself. Beginning with Olson (1965) & Becker (1974), economists have suggested that people have a taste for giving: Perhaps they receive status or acclaim, or they simply experience a warm-glow from having done their bit. It is the process of volunteering and the rewards associated with carrying out this activity that motivate the individual to give (Andreoni, 1989).

### **Investment Model**

The investment model refers to the direct quid pro quo which the volunteer can obtain through volunteer work. One return is the potential increase in the volunteer's labor market value as a result of voluntary activity. This could be achieved through human capital accumulation as the volunteer may receive training and acquire new skills, through the acquisition of useful contacts, or through the opportunity to signal one's ability to prospective employers (Montgomery 1992, Duncan 1999).

All these measures will enable the volunteer to find, get, and perform jobs that have higher pay than those jobs which the volunteer would be able to acquire without his or her volunteer experience. Since present resources and returns are forgone for future returns, volunteering on the basis of exchange considerations can be regarded as investment behavior (Montgomery 1992,

Duncan 1999).

A model capturing the investment mechanism has been developed by Menchik & Weisbrod . With in the model, it is assumed that volunteering can raise future earnings by increasing the volunteer's labor market value. An individual will be motivated to supply volunteer labor when the expected value of future income gained through volunteer experience, net the opportunity cost of volunteering, is positive. In general, those individuals who have higher potential earnings from volunteering will provide volunteer labor (Menchik & Weisbrod , 1987).

The researcher thought that these models will give an insight to understand the concepts related to volunteerism .

## CHAPTER THREE: RESEARCH DESIGN AND METHOD

### Research Design

A generic definition of qualitative research, that is, Qualitative research is multimethod in focus, involving an interpretive, naturalist approach to its subject matter. The multimethod in focus is described as the combination of multiple methods, empirical materials, perspectives and observers in a single study is best understood, then as a strategy that adds rigor, breadth, and depth to any investigation (Denzin & Lincoln , 1994) .

Creswell (1998) gave his definition of qualitative research focusing on the methodological nature, the complexity of the end product and its nature of the naturalistic inquiry:

Qualitative research is an inquiry process of understanding based on distinct methodological traditions of inquiry that explore a social or human problem. The research builds a complex, holistic pictures, analyzes words, reports detailed views of informants, and conducted the study in natural setting (p. 15).

Qualitative research as defined by Gall, Borg & Gall it is the inquiry that is grounded in the assumption that individuals construct social reality in the form of meanings and interpretations, and that these constructions tend to be transitory and situational. The dominant methodology is to discover these meanings and interpretations by studying cases intensively in natural settings and subjecting the resulting data to analytical induction (Gall, Borg & Gall 1996).

Strauss and Corbin claim that qualitative methods can be used to better understand any phenomenon about which little is yet known. They can also be used to gain new perspectives on things about which much is already known, or to gain more in-depth information that may be difficult to convey quantitatively. Thus, qualitative methods are appropriate in situations where one

needs to first identify the variables that might later be tested quantitatively, or where the researcher has determined that quantitative measures cannot adequately describe or interpret a situation.

**R**esearch problems tend to be framed as open-ended questions that will support discovery of new information (Strauss & Corbin, 1990).

The ability of qualitative data to more fully describe a phenomenon is an important consideration not only from the researcher's perspective, but from the reader's perspective as well. If you want people to understand better than they otherwise might, provide them information in the form in which they usually experience it (Lincoln and Guba, 1985).

Qualitative research reports, typically rich with detail and insights into participants' experiences of the world, may be epistemologically in harmony with the reader's experience and thus more meaningful (Stake, 1978).

Qualitative research design was employed in order to solicit rich and detailed data for the study. **The** data was collected by means of in-person interviews and focused group discussion using interview guide. The compilation and analysis of the data was intended to answer the research questions.

**The** reason why the researcher selected qualitative method of design is that through this method a deep and rich data is solicited by identifying the actual meaning of research participants. Besides, since the researcher believes that little is known about the topic in the Ethiopian context, the method selected is appropriate to explore information that is more relevant on the subject area.

### **Sampling and Study Participant Selection**

Non-probability purposive sampling method was applied to select study participants who are relevant to the study.

The researcher has first obtained information regarding organizations that assign volunteers in their development intervention activities. Based on this information the researcher contacted a Civil Society Organization called Voluntary Service Over Seas. The researcher in consultation with this organization has selected three Civil Society Organizations purposively considering their experience in volunteerism by assigning Ethiopian national volunteers in their organizational activities that will generate more information to the study. These organizations are Young women Christian Association, Meseret Humanitarian Organization and Volunteer Service Over Seas-Ethiopia. Besides, fifteen research participants were purposively selected on the basis of their duration of experience in volunteering activities i.e, those participants possessing three months and above volunteering experience and those who are Ethiopian nationals were selected as participants of the study .

#### **Method of Data Collection and Procedure**

In this study, data collection instruments were developed and utilized to obtain relevant information from informants of the study. The methods of data collection include interviews and focus group discussion .

Open-ended interview questions allow person-to-person discussion that can lead to increase in sight in to people's thoughts, feelings & behavior on important issues. Among the advantages derived from interviews are its flexibility and its ability to observe non-verbal behavior that expressing their viewpoints on the subject of interest. The interviewer has the opportunity to ask and direct questions using the personal contact with the respondent depending on the interview situation (Daniel Kojo, 2001).

Accordingly, open ended interview guide was prepared and employed to explore more information from informants. The researcher has contacted and discussed with the selected organizations key staffs how to proceed the data collection process. Based on the discussion,

consensus reached on the time schedule and place arrangement. After gaining this cooperation from the organizations, the researcher commenced the data collection process.

### **Interview**

Accordingly, 15 volunteers in the selected organizations took part in the interview sessions. A separate room was arranged by the selected organizations which is convenient to conduct the interview sessions. Hence, the interviewee was able to express their opinion freely and conveniently. An in – depth interview which took an hour and half minutes on average was conducted with study participants which allowed the researcher to gather deeper and extensive information on the subject matter of the study. The researcher conducted these interviews shortly after conversations of consent from interviewees.

### **Focus Group Discussion**

The researcher has also applied focus group discussion to collect data. Two focus group discussions were conducted. The focused groups consisted of 7 and 8 participants each and hence fifteen participants were involved in the two focus group discussion sessions. Six of the participants were Females and 9 of them were Males. The focus group discussion was held in a convenient room arranged by VSO-E and MHO. The researcher who was leading the interview was at the same time a note taker to pin point the main points that were raised during the focused group discussion. The focus discussion took for one and half hour. The major issues raised during the discussion were regarding motivations of volunteers to engage in volunteering activities, contributions of volunteers for community development, management of volunteers by the selected organizations, promotion of volunteerism for development intervention and opportunities and challenges of volunteerism.

### **Method of Data Analysis**

With regard to data analysis, soon after the completion of the fieldwork, data collected through various sources was transcribed ensuring that the ideas and meanings of each interviewees are well captured and analysed by the researcher. In other words, the field notes checked for accuracy and completeness then recorded according to the themes of the study subjects. In view of that, the data was categorized in to major themes and sub themes for content and interpreted to reach in the stage of the findings of the study.

The research analysis process followed the basic elements of narrative data analysis and interpretation steps ( Marcus Renner & Ellen Taylor-Powell, 2003).

Step 1: Get to know the data.

In this regard, the researcher tried his best to read and re- read the data and identified any impressions from the data that were useful for the analysis.

Step: 2 Focus the analysis.

The researcher determined the focus of analysis with respect to how all individuals or groups respond to each question or topic. Therefore, the data organized by the question to look across all respondents and their answers in order to identify consistencies and differences.

Step 3: Categorize information.

The researcher categorized the information. In this regard, to bring meaning to the words in the data, identification of themes or patterns and organizing them in to coherent categories made. reading and re-reading the data made to identify coherent categories.

Step 4: Identify patterns and connections within and between categories.

Assessing the relative importance of different themes or highlighting subtle variations

identified at this stage.

#### Step 5: Interpretation- Bringing it all together

The researcher applied his themes and connections to explain his findings. He tried to attach meaning and significance to the analysis based on the findings that was discovered because of categorizing and sorting the data.

#### **Data Trustworthiness Assurance**

Lincoln and Guba (1985), discussed that the concept of trustworthiness is established when findings as closely as possible reflect the meanings as described by the participants (Lincoln & Guba, 1985).

Trustworthiness is not something that just naturally occurs, but instead is the result of rigorous scholarship that includes the use of defined procedures (Padgett 1998).

Threats to trustworthiness can include problems such as reactivity and biases on the part of the researcher and the participant (Padgett, 1998). In order to manage these threats to trustworthiness, qualitative researchers must engage in a variety of strategies in order to describe research findings in a way that authentically represents the meanings as described by the participants (Creswell, 1998, 2003; Horsburgh, 2003; Lincoln & Guba, 1985; Padgett, 1998).

The researcher applied member-checking to share the findings, major themes and sub-themes with study participants to ensure the credibility of the study which gave an opportunity to, not only validate the findings, but also elicit further clarification of the results. Besides, the views of participants are directly included in the findings to make sure that their voices are heard.

### **Inclusion Criteria**

1. Volunteers who served as a volunteer for at least three months and above are selected purposively considering that a deep information will be solicited about the study subject.
2. Ethiopian national volunteers were purposively selected for the study due to the fact that volunteerism which is an asset for community development encourages the participation of local people in their own development interventions.

### **Ethical Considerations**

Ethical foundation for a code of research ethics for social work research is to be derived from the ethics of social work itself. This is the case if the research is about social work and its practice and theory, or is aimed at a social work audience, including practitioners, managers, educators, policy-makers and researchers within this category. Credible research can account for itself in the way it is implemented according to a clear set of ethical rules or an ethical code. Therefore, ethical practice should be appraised within each piece of research, rather than simply being expected to happen as a matter of course. Being research-minded means being able to assess whether a piece of research has been ethical in its design, delivery and reporting (Butler, 2002).

Research should be designed, reviewed and undertaken to ensure integrity, quality and transparency, research staff and participants must normally be informed fully about the purpose, methods and intended possible uses of the research what their participation in the research entails and what risks if any, are involved, the confidentiality of information supplied by research participants and the anonymity of respondents must be respected, research participants must take part voluntarily, free from any coercion, harm to research participants must be avoided in all instances, the independence of research must be clear, and any conflicts of interest or partiality must be explicit (Economic and social research Council [ESRC] 2010).

The current study ensured that informed consent obtained from participants by administering consent form. Study participants need full information about the research including the reasons for their eligibility to participate. Consent forms provided and approval obtained. Participants' privacy, confidentiality and anonymity guaranteed through maintaining the confidentiality of the ideas and views of each study participants and using codes rather than actual names of informants in data collection and analysis processes. Similarly, the organizations selected for the study formally contacted and informed about the objective of the research to gain permission. The organizations were assured findings as well as their reporting and dissemination will be used appropriately.

### **Background of the Study Organizations**

#### **Young Women Christian Association in Ethiopia/ YWCA**

Young Women Christian Association in Ethiopia/ YWCA/ is an Ethiopian Resident Charity established in 2001 G.C and has a vision a world where women and girls strive to build a just society encompassing gender equality and equity through their own leadership potential. YWCA strives to create socio economic empowerment of women and girls in order to attain better life, peace, justice freedom and dignity of all people regardless of their ethnic and religious background.

YWCA has the following major program activities such as providing skills & leadership training, promoting income generating activities, working on SRH including HIV/AIDS and Girls' Education & provision of library service. YWCA head office is located in Addis Ababa and has operational areas in Adama, Debreberhan and Bahir Dar.

#### **Voluntary Service Overseas Ethiopia /VSO-E/**

Voluntary Service Overseas (VSO) is a non-governmental organisation that works through volunteers. It enables people to share their skills and experience with local communities in the developing world. VSO is actively working for a more equitable world by sending people out to

share their skills and experience with local communities where skills are needed most.

VSO Ethiopia fosters collaboration, development and support between individual volunteers, their colleagues and organisations to maximise sharing of expertise and ideas, and to develop wider initiatives for greater impact in the following 4 sectors in 24 locations throughout the country.

1. Education: VSO is currently working to support the Education Sector Development Plan to increase access to improved education system so that the development, professional and vocational needs of Ethiopia are met.
2. Organisational Capacity Building: VSO volunteers work to assist in improving the effectiveness of Government, NGOs and private sector organisations.
3. Infrastructure development: VSO placements in this sector are strategically created to assist with the design and construction of roads, towns, education facilities and public buildings to improve physical access to basic services and market development.
4. HIV/AIDS: VSO works in the areas of prevention and care through awareness-raising and capacity building support to Ethiopian agencies addressing HIV/AIDS.

#### **Meseret Humanitarian Organization ( MHO)**

Meseret Humanitarian Organization ( MHO) was established on October 14, 2011 as an Ethiopian Residents Charity With a vision to create globally competitive core women and OVC equally benefit from the national resources and become empowered citizens of the country with a mission of aspiring all Ethiopians women under poverty become successful and able to obtain their own social, economic and personal development.

The main objectives of MHO are to empower economically disadvantaged and most vulnerable women and girls to become self-reliant and thereby bring changes to the quality of family life and the community they live in, Promote the well-being and healthy development of children through child-welfare and educational support programs and launching initiatives for

preventing the HIV/AIDS pandemic and promoting the development of health attitudes and behavior as well as initiating essential support programs for women living with HIV/AIDS and establishing safe livelihood and or fostering sustainable support and care Services. MHO has programs which includes , economic empowerment, education and training, care and support for OVC and destitute women.MHO is located in Addis Ababa, Kirkos Sub-city.

### **Profile of Research Participants**

The participants of the study are young volunteers whose age falls under 20-27 years of age category. Regarding their educational background twelve out of fifteen are degree holders while the rest three are diploma holders.The sex composition of participants is six femeles and nine males.

### **Limitations of the Study**

Studies conducted regarding volunteerism in the Ethiopian context are scant and hence this has created a gap to review literatures from the Ethiopian context . Besides, there are only few Civil Society Organizations that assign local volunteers. Thus, the researcher hopes that these limitations would be taken in to consideration while reading this study paper.

## CHAPTER FOUR: FINDING

The researcher has come up with findings that are taken as an input to answer the research questions put at the initial stages of the study. The findings are presented according to six themes or categories sorted out during the process of the research data collection and analysis processes.

### **Motivations that led volunteers to be involved in volunteering activities.**

The researcher has posed questions regarding the intentions of volunteers that attracted them to be involved in volunteering activities.

Accordingly, six participants at CSO 1, six participants at CSO 2 and three participants at CSO 3 expressed their view as follows:

We have various reasons to be involved in volunteering activities among these self-interest and self-satisfaction that is attained as a result of helping poor and marginalized sections of the society has given us a source of mental satisfaction and trigred us to participate in volunteering activities .

On the other hand other reasons were given by three participants at CSO 2 and three participants at CSO 3 and six participants at CSO 1 expressed that:

Engaging in volunteering initiatives has given us an opportunity to develop our own profession and other skills in the area of our field of specializations such as preparing project proposals, project implementation, monitoring and evaluation skills , methodologies and skills in organizing and delivering trainings , gaining a better knowhow and skills in the areas of fund raising activities.

In addition to these, establishing social networking with different people, interest to be engaged in humanitarian activities are some of the reasons for us that created an interest to

engage in volunteering activities .

A participant at CSO 2 expressed her view regarding the significance of volunteerism in creating social network as follows:

I was a shy girl and afraid to express my opinion confidently in front of people. However, since I joined the organization as a volunteer my skill to express myself has greatly improved. I am also able to expand my connection with people having different skills.

Besides, six informants at CSO 1, three informants out of six at CSO 2 and one participant at CSO 3 said that:

Volunteerism has given us an opportunity to deliver our contribution to development interventions implemented in our locality through the selected Civil Society Organizations and also will provide us an opportunity to get better employment opportunities in our future careers.

The responses from the study participants have indicated that there are various reasons and motivations that motivate them to be engaged in volunteering activities ranging from mental satisfaction that is gained out of serving other people and also personal development and social networking.

### **Contributions of Volunteers' Knowledge, Skill, and Experience to Community Development Interventions.**

The researcher has tried to identify the contributions of volunteers for development interventions. Fifteen participants in the selected organizations have stated their opinion as follows:

We have provided our knowledge, skills, and experience to contribute for the organizations' vision, mission and objectives. Accordingly using our skills we have contributed to the organizations activities that we are assigned in terms of provision of tutorial education to targeted students in the project area, organizing and conducting basic business skills, leadership and life skill trainings to target groups of the organizations which gave project target groups to have some understanding and skill how to start small businesses and improve their livelihood. School children from families of low income are able to improve their academic performance due to the tutorial classes arranged for them which has given us a sense of mental satisfaction.

The other contributions of us were manifested through activities such as conducting an assessment on target beneficiaries to identify the root causes of socio-economic problems that beneficiaries faced and suggest possible recommendations through preparing assessment report, design project proposals and hence solicit fund from possible donors to implement development initiatives.

Other one participant at CSO 2 has also said that:

My skill in information technology and computer networking has enabled me to engage in designing and up grading the organization's web site so that the development activities implemented by the organization, good practices and experiences was able to be disseminated to partner organizations, donors and other concerned stakeholders. While doing all these, I am able to exercise and develop my own skills as well as contribute my share in the efforts made by the Organization to help the needy target beneficiaries of the projects implemented by the organization.

One participant at CSO1 also gave his opinion stating that:

My teaching background has given me the opportunity to contribute my profession in terms of arranging and conducting tutorial support for target beneficiaries which allowed them to improve their educational performance.

Besides, another one participant at CSO2 stated that :

My knowledge and profession on journalism and language skills has enabled me to promote the activities implemented by the organization through public relation activities such as writing articles about the development efforts of the organization on magazines and news papers, leading events that were organized by CSO2, preparing standardized proposals and other documents to donors through using my professional and technical skills.

Furthermore, one participant at CSO2 said that:

The skill and experience that I have on medical background has enabled me to contribute my know how in terms of creating awareness on target beneficiaries of CSO2 to get basic and adequate knowledge on issues related to primary health services and how to prevent associated health problems. In addition, through my medical knowhow and skills I have also been able to provide counseling services to avoid possible health complications that target beneficiaries may encounter.

Another one participant at CSO2 expressed that:

My knowledge , skill and experience on financial management has enabled me to work out financial transactions of CSO2, provide advice and technical support to finance department staffs of the organization which improved recording and handling of financial matters as per the existing proclamation , rules and regulations pertaining to Civil Society Organizations .

In doing so the organization's financial issues become well managed.

The study participants knowledge and skills have greatly helped them to provide their volunteering service in the selected three organizations in various capacities in the areas of their field of specializations which served as an asset for community development interventions implemented by the selected organizations .

### **Management of Volunteers**

Management of recruitment of volunteers which includes processes such as recruitment, motivation, recognition and retention was taken as one of the themes identified in the study. In this regard, the responses given by participants are well documented as follows:

#### **Recruitment of Volunteers**

Nine out of nine informants at CSO2 and CSO3 respectively expressed their view how they were recruited in the organizations to engage in as a volunteer. Accordingly, they expressed that :

The two organizations i.e, CSO2 and CSO3 have currently no guideline/ volunteer management policy. However, they have their own way of recruiting volunteers. We are able to serve the organizations through the contact created by friends and also taking a look at the organizations' promotional activities to introduce and promote their vision, mission and objectives through different mechanisms such as through web-site, leaflets, brochures, colleagues and other individuals who are interested in volunteering activities . Besides, those former volunteers of the organizations spread information regarding the vision and mission and the actual activities implemented by the organizations and the contributions of former volunteers. Hence, through these mechanisms we are attracted and recruited as

volunteers in the organizations from different walks of life, profession, skill and experience which helped the organizations to increase their number of volunteers over time.

On the other hand , six participants at CSO1 expressed their view as follows:

CSO1 has a volunteer management guideline/ policy how to recruit, train, assign , motivate and recognize volunteers. We are recruited and assigned as per the guideline. CSO1 has arranged us various capacity building trainings regarding volunteerism and skills that are relevant to accomplish the tasks that we are assigned to.

It can be inferred that recruitment of volunteers is one of the important elements in the management processes of volunteers. The selected organizations have employed different strategies and mechanisms to recruit volunteers in their respective organizations in order to attract volunteers.

### **Recognition of Volunteers**

Regarding recognition of volunteers by the selected organizations, fifteen participants out of fifteen in the three organizations said that:

We are highly recognized by the organizations through different motivational mechanisms. The organizations acknowledge us through informal and formal ways such as oral appreciation which was demonstrated whenever we achieve a better performance on our area of assignment and delegated us in big events on behalf of the organizations' so that we would feel a sense of recognition, ownership and responsibility. Besides, the organizations provided us formal letter of appreciation for our service in the organizations. This formal recognition will help us in the future to be recognized by other similar Civil Society Organizations that assign volunteers in their development interventions and will create a chance for us to get an employment opportunities in organizations having similar

objectives. We have also been recognized by target groups, community and local administration through the service we have rendered to these segments of stakeholders. Recognition of volunteers by selected organizations was considered one of the deriving force for us to contribute our unreserved share to the development efforts of the organizations.

It is well understood from the responses of study participants that recognition of volunteers in terms of both informally and formally has boosted their moral and initiative to contribute their maximum effort in the development activities of the organizations through their knowledge and skills.

### **Retention of Volunteers**

Regarding retention of volunteers, fifteen participants in the three selected organizations explained that:

We have been encouraged and provided various capacity-building trainings to enhance our expertise and skill based on the activities that we are involved in. This in turn has created for us a sense of belongingness and shouldering responsibilities to accomplish the assigned duties during the period of our volunteering assignment. Besides, trust building, provision of continuous assistance and follow-up by the organizations' concerned staff on the activities that we are performing have helped us a lot to increase the chance to keep us interested in the volunteering tasks until we accomplish the duration that we have promised to provide our knowledge and skill to the organizations.

It can be inferred that retention of volunteers is directly associated with the provision of capacity building, trust building, coaching and follow up of volunteers. This in turn kept them

interested and provide their contribution .

### **Promotion of Volunteerism for Community Development**

The issue of promotional activities to enhance volunteerism was considered as one of the discussion points with participants both at individual interview and focused group discussion sessions.

Accordingly, all of the fifteen participants in the three selected organizations stated that the concept and values of volunteerism was not adequately promoted by the organizations though there are some efforts made to promote volunteerism.

The participants further suggested that:

To enhance and promote the issue of volunteerism selected organizations, Civil Society Organizations and concerned governmental bodies have to work jointly to bring about an attitudinal change regarding the concept, values and significance of volunteerism to the public. To promote volunteerism effective strategies need to be employed . We recommend that the media both electronic and print media play an important role to create awareness among the large public in providing relevant information regarding issues related to the importance of volunteerism for community development efforts. Organizing volunteer appreciation day could also serve as a means to disseminate and share information for the public to create a wider awareness on the subject matter of volunteerism. Promoting the issue of community service in the school is also a sustainable alternative strategy to instill the concept, values and significance of volunteerism especially in the minds of the younger generation in primary and high school educational levels.

While other six participants in CSO2 also suggested that:

We suggest that volunteerism could be promoted by forming school volunteerism clubs , considering volunteerism as a criteria for competing for job vacancies.

Still other one participant in CSO3 said:

Volunteerism should be considered as a program component in development projects/ programs so that it could be enhanced and promoted effectively and in an integrated manner. Six informants in CSO1 also commented that legal instrument/ proclamation that deals with volunteerism is also important to promote , enhance and regulate volunteerism in Ethiopia.

Another one participant at CSO1 said that:

To promote volunteerism in Ethiopia, the government should formulate a proclamation on volunteering in order that the issue of volunteerism can be backed by legal instrument and hence there will be a structure or institution to promote and govern the issue of volunteerism at national level.

Regarding the promotion of volunteerism , the findings of the study showed that the issue of volunteerism is not well promoted among the public through different mechanisms such as the media, schools and so on. Hence, a coordinated effort is required among all stakeholders to promote the concept, values and significance of volunteerism for community development initiatives.

### **Opportunities of Volunteerism**

The issue concerning opportunities or favorable conditions that could be helpful to enhance and strengthen the concept and values of volunteerism was also another point raised to informants.

In this regard, fifteen participants in the three selected organizations responded that:

Being a volunteer in the selected organizations ,we are able to identify and become well

aware of the existing socio-economic and attitudinal problems of individual target clients as well as community groups and hence able to prioritize problems and seek appropriate solutions accordingly. We also think that volunteerism absorbs idle work force; especially, un employed youth in the market. We have been able to contribute a lot for community development activities greatly ; especially, by engaging in the development projects designed by the selected organizations to improve the livelihood of poor and disadvantaged community groups. As part of the community member and being volunteers we have played a greater role in the effort of tackling community's problem through harnessing and integrating our knowledge , skills and experiences for community development initiatives. In doing so , we have gained access to information regarding community development concerns, able to improve our knowledge, skill, and experience and expand our social network, build team work spirit and personal development. Besides, we think that volunteerism is a means for future employment opportunities and career development.

Furthermore, three participants at CSO3 explained that:

Volunteerism has helped us a lot to implement and scale up programs. This was done in a cost effective way because without any monetary reward large number of volunteers could carry out different programs and address large number of target community in the operational areas of the organizations which substituted the large amount of money that may have been incurred if it was paid for salaried staffs.

Three participants out of six at CSO1 also expressed that:

There are other opportunities regarding volunteerism at national and regional levels among these currently, Ministry of Women, Children and Youth Affairs is drafting a proclamation on youth volunteering which will be expected to guide volunteering activities in a more

organized way. Besides, in 2010, the AU has developed an African Union Youth Volunteering Corps (AUYVC), which provides a mechanism for Pan-African youth volunteerism.

It can be inferred from the responses of study participants that volunteerism provides various opportunities for volunteers who are engaged in volunteering activities. Besides, the organizations have also gained a helping hand in their effort of providing services for targeted clients and community members in their intervention areas. Furthermore, advocacy and lobbying activities are also needed to push the issue of volunteerism so that it could be backed by legal instruments and institutions.

### **Challenges of Volunteerism**

The challenges encountered with regard to volunteerism was discussed with study participants in the three selected organizations. Accordingly, they have outlined the major factors that impede volunteerism to be well enhanced as follows:

Three participants at CSO1 said that:

The issue of volunteerism is not free from misconception and prevalent among families, friends and neighborhood .

Besides, six participants at CSO2 indicated that:

Financial constraint of the organizations in terms of providing us transportation cost and the like which are minimal costs . i.e, incentive in the form of the above mentioned kinds to volunteers is lacking and hence limits to some extent the contribution and motivation of volunteers.

One informant at CSO3 and two participants at CSO2 expressed that :

Lack of commitment among some volunteers assigned in the organizations due to failure to

internalize the value of volunteerism integrating with the organizations' vision and mission ,turn over of some volunteers due to personal cases and also getting jobs in other organizations. i.e, some volunteers stay in the organization till they get a full time job in other organizations. Some volunteers who are working in other offices are over burdened due to their responsibility at their respective organizations and as well as in their assigned organization and hence this limits their immense contribution as a volunteer.

Two participants out of six, at CSO1 expressed their view as follows:

Mis-match to assign volunteers in the right place has limited us to exploit our skill and potential as we have been expected and hence it has created to some extent a sense of feeling that we under utilized our professional skills.

Whereas, two participants out of six at CSO2 indicated that:

The lack of using the existing technologies such as computer and internet as one means of communicating with volunteers to accomplish a certain task from where volunteers are situated is a limitation. Some tasks may not require the physical presence of volunteers at the organization. Besides , in convenient time schedule arrangement for us has also created some problem to contribute a lot for the organization's effort to provide service for the needy people. Because , we prefer to work after regular office hours and on Sundays .

On the other hand two informants at CSO1 further expressed their view regarding legal and institutional challenges associated with volunteerism as follows:

During our assignment in volunteering activities in the organization , our understanding on issues related to volunteerism has enhanced and we are able to be aware of that the absence of legal and institutional frame works that guide and regulate volunteerism in Ethiopia is one of the factors which contributes for in adequate promotion and enhancement of volunteerism in Ethiopia.

The finding of the study on the issue associate with challenges of volunteerism indicated that

there are various factors which attributed as a challenge for volunteerism ranging from mis conception up to absence of legal instruments, frameworks and institutions which restricted volunteerism to be further enhanced.

## CHAPTER FIVE: DISCUSSION

The major findings of the study has been elaborated in the previous chapter according to the major themes idenetified . This chapter deals with the discussion of the findings in accordance with the research questions and the existing literatures as follows.

### **Research question 1: What are the reasons for volunteers to be attracted in volunteering activities?**

The study indicated that there are different reasons for volunteers to be engaged in volunteering activities such as an interest to provide services for local people/community, personal development in terms of enhancing one's knowledge, skill and experience and hence gaining new ideas and skills such as communication skill, self-confidence, self-expression, and technical knowhow on project/program preparation and implementation skills were attained in the process of their volunteering experience. Besides, social networking, mental satisfaction that is attained as a result of involving in volunteering activities, to be well aware of the community at grass root level and understand its existing problems and seek possible interventions are identified.

Furthermore, establishing friendship /social networking was also one of the reasons for the volunteers in the organizations to get involved in volunteering activities. According to research participants, their social networking expanded a lot because they come up with different people who came from different socio economic background that created them an opportunity to further enhance their personal contact and exchange information and experiences among each other.

The findings are in consistent with Thomas Wolf ( 1990) study findings which indicated that volunteers themselves have provided a host of additional reasons for volunteering that include companionship/meeting people and developing professional contacts. During the course of volunteers' engagement in development intervention programs in an organization volunteers strengthen their social networking with different people they come across. In addition, they also

establish relationship with individuals having similar profession that could enable them to improve their knowledge and skills in their areas of specialization.

The findings of the current study and previous studies showed that people are attracted for volunteering activities due to several reasons that are appealing to the individual volunteer.

**Research question 2: What are the contributions of volunteers in development initiatives?**

The findings of the study regarding contributions of volunteers in community development processes of the selected three organizations revealed that it was found to be diverse in terms of the types of volunteers' areas of engagement. These are capacity building and fund raising activities, provision of training for target groups, youth counseling, involving in the designing and implementation processes of education, health, livelihood, economic empowerment and child sponsorship programs, public relations activities, Information Technology and research activities.

According to study findings by Terry Bell (2006) increasing volunteer membership and volunteer participation should provide organizations with more resources to achieve their goals. This implies that volunteers' diverse knowledge, skills and experiences could be well utilized and geared towards achieving the organizational vision, mission and objectives and hence through volunteers' contribution community members would be able to get services that enhance their livelihood.

According to UNDP Evaluation Office (2003), HIV/AIDS pandemic is a development problem that requires a multi-sectorial and holistic response. One of the core strategies underpinning the global fight against the disease is support for community action. This depends on the efforts of large numbers of volunteers including community activists, counselors, peer educators, and people infected and affected by HIV/AIDS.

This finding strengthened and demonstrated that volunteers' contribution in community development action would be great if volunteers and other community members effort are well

managed and coordinated in the processes of various community development activities.

**Research question 3 : What are the benefits /opportunities gained as a result of volunteerism?**

One of the major findings of the study was also regarding opportunities that existed for volunteers to contribute their knowledge, skill and experience to development activities that implemented by the selected three organizations.

According to study participants in the selected three organizations, volunteerism provide them with ample opportunities in terms of learning new skills and valuable work experience , develop friendships and meaningful relationships , personal competencies such as self- confidence, communication skills, build team work spirit and also opportunity to serve others and a means for future employment opportunities and career development.

The study findings are consistent with study findings by VSO ( 2013) which indicated that volunteers engagement in volunteering activities would provide them chances with regard to personal development that enable youth to participate more in the country's socio-economic spheres by building confidence & developing among young people a sense that they can make a difference , build a feeling of social responsibility , develop a pro-social identity and also enabling them to develop personal & interpersonal skills and also understanding of contemporary issues.

**Research question : 4 How can volunteerism be promoted and enhanced?**

The study finding concerning promotion of volunteerism in the three selected organizations was found to be in adequately promoted eventhough there are some efforts made at the organizations level. The study participants suggested that to promote volunteerism, mechanisms such as the mass media and schools, marking a day for appreciating the activities performed by volunteers and promoting volunteerism, formulation of a proclamation regarding volunteerism

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if Non-Profit Making Organizations need volunteers to meet their mission and organizational goals, they must also be able to retain them. One of the primary ways that NPOs can retain volunteers is by keeping them motivated and interested in the work that they do.

**Research question 6 : What are the reasons that has become an obstacle / challenge to enhance volunteerism?**

Challenges that exist in volunteerism were one of the major findings of the study. Challenges regarding mis-perception of volunteerism are among the various challenges in the study findings. Financial constraint was also one of the challenges in the two selected organizations i.e, CSO2 and CSO3 which was considered as an impediment to expand more services to target communities due to costs associated with minimum cost for volunteers' transportation payment and other related expenses.

Besides, lack of commitment among some volunteers, turnover of volunteers, some volunteers who are working in other offices are overburdened due to their responsibility at their respective organizations limited their contributions. The failure to assign volunteers in the right place, inconvenient time schedule arrangement for volunteers, absence of adequate and well-organized institutions which assign local/ national volunteers and absence of legal frameworks which specifically deals with volunteerism were identified as challenges.

According to State of the World's volunteerism Report ( 2011), there are a number of misperceptions that cloud a proper understanding of the universality of volunteering, despite being largely contradicted by a growing body of empirical and anecdotal evidence. These illusions erased in order to reveal the true extent of volunteerism and make it possible to analyze its contributions to global issues.

According to the study findings by Ralston, Lumsdon & Downward (2005) the problem of volunteer commitment is growing at an alarming rate. In their view, there are a number of potential

barriers to volunteer commitment and interest. In their investigative study on the need for increased volunteerism and the value of volunteerism to non-governmental and voluntary organizations, the researchers found several important key barriers to volunteer commitment as well as factors that encouraged people to remain in a volunteer status position. Key barriers that were cited in the study included not having necessary skills and experience; not knowing any other volunteers; and lack of time.

Other scholar Skoglund (2006) agrees with the growing problem of volunteer commitment also strengthened this assertion. She points out turnover is an important factor to volunteer program managers "...because it present serious problem for organizations that depend on volunteers to execute their mission statement... high rates of turnover can hinder the capacity of organizations to deliver quality or range of services and programs.

These study findings strengthen the current study findings that the challenges associated with volunteerism should be considered and well managed in order to minimize the barriers and maximize the contributions of volunteers for community development interventions.

From the above discussions on the findings of the current study , it is evident that volunteerism which pulls together the knowledge, skill and experience of individuals is central to community development initiatives.

Hence, the study was important in terms of indicating the opportunities and challenges of volunteerism and seeking a possible solution as a way out to utilize the existing opportunities for community development and mitigate challenges accordingly.

## Conclusion and Recommendations

Previous chapters of the study have introduced the problem, reviewed literature related to the study, described the methodology employed by the researcher to collect and analyze the data findings. The purpose of this chapter of the study is to fit together these separate parts into a unified whole. The study thus provides conclusion and recommendations as follows:

### Conclusion

The research has explored the opportunities and challenges of volunteerism for community development. Accordingly, based on the research questions framed in the study, the conclusion found to be appealing and practical to integrate the issue of volunteerism for community development interventions. The major points are summarized as follows:

Motivation of volunteers to participate in volunteering activities was found to be diverse. According to the findings of the study, it ranges from mental satisfaction, personal development, and desire to serve the community and to expand one's social networking through volunteerism.

With regard to contributions of volunteers for development, knowledge, skills and experiences of volunteers in the selected organizations demonstrated that there are various human assets manifested in terms of knowledge, skill and experience that are channelled to provide service for the poor and marginalized sections of the community to address their multi-faceted socio-economic problems. The experience of each individual volunteer in the three selected organizations demonstrated this fact i.e, utilizing volunteers human capital to enhance and foster the development interventions at grass root level through programs/projects implemented by the selected organizations.

The issue of management of volunteers i.e., recruitment, motivation, retention and recognition of volunteers was also another point that was raised in the study to analyse the management aspect of volunteers in the selected organizations. Each process of recruiting,

motivation, retention, and recognition of volunteers' procedures and mechanisms in each selected organizations found out to be highly considered to effectively manage volunteers. Due to this, volunteers assigned in the organizations are providing their skill and knowledge with a desire and interest to bring about changes in the lives of targeted community members.

Promotion of volunteerism for community development is also the major issue incorporated in the study to assess to what extent volunteerism promoted and channeled for community development initiatives.

In this respect, the findings of the study indicated that volunteerism has not yet been promoted adequately by selected organizations. This would imply that even though there are still some attempts to bring about attitudinal changes about volunteerism within the organizations and among their development stakeholders at grass root levels, still the concept and values of volunteerism requires to be promoted by all concerned. governmental and humanitarian organizations, community associations and religious groups as well so as to promote the idea, value and significance of volunteerism among the society.

With regard to opportunities of volunteerism, the findings of the study showed that there are various kinds of opportunities within the selected organizations for both volunteers and the organizations. At individual level, volunteers are able to make use of the organizations to exercise and develop their professional skills, competencies in terms of improving their communication and interpersonal skills, self-confidence, establishing networks with other people and also get practical experience and develop their resume for future employment opportunities in the selected organizations and elsewhere in the employment market.

Furthermore, informants and discussants also expressed that there are some legal instruments that could be taken as an opportunity to strengthen and enhance volunteerism such as

the draft youth volunteering policy which is currently under process by Ministry of Women, Children, and Youth Affairs and, an African Union Youth Volunteering Corps (AUYVC), developed in 2010 provides a mechanism for Pan-African youth volunteerism.

Challenges of volunteerism is also one the major themes considered in the study. In this regard the findings of the study indicates that there are various challenges associated with volunteerism to be overcome by the selected organizations so that volunteerism would be strengthened and could also be utilized for development initiatives both at community and national levels.

The researcher based on the findings of the research concludes that there are ample opportunities that should be utilized for community development. On the other hand there are various challenges that should be tackled in order to enhance and promote volunteerism for community development interventions.

### **Recommendations**

A coordinated effort should be made so as to channel volunteerism to development intervention activities more effectively by devising a mechanism such as involving volunteers in the development efforts of the community in which they are living in as well as creating a sense of ownership among volunteers to sustain local interventions. Youth volunteerism should be more enhanced in order to create a situation that the culture, spirit and values of volunteerism would be inculcated in the minds of the younger generation who have the potential to bring about changes in community development efforts.

The research finding revealed that volunteerism has not been adequately promoted. Therefore, strategies such as the media, awareness creation workshops and programs should be designed for concerned bodies at different levels, establishing partnership with schools/colleges to form volunteerism clubs, organize volunteerism-appreciating day in order to introduce the concept,

values and significance of volunteerism so that the issue of volunteerism will be promoted and developed.

Besides, establishing centers and network of volunteers is essential to promote and enhance volunteerism.

Management of volunteers needs to be well organized and requires formal procedures, policies and guidelines. In this regard, CSO1 has a well-organized policy on volunteers' management that clearly states matters related to volunteers. The researcher therefore suggests that the other two selected organizations i.e., CSO2 and CSO3 should also develop their respective volunteers' policy to systematize the recruitment, motivation, retention, and recognition processes of volunteers' management.

The existing opportunities both internal and external will greatly help to enhance volunteerism and utilize it properly for community development interventions. Internally the organizations should maximize the existing knowledge, skill and experience of volunteers and also should be able to utilize the existing external opportunities and also advocate and lobby the formulation of legal instrument regarding volunteerism.

The various challenges that are associated with volunteerism needs to be tackled through different mechanisms in order to bring about attitudinal changes among community members . Hence, to this effect , the organizations should work jointly with concerned governmental bodies, civil society organizations and other stakeholders to overcome the challenges through awareness creation programs and also advocacy to enhance volunteerism.

## **Implications**

### **Implications for Social Work practice**

Volunteerism provides opportunities for people to be engaged in providing service to community members who are needy, marginalized and un served groups of people. In the process of their engagement, volunteers address the socio- economic problems of a community through providing services to individuals or groups. This service provision activity of volunteers directly relates with one of the core values of social work i.e., social workers' primary goal is to help people in need and to address social problems.

Social workers recognize the central importance of human relationships and understand that relationships between and among people are an important vehicle for change. Social workers engage people as partners in the helping process. Social workers seek to strengthen relationships among people in a purposeful effort to promote, restore, maintain, and enhance the well-being of individuals, families, social groups, organizations, and communities.

Likewise, volunteerism also enhances people's bonding and social networking which is an important element in the process of development activities. Therefore, it is obvious that both volunteerism and social work promotes human relationship as an important element in their principles and practice.

### **Implications for Research**

The development of a voluntary sector policy and its integration in socio-economic planning mechanisms needs to be backed by empirical evidence. This would thus require an action-oriented research to establish the sector's ( volunteerism) contribution in the areas such as poverty alleviation , capacity building, employment creation, community development , social inclusion and socio economic development .

The study demonstrated that the issue of volunteerism in the formal or organizational sense has not been well developed due to the challenges that were identified in the research. Besides, the literature on the subject area ; especially, from the Ethiopian context is scant. Hence , this will attract scholars to conduct more research on the subject area to add up further information on the subject.

### **Implication for Social Work Education**

According to NASW( 1996) social workers elevate service to others above self-interest. Social workers draw on their knowledge, values, and skills to help people in need and to address social problems. Social workers are encouraged to volunteer some portion of their professional skills with no expectation of significant financial return (pro bono service). This entails that the issue of volunteerism is an essential element in the social work profession and hence it requires to integrate volunteerism in the school of Social Work Curriculum. Furthermore, the school of Social Work should take the initiative to educate students at the school level and also create awareness on the public regarding the concept , values and significance of volunteerism through mechanisms such as the media, trainings, workshops and panel discussions .

### **Implication for Policy**

The findings of the study indicated that the issue of volunteerism has encountered with several challenges among which some of the challenges such as absence of a legal instrument to coordinate and regulate the issue of volunteerism requires the need for advocacy and lobbying to push forward the formulation of proclamations and policies that give a frame work, guidance and back up to promote and enhance volunteerism in Ethiopia.

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**Appendix A- Consent Format**

I, Mesfin Tegenie postgraduate student at Addis Ababa University, School of Social Work would like to pass my appreciation for your time and consideration of taking part in my research for the fulfillment of the requirement to obtain my Master's Degree.

In undertaking this research, my aim is to understand the opportunities and challenges of volunteerism as a human capital for Community development. I was able to reach you as a potential informant for my research and I am hoping to receive your consent to provide me with the relevant data.

In view of this, I would like to assure you that all information you will be providing will remain confidential and your specification not be stated in the research report unless otherwise agreed with you. Furthermore, I would like to mention that our discussion be held upon primary agreement of time and place with you and there will be high flexibility in case of any changes on prior agreement. I would very much appreciate if you tick the box below confirming your consent to take part in the research titled "Opportunities and Challenges of Volunteerism as a Human Capital for Community Development, " as an informant

Agree to give information

Do not Agree to give information

Thank you very much in advance for your kind cooperation

Mesfin Tegenie

**Appendix B- Interview Guide/ Checklist to be administered for volunteers**

1. Age -----
2. Gender ( M or F ) -----
3. Education-----
4. Occupation-----
5. What motivated you to volunteer for the Organization?
6. How long did you volunteer with the Organization?
7. Were there any personal goals or needs met by volunteering in the Organization?
8. How well do you think your talents or skills utilized at the Organization?
9. How well did you know what expected of you or what your job responsibilities were?
10. Were you offered training to support your work in various activities with the Organization?
11. Was there a sufficient number or variety of volunteer activities offered by the Organization to keep you interested?
12. How much and what did you know about the Organization's mission, vision and programs?
13. What were some of the activities or programs that you participated?
14. What would you suggest the Organization could or should do to more effectively motivate and retain its volunteers?
15. .How well do you think your assignment was/is well matched with you skills/experiences.
16. What needs improvement in this process.
17. Outline factors that you think may limit the opportunities for somebody like yourself to volunteer.
18. .How adequately do you think that volunteerism is promoted?
19. If you have any suggestion to better promote volunteerism, please outline them.
20. How realistic do you think the perceptions or expectations of you were/are? If not, why?

15. How well do you think your assignment was/is well matched with your skills/experiences.
16. What needs improvement in this process.
17. Outline factors that you think may limit the opportunities for somebody like yourself to volunteer.
18. How adequately do you think that volunteerism is promoted?
19. If you have any suggestion to better promote volunteerism, please outline them.
20. How realistic do you think the perceptions or expectations of you were/are? If not, why?
21. What have been your major achievements in this volunteering experience?
22. Outline how you think the achievements/contributions in your volunteer placement relates to the achievements or contribution towards realizing any aspect of Development).
23. Was/is your contributions recognized by the organization that you serve?
24. Who were/are the beneficiaries of your work (E.g. women, youth, general community etc.)?
25. How was/is your service contribution recognized by the beneficiary community that you provided/provide?
26. Please, specify how the organization recruited the volunteer and whether it is efficient to recruit volunteer that way.
27. What does the organization think of the volunteers' contributions?
28. What do you think are the main factors that may prevent the volunteer to maximize his/her contributions to the organization or community?
29. What do you think are the main factors that may help to enhance the contribution of the volunteer to the organization or community?



15. How well do you think your assignment was/is well matched with your skills/experiences.
16. What needs improvement in this process.
17. Outline factors that you think may limit the opportunities for somebody like yourself to volunteer.
18. How adequately do you think that volunteerism is promoted?
19. If you have any suggestion to better promote volunteerism, please outline them.
20. How realistic do you think the perceptions or expectations of you were/are? If not, why?
21. What have been your major achievements in this volunteering experience?
22. Outline how you think the achievements/contributions in your volunteer placement relates to the achievements or contribution towards realizing any aspect of Development).
23. Was/is your contributions recognized by the organization that you serve?
24. Who were/are the beneficiaries of your work (E.g. women, youth, general community etc.)?
25. How was/is your service contribution recognized by the beneficiary community that you provided/provide?
26. Please, specify how the organization recruited the volunteer and whether it is efficient to recruit volunteer that way.
27. What does the organization think of the volunteers' contributions?
28. What do you think are the main factors that may prevent the volunteer to maximize his/her contributions to the organization or community?
29. What do you think are the main factors that may help to enhance the contribution of the volunteer to the organization or community?

**Appendix C- Interview Guide for Key Informants of the Organizations.**

1. Name-----
2. Gender ( M or F ) -----
3. Education-----
4. Position in the organization-----
5. What are the goals and strategic objectives of your organization?
6. How does the utilization of volunteers contribute to your organization's strategic directions or objectives?
7. Did you previously involve volunteers in your organization?
8. If so, how do you rate that experience?
9. In your view, what contribution may volunteers bring to your organization?
10. What are some of the limitations of involving volunteers?
11. How do you think some of these limitations can be overcome?
12. Would you consider utilizing the skills of a volunteer and in what capacity?
13. How did the volunteer contribute to the organization and the community?
14. How do you think the volunteer could have contributed more?
15. Do you think that there was any misunderstanding or miscommunication between your organization and the volunteer? Please describe them if any.
16. If so, how can it be addressed or rectified?
17. Were the local authorities aware of the volunteer's achievements/contributions? If so, what were their perceptions of these contributions?
18. Were beneficiaries aware of the volunteer's contributions/achievements? If so, how did they see it benefited them.
19. How does the organization think that the impact of the contributions of the volunteer improved?

**Declaration**

I the undersigned, affirm that this thesis is my original work and has not been presented for a degree in any other university, and that all sources of material used for the thesis have been duly acknowledged.

Name: Mesfin Tegenie

Signature: \_\_\_\_\_

Date: 6/12/13

Approved by the Advisor

Name

Signature

Date

Mesfin Tegenie

[Signature]

6/12/13

**Appendix C- Interview Guide for Key Informants of the Organizations.**

Name-----

Gender ( M or F ) -----

Education-----

Position in the organization-----

What are the goals and strategic objectives of your organization?

How does the utilization of volunteers contribute to your organization's strategic directions or objectives?

Did you previously involve volunteers in your organization?

If so, how do you rate that experience?

In your view, what contribution may volunteers bring to your organization?

What are some of the limitations of involving volunteers?

How do you think some of these limitations can be overcome?

Would you consider utilizing the skills of a volunteer and in what capacity?

How did the volunteer contribute to the organization and the community?

How do you think the volunteer could have contributed more?

Do you think that there was any misunderstanding or miscommunication between your

organization and the volunteer? Please describe them if any.

If so, how can it be addressed or rectified?

Were the local authorities aware of the volunteer's achievements/contributions? If so, what were

perceptions of these contributions?

Were beneficiaries aware of the volunteer's contributions/achievements? If so, how did they see

benefited them.

How does the organization think that the impact of the contributions of the volunteer improved?

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Name: Mesfin Tegenie

Signature: \_\_\_\_\_

Date: 6/12/13

Approved by the Advisor

Name

Signature

Date

Tesfaye Shyem

[Signature]

6/12/13