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Addis Ababa University

**College of Business and Economics Department of Public
Administration and Development Management**

**Assessing the Challenges and Effectiveness of Volunteer
Participation and Management in the case of Addis Ababa Road
Traffic Management Agency's, Youth Volunteer Program**

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**Addis Ababa University College of Business and
Economics Department of Public Administration and
Development Management**

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Management agency's, Youth volunteer program**

This is to certify that the thesis prepared by **Amelework leulseged** entitled which is
‘Assessing the challenges and effectiveness of volunteer participation and management in the
case of Addis Ababa Road Traffic Management agency's, Youth volunteer program ’
submitted in partial fulfillment of the requirements for the Degree of Masters in Public
Management and Policy (MPMP), complies with the regulations of the University and meets the
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Assessing the challenges and effectiveness of volunteer participation and management in the case of Addis Ababa Road Traffic Management agency's, Youth volunteer program

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

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(Rom 11:36)

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ACRONYMS

AARTMA	Addis Ababa road traffic management agency
NGO	Non-governmental organization
G.C	Gregorian calendar
UN	United nation
UNV	United nation volunteers

Abstract

The purpose of this study was to assess the challenges and effectiveness of volunteer participation and management in AARTMA youth volunteer program. To achieve the desired goal of this study the researcher used a descriptive research design and a mixture of quantitative and qualitative data analyzing method. The sample techniques were convenience sampling and purposive sampling methods. A convenience sampling method was prepared for young volunteers whereas a purposive sampling technique was used for the agency's director and coordinators of young traffic volunteers. The number of questions prepared for young traffic volunteers was 250 whereas the interview delivered to the director of the agency and young volunteer coordinators was semi-structured and the document review also analyzed.

To sum up, as assessed about the challenges and effectiveness of young volunteer management practice of AARTMA, the finding showed that there are a promising effort and progress in minimizing pedestrian crash and fatality and the overall management of the agency although there are factors which hinder the endeavor of the agency including lack of incentives and budget for better allowance, shortage of necessary types of equipment and facilities and lack of consistent commitment among few volunteer coordinators were the major challenges in the youth volunteer program .

Key words:-Volunteer, management, public sector, challenge,

CHAPTER ONE: INTRODUCTION

1.1 Background of the study

There are opportunities for vast and untapped resources in the form of volunteers that are ready to get involved and contribute to the development of the countries UNV (2011). Volunteerism is the practice of providing time and skills for the benefit of other people and causes rather than for financial benefit. Brudney (2000)

The UN report tries to make a case for the recognition of volunteerism as an essential component for the sustainable, equitable progress of communities and nations. SWVR 2011 shows why volunteerism is crucial to human development. The report also asserts the contribution of volunteerism to peace and development and the well-being of individuals, communities and civil societies. (UNV, state, v-xx)

Volunteerism is a vast term mostly related to nonprofit organizations, but there has been little research conducted to study the role of volunteer activities in government institutions which may help them in the delivery of public service (Brudney, 2000). Participatory governance through volunteerism can have positive impacts upon productivity of service delivery by the government institutions. Volunteerism in public sector reduces the cost of service delivery, leads to expansion of capability by assisting the current employees, encouraging the introduction of new programs, contributes to the better service quality with the help of skilled volunteers and creates a positive image in the community through extended interaction and communication of volunteers with public. (Brudney, 1993)

However, to get the above benefit from volunteers the public sector should formally and properly manage volunteers according to the task of the public sector and the volunteer's interest. The practices of volunteer management can influence and explain, in several ways, different aspects of volunteers' behavior. When volunteers join organizations, their needs and expectations are diverse, they have diverse backgrounds, interests, skills, and experiences (Cu skelly & Auld, 2000). Consequently, their motives, levels of commitment and involvement in an organization, as well as the benefits they expect from this experience and the time they will dedicate to an organization will vary enormously. Therefore, the public sector shall manage the volunteer resource in a way that makes sense for both the organization and volunteers.

The subject of this study is the Volunteer Management practice. Particularly it concerns with the youth volunteers' traffic coordinators program in Addis Ababa road traffic management agency (AARTMA). AARTMA has created its formal structure to recruited and manage youth volunteers to achieve the objectives set by the organization. According to the agency directive No 1/2009 the agency has an objective to reduce traffic accidents and a big loss on life and property in a meaning full manner.

As practiced in different countries, Addis Ababa Road Traffic Management Agency started involving youth volunteers in helping pedestrians at dangerous sites. It has assigned more than 450 youth volunteers in assisting pedestrians along LRT routes, intersections and roundabouts (areas where there is high traffic conflict) in Addis Ababa. These youth volunteers are expected to perform two major tasks; helping the pedestrians along the road crosses and creating road safety awareness to reduce pedestrians crash (AARTMA Plan 2011E.C).

Therefore, this research thus assesses the role of volunteers, challenges in youth volunteer management and also evaluated the effectiveness of management practiced AARTMA. The study was supported with evidence that came from previous research done in the volunteerism and detailed description of the practice based on the questioners and interview that had done in AARTMA and volunteers in ten sub-city of Addis Ababa.

1.2 Statement of the Problem

The UN's report on the State of the World's Volunteerism (2011) recognizes that research on volunteerism in developing countries still falls far short of hopes and expectations and it also recommends that the research community needs to extend its work on volunteerism especially in the developing world. It also endorses the need for further study and research to refine our understanding of the nature and extent of this expression of human endeavor .finally the report further argues that volunteerism has not been fully understood and expressed in the development debate, hence implying the need for research in the area. In general, it asserts research on the topic is at an early stage and needs to be intensified.

Secondly, as different researches show volunteers need support and leadership to be most effective and to sustain their commitment. Tucker (2003) as one study found no matter how well-intentioned volunteers are unless there is an infrastructure in place to support and direct their efforts, they will remain ineffective at best or worse, become dissatisfied and withdraw,

potentially damaging recipients of services in the process (Mark A. Hager and Jeffrey L. Brudney, June 2004).

Thus, effective utilization of volunteer resources requires the deliberate adoption of volunteer resource management. This is because volunteers need every kind of support and leadership they get just like paid workers or even better. Besides, volunteers have peculiar characteristics that distinguish them from paid workers .thus research was needed to study to set an effective volunteer management system in public sectors.

Furthermore, as indicated by the research that led by Mrs. Hagera Hailu concerning the role of the volunteer in AARTMA the study it affirmed that the youth volunteers have an incredible job in minimizing road crash on pedestrians. Nonetheless, when we see the study area it is constrained from Ayat Square to Meskel Square of the east-west LRT course and the course goes along the three sub-city areas (Bole, Yeka and Kirkos Sub city areas) and 56 youth volunteers where included. Likewise, regardless of whether youth volunteers have an incredible job in limiting street crashes on walkers. Be that as it may, the research doesn't raise factors that limit street crashes on people on foot like the organization volunteer's management practice and its adequacy. Also, the investigation doesn't refer to the difficulties that impede the viable service of the volunteers. Hence, the study used limited resources and limited scope in the area therefore researcher believed its research gap should be answered in wide scope and depth to show the whole picture of the issue.

Finally, regarding the researcher's efforts concerned on an assessment of researches conducted on the area, the researcher didn't come across research conducted in Addis Ababa on the volunteer's management practice effectiveness and challenges in the traffic management sector and there was no any research conducted on.

1.3 Research Questions

In light of the above statement of the problem, the study will try to answer the following basic research questions

1. What is the management practice of AARTMA youth volunteer program?
2. What are the main roles of youth volunteer participants?
3. What are the challenges faced by the agency during volunteer management practice?
4. What are the challenges encountered by the volunteers within volunteer management?

5. The volunteer management practice in AARTMA youth program is effective or not?

1.4. Objective of the Research

1.4.1 General Objective

The General objective of this study is to Assessing the challenges and effectiveness of volunteer participation and management in Addis Ababa road traffic management agencies.

1.4.2. Specific Objectives

1. Describe the management practice of AARTMA youth volunteers' program.
2. Asses the main roles of volunteer participants
3. Insight the challenges faced by the agency during volunteer management practice.
4. Figure out challenges encountered by the volunteers within volunteer management practice
5. Asses the effectiveness of volunteer management in AARTMA

1.5 The Significance of the study

The significance of the proposed study could be highlighted in the following statements.

Find out factors that may be prohibiting the effective utilization of the volunteers. So that the findings help readers and public sector leaders to run effective volunteer programs that boost the capacity and service delivery system

Increase the length of volunteer services to the community through effective management practices

Based on the finding and possible suggested solution to help the agency to adopt effective management practices Enhance volunteer motivation and satisfaction through improved management practice

Serve as a reference for the formulation of different policy, laws, and regulations concerning volunteer management in traffic management sector of Ethiopia as well as in other public sectors

Serve as a guideline for other public institution about how to engage volunteers and manage them in the public service delivery system

The research finding may narrow the knowledge gap in this area plus it will further serve as a source of information and literature review for researchers interested to conduct their study on similar areas.

1.6 The scope of the study

The scope of this assessment was limited to AARTMA, youth volunteers' traffic coordinators program/ Youth volunteer program/. Since the volunteers involved in the program works in different sub-city of the city. The study area includes all the sub-city of Addis Ababa administration including Yeka, Bole, Kirkos, Akaki kality, Arada, Nifassilk lafto, Gulele ,Addis ketema ,Lideta, and Kolfa Keranio .

This research was limited to asses' role of volunteers, effectiveness and challenges of volunteers and the agency within the volunteer management system in the program.

1.7 Limitation of the study

The researcher has confronted different challenges the first one was the unavailability of written documentation particularly the management practice of volunteers in public transport and the traffic management sector. Therefore, the researcher had forced to adopt the journals of different non-governmental organizations and public institution volunteer management practices in the world.

1.8 Structure of the study

The research paper consists of five chapters. The first chapter gives an introduction to the research. The second chapter reviews the theoretical and empirical literature on volunteer management practices, challenges, and Effectiveness. The third chapter explains the methodology. Chapter four provides the findings and discussion derived from the data. Chapter five enumerates the summary, conclusions and provides recommendations based on the conclusions.

1.9 Operational Definition

Pick-Hours - the busiest hours, as during traffic, etc. Rush hour (7:00am-10:00am and 4:30pm-7:00pm).

Pedestrian - A person traveling on foot, whether walking or running. In some communities, those traveling using tiny wheels such as roller skates, skateboards, and scooters, as well as wheelchair users are also included as pedestrians.

Light-Rail-Transit (LRT) - A fixed-guideway transportation mode that typically operates on city streets and draws electric power from overhead wires; include streetcars, trolley cars and tramways (Richard Iles,2005).

Young Volunteer traffic coordinators program (young volunteers program) - program which implements by AARTMA, as one project with the aim to reduce traffic accidents and creating road safety awareness to the community.

CHAPTER TWO

LITERATURE REVIEW

The literature review, in this section, examines previous research done so far on this topic based on the literature listed in the Bibliography. In this section, the researcher tried to examine the challenges and unique nature of volunteers and volunteer management.

2.1 Definition of Volunteerism

According to UNV volunteerism is a basic expression of human relationships that people need to participate in their societies and to feel that they matter to others. Consistent with this definition are the values of volunteerism which embrace ‘solidarity, reciprocity, mutual trust, belonging and empowerment, all of which contribute significantly to quality of life’. In addition, volunteerism has the following components that define it. Volunteerism should be performed out of own free will (and should not as an obligation stipulated by law, contract or academic requirement) without primarily financial reward. (However, this definition recognizes the reimbursement of out of pocket expenses incurred by volunteers such as transport to be justified). Volunteerism also should be for the common good. (UNV, State, xx) Other scholars define volunteerism as unpaid work provided to parties to whom the worker owes no contractual, familiarly or friendship obligations’. (Wilson and Musick, Toward, October 1997 P, 694)

Whereas the ILO manual on measuring volunteer work provides a working definition for volunteer or volunteer work as ‘unpaid non-compulsory work; that is, time individuals give without pay to activities performed either through an organization or directly for others outside their own household’.(ILO, Manual, 2011)

Based on the above definitions, the researcher adopts the following working definition for this paper. Volunteerism or volunteer work is unpaid and noncompulsory work provided to a third party (either through an organization or directly for others outside their own household). Volunteerism is performed without any obligations and out of free will that emanates from a desire to contribute to the common good in a spirit of solidarity, without expectation of material or financial reward. Monetary reward is not the principal motivating factor. However, a

reasonable reimbursement of out of pocket expenses incurred by volunteers such as transport is justified but by no means equates to or substitutes for a monetary value for the volunteer work.

2.2 Type of Volunteerism

There are different types of volunteerism. These include traditional forms of volunteerism (such as mutual aid and self-help), formal forms of volunteerism (such as formal service delivery and other forms of civic participation) to economic and social development, benefiting society, communities and the individual volunteer. (United Nations General Assembly, Resolution 56/38) In addition to the above broad classification of volunteerism, the current trend is developing new faces of volunteerism. These includes

1. Online volunteering: refers to *volunteer* activities completed, in whole or in part, using the *Internet* and a home, school, tele-center, or work computer or other *Internet-connected* device
2. Tourism Volunteerism: a form of tourism in which travelers participate in voluntary work, typically for a charity
3. Diaspora volunteerism: in which experts from emigrant communities undertake short-term assignments to transfer knowledge to their countries of origin.

2.3 Volunteerism in Public Sector

Volunteerism is the practice of providing time and skills for the benefit of other people and causes rather than for financial benefit. Volunteerism is a vast term mostly related to nonprofit organizations, but there has been little research conducted to study the role of volunteer activities in government institutions which may help them in the delivery of public service. Brudney (2000) points out that it is important to understand the expected positive role volunteers can play to make a government institution work better. It is also a research gap to study the magnitude and scope of volunteer works in the public sector.

Brooks found that organizations must encourage their employees to volunteer in the community services in the area where the organization is working. It will not only help the organization to understand the people for whom they are working but will also create a good image for the organization in the mind of the public. Brooks (2002).

2.4 Benefits of Volunteerism in the Public Sector

Although, Participatory governance through volunteerism can have positive impacts upon productivity of service delivery by the government institutions. Volunteerism in public sector reduces the cost of service delivery, leads to expansion of capability by assisting the current employees, encouraging the introduction of new programs, contributes to the better service quality with the help of skilled volunteers and creates a positive image in the community through extended interaction and communication of volunteers with public Brudney (1993).

Nelson discusses the benefits of volunteerism and argues that youth involvement in civic matters can decrease drug addiction, crime, and incarceration rates. Volunteer activities can do away with the class system in society by establishing contact between unlikely partners and ameliorate social exclusion among people from diverse backgrounds. Referring to the benefits of volunteerism, Steen (2006) says that promoting volunteerism culture in the public sector can help generate the altruistic traits among employees, leading to a much better level of motivation needed to excel in the public institution. Mutawa & Ali (2012) in their research found that with volunteers in the government service delivery process, government institutions have more capability to utilize their available resources and can have cost-saving. Moreover, volunteer programs in government institutions lead to improved relations with the community.

2.5 Theories about Volunteerism

As previously stated, the concept of volunteerism is one area in which there is a lack of academic research. The concept is not fully articulated and is in need of refinement. Despite these facts, the available theoretical frameworks are used as a lens to view the practice. Consequently, the researchers used sociological and functional theories in volunteer service.

2.5.1 Sociological Theory

John Wilson and Mark Musick proposed a Sociological Theory of Volunteer Work. The theory adopted the perspective that, like other forms of work, volunteers demand resources such as material incentives, solidarity incentives, and purposive incentives. (Wilson and Musick, Toward, 1997)

In conceptualizing the determinants of volunteer work, the authors adopted the perspective that, like other forms of work, volunteering demands-resources. Just as people exploit their cultural capital to obtain volunteer opportunities, so organizations offer purposive incentives in the form of symbolic and expressive ‘goods’ that articulate the organization’s values. (Wilson and Musick, Toward, 1997 p.)

This theory inclined to a ‘supply-side’ theory that describes the incentives that organizations offer to attract members. (Wilson and Musick, Toward,). As volunteers bring human capital to the marketplace, recruiting volunteer-involving organizations should offer material incentives—tangible rewards to individuals in return for their contributions. For instance, volunteers can be rewarded with assignments drawing on their skills. Volunteers use their social capital to get involved in volunteer work. In a similar way, organizations should offer solidarity incentives—interpersonal rewards of various kinds—to obtain commitment. Since friends, relatives, and associates recruit most volunteers, an organization can offer more opportunities for social interaction and community in return for unpaid labor. (Wilson and Musick, Toward, P.709). One premise of this theory of is volunteer work is a productive activity like any other form of work (paid or unpaid), rather than a simple act of consumption or a leisure time pursuit with purely expressive goals. Based on these premises, the theory state that the market exists for volunteer labor. much like the market for paid labor. As in any labor market, admission to and performance in this market is conditional on qualifications. (Wilson and Musick, Toward, p.695.) Generally, the underpinning principle of this theory is volunteerism requires resources.

2.5.2 Functional Theory

Another similar theoretical framework considered in this research is a Functional Approach to Volunteerism. According to this theory matching volunteer motivations to the benefits, that volunteerism provides results in positive volunteer outcomes. Thus, the theory suggests that ‘if an organization makes available an array of tasks that satisfy varying functions, it would be able to recruit from a larger pool of individuals. (Barbara J. Houle, Brad J. Sagarin, and Martin F. Kaplan, 2005) Therefore, the approach theorizes that letting volunteers perform tasks with benefits that match their primary motives should result in a positive volunteer experience, an outcome favorable to all involved.

Generally, this theory is concerned with matching motivation with volunteering benefits. In their research, the authors, investigate whether individuals choose volunteering tasks that have personally relevant benefits, a prediction posited by functional theorizing. The authors conclude that empirical evidence also suggests that ‘matching benefits with personal motivations result in positive volunteer outcomes’. That is ‘volunteers who received benefits that matched their motivations were more satisfied with their volunteer experience’ and thus as a consequence the volunteer has a more positive experience. In general, the functional approach suggests that the individual will choose a task with benefits that match their volunteer motivation. Thus, the authors found that ‘not all tasks are equal and that a task can be classified in terms of the motive(s) it does or does not satisfy.’ (Houle, Sagarin, and Kaplan,2005).

It is also obvious that people have different motives; thus have different preferences for tasks that satisfy their motive. Consistent with this approach, volunteerism may serve more than one motive for an individual and likewise, more than one motivation may be served within a group of volunteers who are performing the same activity. The authors cite the findings of other research which is congruent in asserting that people do differ on their motives for volunteering. People can differ in their primary motives for volunteering; it appears that tasks also differ in their instrumentality for these motives. What the research revealed is ‘volunteers do not randomly select tasks but base a substantial portion of their task selection on motive satisfaction. The research reiterates that volunteers have a more satisfying experience when they have the opportunity to match their motives with the task. The article also suggests that there is evidence that volunteers who performed tasks that met their motives did report more positive volunteer experiences and intended to continue volunteering in the future. (Houle, Sagarin, and Kaplan,2005).

2.6 Concept of Volunteer Management

Volunteer Management is also known as volunteer engagement, volunteer coordination, and volunteer administration and refers to the systematic and logical process of working with and through volunteers to achieve an organization’s objectives.

As the researcher mentioned in chapter one, since its literature gap about volunteer management practice in the traffic management sector of Addis Ababa the researcher had forced to adopt the

trend of different non-governmental organizations and public institution volunteer management practices in the world. Consequently, the researcher refers, compile and customizes the agency management practice with different journals and documents.

2.6.1 Volunteers Management Stages

2.6.1.1 Planning

Planning for a volunteer program helps to ascertain how volunteers will contribute to the mission and fit into your organization's structure. It also can determine the purpose of your volunteer program and the roles volunteers will play. Part of this planning process includes seeking input from people who will be affected by the volunteer program, particularly the board, staff, and clients.

Effective planning and design lay the foundations for successful volunteer programs. In this stage, volunteer managers identify the goals of the program, create a budget and identify the role that volunteers will play within the organization. Planning enables an organization to develop its strategy and vision thereby identify answers to the questions what, how, with whom and in what matters the organization deal and relate these aspects to clear time frame. (Tedrick & Henderson, 1989).

Planning is considered as a process by some researchers involving a number of steps such as job descriptions and identifying and targeting potential volunteers. A sound objective of planning will help define how volunteers fit into the organization. Moreover, the objective statement identifies the scope of the organization's operations and reflects its values and priorities. It helps to make consistent decisions, motivate others, build organizational unity, integrate objectives with goals, and enhance communication.

2.6.1.2 Recruitment

As concept recruitment means the inclusion of a new individual as an addition to a population (Carr & Syms, 2006). Breugh and Starke (2000) define recruitment as those practices and activities of an organization that leads to identifying and attracting potential volunteer.

Most of the time recruitment messages should be inviting and encourage people to become involved with the organization. There may have multiple recruitment messages tailored to the different volunteers the organization requires, such as students, professionals, neighborhood

residents, or the family members of clients. Each message should identify the specific needs of the clients or the organization, the ways in which a volunteer can address the needs, and the benefits to the volunteer.

Although the concept of recruitment has been well discussed in the literature still there seems to be a gap in the literature in terms of lack of theories that could explain specific recruitment phenomenon. For instance, Avery and McKay (2006) claim that there is still very little information in the literature related to fundamental practical recruitment challenges that have bearing on the best way to recruit diverse workforce using targeted recruiting. One of the most widely suggested theories that could be applied to volunteer recruitment appears to be the human resource management theory (Coyle-Shapiro et al. 2013). This theory is able to explain many aspects of recruitment which include recruitment and selection techniques, the rules and regulations that affect the employment of volunteers and policies and procedures on volunteer separation that is when and whether a volunteer should be allowed to go and under what circumstances.

2.6.1.3 Orientation and Training

Orientation to the program will help volunteers see how their position fits within the context of the organization. By seeing how their tasks forward the mission of the organization, volunteers will find meaning in tasks that otherwise might seem menial. In addition, treating volunteers as part of the organization's staff helps them to feel they are part of a team, fosters commitment and retention, and improves the quality of their work and the services your organization provides, also keep in mind that volunteers represent the agency to the public. The more they know and understand the nature of the agency operations and cause, the more they can contribute to public relations and advocacy.

Training is an essential element in volunteer management (Boyd, 2003; Sandra, 2003; Shin & Kleiner, 2003). Some researchers conclude that training is an important management practice that affects the retention of volunteers. Some other researchers conclude that training impacts motivation (Bussell & Forbes, 2006) and satisfaction (Galindo-Kuhn & Guzley, 2002). There are also contrary views that criticize training as a supporting factor in improving employee performance, for instance, the arguments of Hughes (2006), who argues that training may not be right way always to take care of any performance limitations found in volunteers and it may not

help in addressing the problem, but counter-productive. Citing the example of providing training to volunteers who already have certain skills may turn off the volunteers, Hughes (2006) argues that there is a need to keep environmental contexts in mind prior to administering training to volunteers.

Generally, Training gives volunteers the direction and skills they need to carry out their assigned tasks. Typically, training is provided by the staff in the area of the organization in which the volunteer is assigned. In general, training should be specific to the requirements of the volunteer position geared to the skill level of the volunteer ongoing Specific to the needs identified by both the volunteer and supervisor periodically evaluated to determine if it is on track.

In addition to giving orientation and training to make ensure the understanding of and compliance with program policies and procedures, provide each volunteer with a written resource is important. Like a volunteer handbook, orientation packet, or other reference guides. Provide this written resource during the volunteer's orientation or during his or her induction into the program. The resource should include a glossary of terms and an index to codes and abbreviations used by the organization. It should reinforce information presented in training and address questions that arise during volunteer service.

Finally, this aspect of volunteer management is centered on enabling and empowering volunteers to make a valuable contribution to the organization. Volunteer managers are responsible for ensuring that volunteers receive ongoing opportunities for training and development.

2.6.1.4 Supervision and Support

A supervisor is responsible for getting a job done by enabling others to do the work. The most important responsibility of a supervisor of volunteers is to create an environment that empowers volunteers to perform their duties. Empowered volunteers are willing to take responsibility for what they are doing, contribute more than expected, and perceive themselves as important members of the organization's staff. The supervisor should be both willing and able to oversee volunteers. Not everyone knows how to work with and motivate volunteer personnel. Although supervisors may apply many of the same principles whether overseeing paid or unpaid staff, they must put forth a special effort to ensure that their volunteers' needs are met. A professional

volunteer manager can support the supervisors of volunteers by eliciting feedback from the supervisors.

The manager can use this information to evaluate the volunteer program periodically. The manager also can facilitate the sharing of experiences among supervisors and showcase good volunteer supervision. Ongoing communication with volunteers is important. Supervisors need to develop positive relationships with volunteers and convey that the organization needs and values their contribution. In addition to sharing information with volunteers, supervisors should take the time to gather the volunteers' input. Supervisors can ask volunteers about what clients and community members need and want, how people view the organization, and what can be done to improve its image. By seeking input from volunteers regularly, supervisors can get information that will help the organization better use volunteers and serve the community. Supervisors are not the only ones who need to communicate with volunteers. The volunteer manager or coordinator also should get involved. This person should ask volunteers how they feel about their work, what help they need, and whether their supervisor supports them adequately. Organizations should convey their appreciation for volunteers from the top, down.

Generally, just because volunteers don't get paid, it doesn't mean they don't work. Managing the volunteers the way you manage the other staff. Give them the support they need to perform their duties by designating a supervisor to whom they can turn for advice, guidance, and feedback.

2.6.1.5 Evaluation

Evaluation involves reviewing and documenting the effects of your services and their importance to the community. Evaluations vary in their level of sophistication and complexity, depending on the program and available time, money, and other resources. At the most basic level, an evaluation may involve the review of service records for their results (e.g., hours worked, calls made, outcomes).

The evaluation session gives the volunteer's supervisor a chance to talk about the volunteer's performance. It also gives the volunteer a chance to discuss the volunteer position and suggest changes. The evaluation should include a review of past performance discussion about the present and plans for the future.

2.6.1.6 Recognition and Termination

For the same reasons that retention of paid staff is vital to an organization's continuity, volunteer retention is key. Good retention reflects a healthy organization. So, before the organization experiences unnecessary "turnover," consider the characteristics that make an organization an encouraging and supportive place to work and the steps you can take to retain your staff and volunteers.

Treat your volunteers with respect and help them feel valued. Do not take them for granted or assume that they always will be available. Recognition and expressions of thanks are not just polite. They are needed on an ongoing basis to show appreciation for your volunteers' efforts. One of the most important ways to recognize volunteers is to treat them with respect and give them support and praise throughout the year.

2.7 VOLUNTEERS MANAGEMENT MAJOR CHALLENGES

Research in volunteer management shows that there are a number of challenges that need to be addressed by volunteering organizations (Hager, 2004). This includes challenges faced by the management which are not largely reported. Furthermore, volunteers themselves face a number of difficulties due to poor management practice which contributes to the overall ineffectiveness of the management of volunteers. Thus there are two sides to the problem of volunteer management namely the challenges faced by management in volunteering organizations and the poor management practice leading to difficulties faced by volunteers.

According to Hager (2004), challenges faced by management of volunteers in some organizations include

- finding and recruiting volunteers who are available during the workday,
- financial problems related to supporting volunteers,
- lack of an adequate number of volunteers due to recruitment problems, lack of human resource and
- time to train volunteers
- problems in recruiting volunteers with the right skills or expertise
- unreliability of volunteers, absenteeism of volunteers
- poor work habits or lack of professionalism in volunteers

- problems arising out of government regulations, laws or liability
- Constraints and resistance from the paid staff or board members towards volunteers are some of them.

Furthermore, literature shows that a number of authors have addressed the various issues raised by volunteers. Address the various issues of management, for instance, recruiting, screening, training, develop a good relationship with volunteers, determining the role of volunteers, supervision, retaining and motivating (McFarland, 2005)

Other challenges identified included the lack of organizational capacity, policy and legal descriptions of the volunteer program, financial resources, and labor requirements. (Choudhury, 2010). He concluded that the lack of investment in attracting volunteers was a fundamental weakness in the management capacity to effectively attract, use, and value volunteers as an “integral part of their operation”.

2.7.1 Budget constraints: - The expansion of volunteer involvement in service delivery in the public sector has occurred in a largely unplanned fashion leaving many local government agencies unprepared for the influx of volunteers (Gazley & Brudney, 2005). The challenge faced by volunteer coordinators is often manifested in tensions and a substantial lack of support for volunteer programs from public agency staff and their managers (Brudney, 2005). Others have concluded that involving volunteers had challenges because their management could be expensive due to costs associated with recruitment, orientation, training, supervising, task assignment, and overall support to volunteers. Given the size of the volunteer labor pool, diversity of roles filled, and budget, there has been difficulty in identifying and defining the specific set of challenges faced by local government volunteer coordinators.

2.7.2 Keeping Volunteers Interested: - Volunteers engage in volunteerism for a variety of reasons. Some enjoy the social aspect of volunteer work, while others want to use their skills to help the organization meet its goals. The volunteer group is more likely to stay interested and engaged if you offer a variety of volunteer positions.

E.g.: - An accountant might be bored if you ask her to make copies, but she might be glad to review your month-end accounting procedures. A good volunteer program uses the community as a partner to provide skills that the organization wouldn't ordinarily be able to access.

2.7. 3 Recruitment Issues

Recruiting volunteers is an ongoing and time-consuming process. Although it's not uncommon to have a core group of long-term volunteers, volunteers come and go. Some lose interest in volunteering, while others resign due to changes in their personal or work circumstances. Finding effective ways to reach potential volunteers is the key to ensuring you have a steady supply of willing workers. Effective approaches vary from group to group. If the organization relies on young volunteers to staff large special events, you might benefit by focusing primarily on social media to attract volunteers. An organization that uses the services of retirees might find that advertisements in local newspapers and volunteer-to-volunteer recruitment efforts work best.

2.7.4 Shortage of Time to Train

Shortage of budgets means that non-profit employees are often overworked and have little time to spend training new volunteers. Larger organizations might have volunteer managers who can provide basic training to volunteers but more specialized tasks often require training from appropriate staff members. Long-term volunteers who perform the same tasks every week require less supervision than short-term volunteers recruited to satisfy staffing needs for events or specific projects. Asking long-term volunteers to train new volunteers can alleviate some of the burden on staff, although staff members still assume ultimate responsibility for volunteer training and supervision.

2.7. 5 Staff/Volunteer Problems

Problems between staff members and volunteers can make you question the value of your volunteer program, particularly if you're called upon to referee an argument. Resentment whether it's from staff or volunteers can doom the success of the program. Create job descriptions for each volunteer position. Job descriptions can clear up any confusion regarding roles if employees feel that volunteers overstep their authority. Make sure staff understand that volunteers play an integral role in the organization. Ask the staff to support the program and offer thanks and encouragement to volunteers.

2.8 Empirical Study about Volunteerism

Actually, there are no comprehensive surveys on the situation of volunteerism at the global level in general and in the developing world in particular. Only some developed nations have done their own surveys. (UNV, State, 3)

Australia is among the few nations that have done a survey on volunteerism. Therefore, the researcher assumes reviewing the survey done in some developed countries may reveal information about the situation of volunteerism in Ethiopia and global trends. Here it may be appropriate to see a national survey of volunteering issues done in Australia by Volunteering Australia in 2009.

The survey showed that among the respondents, 37% were male and 63% were female volunteers. Among these, the highest proportions were aged 55-64 followed by 45-54 age groups. In addition, half of the respondents were employed (either full time or part-time). (Volunteering Australia, 2009). However, the Report also acknowledges one exceptional country when it comes to volunteerism survey. Bangladesh took the first ever-comprehensive national volunteerism survey in 2010. This was the first of its kind ever carried out in the country. The survey addressed all kinds of volunteering. One important finding in this survey was that nearly 80% of volunteering occurred outside of formal organizations. (UNV, State, p.17).

In the Volunteering Australia survey, a more relevant part of the review is the survey of volunteer-involving organizations and their volunteer management practice, particularly the management and support given to volunteers. The survey assessed the struggle of volunteer-involving organizations to recruit, support and sustain volunteers in their organization.

The survey found that the adoption of the volunteer resource management process was highly related to the presence of a paid manager dedicated to manage volunteers. Respondents gave the following responses as to the important reasons for their decision to volunteer:

1. Knowing that my contribution would make a difference (80%)
2. Personal belief in a cause (67%)
3. Location (65%)
4. Organizational values and principles (62%)
5. What I would get out of the role (54%)

There was only a slight change to the ranking when respondents were asked to choose one that is most important to their volunteering now

1. Knowing that my contribution would make a difference (38%)
 2. Personal belief in a cause (19%)
 3. What I would get out of the role (13%)
 4. Organizational values and principles (12%)
 5. Location (6%)
- Another survey made in Canada on managers of 6,152

voluntary organizations found that managers of volunteers were ‘experiencing more difficulty recruiting and retaining volunteers especially volunteers willing to make long-term commitments and/or take on leadership roles and were very concerned that they would lose their small core of dedicated volunteers to burnout.

Changes in volunteerism have led to increased interest in management principles and practices that can be applied to the voluntary sector, and to increased awareness of the importance of good volunteer management’. (Fataneh Zarinpoush, Cathy Barr and Jasson Moreton,2004)

Regarding the Current Trends, Volunteering Australia indicated trends in volunteering include the lack of time for volunteering due to pressures on the paid workforce, greater professionalism among volunteers, the need for more formal requirements in the management of volunteers and the replacement of positions previously undertaken by volunteers with paid positions. Another prominent trend in volunteerism is professionalization. Volunteer organizations are increasingly applying the management techniques used by human resources departments to volunteers. The professional development of volunteers is recognition that the volunteer contribution is comparable to that of paid staff. In many countries, the position of a volunteer manager has become a career role. The other trend includes student volunteers, older people as volunteers and internet volunteering (or ‘virtual volunteering’). (Volunteering Australia2001).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Study Area

Volunteerism is not something to be specified and be limited within a certain environment. But for this research, Addis Ababa city administration ten sub-cities are selected as a study area, and all of them are purposely selected because of the fact that volunteers are involving in traffic management and coordination program in all parts of the city.

3.2. Research Design

A research design is simply the framework or plan for a study that is used as a guide in collecting and analyzing the data. Research design is the blueprint for collection measurement and analysis of data. There are numerous types of research designs that are appropriate for the different types of research projects. The choice of which design to apply depends on the nature of the problems posed by the research aims. Each type of research design has a range of research methods that are commonly used to collect and analyze the type of data that is generated by the investigations.

This research used a descriptive study design under survey as it has a comparison means of pedestrians' fatality after and before the involvement of young traffic volunteers. Descriptive design relies on observation as a means of collecting data. It attempts to examine situations in order to establish what is the norm, i.e. what can be predicted to happen again under the same circumstances. 'Observation' can take many forms. Depending on the type of information sought, people can be interviewed, questionnaires distributed, audio records made, even sounds and smells recorded.

Since the study is mainly concerned with describing the way AARTMA manage and work traffic management practice with the young volunteers. Moreover, it enabled the researcher to have access to multiple instruments of gathering information.

3.3. Research Methodology

The research methodology shows the logical framework that discusses research design, target population, sampling size and technique, methods of data collection and method of data analysis. The research methodology explains the following questions; in what way the data have been collected, what data have been collected and what particular techniques have been adopted, why particular technique of analyzing data has been used and a host of similar other questions are usually answered concerning a research problem or study (Kothari, 1990)

The general aim of the study was to assess the challenges and effectiveness of volunteer participation and management in AARTMA. For this purpose, a mixed-method research design was used which is the combination of qualitative and quantitative design. According to Walker and Robinson (2004), mixed-methods research attempts to bring together methods from different perspectives. The data gathered from the questionnaire was presented quantitatively i.e. with a chart or table with mean and percentages. On the other hand, the data gathered from the interview was presented qualitatively i.e. in the form of paragraph or prose form. This research study combines the use of questioners and semi-structured interviews. In sum, mixed-methods research and triangulation of data allows interpretations about complex human experiences, beliefs, and behaviors. This method was chosen for its appropriateness to the nature of the topic, which needed a wider description and investigation of facts and opinions related to the current status of the problem as well as to collect and analyze the data gathered.

The mixed-method enables the researchers to understand the complexity of the phenomenon as well as develop measurable variables to gain objectivity and predictability. So, in this research i.e. in the context of volunteer management, it was seen that the researcher was required to study volunteer managers, volunteers and their attributes, management practices used in managing volunteers and volunteer organizations as well as contextual factors that affect the volunteering activities.

3.4 Data Collection Tools

3.4.1 Questionnaire

Questionnaires are written forms that ask exact questions of all individuals in the sample group, and which respondents can answer at their own convenience (Gall et al., 2007). The

questionnaire is the most widely used type of instrument in research. The data provided by questionnaires can be more easily analyzed and interpreted than the data obtained from verbal responses. Questionnaires are supposed to be better to get a great amount of data from a large number of respondents in a relatively shorter time with the smallest quantity of cost.

In this quantitative data collection method of the research, close-ended and open-ended questionnaires were the tools to collect data. The main purpose of the questionnaires was to assess the perspective of the volunteers about the current management practice in the agency and also to figure out the challenges on the volunteer side. Before the data collection, the questionnaires were pre-tested in non-sample summer young volunteers of Kirkos sub-city of Addis Ababa city. Some items were commented to be written in simple language and comment was given to rearrange the sequence of some items. Therefore, based on the comment, four complex words replaced by simple words that could be understood easily by the respondents and items concerning plan and recruitment set up were arranged to the first part of the questionnaire. Then after checking the instrument, it was dispatched to the selected young traffic volunteers of the sample participants.

3.4.2. Interview

Creswell (2009), states that semi-structured interviews can be used when researchers record and transcribe responses as per written interview guidelines. Accordingly, the study used a written interview guideline.

In this study, semi-structured interviews were the main instruments of data collection for the qualitative data collection methodology. The interview was prepared to explore the management stapes in the agency as well as to understand the rationale behind the necessity of each stapes. Furthermore, it helped the researcher to figure out the encounters of the agency in the volunteers' management system.

3.5. Sampling Techniques

Purposive sampling and convenience sampling techniques were used to recruit participants for interviews and to fill Questioners. This was because it was aimed to describe not to generalize the data. Therefore, to collect the necessary information for this study, only key informants were used. The purposive sampling was employed mainly to recruit people who were public officials

who work in the Addis Ababa road traffic management agency. Convenience sampling was used to recruit young traffic volunteers from those who registered and work in different sub-city of Addis Ababa.

3.5.1 Sample Population

The participants of the study were purposefully selected as key informants to assess and describe volunteer management practices in the agency. The target informants are the agency officials who work in the AARTMA young volunteer traffic coordinator program and the volunteers' coordinator in each sub-city.

The second populations of the study were volunteer who worked under Addis Ababa road traffic management Agency, young volunteer traffic coordinators program in all the ten sub-city of Addis Ababa who were selected using convenience sampling method. The informants were selected having the assumption that the volunteers and the officials have the knowledge and experience about the management practice in the agency plus challenges that hinder the efficient and effective activity of the volunteers.

3.5.2 Sample Size

The sample size which the researcher intentionally selected from the sample population was 7 volunteers' coordinators in each sub-city and the program management officers and 250 young volunteers that work in the ten sub-city of Addis Ababa.

Researchers relied upon the arguments of Krejcie and Morgan (1970) that have provided a table on determining the sample size when the population is known. So, in this study the total population was 450; then based on the arguments of Krejcie and Morgan (1970), the sample size of this research would be 210. However, to increase the reliability of the data and to make meaningful conclusions about the population at large the researcher takes 250 sample size. A total of 250 volunteers from all ten sub-cities, were involved in filling the questionnaire for this study.

Besides the researcher conducted an interview with the management staff of AARTMA specifically the young traffic coordinators program. The volunteer coordinators of each sub-city were included as a sample. The interview participants were key informants drawn from Addis Ababa road traffic management agency and different sub-city.

3.6 Method of Data Analysis

To analyze the collected data, both qualitative and quantitative data analysis techniques were used. Statistical package for social science (SPSS) version 23 was used to analyze the data that was obtained from the questionnaire delivered to the volunteers at AARTMA. On the other hand, the qualitative data analysis was used to analyze the data that was gathered through interviews from the officers of the agency. Here, some amounts of descriptive information were organized into categories and themes through coding. Coding was designed to reduce the information in ways that facilitate interpretations of the findings in the form of word, phrase, and contraction so as to assign labels in each response for descriptive statistics.

Following data entry, data was cleaned for accuracy. Next, the data was analyzed using descriptive statistical methods. Frequency distribution tables including percentages, graphs, were used to present the data in a more useful and attractive way.

Moreover, the qualitative data were analyzed by thematic qualitative data analysis and the responses from the interview were recorded in handwritten notes and electro recording systems. Then the findings were thematically presented to describe the volunteer management practice and to explain the major challenges during the management. Besides, Document review was used as a data-gathering tool to obtain the data to support the data collected through a qualitative survey. In this study legal documents and documents related to volunteer management practices and the effect of volunteer involvement in traffic management in different NGOs and reports of Addis Ababa police commission were adopted and reviewed to explain the study in depth.

3.7. Validity

Checking the validity and reliability of data collecting instruments before providing to the actual study subject is the core to assure the quality of the data (Yalew, 1998). To ensure the validity of instruments, the instruments were developed under close guidance of the advisors and also a pilot study was carried out in Kirkos sub-city young traffic volunteer to pre-test the instrument. The pre-test was providing an advance opportunity for the investigator to check the questionnaires and to minimize errors due to improper design elements, such as a question, wording or sequence.

3.8. Ethical Considerations

Based on the international ethical principle the researcher respects the view of the participant without being judgmental during the interview, before starting the interview and distributing the questionnaires' the researcher had informed the informants about the purpose of the research and request their full consent.

Regarding the confidentiality, any identification such as names and no linking information that directly points to the respondent's position and privacy were not kept on the questionnaire and hasn't be used so far. All the data collected were accumulated, organized, and stored in a locked cabinet guaranteeing confidentiality. No one other than the researcher had access to any of the information.

Chapter FOUR

Data Analysis and Discussion

This chapter deals with the presentation, analysis, and interpretation of the data gathered from young volunteers, the agency officials who work in the AARTMA young volunteer traffic coordinator program and the volunteers' coordinator in each sub-city of Addis Ababa.

As stated in the methodology section, 250 questionnaires were administered to young volunteers who work in AARTMA and the necessary data was collected. First, 267 questionnaires were distributed, but from 267 distributed questionnaires, 250 were analyzed giving a response rate of 93.66%, the remaining 6.3% were not analyzed due to inappropriately filled responses and missing questionnaires.

Besides, seven officials of AARTMA and youth coordinators from different sub-city were used as a source of data through interviews. A variety of structured and semi-structured interview questions related to the management practice, the role of the young volunteers and major challenges were delivered.

4.1. Background of the Respondents

The demographic profile of the respondents was presented in this section. Descriptive statistics were performed on the demographic variables as a means of describing the respondents. Data on three demographic variables namely location, gender, and age were analyzed.

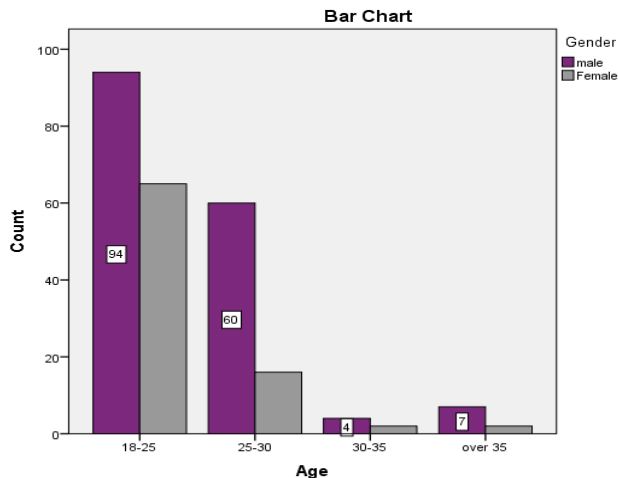


FIG 4.1 Background of the respondents Age and Gender

As one can see from Figure 1 above, the participants in AARTMA are from different sub-cities of Addis Ababa with diversity in age and sex. Concerning sex, 65.20% of the volunteer participants are male, whereas 48.5 % of the respondents are Female. Regardless of the age distribution among the volunteer participants, the majority of the volunteers i.e. 159 (63.3%) were found to be in the age range of 18-25 which is known for its energetic enrolment as a major productive force at different stages of work. On the other hand, 76 (30.4%) of the volunteer participants were found to be at the age category between 26 and 30. Finally, 9 (3.6%) were at the age of 35 and over.

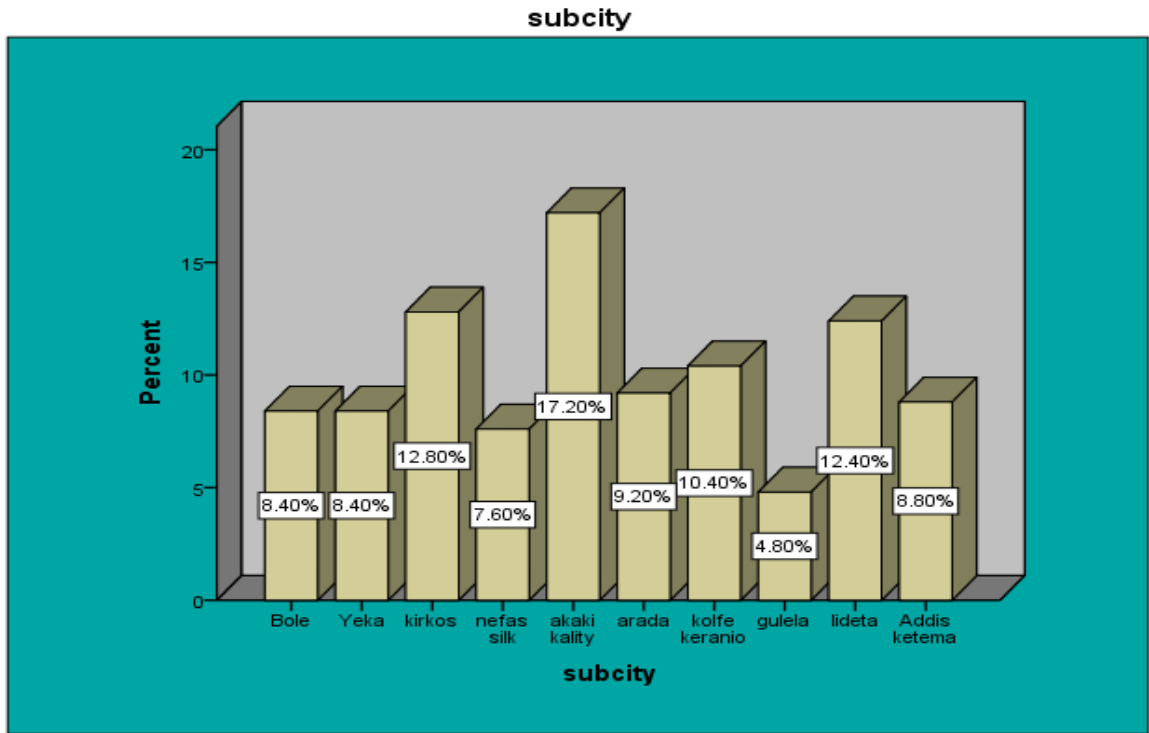


FIG 4.2 Respondents Location

As far as volunteer sub-city is concerned, the respondents who participated in the survey of Addis Ababa ten sub-city. Akaki kality, Kirkose, and Lideta sub-city respondents held the leading position with the highest number of participants 17.5 %, 12.8%, and 12.4% respectively.

On the other hand, kolfe keranio possessed 10.4% and Arada 9.4 % participants while Bole and Yeka sub-city was represented by the equal number of participants 8.4%. Finally, the minimum number of participants was from the Gulele sub-city.

Therefore, this shows that the majority of respondents in this survey were from Akakikality sub-city and the other sub-city participant have an approximate percentage except Gulele sub city which was 4.8% participant.

4.2. Volunteers Management Practice in AARTMA Youth Volunteers program

4.2.1 Planning

Effective planning and design lay the foundations for successful volunteer programs volunteer managers identify the goals of the program, create a budget and identify the role that volunteers will play within the organization. Planning enables an organization to develop its strategy and vision thereby identify answers to the questions what, how, with whom and in what matters the organization deal and relate these aspects to clear time frame (Tedrick & Henderson, 1989).

Regarding the planning and Goal of the AARTMA, youth volunteer program I have had a long interview with Addis Ababa road traffic management agency, Road and safety department head officer Ms. Genet Dibaba, Ato Hagera Hailu director of road safety awareness at the agency and other five different sub-city volunteers coordinators.

I have had asked her how this program started and How many volunteers involve in this program, she replied “The practice of young volunteer participation in AARTMA was started in 2017 G.C after the pilot project was tested to measure its effectiveness around the way Estifanos to Mexico square with about 100 volunteers. Based on the pilot study, there was no single accident occurred in the area where volunteers were involved. The major aim to start this young volunteer participation in traffic management office was to protect pedestrians from accidents and minimize accidents especially on the way of light railway road of Addis Ababa and some black-spotted and crowded areas like sebategna, autobus tera, sarbet and soon.

According to most of volunteers coordinators, they were not sure about the exact time when the young volunteer program started as they joined the agency in different time, almost all of them replied the same response with the director of the agency that is about three years ago about the time and they are informed that this project was first tested in Pilot project.

Asked about the number of volunteers under the program the officer replied that there are a total of 450 volunteers this year under a young volunteer program. On the same way, the coordinators replied the same number even though the number of the volunteer is varying each time during summer and winter. The director added that this program of volunteer is called a winter young volunteer association which is different from summer young volunteers which is held in the form of campaign.

Regarding the volunteer management practice as it can be seen from Table 4.1 above, a total of 12 short response questions were presented for the volunteer participants to collect their response with the significance, the management practice and the role of AARTMA.

Table 4.1 volunteers’ response to the significance and management of Volunteers at AARTMA

No	Items		Yes	No	Total
1.	Do you think recruiting volunteers have significance?	No	241	9	250
		%	96.4	3.6	100
2.	Do you think training Volunteers have significance?	No	248	2	250
		%	99.2	0.8	100
3.	Do you think the training period is enough to exercise volunteer program?	No	63	187	250
		%	25.2	74.8	100
4.	Do you think Assigning volunteers in their residence area have significance?	No	227	23	250
		%	90.8	9.2	100
5.	Do you think the service hours of volunteers are enough?	No	186	64	250
		%	74.4	25.6	100
6.	Does the agency supervise and support volunteers?	No	182	68	250
		%	72.8	27.2	100
7.	Do you think supervision and support of the agency have significance to the volunteers?	No	237	13	250
		%	94.8	5.2	100
8.	Do you think the Volunteers management practiced in the agency is effective?	No	115	135	250
		%	46.0	54.0	100
9.	Do you think the current volunteer management practice in	No	184	66	250

	the agency, helps you to continue as volunteer?	%	73.6	26.4	100
10	Does the agency Evaluate volunteers?	No	182	68	250
		%	72.8	27.2	100
11	Have you ever received any recognition or prize from the agency?	No	83	167	250
		%	33.2	66.8	100
12	Do you think the involvement of volunteer improve the work of AARTMA in reducing accident?	No	180	70	250
		%	72	28	100

4.2.2 Volunteers Recruitment

According to volunteer management Guide, 2009 No.1 AARTMA agency selects young volunteers for different social activities in Addis Ababa, concerning the recruitment process the director replied “It is done in collaboration with Addis Ababa youth and sport office that provides us with those young volunteers from different youth associations under the city youth and sport association like Amhara, South Ethiopia, Addis Ababa youth associations and so on. For example, last summer the office assigned southern youth associations for the traffic facilitations when we ask for a traffic management office when we ask for volunteer youth while the other volunteer associations were involving in other volunteerism like Red Cross, sanitation and so on. Based on the ethical considerations and interest, volunteers are selected and theoretical and practical training is given in collaboration with Addis Ababa police commission” Regarding the significance of the recruitment process in the program, she stated that AARTMA used a volunteer application form to gather information. The application form includes detail information about the applicant’s educational qualifications, physical fitness, age, gender and interests, and motivations for volunteering.

In addition, AARTMA has its own criteria to accept volunteers in the program. For example, the young volunteer shall be a person who physically fit /normal /, who has acceptable behavior in the community and willingness to do traffic management service in his /her residential area. Moreover, the agency gives priority and appreciation for women volunteers in the service.

The process of screening and matching volunteers includes interviews, reference checks, and appropriate background checking in each sub-city by volunteer coordinators. Generally, the

Volunteer coordinators are responsible for the safe handling of information and may need to manage unsuccessful candidates also.

On the other side for the significance of recruitment process on the volunteers side, based on item number one of the above table, 241 (96.4 %) of the volunteer participants replied that it is significant to recruit young volunteers to the support the work of AARTMA by replying “YES” whereas 9 (3.6%) of them replied ‘NO’ referring that the recruitment of young volunteers doesn’t have significance.



FIG 4.3: - Recruitment significance

4.2.3 Volunteers Training

Training is an essential element in volunteer management. It enables and empowers volunteers to make a valuable contribution to the organization. Concerning volunteer training in the program, the director replied “The agency regularly gives training when new volunteers join our program but we also prepare short term training and support. The first training was given for about a month (theory and practice) related to the general nature of the work and some basic points like basic traffic laws and conducts, communication skill, ethics and so on.” in addition, he stated most of the training has given by in collaboration with Addis Ababa police commission.

On the other hand, the officer confirmed that “ Besides training the volunteers on ethical and traffic-related rules and disciplines that are vital to the work, by this year we planned and even

selected trainers on first aid and immediate accident victim treatment and asking for help(an ambulance) when necessary for further treatment.

NO	Items	Points measured					Total
		Awareness about traffic law	Aware of traffic conduct	Improve discipline	All		
1.	What benefits do you get as training volunteers in the agency?	#	11	22	21	196	250
		%	4.4	8.8	8.4	78.4	100

Table 4.2 volunteers respond to the Significance of training

About the implication of the training as we can see in table 4.1 99.2 % of volunteers believe the training has significance whereas 0.8 % mentioned that the training has no contribution. Besides this, in table 4.2 above volunteers were asked what benefits and or significance they get from being a member of AARTMA young traffic volunteer. Based on the response given, 196(78.4%) of the respondents replied that they have got, awareness about traffic law, traffic conduct and improved their discipline by selecting the choice 'All' from the alternatives given.

4.2.4 Assignment of volunteers

Asked about the advantage of Assigning volunteers in their resident area or near post majority of The respondents 227(90.8%) of them replied that Assigning volunteers in their resident area have a great significance in the work of the volunteer participants while only 23(9.2%) of the respondents replied that the significance of Assigning volunteers in their resident area is inconsiderable. i.e. table 4.1 It is obvious that when any worker involves at his/her work on time when necessary, he/ she can contribute a positive impact on the work given. It is also believed that it is a plain way for the managers and coordinators to implement a designed task using workers in this context volunteers who are available at the right time. Besides its positive effect on time management and the ease way of control, assigning volunteers in their residence also have the advantage of minimizing unnecessary power wastage, for instance, feeling tired due to a

long walk from home to work. As one of the volunteer coordinators mentioned volunteers mostly assigned in their residential areas to minimize the cost of transport for themselves as well as it's presumed that the community acceptance in their area would be high.

4.2.5 Supervision and support

A good support system is based on clear rights and responsibilities for volunteers. In developing and implementing effective support it is necessary to balance the individual responsibility to the project or organization and the needs of the volunteers to take an equal role. Support needs to be: Accessible i.e. Volunteers must be able to access support. This means that the support should be available at appropriate times and places, and in ways that volunteers can use. it should be flexible; support strategies should be able to accommodate the needs of individuals and appropriate Support strategies should apply to the work volunteers are undertaking. We can consider these in terms of both individual and group support strategies.

Concerning the supervision and support of the agency, the volunteers were asked, if the agency supervises and supports volunteers; they replied that the agency makes supervision and support but there is still a limitation in the support i.e. it is not as an intended to be. Yes 182 no 68 i.e table 4.1.

No	Items			Rating scale				Total
				Always	Sometimes	Rarely	Never	
1	How frequent does the agency supervise and support volunteers?	Male	No	29	72	52	12	165
			%	11.6	28.8	20.8	4.8	66.0
		Female	No	15	38	28	4	85
			%	6	15.2	11.2	1.6	34.0

Table 4.3 *Frequency of supervision and support*

On the subject of frequency of supervision and support, the table above shows that the majority of the respondents 72 (28.8%) male and 38(15.2) female respondents replied that the agency sometimes makes supervision and support and 29 (11.6%) male and 15(6%) female respondents

replied that the agency always make supervision. On the other hand, a not small number of the respondents i.e. 52(20.8%) indicated that the agency rarely makes supervision and support where necessary while 12(4.8%) of the respondents admitted that they haven't seen the agency workers on supervision by selecting the response option 'Never'. On the other side concerning the frequency of supervision and support the director replied: "According to the rules and regulations/principal of the agency, the scheduled time for supervision and support is in every quarter of the year (every three months) as a plan, but we go out to the field when necessary." When the coordinators were asked the same question about the frequent supervision of the agency to the field/ streets where young traffic volunteers participate, four of the coordinators admitted that there is limitation among the officials in making frequent supervision and support from the agency while one of the coordinator agreed with the idea of the agency's director. Finally, regarding the significance of the supervision and support process the manager stated "We make supervision not only to control the work of the volunteers but also to follow them and identify the gaps and problems including the facility to provide appropriate support and help. Then we identify the performance of the volunteers and we praise the hard workers and support those who need support and follow up. Even though the appraisal and encouragement is not enough as it is expected to be, the agency considers comments addressed from society to be encouraged and be improved.

4.2.6 Volunteers performance Evaluation

Evaluation involves reviewing and documenting the effects of volunteers' services and their importance to the community. At the most basic level, an evaluation may involve the review of service records for their results e.g., hours worked, calls made, outcomes.

As one can see from table 4.1 item ten 72.8 % of respondents replied that the agency evaluated whereas 27.2 % stated there was no evaluation in their service period. Regarding the evaluation system, the agency used inspection self-evaluation, peer evaluation, and efficiency form.

No	Items		Rating scale				Total
			Inspection	Self-Evaluation	Peer evaluation	Efficiency plan/form	
1	How does the agency identify the star and less effective (low performer) volunteers?	No	45	32	55	118	250
		%	18	12.8	22	47.2	100

Table 4.4 volunteers' performance Evaluation system

As one can see from the table 4.4 above, for the question asked about the identification of volunteers' performance, 118(47.2%) of the respondents replied that the agency use efficiency sheet to identify best and or worst performers among the participants in the agency while 55(22%) of the respondent volunteers signifies that peer evaluation is used a means to measure volunteers' performance in the agency. On the other hand, the remaining 45 (18%) and 32(12.8%) replied that inspection and self-evaluation are the ways used by AARTMA to identify the performance of volunteers on work respectively.

4.2.7 Volunteer Recognition

For the same reasons that retention of paid staff is vital to an organization's continuity, volunteer retention is the key. One of the methods to retain volunteers is by giving recognition to their work. Recognition and expressions of thanks are not just polite. They are needed on an ongoing basis to show appreciation for the volunteers' efforts. One of the most important ways to recognize volunteers is to treat them with respect and give them support and praise throughout the year.

Regarding recognition concept in AARTMA volunteers were asked whether the volunteers have ever received any recognition or prize from the agency, only 83 (33.2%) of the respondents replied that they have got a prize or recognition from the agency while the greatest number of volunteer respondents i.e. 167(66.8%) admitted that they haven't got any prize or recognition from the agency since they started working as a volunteer. (Item eleven of table 4.1 above)

The volunteer coordinators and the program officers also admit that there is a limitation in rewarding and praising outshined volunteers as an intended job this is due to a shortage/ lack of budget. Even though sustainable appraisal and recognition are known to be done, we only make general orientation at the beginning of the year around September at least by giving a certificate as recognition.

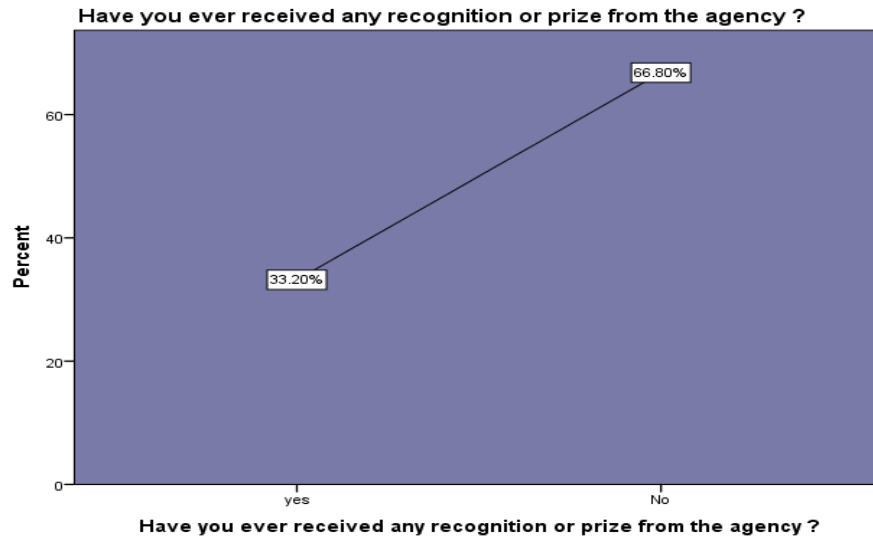


FIG 4.4: -Volunteer Recognition Rate

Besides, As one can see from table 4.5 above when the respondents were asked about the part of the management practice needs improvement they observed during their management practice, the majority of the respondents 137 (54.8%) replied that the supervision and support a from the agency needs to be improved. On the other hand, orientation and training trends and the recruitment system in the agency are points mentioned to be improved getting the response rate of 66 (26.4%) and 34 (13.6%) respectively.

No	Items		Rating scale				Total
			The recruitment system	Volunteer allocation system	Orientation and training	Supervision and support	
1	Which part of the management practice needs improvement?	No	34	13	66	137	250
		%	13.6	5.2	26.4	54.8	100

Table 4.5 management practice needs improvement

Finally, concerning the relation between volunteers and permanent traffic policy, the AARTMA officers replied “The young volunteers and the permanent traffic police staffs have a close related chain. Traffic police officers themselves talk about the assist of young volunteers for them to manage the traffic flow in the city. For example, young volunteers register the date and number plate and the area where there is a driver who attempted to escape or break the traffic rules and give it to the nearby traffic police officer. But some coordinators are heard complaining about some traffic police officers who choose to be silent when the plate number and address of insubordinate drivers are given and this influences them to be reluctant to do it for the next time in commitment.

4.3 Volunteer management practice Effectiveness

Concerning item eight of the table 4.1 above, volunteers were asked if they think that the Volunteers’ management practiced in AARTMA is effective, 115 (46%) of the respondents replied ‘YES’ agreeing on the point that the management practice of the agency is good enough. But the majority of the respondents i.e. 135(54%) replied that they don’t think that the management practice of the agency is good enough to the vast responsibility and objective of the agency.

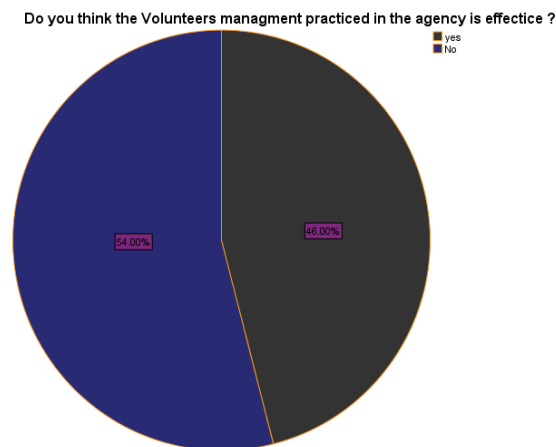


FIG 4.5: - volunteer management practice Effectiveness

However, on the contrary, the director replied “Yes, I think so! as our major goal is to prevent the accident particularly pedestrian crash, AARTMA does a better job in managing the volunteer and the role of the volunteer in meeting the target too. According to the 9-month report of Addis

Ababa police commission; there is no accident report record on pedestrians when volunteers involve in traffic management operations.

The management practice helps to work consistently as a permanent work as an institution by respecting their work beginning from appropriate time management than as a volunteer and a campaign. the volunteers coordinator also confess in the interview section they claimed that, even though there are limitations under the work of the management in the agency, it seems to be good in meeting the objective of the agency which is minimizing the fatality of pedestrians and improving the awareness of the community about road safety and traffic educations through volunteers.

4.4 The Role of Volunteers

According to Road traffic safety Education and awareness assurance directorate capacity building team, report on March 2010 E.C study focused on comparative analysis of road traffic safety education and pedestrians’ awareness before and after the participation of young traffic volunteers. The following table shows traffic safety and awareness among the stakeholders and pedestrians before and after the involvement of young traffic volunteers. The data shows that the participation of young volunteers in traffic support and coordination brings significant change.

Table: - 4.6 Role of volunteer for proper road utilization

No	Major problems related to pedestrian’s road utilization	Before volunteers			After volunteers			remark
		seen	Some how	Not seen	seen	Some how	Not seen	
1.	Both the community and students had minimum awareness on road utilization	√					√	
2.	Not using the Zebra crossing		√				√	
3.	Most pedestrians and students were seen using careless use of road even crossing around square	√				√		
4.	Lack of continuous and sustainable implementation of traffic support on	√				√		

	pedestrian's road and crossing							
5.	Not knowing pedestrians bridge crossing		√				√	
6.	Un able to identify traffic signs on the road	√				√		
7.	Crossing road without watching left and right	√					√	
8.	Not using pedestrian's road and crossing		√				√	
9.	Misuse of traffic light/ do not keep the traffic light	√				√		
10	Not obeying traffic rules and regulations	√					√	
11.	Crossing the road jumping over forbidden fences	√				√		
12.	It was difficult to cross the road for needy people	√					√	

Source: AARTMA report, March 2010 E.C

As one can see from the table above from the report of Addis Ababa Road traffic safety Education and awareness assurance directorate capacity building team, there is a visible and significant change between the participation of young volunteers and before their participation. According to the report made in March 2010 E.C, those changes and improvement related to road safety education and pedestrian awareness is changed due to the change made by AARTMA.

The management team in collaboration with the traffic officers implemented the following major functions to improve road safety and awareness of pedestrians in particular and all traffic users and stack holders.

The identified major problems related to the utilization of road were solved effectively by young traffic volunteers because of the following measures taken:

- Awareness creation program for both the community and students on road utilization was given
- Both pedestrians and drivers were made to be able to use the road safely and risk-free than before
- The number of pedestrians crossing around square is minimized
- Pedestrians were shown crossing on bridges where necessary
- Pedestrians were informed repeatedly to watch left and right before crossing the road and now it is better than before
- The number of pedestrians jumping over forbidden fences was reduced
- Helping the needy people while crossing the road is made to be a habit/moral obligation for all even though volunteers started it.
- There is improvement in crossing the road by keeping the traffic light
- The respect ion and implementation of traffic rules and regulations is seen to be better than before
- Giving priority to pedestrians among drivers is improved

So, from this, we can say that there is a significant change between the time when the participation of volunteers in traffic support and without the participation of volunteers. Therefore, we can observe that the role of youth volunteers is inevitable in minimizing pedestrian's road crash and awareness creation in the community.

4.5. Major Challenges in Volunteer Management of AARTMA, Youth Volunteer Program

Research in volunteer management shows that there are a number of challenges that need to be addressed by volunteering organizations (Hager,2004). Thus there are two sides to the problem of volunteer management namely the challenges faced by management in volunteering organizations and the poor management practice leading to difficulties faced by volunteers. Concerning the major challenges in volunteer management, the officer replied “One of the major problems is that most of the volunteers are not certified in their academic career. This makes difficulty while delivering training and the implementation of some technological advancement although there are volunteers with first degree. There is also a lack of uniformity among the site cooperators as they are performing the same task differently, Shortage of facilities to volunteers/

coordinators like stopper (we have but not enough and also not portable as it is metal). The other problem is related to the budget he mentioned volunteers ask for the better payment than the sanitation fee which is funded from Addis Ababa city government.

No	Items		Rating scale				Total
			Minimum allowance payment	Equipment problem	All	No challenge	
1	What are the challenges encountered by young volunteers during the volunteer program?	#	39	22	138	51	250
		%	15.6	8.8	55.2	20.4	100

Table 4.7 Major challenges faced by volunteers

concerning the major challenges faced by the young volunteers during volunteer practice, 138 (55.2%) of the total 250 respondents admitted that there is a question of balanced allowance payment and fulfillment of necessary equipment's during the volunteer practice by selecting the option 'All'. The remaining 39 (15.6%) and 22(8.8%) of the respondents replied that the challenges are minimum allowance payment and equipment problem like shoe, raincoat respectively while not a small number of respondents 51(20.4%) replied that there is no challenge they faced during their participation as a volunteer in the agency. As one of the coordinators specified that the monthly allowance for the volunteers is 1,300 Birr which is not enough to cover expense related to sanitary equipment, transport fee etc.

Furthermore, he stated that some pedestrians were not in a position to obey the rules and instructions which are given by young traffic volunteers. On the other hand, some traffic coordinators are complaining about permanent traffic staff that they don't punish drivers when they give them the plate number and code of the vehicle which were caught disrupting.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

This chapter is divided into three main parts. These are summary, conclusion, and recommendation. Summary deals with or states of the main points of the study. The conclusion also sums up research questions based on the result of the study. Finally, recommendation puts actions to be done for the study, based on the results under chapter four by the concerned bodies.

5.1. Summary

The purpose of this study was to assess the challenges and effectiveness of volunteer participation and management in AARTMA. To achieve the desired goal of this study, the following basic questions were prepared for the research specific objectives.

- What is the management practice of the AARTMA young volunteers' program?
- What are the challenges faced by the agency during volunteer management practice?
- What are the challenges encountered by the volunteers within volunteer management practice?
- What are the main roles of youth volunteer participants?
- The volunteer management practice in the AARTMA youth program is effective or not?

Therefore, to achieve the goal of this study data gathering instruments were prepared by the researcher carefully. The instruments were questionnaires interview and document analysis. The questioners were distributed for 250 young traffic volunteers. The interview was also conducted with the coordinator of young traffic volunteers and the directorate director of the AARTMA. Besides document analysis was made through the report of Addis Ababa city police commission traffic report to see the changes in traffic management before and after the involvement of young volunteers.

In this study, the researcher used a descriptive research design and a mixture of quantitative and qualitative data analyzing method. The convince sample techniques and purposive sampling methods where used. A convince sample method was prepared for young volunteers whereas a purposive sampling technique was used for the agency's director and coordinators of young traffic volunteers. The number of questions prepared for young traffic

volunteers was 250 whereas the interview delivered to the director of the agency and young volunteer was semi-structured and the document revised was the report of Addis Ababa police commission traffic report.

From the study conducted to assess Volunteer management practice in the AARTMA youth volunteer program, it mentioned that the practice of young volunteer participation in AARTMA was started in 2017 G.C in the form of a pilot project from Estifanos to Mexico square with about 100 volunteers. As already mentioned before in chapter 4 the major aim to start this young volunteer participation in traffic management office was to protect pedestrians from accidents and minimize accidents especially on the way of light railway road of Addis Ababa and some black-spotted and crowded areas.

Regarding the management practice as we can refer from the discussion part respondents of the questionnaire and the interviewee replied the same response to the relation the recruitment of young traffic volunteers i.e. 241 (96.4 %) of the volunteer participants replied that it is significant to recruit young volunteers to the support the work of AARTMA and all of the interviewee including the director of the agency said the same. In the same way, asked about the advantage of Assigning volunteers in their resident area or near post, the majority of the respondents 227(90.8%) of them replied that Assigning volunteers in their resident area has a great significance.

Concerning significance of volunteers training and being a member of AARTMA young traffic volunteer, many of them replied that they get skills and experience which may help them in their future career and end above all as the target of being volunteer is to help/assist others' the motivation and satisfaction volunteers get from being a volunteer is invaluable. From the respondents of the questionnaire, 196(78.4%) of the respondents replied that they have got, awareness about traffic law, traffic conduct and improved their discipline in addition to skills and experiences they get from AARTMA. So we can say that the management of AARTMA in this aspect was done very well in exposing the volunteers to get the above advantages even though there are limitations.

Supervision and support in an institution is made to identify the strong and weak side of the workers and the organization itself. Supervision is not only to see the problems but to support the majority of the respondents 110 (44%) replied that the agency sometimes makes supervision and support. In the same way, 137 (54.8%) respondents of the questionnaire replied that the

supervision and support from the agency needs to be improved. The coordinators under the interview session mentioned that the advantage of supervision for the volunteer is it helps the volunteers to show their problem during the work hour so that they could get support from the coordinator very easily. However, the coordinator also stated that the agency is not performing supervision in accordance with the schedule due to different factors. But the director of the agency replied that the supervision is consistent and scheduled although there are some limitations.

Beside When the respondents of the questionnaire were asked about the part of the management practice needs improvement, they observed during their management practice, the majority of the respondents 137 (54.8%) replied that the supervision and support from the agency need to be improved. Under the interview session it was also mentioned by the coordinators that even though there is a constant schedule for supervision, sometimes, it might not work due to peak time workload. The director of the agency during the interview admitted that there is a limitation in addressing all the sites, but the supervision is consistent and scheduled.

In relation to the effectiveness of volunteer management Volunteers, coordinators, and directors of the agency were asked if they think that the Volunteers' management practiced in AARTMA is effective or not; 115 (46%) of the respondents of the questionnaire replied that the management practice of the agency is good enough. But the majority of the respondents i.e. 135(56%) replied that they don't think that the management practice of the agency is good enough to the vast responsibility and objective of the agency. But in the interview section the volunteer coordinators claimed that, even though there are limitations under the work of the managers in the agency, it seems to be good in meeting the objective of the agency which is minimizing the fatality of pedestrians and improving the awareness of the community about road safety and traffic educations through volunteers. The result of the interview with the director of the agency and the report of Addis Ababa police commission signals that, the management practice of AARTMA is to be said effective. In this regard, AARTMA is seen performing different effective and promising beginnings as an agency in traffic management and volunteer participation particularly in pedestrian fatality and road safety education through the participation of young volunteers.

Regarding the Role of volunteers as we can see from the document analysis comparative analysis of road traffic safety education and pedestrians' awareness before and after the participation of young traffic volunteers report in march 2012, there is significant change after the involvement of volunteers in traffic management system some of the changes including the number of pedestrians jumping over forbidden fences was reduced, the needy people got help Helping while crossing the road, pedestrian improvement in crossing the road by keeping the traffic light and resection and implementation of traffic rules and regulations were some of the significant changes that achieved by the volunteers.

The other objective of the study was to identify major challenges in the volunteer management practice Therefore the collected data revealed that there are limitations concerning management practice including supervision and support, incentives, and budget for better allowance, the fulfillment of necessary equipment and facilities and lack of consistent commitment among few volunteer coordinators. It was observed during the interview and questionnaire distribution and collection time that, most of the volunteers were seen coordinating and supporting pedestrians without the necessary equipment and even badge which may indicate that they are volunteer traffic coordinators. As was mentioned by the director of AARTMA, and volunteers themselves, the allowance for sanitation is very low and this disappoints many volunteers although they joined the program voluntarily. But the director said that although it may directly influence the management practice of the agency, the budget itself for sanitation was funded by the city government of Addis Ababa and the agency doesn't have the right to allot budget due to the restricted financial budget system of the government.

Lack of motivation and appraisal in giving recognition of the work of an individual is the other challenge in the agency which hinders the motive of volunteers and the work of the agency too. Asked whether the volunteers have ever received any recognition or prize from the agency, 167(66.8%) admitted that they haven't got any prize or recognition to their contribution from the agency since they started working as a volunteer.

5.2. Conclusion

Based on the result of the study the researcher put the following conclusion on the extent to which challenges and effectiveness of volunteer participation and management in AARTMA are managed and assessed. The description and analysis were made on different issues and factors like the effectiveness and management of volunteers, the management practice needs improvement, benefits, and significance of Volunteers, major challenges in the agency, supervision, and support, volunteers' performance management.

To sum up, as assessed about the challenges and effectiveness of young volunteer management practice of AARTMA, the data showed that there are a promising effort and progress in minimizing pedestrian crash and fatality and the overall management of the agency although there are determinant factors which hinder the endeavor of the agency and young volunteers not to be enough fruitful.

Concerning the effectiveness and management of volunteers, it was seen that the AARTMA is doing good beginning from the recruitment, training, and assigning of volunteers in their nearby area. Even though the management practice in handling, educating/ training the volunteers and creating awareness among the young traffic volunteers and pedestrians was said to be effective, it doesn't mean that the agency is quite perfect in all aspects of the management practice.

Although the management practice bring changes in relation to pedestrians' safety, awareness on traffic education and road safety and fatality rate mainly through the participation of volunteers, it was seen that the management practice and support (good but needs improvement), lack of incentives and budget for better allowance, shortage of necessary types of equipment and facilities and lack of consistent commitment among few volunteer coordinators were the challenges.

Managing insurgent pedestrians and drivers and lack of appraisal or motivational programs for young volunteers is the other challenge observed in AARTMA. The supervision and support made by the agency are limited to address the challenges faced by young volunteers.

5.3. Recommendations

This research shows that the management practice of AARTMA is good enough in addressing the objective of the agency through volunteer management by minimizing pedestrians' fatality rate and improving the awareness of volunteers themselves and the target communities. There are also challenges in the agency as an institution and among volunteers as an individual during volunteerism. Looking the effort and result of those young traffic volunteers in the management of the agency with invaluable result, it is likely and promising to bring the desired change in any field if the limitations/ challenges which hinder the endeavor are resolved.

Thus, based on the general findings, the researcher came up with the following recommendations that can be made:

- The volunteer training and awareness creation program between the AARTMA and volunteer is good but the training period needs to be extended and if possible, additional basic education should also be given
- The allocation/assigning/ of young traffic volunteers in the area were identified as peak place of accident and nearby area for the volunteer is found to be good and effective.
- The relation between AARTMA and Addis Ababa youth and sports bureau should also continue to be strengthened in this way of cooperation.
- The findings of the study show that there is a challenge in some volunteers' coordinator commitment. It is recommended that a serious discussion on the issue of commitment should be made. To this, motivation and praise to volunteers should be made at least by giving them certificates and recommendation letters to ensure that both the Organization and Volunteers have an understanding of what is expected and would make for more effective work.
- An update report on the contributions of volunteers needs to be systematically documented so that the Organization, other potential Volunteers and training institutions can learn out of such experiences.
- The agency is advised to make frequent supervision and support as much as possible to identify the limitation among the volunteers and give solutions and support where necessary.
- Traffic schemes will always require traffic police enforcement of regulations for their success. AARTMA needs to identify those permanent traffic officers from Addis Ababa

police commission who don't take any measure on disruptive drivers when their plate number is given by the volunteers that may adversely affect the commitment of the volunteer.

- Even though volunteers are involving in volunteerism for no benefit, an allowance which is enough for sanitation and daily consumption would bring better change.
- With a view to effectiveness, it is important for traffic management and young volunteer coordinators to be coordinated and deployed network-wide.
- High quality, timely and complete traffic data are essential for the provision of timely and correct traffic information and the deployment of traffic management measures. In Addis Ababa, the vast majority of data are collected manually. The data must be collected at the right places, measured with the correct techniques and the data collected must be well combined.
- Logistics and necessary equipment's used for traffic coordination (like reflective vests, whistles, etc.) and other incentive strategies that may support and ease the work of the young volunteers are very important to be fulfilled.

In general, AARTMA needs a high and continuing degree of institutional and human resource commitment to ensure that its benefits are sustained and for this the establishment of young volunteers traffic management units appropriately.

Furthermore, more effort and strength need to be exerted in developing cities like Addis Ababa by recruiting several volunteers in different fields particularly in traffic management where the fatality rate is high. As such, all sectors and stakeholders must pitch in to improve the traffic situation. Participation would give people a sense of ownership of traffic management schemes and guarantee success for the programs even to overcome the challenges.

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ANNEX 1

Questionnaire for Youth Volunteers

This questioner is prepared for assess the challenges and effectiveness of volunteer participation and management in AARTMA, youth volunteer program. Specifically, to asses challenges and effectiveness of the management by the volunteer side. The questioner is particularly provided for Youth volunteers assigned in 10 sub city of Addis Ababa.

I. Instruction

As stated above this questioner is mainly aiming to study asses challenges and effectiveness of the management so that to recommend solution to improve the management system .Therefore, you are kindly requested to circle what you think appropriate response for the given questions.

II. Background

1. Sex

A. Male

B. Female

2 Location /sub-city/.....

2. Age

4 Do you think recruiting volunteers have significance? A. Yes B. No

5 Do you think training Volunteers have significance? A. Yes B. No

If yes, what benefits do you get as training volunteers in the agency?

A. Awareness about traffic law

B. Aware of traffic conduct

c. Improve discipline

D. All

6 Do you think the training period is enough to exercise volunteer program?

A. Yes

B. No

7. Do you think Assigning volunteers in their residence area have significance?

A. Yes

B. No

8. Do you think the service hours of volunteers are enough? A .Yes B. No

9 Does the agency supervise and support volunteers? A. Yes B .No

If yes, how frequent does the agency supervise and support volunteers?

A, Always B, Rarely C, Sometimes D, Never

10 Do you think supervision and support of the agency have significance to the volunteers?

A. Yes B. No

11 Do you think the Volunteers management practiced in the agency is effective?

A. Yes B. No

12 Do you think the current volunteer management practice in the agency, helps you to continue as volunteer? A. Yes B.No

13 Does the agency Evaluate volunteers? A. Yes B. No

14. How does the agency identify the star and less effective (low performer) volunteers? By

A. Inspection B. Self-Evaluation C. Peer evaluation D. Efficiency plan/form

15. Have you ever received any recognition or prize from the agency? A. Yes B. No

16. Do you think the involvement of volunteer improve the work of AARTMA in reducing accident? A. Yes B.No

17. Which part of the management practice needs improvement?

- A. The recruitment system
- B. Volunteer allocation system
- C. Orientation and training.
- D. Supervision and support

18 please mention major challenges in the volunteer Management System

Thanks !

ANEXUS II

Interview Guide

Interview Question for Youth Volunteers program Management staff

This questioner is prepared for assess the challenges and effectiveness of volunteer participation and management in AARTMA youth volunteer program. Specifically to asses challenges and effectiveness of the management by the volunteer program management staffs . The questioner is particularly provided for the AARTMA Youth volunteers program employed officers.

I. Instruction

As stated above this questioner is mainly aiming to study asses challenges and effectiveness of the management so that to recommend solution to improve the management system .Therefore, you are kindly requested to circle what you think appropriate response for the given questions.

II. Background

1. Name
2. Position
3. When and how was young volunteer practice started in the agency?
4. How many volunteers involve under the AARTMA, youth volunteer program?
5. What are the volunteer management stapes that implement in AARTMA?
6. Where is the peak place where volunteers are permanently allotted?
7. How frequent you perform inspection (supervision and support)?
8. What are the advantages/ significance/ of the supervision in controlling the activity of the volunteers or the overall performance of the work?
9. How does the agency identify the star and less effective (low performer) volunteers?
10. Do you think the management practice of the agency is successful?
11. What are the major challenges of the agency in volunteer management system?
12. How is the relation between volunteers and Employed traffic police?

ANNEX- 3

Table 3.1
Table for Determining Sample Size of a Known Population

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	100000	384

Note: N is Population Size; S is Sample Size *Source: Krejcie & Morgan, 1970*

Source:- Krejcie and Morgan (1970)

- N indicates the size of the population whereas n denotes the size of the recommended sample
Thus from Table 1 it can be seen that it is possible to make reasonable predictions about a large population from a sample size that is only within a few hundreds.