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## **Volunteer Management Needs Assessment Among South African Civil Society Organisations: Final research report**

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## Contents

Acknowledgements.....	ii
Abstract .....	2
1 Introduction .....	5
1.1 <i>Volunteering in the South African context</i> .....	5
1.2 <i>VSO/VOESA partnership</i> .....	6
2 Methodology.....	7
2.1 <i>Research design and instruments</i> .....	7
2.2 <i>Sampling and sourcing of contacts</i> .....	8
2.3 <i>Dissemination of the survey</i> .....	10
2.4 <i>Response rate</i> .....	11
2.5 <i>In-depth interviews</i> .....	12
2.6 <i>Constraints</i> .....	12
3 Findings.....	13
3.1 <i>Organisational profile of the participants in the survey</i> .....	13
3.2 <i>The profile of volunteers used in participating organisations</i> .....	15
3.3 <i>Volunteer management practices evident in participating organisations</i> .....	18
3.4 <i>How do organisations go about implementing certain important volunteer management processes?</i> .....	21
3.5 <i>Challenges related to volunteer management</i> .....	25
3.6 <i>Remedies for the volunteer management challenges</i> .....	25
4 Conclusion and recommendations.....	26
4.1 <i>About the organisations</i> .....	26
4.2 <i>Profile of volunteers</i> .....	27
4.3 <i>About organisations' volunteer management practices</i> .....	28
4.4 <i>Further avenues to explore</i> .....	29
Appendix 1: Assessing the capacity of organisations in South Africa to manage volunteers effectively .....	30
Appendix 2: List of organisations interviewed .....	40

## **Abstract**

Although volunteering appears to be a vibrant feature of South Africa's civil society, and a platform that contributes to helping address key development challenges facing the country, there are still some eye-catching contrasts with regards to the state of volunteering in the country. Not only is there little research on the nature and scope of volunteering in the country, the country also lags behind on developing a coherent policy on volunteering. There is little or insufficient government support for the development of volunteering infrastructure to promote a positive image of volunteering as a worthwhile and valuable activity among a diverse spectrum of South Africans. It is against this background that Volunteer and Service Enquiry Southern Africa (VOSESA) is partnering with Voluntary Service Overseas (VSO) to promote an enabling environment for volunteering, particularly among young people in South Africa and the region at large, as well as raising the profile of community-based volunteering as a tool for development in the country. This Volunteer Management Capacity Study, a joint effort of both VOSESA and VSO, seeks to enlighten the capacity needs among South African civil society organisations, and in particular, community-based organisations.

The exploratory research methodology used for this Volunteer Management Capacity Study is both quantitative and qualitative in nature. One-hundred-and-seven organisations participated in an online survey that aimed to establish the volunteer management practices undertaken by community-based and civil society organisations in South Africa. Additionally, some few organisations that do not engage volunteers also participated in the survey as they shared their experiences on why they do not involve volunteers. Eight in-depth interviews were done with eight different organisations around South Africa. These interviews were meant to synthesise and clarify the survey findings.

There were some constraining issues that limited the research study. For instance, the short timeframe of the study made it difficult for VOSESA to exhaustively research all variables relevant to volunteer management, and also hindered VOSESA's ability to reach out to all community-based organisations, especially those without access to the internet. The online survey used in this study restricted the participation of some community-based organisations, as many of them have limited, or no access to the internet. Furthermore, the protracted length of the survey proved to be a disincentive for participation for some organisations. Lastly the multiple volunteer definitions proved problematic: some organisations encountered problems in answering certain questions in the survey because they use different volunteer management practices for different volunteer groups.

The majority of organisations surveyed have connections with local communities with half of the participating organisations being either local community-based organisations or not-for-profit organisations with branches in communities. Most of these organisations are quite resilient as 66% have existed for more than eleven years, and with a history in volunteer management. Looking at the types of volunteers that are involved in the organisations, it is clear that local volunteers are the most common. Most of these local volunteers are from the same community or municipality as the beneficiaries they are serving, thus suggesting that that civil society organisations are providing individuals with opportunities to engage productively in the communities in which they reside, while also developing themselves.

Regarding international volunteers, most volunteers serving in local organisations originate primarily from Europe or North America. Local organisations receive few volunteers from SADC countries or any other African country. Issues of affordability and the lack of volunteer support infrastructure within

many African countries likely deter regional volunteers from engaging in international voluntary service within the SADC region, and South Africa in particular.

The survey data clearly show that the volunteering experience in South Africa is a gendered process. A vast majority of organisations indicate that they involve mainly female volunteers in their activities as compared to their male counterparts. The dominance of female volunteers in organisations was also confirmed in the in-depth interviews. Female dominance in the volunteering industry in South Africa manifests not only in the care sector but, in fact, across sectors. Cultural stereotypes and higher motivation and inclination to volunteer within women are some of the reasons put forward to explain for such female dominance.

With regard to age, volunteering seems to be an activity in which children, adolescents and older people are less involved compared to the active involvement of people in intermediary age groups between 18 and 59 years. In order to increase the contribution of elderly volunteers, some organisations providing services to the aged have a policy of recruiting mostly older volunteers to ensure that there is a peer-to-peer partnership between the beneficiary and the volunteer. For some other organisations, the difficulties in attracting and retaining South African youth volunteers are a result of young people's interest in earning stipends. Therefore, there may be a need for organisations to promote volunteering as an opportunity for youth to develop skills, identify career goals and options, and to broaden social networks, both personally and professionally.

In terms of time commitments, part-time volunteering arrangements over a specified period of time seem to be the most common practice. However, full-time volunteering over a specified period of time is also widespread, just as is volunteering on an ad hoc or intermittent basis. Regarding the issue of skills requirements, it was established that volunteering in South Africa is not biased towards specific levels of education or skills. Although certain types of organisations require particular skills, the lack of professional skills and education qualifications does not constitute a barrier to volunteering in local community-based organisations and not-for-profit organisations. Many organisations are willing to train volunteers recruited on the basis of criteria such as their passion for and commitment to voluntary service, or basic qualifications such as matric or a driver's licence.

More than half of organisations surveyed indicated that they do not have a programme to develop volunteering and volunteers. This means that volunteering is not systematically planned and managed, but rather approached on an ad hoc basis. For organisations that maintain some volunteer management practices, some of those practices emerged as the most common, for example: the recognition of volunteers and their contributions, making use of volunteer task descriptions, orientation and training sessions, and supervision and feedback sessions. Half of the organisations that found these volunteer management practices applicable to their organisation acknowledged that they were well implemented. However, dissatisfaction with volunteer management appeared to be actually more common than satisfaction, with many respondents reporting that their volunteer management practices need improvement.

In many organisations, the relationships between volunteers and staff are of good quality. A significantly high number of participating organisations indicated that volunteers were well integrated and well valued, and dismissed the proposition that volunteers and staff do not work together.

There is wide evidence from this research pointing to the fact that volunteering in South Africa is non-formalised. The prevalence of non-contracted volunteers, the lack of both cash and non-cash support,

and the lack of provision of volunteer learning materials or written materials on the nature and expectations of the volunteering experience signals the informality of volunteering in the country. Cash and non-cash support to volunteers is not a well-established practice in South African organisations; in a wide majority of cases volunteers are not provided with insurance, accommodation, medical and psychosocial support or leave. Lack of formalisation of volunteer management practices can be linked to a shortage of personnel and funding in community-based organisations and civil society organisations – a position that raises the question of why organisations are not funding or budgeting for volunteer programmes which they value and would like to retain. However, the informality indicated above does not imply that the volunteer experiences are of inferior quality. None of the organisations interviewed suggested that their volunteer programme was dysfunctional as a result of the lack of formalisation. In fact, many organisations considered that their volunteer programme was making a considerable contribution. For some organisations there is a fear that formalisation may result in higher costs and increased overheads.

The research also illustrates that organisations are appreciative of the involvement of volunteers and would like to see an increase in volunteering. Indeed, most organisations recognise volunteers and their contributions in a consistent manner. Again, most organisations in the country hold feedback sessions with volunteers. Not only do these practices show that organisations are appreciative of volunteer efforts, they also connote the different organisations' passion to see the growth and development of the volunteering fraternity.

Organisations also identified various, but common, challenges deterring and hindering the growth and development of volunteering in South Africa. Common challenges related to volunteer management, including the lack of national policy guidelines on volunteering, problems of both human and financial resources, and also the issue of competition for volunteers amongst organisations. The organisations identified the need for a clear volunteer policy (within organisations), increased funding from both the government and private sector, as well as a national policy framework on volunteering with well-defined volunteer programmes as some of the suitable remedies for the noted challenges.

In order to overcome some of the challenges existent in the voluntary sector in South Africa, the study recommends that well-resourced civil society organisations should partner with the government in order to invest in the development of an infrastructure suitable for the development of clear national policy guidelines for volunteer management. The partnership must also undertake capacity building of grassroots civil society organisations on volunteer management practices.

# 1 Introduction

## 1.1 Volunteering in the South African context

**Volunteering has a long and rich history in South Africa.** The spirit of *ubuntu* has been the life source of communities for centuries. During the anti-apartheid movement, volunteering played an indispensable role in challenging the apartheid government and ushering in a new democratic era. Today, many individuals are doing their part in communities across the country to build South Africa to its full potential. The energetic response to Mandela Day in 2010 by South Africans of all backgrounds and all ages signals that volunteerism is still at the core of the South African way of life and that participating in community-based effort has strong appeal.

**That said there is little research on the nature and scope of volunteering in South Africa.** National surveys conducted in 2002 and 2005 show an increase in volunteering in South Africa and together indicate that “service is growing in the country and is a valuable asset that must be supported and strengthened through enabling policies” and structures (Perold, Patel, Carapinha and Mohamed, 2007). VOSESA’s “*Five country cross-national study on civic service and volunteering in SADC*” (2006) found that in poor communities in particular, majority of volunteers share the profile of beneficiaries. Thus, community-based volunteering in South Africa tends to be a relationship between equals, rather than a dynamic between rich and poor. VSO’s research confirms this pattern in the HIV/AIDS sector and also finds that women and girls volunteer their time as caregivers in communities across the country<sup>1</sup>.

**Volunteering is undoubtedly a vibrant feature of South Africa’s civil society,** and contributes to helping to address key development challenges facing the country. The developmental role of volunteers is recognised and supported in a range of South African policies related to HIV/AIDS, disaster management, youth service, education, children, and health professionals<sup>2</sup>. However, South Africa lags behind other countries in the region – such as Mozambique and Namibia – in developing a coherent policy on volunteering and its relationship to national development. For example, in October 2010 the government of Mozambique passed volunteer legislation, which recognises and supports volunteering as an asset that provides community-based development. The government of Namibia has also developed a volunteering policy that promotes people’s participation in the country’s development, and which was tabled in the legislative assembly for consideration in late 2010.

While South Africa has adopted a number of policies that encourage voluntary service in higher education (through service learning and institutional responsiveness), the training of health professionals and youth service<sup>3</sup> there is very little government support for the volunteer infrastructure that supports the practice of volunteering in civil society organisations. For example, it is widely accepted that national and local volunteer centres play a critical role in connecting individuals with volunteer opportunities in their communities, countries and beyond. Yet in South Africa, there is only

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<sup>1</sup> GEMSA and VSO-RAISA (2010). Making Carework Count: A Policy Development Handbook

<sup>2</sup> National Guidelines on Home-Based Care and Community-Based Care issued by the Department of Health in 2001. Volunteering is also highlighted in the Disaster Management Act 2002 and the Immigration Act 2002 as amended by Immigration Amendment Act 2004.

<sup>3</sup> Perold H, Patel L, Carapinha R, Mohamed SE (2007) Civic Service Policy in South Africa in Patel L and Mupedziswa R (eds) (2007) *Research Partnerships Build the Service Field in Africa: Special Issue on Civic Service in the Southern African Development Community*, Johannesburg: Volunteer and Service Enquiry Southern Africa, The Social Work Practitioner-Researcher, Journal of Social Development in Africa. A joint issue of the *The Social Work Practitioner-Researcher*, University of Johannesburg and the *Journal of Social Development in Africa*, School of Social Work, University of Zimbabwe

one Volunteer Centre in the Western Cape that connects individuals with volunteering opportunities and supports non-profit and community-based organisations to develop their volunteer management capacity<sup>4</sup>. With only one Volunteer Centre in the country, many non-profit organisations, and community-based organisations face challenges in accessing the volunteer management support they need to strategically engage and manage volunteers for the benefit of their organisations. Without sufficient volunteer infrastructure, it is also difficult to promote a positive image of volunteering as a worthwhile and valuable activity among a diverse spectrum of South Africans.<sup>5</sup>

## **1.2 VSO/VOESASA partnership**

**In August 2010, Volunteer and Service Enquiry Southern Africa (VOESASA) and VSO South Africa entered into a partnership agreement** that aims to promote an enabling environment for volunteering, particularly among young people in South Africa and the broader Southern African Development Community (SADC) region. This volunteer management capacity study grows out of that bi-lateral agreement and specifically, the commitment to pursue research of mutual interest, which supports efforts of the two organisations in strengthening the volunteer infrastructure in South Africa.

Further to this, the volunteer management capacity study is linked to a National Youth Development Agency (NYDA)-guided initiative, which seeks to support civil society involvement in the promotion of youth volunteering in South Africa. The initiative stresses the need for research on volunteering in South Africa so that contextually relevant capacity-building materials and projects can be designed and implemented.

**Against this backdrop, the volunteer management capacity study sought to shed light on the capacity needs among South African civil society organisations, and in particular community-based organisations.** It is hoped that the results from the study will support efforts by VSO and VOESASA to:

1. Raise the profile of community-based volunteering as a tool for development in South Africa.
2. Shape advocacy strategies and capacity-building initiatives that speak to the indigenous needs and perceptions of volunteering.

The first section of this report describes the research methodology for the study as well as outlines the key constraints of the study. Then the main findings are discussed in relation to the following areas:

- The profile of organisations involved in the study
- The profile of volunteers used in participating organisations
- Evidence of volunteer management practices among participating organisations
- The quality of certain volunteer management practices among participating organisations
- Volunteer management challenges among participating organisations
- Potential remedies for these challenges

The final section looks at emerging patterns in the data and suggests some areas that warrant further consideration and research.

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<sup>4</sup> See [www.volcent.co.za](http://www.volcent.co.za)

<sup>5</sup>The National Youth Service, for example, provides anecdotal reports of young black South Africans viewing the NYS as an option mainly for poor youth who have no other means or opportunities to get ahead. At a SAGE Net Conference held in Cape Town in November 2010, the Cape Town Volunteer Centre related the experience of how difficult it is to promote volunteering among youth today since many young people are more interested in being paid for what they do and don't necessarily see the relationship between volunteering and their personal and professional development. These impressions are as yet unresearched.



## **2 Methodology**

### **2.1 Research design and instruments**

The volunteer management capacity study employed a mixed method approach (both quantitative and qualitative) and was exploratory in nature. As a first step, VOSESA developed an online questionnaire by drawing on three VSO volunteer management assessment tools:

- National Volunteering Programme South Africa Volunteer Programme Development & Management baseline questionnaire;
- National Volunteering Programme Kenya volunteer management rating sheet; and
- National Volunteering Programme Bahaginan benchmarking tool.

The survey also drew on a volunteer management training manual developed in 2008 by VSO and Volunteer Centre Cape Town.

Further to this, VOSESA drew on its research to date on community-based forms of volunteering, international volunteering, as well as youth volunteering in South Africa and the Southern African Development Community (SADC) region<sup>6</sup>. VOSESA's 2011 study on the impact of international volunteering in Mozambique and Tanzania was especially informative.

The survey was aimed at mapping out the volunteer management capacity among South African civil society organisations (CSOs), and in particular community-based organisations (CBOs). It was intended to produce an overarching picture of volunteer management practices within the civil society sector, as opposed to an in-depth understanding of volunteer management within individual civil society organisations. In this way, the survey underpinned VSO's collaboration with NYDA, VOSESA, Volunteer Centre Cape Town and the Southern African Association of Youth Clubs (SAAYC) to support civil society's involvement in the promotion of volunteering in South Africa. In particular, the study findings speak to the need for the development of a national policy on volunteering and to strengthen the capacity of civil society organisations to engage volunteers strategically in their work.

The questionnaire was structured into two parts. The first part was geared towards organisations that involve volunteers and focuses on the extent to which volunteer management systems, mechanisms and policies are in place and utilised among organisations. Furthermore, the first section looked at how organisations can improve their volunteer management practices and included questions about the profile of volunteers serving in organisations. The second part of the questionnaire was for organisations that do not involve volunteers and sought to identify the barriers these organisations face with respect to engaging volunteers.

In total the questionnaire contained 41 questions: 7 questions for organisations irrespective of whether or not they involve volunteers, 30 questions for volunteer-involving organisations and 4 questions for

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<sup>6</sup>VOSESA. (2011). International Voluntary Service in SADC. Host Organisation Perspectives from Mozambique and Tanzania  
UNV (2011). Youth Volunteering, Social Integration and Decent Work: Inspiring Leadership. Discussion Paper prepared for the 48<sup>th</sup> Session of the Commission for Social Development  
Patel L, Perold H, Mohamed SE and Carapinha R (2007) Five-country Study on Service and Volunteering in southern Africa: Research report. Available at [www.vosesa.org.za](http://www.vosesa.org.za)

organisations that do not involve volunteers. Despite the exploratory nature of the survey, the questions were mainly close-ended questions. Many of these questions asked organisations to specify their implementation of certain volunteer management practices and then to rate their usage. This was done to keep the survey completion time under thirty minutes and also to encourage respondents to complete the entire survey. A few open-ended questions were, however, included in an effort to elicit information about the particular challenges faced by organisations in the implementation and/or development of volunteer programmes.

A draft questionnaire was circulated to VSO and Cape Town Volunteer Centre in April 2011 and feedback from the organisations was incorporated into the final draft of the survey. The questionnaire was then uploaded in April 2011 on to Survey Monkey, an online survey management tool used in the dissemination of surveys. VOSESA staff members then tested the survey to ensure functionality and also to review the coherency of the survey. Further changes were made and the survey was then finalised for dissemination in the field during the first week in May 2011.

## 2.2 Sampling and sourcing of contacts

The study sample was sourced through VSO and VOSESA partners. VSO identified four organisations with extensive networks among South African civil society organisations: AIDS Consortium, Far North Community Care and Development, National Association of People Living with HIV/AIDS (NAPWA), and Southern African Media and Gender Institute. Based on its own partnerships in the country, as well as its partnership with VSO, VOSESA identified the following organisations to approach for their participation in the survey: Cape Town Volunteer Centre, CIVICUS, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), loveLife, National Youth Development Agency, Nelson Mandela Foundation, Southern African Association of Youth Clubs (SAAYC) and SAGE-Net. VOSESA contacted each of the organisations between February and April requesting their participation in the study and asking them to share the contact information of their partners/members in South Africa.

VOSESA received a positive response from all of the organisations it approached to participate in the study. However, it only received contact information from ten of the twelve organisations that agreed to participate in the study. The process of securing contact information was quite drawn out and required multiple follow-up emails as well as phone calls. The table below outlines organisations we received contact information from as well as the number of contacts received from each of these organisations.

**Table 1 Initial contacts received for sample**

Network Organisation	Number of contacts received	Network Organisation	Number of contacts received
NYDA	19	AIDS CONSORTIUM	475
NMF	8	SAGE NET	6
CIVICUS	17	SAAYC	98
loveLife	176	NAPWA <sup>7</sup>	9
GIZ	29	OTHER <sup>8</sup>	2

<sup>7</sup> Unlike other organisations, and despite a number of phone conversations and emails, NAPWA only supplied us with the contact information for their provincial offices rather than their partner organisations.

*Volunteer Management Needs Assessment Among South African Civil Society Organisations: Final research report*

Network Organisation	Number of contacts received	Network Organisation	Number of contacts received
VOLCENTRE	408		
<b>GRAND TOTAL</b>			<b>1 247</b>

While Far North Community Care and Development and Southern African Media and Gender Institute both agreed to participate in the study, VOSESA was ultimately unable to source contacts from them. The Director of Far North Community Care and Development, Ramanyimi Nthambeleni Calvin, indicated his interest in participating in the survey to VOSESA staff by phone and by email. However, despite a number of emails and phone calls requesting that he send contact information for the civil society organisations in his network, no contact information was ever received. After searching Southern African Media and Gender Institute's (SAGMI) database, the Training Manager, Arnelle Meyer, indicated that the organisation does not work directly with community-based organisations and thus did not have any contact information to send to us.<sup>9</sup> She suggested we contact Babalwa from Community Connections (a CBO), who typically assists SAMGI to convene CBOs and to involve them in its work. While Community Connection did have a list of CBOs that do engage with SAMGI, these organisations did not have email addresses. Given the online nature of the survey, as well as our deadline for fielding the survey, we could not involve the organisations in the survey. VOSESA followed-up with SAMGI and requested contact information for not-for-profit organisations in its network, but did not receive a response to this email.

The sample size was further constrained by the fact that email addresses were missing from many of the contact information spreadsheets shared with VOSESA. For example, loveLife shared the contact information for its 176 community-based partners across the country, but does not have any email addresses for these organisations.<sup>10</sup> VOSESA thus determined that it could not involve loveLife in the online survey. Similarly, only 31% of the contacts from the AIDS Consortium could be utilised in the survey given the lack of email addresses for the majority of contacts. Overall the survey universe was thus reduced by 50% (from 1 247 to 622) owing to the lack of email addresses. The table below outlines the scenario for each of the organisations

**Table 2 Paring down the sample**

Network organisation	Total contacts received	Contacts with emails	Percentage of contacts with email addresses
NYDA	19	18	95
NMF	8	4	50
CIVICUS	17	17	100
loveLife	176	0	0
GIZ	29	28	97

<sup>8</sup> The Director of VOSESA, Helene Perold, added one additional organisation to the sample (Camphill in the Western Cape) while Thabang Mhlanga from NAPWA Gauteng Provincial office suggested we include an organisation with which the organisation partners, Show Me Your Number.

<sup>9</sup> The request to SAMGI by email and by phone was for contact information for the civil society organisations SAMGI works with, including community-based organisations. However, there was a misunderstanding that the focus of the study was exclusively on CBOs.

<sup>10</sup> Owing to the lack of email addresses, VOSESA held discussions with loveLife about involving their partners by disseminating hard copies of the survey to their provincial offices for further dissemination to their partners (i.e. community-based organisations, which they call franchises). VOSESA learned on Tuesday 17 May that loveLife could participate and sent the survey to loveLife for printing and dissemination. Regrettably, however, the return of these questionnaires had not been effected by 8 July 2011, making it impossible to include this data in the report.

*Volunteer Management Needs Assessment Among South African Civil Society Organisations: Final research report*

Network organisation	Total contacts received	Contacts with emails	Percentage of contacts with email addresses
VOLCENTRE	408	352	87
AIDS CONSORTIUM	475	147	31
SAGENET	6	6	100
SAAYC	98	39	39
NAPWA	9	9	100
OTHER	2	2	100
<b>TOTAL</b>	<b>1 247</b>	<b>622</b>	<b>50</b>

## 2.3 Dissemination of the survey

The survey was fielded for a total of seven working days from 5-13 May 2011. On 5 May 2011, the first round of emails was sent out to about 425 organisations inviting them to participate in the survey by clicking on a link supplied in the email. These were organisations associated with the Cape Town Volunteer Centre, NYDA, NMF, CIVICUS, GIZ and SageNet. Close to 140 emails bounced back on that particular day. Having also received some new contact information from AIDS Consortium, 147 first round invitations were then sent out on 6 May 2011. Out of those 147 emails sent out, close to 80 bounced back again as undeliverable.

On 11 May 2011, about 50 more invitations were sent out following the reception of contact details from SAAYC and NAPWA. Only a small number of emails bounced back from that dissemination. On that same date, close to 356 reminders were sent out reminding organisations to complete the survey before the 13<sup>th</sup> of May 2011 deadline. On Friday 13 May 2011, the morning of the deadline date, close to 368 last rounds of reminders were sent out to all the organisations that had not completed the survey.

The total survey sample was further reduced due to the high number of invalid email addresses, which caused email invitations to participate in the survey to bounce back. The table below presents how the undeliverable emails, plus the aforementioned lack of email addresses impacted on the study sample.

**Table 3 Final sample**

Network organisation	Total contacts received	Contacts with emails	Bounced back emails	Total Sample <sup>11</sup>	Percentage of contacts used in the study <sup>12</sup>
NYDA	19	18	4	14	73.68
NMF	8	4	1	3	37.5
CIVICUS	17	17	1	16	94.12
loveLife	176	0	0	0	0.0
GIZ	29	28	4	24	82.76
VOLCENTRE	408	352	130	222	54.41
AIDS CONSORTIUM	475	147	80	67	14.12
SAGENET	6	6	1	5	83.33
SAAYC	98	39	9	30	30.61
NAPWA	9	9	0	9	100

<sup>11</sup> Total no of contacts with emails less bounced back

<sup>12</sup> Total sample/contacts received multiplied by 100

*Volunteer Management Needs Assessment Among South African Civil Society Organisations: Final research report*

Network organisation	Total contacts received	Contacts with emails	Bounced back emails	Total Sample <sup>11</sup>	Percentage of contacts used in the study <sup>12</sup>
OTHER	2	2	0	2	100
<b>TOTAL</b>	<b>1 247</b>	<b>622</b>	<b>230</b>	<b>392</b>	<b>32</b>

**As a result of these challenges, the total sample constituted only 32% of the total contacts received from participating organisations.**

Anticipating that there may be some challenges in sourcing a large enough sample, VOESASA decided to disseminate the survey through the South African NGO Network (SANGO-Net). We knew that disseminating the survey to the approximately 4 000 organisations and individuals signed up for SANGO-Net announcements would significantly lessen our survey response rate. However, we decided that this strategy was critical for involving South African organisations from a diverse set of development sectors as well as geographic locations in South Africa. Thus VOESASA decided to pay for two survey announcements to be disseminated through SANGO-Net. The first announcement inviting organisations to take part in the study was posted on 5 May 2011. The corresponding reminder was then announced on 12 May 2011, just a day before the survey completion deadline.

## 2.4 Response rate

A total of 107 individuals responded to the online questionnaire by the 13 May 2011 deadline. The respondents either received an invitation to participate in the survey from SANGO-Net or directly from VOESASA. Of the 107 respondents, 46 learned about the survey through SANGO-Net while 61 respondents received an invitation from VOESASA.

Response rates were determined for both groups and are as follows.

- **Response Rate 1: VOESASA**  
The total sample for VOESASA is 392. Out of the 392, there were 61 responses. Thus the VOESASA response rate is 15.56%  $((61/392)*100)$ .
- **Response Rate 2: SANGO-Net**  
The estimated total sample for SANGO-Net is 4 000. Out of the 4 000 there were 46 responses. Thus, the SANGO-Net response rate is 1.15%  $((46/4000)*100)$ .

While disseminating the survey through the SANGO-Net platform did not increase the response rate, it helped to encourage organisations in our partner networks to participate in the survey as well as to draw in 17 organisations outside of our partner networks. Overall 46% of the respondents indicated their affiliation with SANGO-Net.

It is important to note that not all of the survey respondents answered all of the questions in the survey. The response rate for the different questions varied and thus different response rates can be determined for each question.

## **2.5 In-depth interviews**

In order to help us account fully for some of the patterns that emerged in the analysis of the survey, in-depth interviews were conducted with a selected sample of the survey respondents. These interviews were conducted telephonically in the period between 8 and 29 June 2011. Eight organisations were selected for in-depth interviews from the respondents who completed the questionnaire. This sample was selected purposively, making sure that it represented a diversity of sectors, geographic locations and scale of volunteer involvement. The following organisations were interviewed: ComaCARE Trust (Cape Town, Western Cape), Mdzananda Animal Clinic (Cape Town, Western Cape), Daktari Bush School & Wildlife Orphanage, (Hoedspruit, Limpopo), ElimHlanganani Society For the Care of the Aged (Waterval Township, Limpopo), Breede River Hospice (Robertson, Western Cape), New BeginningZ (Tswane, Gauteng), HIV/AIDS STOP South Africa – HASSA (Johannesburg, Gauteng), Diabetes South Africa (Cape Town, Western Cape). A list of interviewees is provided in Appendix 2.

These organisations span three provinces (Limpopo, Western Cape and Gauteng). They use volunteers at different scales (between 10 and >100 annually) and work across a range of sectors: health, social and community development, animal welfare, and environment and conservation.

## **2.6 Constraints**

VOSESA experienced a number of constraints throughout the volunteer management capacity study, which are worth noting.

### **a. Short time frame**

Given funding restrictions, the timeframe for the study was originally two months. Based on VOSESA's request, it was then extended to approximately four months. During this period, VOSESA spent the bulk of its time sourcing the sample and developing the survey, both of which were highly time intensive. As a result, there was not sufficient time to *circulate the survey more widely for feedback* amongst key partners in the voluntary sector. Additionally, while VOSESA tested the survey internally amongst its staff, it was *unable to pilot the survey* prior to disseminating it more broadly. Lastly, the survey was fielded for seven days, while we would have preferred to field the survey for a longer period of time (approximately 14 days).

### **b. Sample**

When VOSESA approached organisations to participate in the survey, the response was overwhelmingly positive. That said, sourcing the sample for the survey was the most challenging aspect of the survey. It took some organisations over a month (and in some cases two months) to send us the contact information. In a few cases, this was because the person who had agreed to send the contact information was out of office or travelling following our request, and the organisation lacked the capacity to handle our request in their absence. A few other organisations did not have the contact information of their partners in Word or Excel form, so they had to compile the information before sending it to us. At a few other organisations, high-level staff agreed to participate in the study and then requested another staff member to do so. A follow-up phone conversation was required in these cases to explain the request to the junior staff and to convey the urgent need for the information.

Another problem with compiling the sample was that the organisational contact information shared with VOSESA lacked email addresses. This was mainly because many community-based organisations do

not use email and instead rely on communicating with partners by phone. As mentioned above, the absence of email addresses reduced the population of organisations from which to sample by 50%. Further to this, outdated and/or incorrect emails reduced our sample by an additional approximate figure of 20%.

#### **c. Research design**

While VOSESA was able to involve a high number of community-based organisations in the survey, the *online nature of the study* obviously prevented greater engagement by CBOs in the survey. Ideally there would have been more time for VOSESA to disseminate hard copies of the survey by post, as well as to call and interview a small percentage of CBOs without email addresses. Further to this, the survey was *not quasi-experimental* in design. As a result, the study lacks a comparative aspect, although this is something that could be built in for future research. The study also does not factor in a volunteer perspective on the volunteer management practices among civic society organisations.

#### **d. Length of survey**

As an exploratory study on volunteer management capacity in South Africa, the survey looked at the range of volunteer management practices that might be present within organisations. It looked at a number of these in detail, while also asking a number of questions about the typical profile of volunteers among South African organisations. While numerous attempts were made to shorten and simplify the survey, the fact that many organisations did not answer all of the questions indicates that it may have been too long. It also raises questions about the accessibility of the survey for organisations that may not be familiar with (or practice) aspects of volunteer management.

#### **e. Defining and categorising volunteers**

While there was originally a question in the survey asking respondents to define the term 'volunteer' we decided to take out that open-ended question because of concerns about the length of the questionnaire. While VOSESA employed the UN definition of volunteering to inform the survey, this was not made explicit in the online survey. In retrospect, we should have included this definition in the survey so that respondents could relate their own experience to the survey objectives.

The only category of volunteers mentioned is in relation to the length of service as well as the origin of the volunteer (e.g. international volunteer from SADC, local volunteer from surrounding community). A few respondents wrote to VOSESA and indicated that they involve a complex range of volunteers and apply different volunteer management practices to the different volunteers. The survey did not provide for organisations to report on these different categories of volunteers, since it was seeking an organisation-wide picture. The qualitative interviews however, helped us learn more about the different categories of volunteers at organisations and gave us greater insight into how they are engaged.

## **3 Findings**

### **3.1 Organisational profile of the participants in the survey**

It is important to note the characteristics of organisations that have taken part in the survey, as this information is crucial in interpreting their responses and gauging emerging trends. Some 50% of participating organisations are either local community-based organisations or not-for-profit organisations with branches in communities. Local faith-based organisations constituted 8% of

*Volunteer Management Needs Assessment Among South African Civil Society Organisations: Final research report*

respondents while international organisations with branches in other countries represented 11% of the respondents. Some 16% of participating organisations indicated they do not have branches in communities. These figures clearly show that the majority of respondents have connections with local communities. This represents a realisation of a key objective of the survey, which sought to reach community-based organisations in particular.

The participating organisations belong to various civil society networks and mostly operate in the Western Cape and Gauteng. However, many of them are also present in other provinces. Their activities mainly fall within the education and training sector, community development, health services, child welfare and development, youth development and human and social services.

It also appears that the great majority of participating organisations (66%) have existed for more than 11 years. Only one organisation is less than one year old. These levels of duration suggest that the organisations that participated in the survey are resilient and demonstrate a level of sustainability. It is evident that the research has definitely reached well established and functioning organisations as opposed to *ad hoc* or occasional structures. Most organisations have a long history of involving and managing volunteers in their programmes. Many have used volunteers in their activities for more than 10 years (37.2%), some for periods ranging from 6 to 10 years (17.9%) and some for a shorter time period ranging from 1 to 5 years (30.8%).

From the organisations that responded to the online survey, eight were selected for in-depth interviews. Below we provide a brief overview of these organisations to help interpret their perspectives with regard to volunteer management issues.

Established in 2005, ComaCARE Trust (Cape Town, Western Cape) works with patients in a coma and their families. Mdzananda Animal Clinic is situated in Khayelitsha, Cape Town, where it provides veterinary services to the community. As the communities it serves cannot afford veterinary services, the organisation relies on donations to sustain itself. Daktari Bush School & Wildlife Orphanage (Hoedspruit, Limpopo) provides underprivileged students from surrounding rural villages or communities with weekly training on a variety of topics including environment and conservation issues, prevention against HIV/AIDS and other social issues. ElimHlanganani Society for the Care of the Aged is an organisation based in Waterval Township, Limpopo, where it renders services to the elderly, to youth and people living with HIV/AIDS in the township and surrounding small communities. The organisation has a multipurpose centre where people come for training and other services. However, volunteers placed in each small community carry out the care work for the elderly. Breede River Hospice (Robertson, Western Cape) takes care of terminally ill people, particularly cancer patients. It was started by a group of volunteers that learned from St. Luke's hospital in Cape Town about how to go about creating a hospice. New BeginningZ (Tswane, Gauteng) serves as a haven for children who have gone through difficult experiences: children living and working on the streets, child-headed households and abandoned babies and toddlers. HIV/AIDS STOP South Africa – HASSA (Johannesburg, Gauteng) is an organisation that works on HIV/AIDS prevention. Finally, Diabetes South Africa is an association whose main objective is to provide a support structure to people suffering from diabetes. The Western Cape branch in Cape Town was interviewed for this survey.



### **3.2 The profile of volunteers used in participating organisations**

The vast majority of organisations (93.3%) make use of volunteers. Only 6.7% of surveyed organisations indicated that they do not involve volunteers in their programmes. This clearly shows that volunteer involvement in community-based organisations and not-for-profit organisations is a widespread practice. It is also a proof that people are giving part of their time and energy in volunteering in community projects or various programmes of not-for-profit organisations.

Almost one third of the organisations surveyed (32%) make use of fewer than 10 volunteers annually. Another significant group of organisations (22.2%) involve from 21 to 50 volunteers annually. Some 14.8% of organisations make use of 11 to 20 volunteers annually and another small group of organisations (13.6%) indicated that they use more than 100 volunteers annually. Significantly, almost one fifth of the organisations (17.3%) indicated that they involve more than 100 volunteers annually. These figures bear testimony to the extensive use of volunteers in community-based organisations and a variety of other civil society organisations.

In-depth interviews with selected organisations show that volunteers form an integral part of their core business. Organisations across diverse sectors heavily rely on volunteers for the provision of services. In other words, volunteers undertake the essential operations of most of these organisations. It is thus clear that without the involvement of volunteers, most of these critical services rendered to communities and vulnerable members of the society would be non-existent. In fact, most of the selected organisations would not exist or function effectively without the involvement of volunteers because they do not have the resources required to hire paid staff. Most of the selected organisations would agree with H. K. Moussa, the Project Manager of HASSA when he stated: "we have limited staff and our activities are all done with volunteers. Volunteers are very important to us."

In looking at the types of volunteers that are involved in the organisations who responded to the survey, it is clear that **local volunteers are the most common type of volunteers**. Some 32.4% of respondents stated that their organisations only involved local volunteers. Usage of volunteers is certainly higher than this percentage when one takes into account organisations that make use of both international and local volunteers. In this context, the qualifier "local" in local volunteers refers to South African nationals who get involved in various volunteering experiences in a variety of localities. Significantly, **most surveyed organisations use local volunteers of the same community or municipality as the beneficiaries**. Some 58.3% have stated: "in the last year, they mostly used local volunteers from the same community or municipality as the beneficiaries they are serving".

Following the category of local volunteers, the next most common category of volunteers are **international volunteers coming from outside Africa**. Some 7.4% of the organisations said they were only using international volunteers. It is also clearly evident that the **involvement of volunteers from other SADC or African countries is minimal**. International volunteers tend to come from Europe and North America. The in-depth interviews with selected organisations helped shed greater light on international voluntary service. It also explained why only a limited number of volunteers come from SADC or African countries.

Various arrangements make possible the involvement of international volunteers in South African organisations. These organisations either source volunteers directly from certain universities or other

institutions in Europe and North America, or access the volunteers through an intermediary sending organisation.

It is also clear that international voluntary service bears a heavy financial cost for the volunteers coming from abroad. Two scenarios emerged from in-depth interviews in this regard. There are no-fee volunteer-involving organisations and there are organisations that charge fees for placing volunteers in their projects. This latter category generally works with volunteer recruitment agencies in Europe to which they pay a commission on each volunteer placement. According to Ian Merrifield, Director of Daktari Bush School & Wildlife Orphanage, some of the host organisations or the European recruitment agencies charge very high fees or commissions. "We charge £500 for 2 weeks. There are other similar organisations here that charge much more than us. Some charge £1500 pounds for 2 weeks", said Merrifield. "Some of these organisations rip off volunteers. It is not fair. I prefer working with recruitment agencies that charge reasonable commission", he commented.

However, for international volunteers, getting involved in a no-fee volunteer-involving organisation such as New BeginningZ or Diabetes SA still comes with significant travel, accommodation, transport and subsistence costs, which generally have to be supported by the volunteer him or herself. A few organisations offer cash or non-cash support, which can cover accommodation, transport, and subsistence costs, but this is an exception rather than the rule.

The amount of money charged by host organisations and volunteer recruitment agencies as well as the huge demand in the Western world for international voluntary service placement opportunities suggests that a very dynamic and profitable industry has developed around this phenomenon. Ian Merrifield stated that volunteer fees covered 75% of the running cost of his organisation and that the organisation doubled its turnover over four years.

The above-mentioned dynamics go a long way into explaining why most international volunteers originate from Europe or North America and why organisations received so few volunteers from SADC countries or any other African country. Issues of affordability and the lack of volunteer support infrastructure in many African countries deter citizens of these countries from engaging in international voluntary service within the SADC region and in South Africa in particular.

The survey data clearly show that **the volunteering experience in South Africa is a gendered process**. Survey responses reveal gender imbalances in the profile of volunteers. A vast **majority of organisations (63.5%) stated that they involve mainly female volunteers** in their activities compared to only 5.4% that involve mainly male volunteers and an additional 31.1% that make use of roughly equal number of male and female volunteers.

The dominance of female volunteers in organisations was confirmed in the in-depth interviews. All selected organisations had used far more female volunteers than male volunteers. This suggests that the female predominance in voluntary service may not be limited to the care sector. Instead, it seems to manifest across sectors. Organisations provided different reasons for this gendered character of voluntary service in South Africa. Some organisations argued that women are inclined and motivated to volunteer, especially in the care sector. "Women instinctively relate more closely to children than men do – they have a motherly instinct and soft feelings for the children", said TahiyyaHassim, Founder and Director of New BeginningZ. Ian Merrifield, Director of Daktari Bush School & Wildlife Orphanage, echoed this explanation: "We host mostly female volunteers, maybe because they are more inclined to care for kids as opposed to male volunteers". Other organisations referred to cultural stereotypes of

gender roles. Jan Webster, Director of the ComaCARE Trust, argued that, "It's all because of the gender stereotypes. The work involved is deep, people have to sit beside comma patients in wards; there is more work. Men do not want to come and sit beside patients. Young men who have volunteered with the organisation were [previously] engaged in other volunteering roles such as campaigns in the townships." TahiyyaHassim echoed the cultural explanation: "Child rearing is considered woman's job in African and Indian cultures". She also called for the deconstruction of these cultural stereotypes in highlighting the potential benefits of men's increased involvement in care and voluntary work: "If more men could be involved, this could help them become good parents. That is why, where possible, the organisation involves both young men and women in support programmes for teenage pregnancy".

As with regards to age, the survey showed that **volunteers tend to fall within an age range from 18 to 59 years**. Only 6.5% of organisations reported having used volunteers younger than 18 years of age, while 15% indicated that they involve volunteers of more than 60 years of age. Volunteering seems to be an activity in which children, adolescents and older people are less involved compared with the more active involvement of people in intermediary age groups.

However, certain organisations providing services to elderly people have a policy of recruiting mostly older volunteers to make sure there is a peer to peer partnership between the volunteer and the beneficiary. This is the preferred policy in ElimHlanganani Society for the Care of the Aged in Limpopo. The organisation reported that most of its volunteers were elderly local community based volunteers who happen to be former teachers or nurses, or people with similar backgrounds who had never found employment.

When it comes to the actual task arrangements and the professional background of volunteers, the research shows a wide diversity of circumstances. The number of hours volunteers devote weekly to their volunteering experience varies a lot and the survey data collected do not show a prevailing pattern. **Part-time involvement over a specified period of time seems the most common arrangement. However, full time volunteering over a specified period of time is also widespread, just as is volunteering on an *ad hoc* or intermittent basis.** This research also established that volunteering is not biased towards specific levels of education or skills. Volunteers are recruited from a wide variety of skill and education backgrounds. This means that although certain types of organisations need professionally skilled and highly educated volunteers, the lack of professional skills and education qualifications does not constitute a barrier to volunteering in community-based organisations and not-for-profit organisations in South Africa.

The in-depth interviews with selected organisations show that **the nature of the services that the organisations provide to beneficiaries determines the skills level required from prospective volunteers**. While specialist skills are required in some cases (see below), many of the organisations interviewed are willing to train volunteers who are recruited on the basis of criteria such as their passion for and commitment to voluntary service or basic qualifications such as matric or a driver's licence.

For example, Daktari Bush School & Wildlife Orphanage, which provides environmental, conservation and life skills training to underprivileged students around Hoedspruit, does not require special skills. The organisation expects most prospective volunteers to be able to train secondary school children on a diverse set of elementary topics. Ms Molly, Assistant Director of ElimHlanganani Society for the Care of the Aged also stated that her organisation does not stress the need for specific skills as this may limit the number of volunteers that become available. Insisting on specific skills may also raise expectations of

financial compensation: “We will have to be able to pay them a lot of money. And we do not have money to pay them. That is why we do not insist on having specific skills.”

Diabetes SA, which uses a large number of volunteers, insisted that though the organisation needs a few professional volunteers, it requires of volunteers more passion, commitment, creativity than skills. In the words of one of Diabetes SA staff member:

Support groups need someone who is motivated and wants to learn more and wants to help others. We don't need any professional skills. A lot of the people we use have a limited level of education – some don't have matric. They just have to be able to understand what diabetes is and want to learn more. In our branch and camp committee we need passion, more than skills. We need them to bring interesting programmes and to research programmes and to learn from other people so we can enhance what we are doing.

HASSA also has no special requirement for skilled volunteers, but tries to provide the basic skills required through training the volunteers: “We don't insist on qualifications. We wanted to deal with all volunteers at the start, but now we are being selective, depending on what part of the project we want to run. We try to train them, to give them basic information. HIV/AIDS needs people who know information about AIDS and how to counsel. Matric helps. ” ComaCARE Trust uses a similar approach: “Volunteers need to have skills on how to deal with trauma and depression, the organisation skills the volunteers and in most cases the organisation wants people with matric and a driving license.”

In other cases, however, the organisations provide specialised services, which require volunteers with specific skills. According to TahiyyaHassim, New BeginningZ needs volunteers with skills in child development or occupational therapy: “Post-graduate or final year university students often provide a quality service to The Haven [one project of the New BeginningZ organisation] because they are knowledgeable about child development or occupational therapy. The organisation also relies heavily on the services of medical students and registrars. The organisation would have great difficulty in paying for the children to receive these professional services, which is why these skilled professional volunteers make such an important contribution.” Diabetes SA stated that the organisation also needed professional volunteers who are experts in their fields: “We need volunteers with medical skills because they (members) do call on doctors, dieticians, all sorts of people in the medical field...so we need professional people who are experts in the field.” The project manager of Mdzananda Animal Clinic, Jane Levinson, described their reliance on highly skilled volunteers, most of whom are sourced from UK universities: “The organisation is mostly interested in volunteers with some background in veterinary sciences.”

### **3.3 Volunteer management practices evident in participating organisations**

The core objective of this research project was to establish which volunteer management practices are undertaken by community-based organisations and civil society organisations. To do so, the survey questionnaire presented respondents with a list of standard volunteer management practices, which can be considered as best practices in the field of volunteerism and volunteer management internationally.

The research does not argue that all organisations have to implement all these volunteer management practices. However, to establish what practices are being used, it was important to use a list of best

standard practices. Respondents were asked whether they follow these volunteer management practices:

- a volunteer development programme
- a volunteer policy
- volunteer task descriptions
- application and recruitment process
- signing of a contract with volunteers
- orientation sessions and training for volunteers
- supervision and feedback sessions for volunteers
- mentoring or coaching for volunteers
- cash support (e.g. stipends, reimbursements) and non-cash support(e.g. insurance, accommodation, medical and psychosocial support, leave, etc.)
- recognition of volunteers and their contributions
- evaluation of volunteer programme
- keeping contact with former volunteers, and
- budgeting for volunteers in the organisation.

More than half of respondents (56.3%) indicated they do not have a programme to develop volunteering and volunteers in their organisations. The latter should be understood as a set of internal policies that intend to promote and manage volunteering in the organisation. Lack of a volunteer management programme in these organisations would mean that volunteering is not systematically planned and managed, but approached rather on an *ad hoc* basis. Revelations by many organisations that they did not budget for volunteers in their organisation (46.0%) making it impossible for them to provide cash support (44.8%) or non-cash support (68.4%) reinforce the above interpretation. The fact that many organisations do not make volunteers sign contracts (41.2%) and do not undertake an evaluation of the volunteer programme (46.7%) further highlight the informality and superfluous nature that continues to characterise volunteering in most South African volunteer involving organisations, and specifically among the sampled organisations.

This indicative list of volunteer management practices made sense for the majority of participating organisations. Except for the provision of non-cash support to volunteers and the adoption of a volunteer development programme, **more than 50% of organisations said that they follow the listed practices**. This wide agreement with this list of practices in the volunteer management cycle **constitutes a strong argument for promoting these elements as part of volunteer management best practice**.

Certain volunteer management practices emerged as the most common among organisations. These include: recognition of volunteers and their contributions (97.1%), volunteer task description (84.9%), orientation sessions and training for volunteers (80%), supervision and feedback sessions (78.8%), application and recruitment process (78.6%), mentoring or coaching for volunteers (73.9%), a volunteer policy (70.8%), and keeping in contact with volunteers (71.4%).

The mere indication that a volunteer management practice is used in an organisation does not tell us how well it is implemented. The research sought to capture respondents' assessment of these practices as implemented in their organisations. Participants were asked to express their level of satisfaction with the volunteer management practices in their specific organisations using a four-level scale: "well", "needs improvement", "not well", and "not applicable". Satisfaction was expressed with regards to task description (51.8%), signing of contracts with volunteers (51.5%) and recognition of volunteers and their

*Volunteer Management Needs Assessment Among South African Civil Society Organisations: Final research report*

contributions (50%). **Half of the organisations that found the practices applicable to their organisational volunteer management processes acknowledged they were well implemented in their organisations.** A less significant group of organisations are satisfied with how the following processes are run: the application and recruitment process (45%), orientation sessions and training for volunteers (44.4%), a volunteer policy (39.6%), supervision and feedback session (32.3%), mentoring or coaching for volunteers (37.7%).

**However, dissatisfaction with how volunteers are managed is actually more common than satisfaction.** Statements listing volunteer management practices that need improvement were more strongly endorsed than the statements of general satisfaction. The group of dissatisfied participants increases in size as one aggregates the “needs improvement” and “not well” categories. It is also striking that these questions record the highest number of “not applicable” or blank responses. Between 28 to 59 participants either found elements of the list of volunteer management practices “not applicable” or did not answer the relevant questions. This means that **for many organisations the listed practices are neither applicable nor familiar.**

The results are captured in Table 4 below.

**Table 4 How well does your organisation use these volunteer management practices?**

Volunteer management practices	Well No of respondents	% of respondents	Needs improvement No of respondents	%of respondents	Not well No of respondents	% of respondents	Total of cases for which practices are applicable
1. A volunteer development programme	14	26.4	28	52.8	11	20.7	53
2. A volunteer policy	25	39.6	22	34.9	16	25.3	63
3. Volunteer task descriptions	34	51.5	28	42.4	4	6.0	66
4. Application and recruitment process	27	45.0	26	43.3	7	11.6	60
5. Signing a contract with volunteers	28	51.8	16	29.6	10	18.5	54
6. Orientation sessions & training for volunteers	28	44.4	29	46.0	6	9.0	63
7. Supervision & feedback sessions for volunteers	22	32.3	40	58.8	6	8.0	68
8. Mentoring or coaching for volunteers	23	37.7	31	50.8	7	11.4	61
9. Cash support (e.g. stipends, reimbursements)	11	26.8	21	51.2	9	21.9	41
10. Non-cash support (e.g. insurance, accommodation, medical and	11	39.2	7	25.0	10	35.7	28

*Volunteer Management Needs Assessment Among South African Civil Society Organisations: Final research report*

Volunteer management practices	Well No of respondents	% of respondents	Needs improvement No of respondents	%of respondents	Not well No of respondents	% of respondents	Total of cases for which practices are applicable
psychosocial support, leave, etc.)							
11. Recognition of volunteers and their contributions	36	50.0	27	37.5	9	12.5	72
12. Evaluation of volunteer programme	16	25.8	28	45.1	16	25.8	62
13. Keeping contact with former volunteers	14	22.9	28	45.9	17	27.8	61
14. Budgeting for volunteers in the organisation	15	30.0	19	38.0	16	32.0	50

### 3.4 How do organisations go about implementing certain important volunteer management processes?

Going beyond mere indication of implementation of volunteer management processes and self-assessment of the quality of the said practices in one's organisation, the research sought to capture more information on how certain specific practices are used. The questionnaire probed the quality of the relationship between volunteers and staff, the recruitment process, the matching process, the selection process, the content of the contract, the conduct of orientation, feedback sessions and recognition activities. Questions were also asked about the cash and non-cash support provided to volunteers as well as on the evaluation process. The following section analyses participants' responses with regards to these various aspects of the volunteer management cycle.

**Relations between volunteers and staff are of good quality.** A significantly high number of participating organisations repeatedly stated that volunteers were well integrated and well valued in their organisation (80.5%) and dismissed the proposition that volunteers and staff do not work together (52%). Only 8% suggested that volunteers and staff did not collaborate well. In answering the question on whether staff's lack of appreciation of the value of volunteers constituted a challenge to involving more volunteers in the organisation, some 71% of organisations indicated their disagreement. It thus clearly appears that organisations and their staff highly value volunteers and would like to see more volunteers involved in their programmes. The high convergence with regard to the implementation of recognition activities for the contribution of volunteers also supports the finding that volunteering is highly valued in organisations and that internal interactions between staff and volunteers are collaborative.

Concerning the **signing of contracts with volunteers**, almost half of participating organisations do not make their volunteers sign contracts. Only half of respondents (50-54 participants) have found the question applicable to their organisation. This means that for the other half, signing of contracts with volunteers was not part of their volunteer management practice. Looking at respondents' views on the substantive components of standard volunteer contracts, it seems that when contracts are signed, they tend to have little detail and rarely include a penalty for breaking the contract.

The most prevailing **recruitment scenarios** in the volunteer sector are recruitment by the host organisation or placement by a third party organisation in a host organisation. This research shows that only 43% of organisations stated that they recruit by themselves. A significantly higher proportion of organisations receive volunteer placements from international or South African organisations.

In **selecting volunteers**, qualifications matter a lot in 67% of organisations. Neither beneficiaries nor volunteer managers are usually involved in the selection of volunteers. Besides, background checks on candidates on potential volunteers are never done, or not done in a systematic manner. Most organisations admitted that they match volunteers to positions on the basis of attitudes and values (95.1%), the time of assignment and where it will take place (93.4%), time availability (93.5%), interests (90.3) and technical and soft skills (90.1%).

It also appears that **orientation sessions** are centred on the following issues with almost equal importance being devoted to each one: the organisation's vision and mission, organisation's policies, programme or project objectives, volunteer placement (roles, responsibilities and tasks), volunteer support, expected behaviour, expected output and tasks. Most organisations (61%) do not distribute a volunteer handbook or reading pack during orientation or training sessions, although a non-negligible number (39%) have acknowledged providing such volunteer learning materials. Together with the prevalence of not signing contracts with volunteers and the lack of cash and non-cash support, the lack of provision of volunteer learning materials or written materials on the nature and expectations of the volunteering experience represents a further evidence of the informality of volunteering. However, such characterisation does not necessarily imply that the volunteer experiences are of inferior quality.

However, in the in-depth interviews selected organisations acknowledged the need to formalise some of the most important volunteer management processes such as screening of potential volunteers, especially in sectors that provide services to vulnerable members of society (such as children). Overall none of the organisations interviewed suggested that their volunteer programme was dysfunctional as a result of the lack of formalisation. On the contrary, organisations considered that their volunteer programme was making a huge contribution in achieving the objectives of the organisation and serving the needs of the community.

**Feedback sessions** are regarded as crucial to the success of volunteering experiences. They offer opportunities for the management or staff of the host organisation to get volunteers' reflections on their experience in the organisation. Such feedback can be hugely instrumental in improving conditions of volunteering as well as helping the organisation improve its productivity. Some 67.5% of organisations said they hold feedback sessions with volunteers while 32.5% reported not doing so.

**Recognition of volunteers and their contributions** is a practice that most organisations acknowledge they undertake well, either in a consistent manner (68%) or occasionally (30%). This wide convergence shows that organisations are appreciative of the involvement of volunteers and would like to see volunteering grow. Organisations use various ways to mark their recognition of volunteers' efforts and express gratitude. The most common recognition activities include meetings of volunteers with senior management where the latter just say "thank you" to the volunteers (71.2 %), awarding of incentives (T-shirts, caps, certificates, etc.) (77.3%), assistance for volunteers to access opportunities (75.7%), and media coverage of volunteers' activities (65.7%).



However, cash and non-cash support to the involvement of volunteers in organisations is not a well-established practice in South African organisations. In a wide majority of cases, volunteers are not provided with insurance, accommodation, medical and psychosocial support, or leave. However, few organisations have stated that they provided volunteers with other forms of non-cash support. These include food during a campaign, food parcels and material support e.g. second hand goods/training opportunities, rest over weekends, use of the organisation's vehicles for touring the city, professional development opportunities, testimonials, uniforms, accommodation and meals (the latter only to international volunteers). In general, the non-cash support (like the cash support) tends to be either non-existent or non-substantial as illustrated by the above list. Participating organisations tend to explain this state of affairs by pointing to lack of funding or budgeting. However, this still raises the issue of why organisations are not funding or budgeting for volunteer programmes which they value and whose contribution they would like to retain.

The in-depth interviews support the survey findings in respect of the problem of lack of cash or non-cash support for volunteers. Organisations stated that though they valued the contribution of volunteers greatly, they do not have the resources to provide cash or non-cash support. They all hinted at the problem of insufficient or non-existent sponsorship. TahiyyaHassim highlighted how a lack of funding impedes the quality of volunteer management: "Vodacom is the only company that provides salaries. All the other sponsors want only to pay for bottles, milk, nappies or food parcels. This makes it very difficult to raise funds for the processes and systems needed to provide a quality service through an effective organisation e.g. training is not covered, but is a very-much needed component of developing the organisation's people (including volunteers)." Moussa, Project Manager of HASSA, concurred: "We are struggling for funding. So we do not have funds for volunteers. In our proposals we include a budget and would like to pay stipends. We have limited staff and our activities are all done with volunteers. Volunteers are very important to us." Ms Molly, Assistant Director of ElimHlanganani Society for the Care of the Aged also vividly described the financial difficulties faced by her organisation: "We are funded by the Department of Social Development, by Ford foundation, by Absa, by Anglo-American. However, the funding is not sufficient. There are times when we do not have funds. Then we even don't pay volunteers. They know that we only pay them when we have funds. You know how our government works. We sometimes spend 6 to 9 months without receiving any funds from government. And when you receive the funds, they even do not take into account that you had spent months without funding. This is one of the key challenges we are facing as an organisation. As a result of lack of funds, volunteers even quit our work because they also need to be motivated through a stipend."

A few organisations raise enough funds to be able to provide volunteers with various forms of support. Jan Webster, Director of ComaCARE Trust, showed that some organisations have been able to improve their support of volunteers over time: "Two years back, the organisation did not offer any volunteer stipends. Nowadays, the organisation provides stipends to people who work for a few days. It provides a daily rate for people who come in daily. The organisation also provides travel money for volunteers to come to work. It also provides food (peanut butter sandwiches) for volunteers."

Although a steady stream of income is difficult to achieve, planning is an important factor in the provision of cash or non-cash support to volunteers, as is shown in the comments from Jane Levinson, Project Manager of Mdzananda Animal Clinic: "We give local young men or teenagers a stipend, but we are struggling to survive as an organisation and to pay for staff. We haven't approached foundations to support volunteers in the organisation. Before the recession, we had a budget for the accommodation for the international volunteers, but we can't do it anymore. We lend them a vehicle and we pay for the petrol to and from clinic ... because the public transportation is not reliable. Volunteers are not charged

anything." What clearly transpires in Jane Levinson's testimony, is that organisations do not have to wait to have resolved all their financial problems, to start budgeting and investing in supporting the involvement of volunteers.

Finally, the **review of the volunteer programme** in organisations is done after every placement (39.5%), at an annual organisational review (42.1%), or at an occasional moment (36.8%). Only 5.3% of organisations do not review their volunteer programme. It is hard to explain what the reasons behind this lack of reflection could be concerning the involvement of volunteers in one's organisation.

The in-depth interviews confirm the lack of formalisation of volunteer management practices. This does not mean that these practices are all informal, but it is clear that formal practices such as a formal application to undertake voluntary service, screening prospective volunteers and signing a contract with volunteers are not always implemented. However, a few volunteer management practices are well established in organisations. Certain organisations such as Daktari Bush School & Wildlife Orphanage have volunteers sign an indemnity statement and a child policy document. At ElimHlanganani Society for the Care of the Aged, volunteers are made to sign a confidentiality pledge. It is thus apparent that where the law requires a written commitment to a particular ethical code of conduct, organisations make sure that volunteers are aware of the relevant provisions and adhere to them in writing.

Most organisations also have written guidelines that lay out the objectives of the organisation, the nature of its programmes and expectations of the organisation vis-a-vis the volunteers. Training or coaching of volunteers happens in various forms. Feedback sessions are also regularly conducted as well as certain forms of recognition of the contribution of volunteers. Most organisations also make sure they have a dedicated volunteer coordinator or supervisor who may be a volunteer or an employee. What transpires from the in-depth interviews is that organisations are selective about which practices are used and which are overlooked, which practices are formalised and which ones are treated more informally.

To understand the predominantly informal character of volunteer management practices in South African organisations, one has to look at the context in which these organisations operate as well as the variety of arrangements for involving volunteers. In most cases, the multiplicity and complexity of arrangements in volunteer-involving organisations make it difficult to design a completely formalised structure. This is the experience shared by Margot McCumisky, Branch Manager of Diabetes South Africa: "I can understand the reason for formalising volunteer management practices, but sometimes they can be off-putting for volunteers. We don't have a formal structure for volunteering because we work with so many different volunteers. We have volunteers that help with specific projects and with specific events, then volunteers on an ongoing basis like with the support groups; we have a camp committee that helps with our children's camp. To have a formal volunteer policy – it would need to be so flexible and diverse. It just doesn't make sense to formalise it when it [the current situation] is working [for us]."

Jane Levinson, Project Manager of Mdzananda Animal Clinic, highlighted both the strengths and weaknesses of the predominantly informal character of volunteer management practices in her organisation: "The strengths are that it is easier to do in terms of how our systems operate (or myself). I do a lot of multi-tasking. I don't have the time to formalise paperwork. The disadvantage is that when we have volunteers like the one from New York City, we don't have time to research or to check them out properly and you don't have appropriate references. They might be dodgy; you just don't have the time."

Lack of formalisation of volunteer management practices may also be linked to shortage of personnel and funding. Though formalisation may introduce more predictability and possibly higher performance, it is also likely to be associated with higher cost and increased overheads. That explains why organisations that already complain about limited resources are not inclined to fully formalise their volunteer management practices.

In an effort to identify constraints that may be linked to the establishment or running of a successful volunteer programme, the research sought to capture the challenges that organisations experienced in their management of volunteers, or barriers to starting a volunteer programme. These are outlined in the next section below.

### **3.5 Challenges related to volunteer management**

Respondents identified the following challenges as constraining factors that made the management of volunteers in their organisations difficult:

- Lack of clear and well defined volunteer programme.
- Lack of national policy guidelines on volunteering.
- The organisation does not have a clear volunteer programme.
- Problems of resources including stipends, travel, accommodation, etc.
- Lack of appropriate skills, right motivations, right morals or attitudes, reliability, maturity, work experience.
- Unsuitable placement or voluntourism (phenomenon of mostly international volunteers spending more time and energy on tourism rather than on volunteering which is the primary purpose of their travel).
- Competition with other organisations leading to volunteers going to the higher paying organisation or leaving the volunteering experience as soon as they find a job.
- Limited organisational capacity to do justice to their potentials and problems.
- Time consumed in volunteer recruitment and management.
- Short-term volunteers hardly adapt and make impact especially in new projects
- Cultural learning especially for volunteers from overseas.
- Personal safety of volunteers due to high crime rate in the remote rural areas where services are rendered.
- Getting a sufficient number of volunteers.
- As soon as they get a job, they are gone.
- Volunteers only working for a stipend and losing the value of volunteerism.

### **3.6 Remedies for the volunteer management challenges**

To help overcome the above challenges, respondents agreed overwhelmingly with the list of possible remedies suggested in the questionnaire:

- Clear volunteer policy in organisations (95.3%)
- More funding from government to support volunteer work in organisations (94.3%)
- A well-defined volunteer programme at the organisational level (93.8%)
- Making the community more aware of the value of volunteering (92.8%)
- Publishing guidelines on volunteer management (92.6%)

- More funding from the private sector to support volunteer work in organisations (91.3%)
- Workshops for organisations on how to manage volunteers (86.4%)
- National policy framework on volunteering (80.3%)
- Having more volunteer centres for recruitment, training and placement (76.6%)
- Funding support development of good volunteer coordinators
- Government support to make training opportunities available for volunteers
- Annual volunteer indaba
- Close relations between sending and hosting organisations
- Shared pool of volunteer database
- Provision of experienced professional volunteers
- Linking organisations with volunteer placement agencies whether international or local
- Easier visa requirements for international volunteers
- Awareness programmes for cultural understanding especially for international volunteers
- Emphasis on the work ethics of volunteers
- Attracting local volunteers.

## **4 Conclusion and recommendations**

This research represents a pioneering empirical study that starts to map out the field of volunteerism in South Africa. From the findings presented in the previous section, clear volunteer management patterns and important features of volunteerism in South Africa emerge. In-depth interviews with selected organisations have revealed important contextual dynamics surrounding volunteer management practices in South Africa, bringing the complexity and diversity of the sector to the fore. In this section we highlight these issues, focusing on what the research has uncovered about the volunteer organisations, the volunteer management practices, the profile of volunteers in South Africa, the challenges of involving volunteers, possible remedies as well as relevant policy recommendations to strengthen volunteer management practices in South Africa.

### **4.1 About the organisations**

- The vast majority of organisations surveyed involve volunteers (93, 3 %), an indication that the involvement of volunteers in community-based and various civil society organisations is a well-established practice in South Africa.
- More than 50% of surveyed organisations involve local volunteers, a majority of whom reside in the same municipality as the beneficiaries of their voluntary activities.
- Most surveyed organisations have been in existence for at least 11 years, a sign of stability, sustainability and resilience. This also indicates that findings of this study emerge from actual practices in well-established organisations as opposed to *ad hoc* or recently established civil society organisations.
- Volunteers are involved in the core business of organisations, which heavily rely on their contributions for the success of their programmes and the delivery of services to beneficiaries.

## **4.2 Profile of volunteers**

- The volunteer experience is a gendered process, with organisations making use of mainly female volunteers. The female predominance in voluntary service may not be limited to the care sector. In this research it seems to manifest across sectors. Cultural stereotypes about gender roles account partly for the minimal male involvement in voluntary service. Hence, there have been calls from respondents for the critical deconstruction of negative cultural stereotypes and the promotion of greater male participation in voluntary service. Further work is required to determine to what extent this may be related to the specific features of sectors that participated in the survey (health, home-based care, community development, etc.) as well as to the recruitment approaches utilised by hosting organisations.
- Both international and local volunteers are able to add value to South African civil society organisations. However, very few international volunteers come from SADC or African countries. Hence, it is imperative to promote more volunteering of African citizens in other countries of their region or continent. However, issues of affordability and the lack of volunteer support infrastructure in many African countries deter citizens of these countries from engaging in international voluntary service within the SADC region and in South Africa in particular. This goes a long way to explaining why most international volunteers originate from Europe or North America where a well-structured and thriving voluntary sector exists. We recommend that regional (SADC) and Pan African governance and development institutions (both civil society and inter-governmental) invest resources in developing an infrastructure to support cross-border volunteering in the SADC region and the continent more broadly. Such an initiative can offer a great boost for SADC and pan-African integration, learning exchanges, human resource development, inter-cultural understanding and respect, as well as mutual support for citizens across the nations on the continent.
- Most volunteers are local people serving in the communities/municipalities in which they reside. This suggests that volunteering becomes possible when opportunities are easily accessible and volunteers do not have to travel long distances. It also suggests that people have a chance to contribute to the communities in which they reside and that civil society organisations are providing individuals with opportunities to engage productively in society while also developing themselves. It is recommended that these organisations working at the local level be supported and recognised for their role in strengthening communities throughout the country.
- Volunteering seems to be an activity in which children, adolescents and older people are less involved in comparison to the more active involvement of intermediary age groups (18 – 59 years). However, certain organisations providing services to elderly people have a policy of recruiting mostly older volunteers to make sure there is a peer to peer relationship between the volunteer and the beneficiary. The diverse age range of the volunteers serving in the organisations surveyed and the skills flexibility evident in their volunteer recruitment practices suggests that there are many opportunities for people who are interested in voluntary service. The constraint may lie in how to access these opportunities. In view of the fact that there might be a huge untapped potential to involve older persons, especially retirees, volunteer involving organisations need to invest their time and resources in recruiting these types of participants into their programmes. The benefits for this would be two-pronged: it ensures active ageing while communities would gain for the wealth of experiences that this group of people has to offer. Some respondents also mentioned the difficulty in attracting and retaining South African youth as volunteers given their interest in earning stipends. Given this, there may be a need for organisations to promote

volunteering as an opportunity to young people to develop skills, identify their career goals and options, and to broaden their social networks both personally and professionally.

- The duration of volunteer activities varied in length: some are *ad hoc* and intermittent; some are full-time; some are part-time.
- The research also establishes that volunteering is not biased towards specific levels of education or skills. Volunteers are recruited from a wide variety of skill and education backgrounds. It means that though certain types of organisations express the need for professionally skilled and highly educated volunteers, the lack of professional skills and high education levels do not constitute barriers to volunteering in community-based organisations and not-for-profit organisations in South Africa. In general, the nature of the services provided to beneficiaries determines the skill level of prospective volunteers.

### **4.3 About organisations' volunteer management practices**

- Volunteer management practices are still very informal in most organisations. Many organisations do not sign contracts with volunteers and there is little financial investment/budgetary planning for volunteers. Volunteer orientation and training rarely involves distributing written training materials to volunteers. The low number of organisations that require their volunteers to sign contracts may point to ambiguity about the legal environment. This suggests the need to make available guidelines on an organisation's legal responsibility towards volunteers in light of South African labour law. Where contracts are signed, there tends to be no penalty for breaking the contract.
- Many organisations are aware and adhere to best practices in volunteer management, particularly with regards to volunteer task description and the recognition of volunteers and their contributions. However, some 55.4% said they don't have a volunteer development programme. The shortage of funding and volunteer supervisory staff may be the major constraints here, hence the recommendation from many organisations that government and private sector support volunteer management capacity within organisations.
- Virtually all the organisations are not satisfied with their current volunteer management practice and acknowledge that there is room for improvement. This suggests that there may be interest and uptake among these organisations for capacity-building initiatives. Nonetheless, although selected organisations acknowledged the need to formalise some of the most important volunteer management processes such as the screening of potential volunteers, especially in sectors that involve vulnerable members of the society, none of the organisations interviewed suggested that their volunteer programme was dysfunctional owing to a lack of formalisation. On the contrary, organisations believe that their volunteer programme is making a huge contribution to the achievement of their objectives and to serving the needs of the community. What has transpired from the in-depth interviews is that organisations are selective about which volunteer management practices they use and which ones are overlooked, which practices are formalised and which ones are treated more informally.
- More than half the organisations receive volunteers from intermediaries e.g. international sending organisations or South African organisations. This suggests that these organisations are planning for the volunteers and seeking organisations from which to source them.
- To understand the predominantly informal character of volunteer management practices in South African organisations, one has to look at the context in which these organisations operate as well as the variety of volunteer involvement arrangements. In most cases the multiplicity and complexity of organisational arrangements for volunteer involvement make it difficult to design a 'one-size-fits-all' formalised structure.

- Although the formalisation of volunteer management practices may introduce more predictability and possibly higher performance in volunteer-involving organisations, it is also likely to be associated with higher cost and increased overheads. That explains why organisations that already complain about limited resources are not inclined to fully formalise their volunteer management practices.
- The above scenario points to a fertile ground for the germination and nurturing of volunteer management programmes. We recommend that better resourced CSOs should partner with the government in investing in the development of an infrastructure for the development of clear national policy guidelines for volunteer management as well as undertake capacity building of the grassroots civil society organisations (CBOs) on such volunteer management practices. Such a volunteer management policy needs to address critical aspects of access to volunteering opportunities, selection procedures that takes care of volunteer screening and background checks especially for care organisations, signing of contracts and other legal documents that include indemnities, child protection policy, confidentiality, support to volunteers (monetary and in-kind) clear job/task descriptions, supervision, evaluations etc.
- Considering the time constraints in exhaustively researching all the variables relevant to volunteer management, and the need to reach out to CBOs, majority of whom do not have access to the Internet, longer timeframes for similar studies are required in order to ensure participation of CBOs.

#### **4.4 Further avenues to explore**

This research has been based on a self-reported process. It would be important to test independently how regularly organisations are undertaking the volunteer management practices they claim to implement, and to check the extent to which they are embedded in organisational culture and practice.

In addition, a separate survey would need to be conducted to capture the voice of volunteers and get their perspective on the organisations in which they are serving.

## **Appendix 1: Assessing the capacity of organisations in South Africa to manage volunteers effectively**

### **Survey questionnaire May 2011**

#### **Introduction**

Thank you for taking the time to fill in this questionnaire. This survey is part of a study conducted by VOSESA (Volunteer and Service Enquiry Southern Africa).

The study aims to find out more about the capacity of civil society organisations in South Africa to manage volunteers and what they need to improve their management of volunteers. If your organisation does not host volunteers, we are interested in learning what is preventing your organisation from involving volunteers.

We expect that the research findings will shape efforts to strengthen volunteer management capacity in organisations in South Africa. VOSESA is happy to share the findings with participants once it launches the report and hopes that they will be useful to your organisation.

It will take you approximately 20-25 minutes to answer all the questions.

If your organisation does not host volunteers, it will take you approximately 10 minutes to answer questions in sections 1 and 2.

Thank you again for your participation.

Sincerely,

Helene Perold  
Executive Director  
VOSESA

#### **Organisation's background information**

1. Please provide us with your organisation's details.

Name:  
Organisation:  
Your position:  
Physical Address:  
Postal Address:  
City/Town:  
Province:  
Phone Number:  
Email Address:



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Website:

2. Which of the following categories best describes your organisation? *Tick only one.*

- Local community based organisation
- Local church / faith – based organisation
- National not-for-profit organisation with branches in communities
- National not-for-profit organisation without branches in communities
- Regional organisation (i.e. operating in more than one country in the SADC region)
- International organisation (i.e. operations in different countries outside SADC)
- Other:  
Specify.....  
.....

3. Which network/organisation is your organisation associated with? Please choose all that apply?

- AIDS Consortium
- Cape Town Volunteer Centre
- CIVICUS
- Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)
- Far North Community Care and Development
- loveLife
- National Association of People Living with HIV and AIDS (NAPWA)
- National Youth Development Agency (NYDA)
- Nelson Mandela Foundation
- SAGE-Net
- SANGO-Net
- Southern African Media and Gender Institute
- VSO
- Other

4. In which provinces in South Africa does your organisation operate? Tick all that apply.

- Gauteng
- North West
- Free State
- Limpopo
- Mpumalanga
- Eastern Cape
- Western Cape
- Northern Province
- KwaZulu-Natal.

5. How long has your organisation been operating for?

- Less than one year
- Between 1-5 years
- Between 6-10 years
- Between 11-15 years
- Over 15 years

6. In which sectors does your organisation mainly work? *Please tick a maximum of three.*

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- Child Welfare & Development
- Community development
- Cultural heritage/arts
- Disability
- Economic development
- Emergency response/disaster relief
- Environmental protection
- Gender/women's rights
- Health services
- Human and social services
- Humanitarian assistance
- Infrastructure development
- Peace/Human rights
- Senior Citizens / Elders
- Training & Education
- Volunteering and civic engagement
- Youth development

7. Do you use volunteers in your organisation? *Please tick yes or no.*

- Yes (If yes, go to Section 3)
- No (If no, please answer questions 2.1 to 2.6).

**Questions for organisations that do not use volunteers**

1. Why does your organisation not make use of volunteers? *Please tick all that apply.*

- My organisation does not need volunteers.
- My organisation needs volunteers, but does not know where to locate and how to recruit them.
- My organisation needs volunteers, but does not know how to manage them.
- My organisation needs volunteers, but does not have financial resources to provide volunteers with stipends.
- My organisation needs volunteers, but does not have capable staff to manage the volunteers.

2. Which of the following factors prevent your organisation from using volunteers? *Please tick the options that apply.*

	Very important	Important	Unimportant
We don't know how to start a volunteer programme			
It is difficult to find and keep volunteers			
People don't think volunteering is a good use of their time			
We don't know any volunteer placement organisations			
We don't have the staff to manage volunteers			
We don't have the time to keep volunteers busy			
We can't afford to pay stipends			
Staff don't value volunteers			
There are no national policy guidelines on volunteers			
Other (please specify)			

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3. Which of the following could make it easier for you to use volunteers? *Please tick the options that apply.*

	Very important	Important	Less important	Unimportant
A national volunteering policy framework on volunteering supported by Government				
More volunteer centres for recruitment, training and placement				
Making the community more aware of the value of volunteerism				
Workshops for organisations on how to manage volunteers				
Government funding for volunteers				
Private sector funding for volunteers				
Guidelines on volunteer management				
Other (specify)				

4. What are your top three needs for starting a volunteer program in your organisation (if it does not have it already) ?

1. ....
2. ....
3. ....
4. Other, specify: .....

**Questions for organisations that involve volunteers**

1. How many volunteers on average does your organisation use each year?

- Less than 10
- 11-20
- 21-50
- 51 – 100
- More than 100

2. Which of these volunteer management practices do you follow? *Please tick yes or no.*

	Yes	No
A volunteer development programme		
A volunteer policy		
Volunteer task descriptions		
Application and recruitment process		
Signing of a contract with volunteers		
Orientation sessions and training for volunteers		
Supervision & feedback sessions for volunteers		
Mentoring or coaching for volunteers		
Cash support (e.g. stipends, reimbursements)		
Non-cash support (e.g. insurance, accommodation, medical and psychosocial support, leave, etc.)		
Recognition of volunteers and their contributions		
Evaluation of volunteer programme		
Keeping contact with former volunteers		
Budgeting for volunteers in the organisation		

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Volunteer management processes	How well these are working			
	Well	Needs improvement	Not well	Not applicable
A volunteer development programme				
A volunteer policy				
Volunteer task descriptions				
Application and Recruitment process				
Signing of a contract with volunteers				
Orientation sessions and training for volunteers				
Supervision and feedback sessions of volunteers				
Mentoring or coaching for volunteers				
Cash support mechanisms (e.g. stipends, reimbursements)				
Non-cash support (e.g. insurance, accommodation, medical and psychosocial support, leave, etc.)				
Recognition of volunteers and their contributions				
Evaluation of volunteer programme				
Keeping contact with former volunteers				
Budgeting for volunteers in the organisation				

3. How many people in your organisation are responsible for managing volunteers?
4. For how long has the organisation been managing volunteers? .....
5. How well does your organisation use these volunteer management practices? *Please tick the options that apply*
6. How would you describe the relationship between staff and the volunteers? *Please tick all that apply.*

	Always	Sometimes	Never
Volunteers are integrated and valued at our organisation			
Staff feel threatened by volunteers.			
Volunteers don't follow the rules			
Staff feel that get special treatment.			
Volunteers and staff don't work well together			
Volunteers' expertise is not fully used			
Other (please specify)			

7. If you use volunteer contracts, does the contract include the following elements? *Please tick the options that apply by answering always, sometimes or never.*

	Always	Sometimes	Never
Roles and responsibilities of the volunteer			
Roles and responsibilities of the volunteer supervisor			
Roles and responsibilities of the organisation			
Is there a penalty for breaking the contract?			
The duration of the contract			

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8. How do volunteers get involved in your organisation? *Please tick all that apply.*

- Individuals ask us for opportunities to volunteer and sometimes we are able to use them.
- Individuals ask us for opportunities to volunteer and we are always able to use them.
- International organisations approach us about hosting volunteers
- We regularly recruit volunteers ourselves; they are central to our organisation's work.
- South African volunteer placement organisations approach us about hosting volunteers.
- We recruit volunteers only when there is a specific project or activity that volunteers can help with.

9. Which of the following practices do you follow when you assess applicant volunteers? *Please tick the options that apply.*

	Always	Sometimes	Never
We consider if the volunteer has the right qualifications and skills			
We include volunteer managers on the selection panel			
We involve beneficiaries in the selection of volunteers.			
We do background and reference checks on volunteers			

10. Do you match volunteers to specific positions in your organisation? Tick one:

- Yes (go to question 11)

	Very important	Important	Less important
Technical and soft skills			
Interests			
Attitude and values			
Length of service			
Time availability			
The type of assignment and where it will take place			

- No (go to question 12)

11. If yes, tell us the importance of the following issues in placing volunteers. *Please tick the options that apply.*

12. To what extent are following included in your volunteer orientation session? *Please tick the options that apply.*

	Always	Sometimes	Never
The organisation's vision and mission			

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	Always	Sometimes	Never
Organisation's policies			
Programme or project objectives			
Volunteer placement: roles, responsibilities and tasks			
Volunteer support			
Expected behaviour			
Expected output			
Working environment			

13. Does your organisation distribute a volunteer handbook/learning pack to volunteers prior to deployment?

- Yes  
 No

14. Does your organisation hold feedback sessions?

- Yes  
 No

15. To what extent are the following procedures or support mechanisms present in your organisation?  
*Please tick the options that apply.*

	Always	Sometimes	Never
Continuing learning opportunities			
Financial support for transport and other expenses			
Recognition of volunteers			
A computerised database of volunteer information			
Updates to former volunteers about the programme, organisation or community			

16. How does your organisation motivate and recognise volunteers? Do you agree or disagree with the following?

	Agree	Disagree
Annual event to recognise and thank volunteers		
Awarding incentives (T-shirts, caps, certificates, etc.)		
Volunteers know how to make appropriate claims		
Senior management meets volunteers to say "Thank you".		
Media coverage of our volunteer activities		
Assist volunteers to access opportunities (e.g. education, work, internship) when they leave		

17. If your organisation offers non-cash support, which of the following are included?

*Volunteer Management Needs Assessment Among South African Civil Society Organisations: Final research report*

*Please tick the options that apply.*

	Always	Sometimes	Never
Insurance			
Accommodation			
Medical and psychosocial support			
Leave			
Other ( specify)			

18. Does your organisation ever review what contributions the volunteers are making? *Click as many as apply.*

- Never
- Occasionally
- After every placement
- Annual organisational review

19. Do you manage international and local volunteers in the same way? *Please tick the options that apply.*

- We only involve international volunteers
- We only involve local volunteers
- We spend the same time and resources managing international and local volunteers
- We spend more time and resources managing local volunteers than international volunteers
- We spend more time and resources managing international volunteers than local volunteers

20. What are the challenges to involving more volunteers? *Please tick the options that apply.*

	Very important	Important	Less important
There are no national policy guidelines on volunteers			
We don't have a clear and well – defined volunteer programme			
We don't have a clear volunteer policy in the organisation			
We can't afford volunteer stipends			
We don't have the staff to supervise volunteers			
We don't know any recruitment organisations			
It is difficult to find and keep local volunteers			
Our staff don't value volunteers			
Other (specify)			

21. What challenges do you experience with volunteers in your organisation?

.....  
 .....

22. Which of the following could help overcome some of these challenges? *Please tick the options that apply.*

	Very important	Important	Less important
A national policy framework on volunteering			

*Volunteer Management Needs Assessment Among South African Civil Society Organisations: Final research report*

A well-defined volunteer program at the organisational level.			
A clear volunteer policy for our organisation			
More volunteer centres for volunteer recruitment, training and placement			
Making the community more aware of the value of volunteerism			
Workshops for organisations on how to manage volunteers			
More funding from government to support volunteer work in organisations			
More funding from the private sector to support volunteer work in organisations			
Publishing guidelines on volunteer management			
Other (specify)			

23. What are your top three needs for building volunteer management capacity in your organisation or for developing your volunteer programme?

- 1.
- 2.
- 3.
4. Other, specify: .....

**Profile of volunteers in your organisation**

1. What is the gender breakdown of your volunteers annually? Please tick one

- Mainly Male
- Mainly Female
- Equal number of Male and Female

2. What is the age breakdown of volunteers annually? *Tick all that apply*

- Less than 18 years old
- 18-25 years old
- 26-35 years old
- 36-59 years old
- Older than 60 years

3. On average, how many hours per week do volunteers serve? *Please tick all that apply.*

- Less than 5 hours per week;
- Between 6 and 10 hours per week;
- Between 11 and 20 hours per week;
- More than 20 hours per week;
- Other, specify.....

4. On average do volunteers at your organisation

- Volunteer on a full-time basis for a specified period of time?
- Volunteer on a part-time basis for a specified period of time?
- Volunteer on an ad hoc and intermittent basis?

5. In the last year, which of the following volunteers did you mostly use? *Tick all that apply?*



*Volunteer Management Needs Assessment Among South African Civil Society Organisations: Final research report*

- Local volunteers from the same community or municipality as the beneficiaries they are serving
- Volunteers from other parts of South Africa
- Volunteers from other SADC countries
- Volunteers from African countries outside the SADC region
- Volunteers from countries outside Africa

6. Which type of volunteers are most useful to your organisation? *Please tick all that apply.*

- Local volunteers from the same community or municipality as the beneficiaries they are serving
- Volunteers from other parts of South Africa
- Volunteers from other SADC countries
- Volunteers from African countries outside the SADC region
- Volunteers from countries outside Africa

7. Which of the following types of volunteers are involved in your organisation? *Please tick all that apply.*

- Professionals with skills in the field in which they are volunteering
- Professionals that are volunteering in a field that is different from their profession
- People with a secondary education
- People without a secondary education
- Students who are enrolled in university or college at the undergraduate or postgraduate level
- Recent graduates from university or college with little work experience
- People who are no longer employed and who have skills in the field which they are volunteering
- People who are no longer employed and that are volunteering in a field that is different from their former profession

**Thank you very much for sharing this information with us! Your contribution will help improve ways of making volunteering a more rewarding and effective process for volunteers and organisations.**

## **Appendix 2: List of organisations interviewed**

<b>Organisation</b>	<b>Province</b>	<b>Sector</b>	<b>Interviewee</b>	<b>Date of interview</b>
ComaCARE Trust	Western Cape	Health	Jan Webster, Director	24 June 2011
Breede River Hospice	Western Cape	Health	Brenda, Volunteer Co-ordinator	29 June 2011
Mdzananda Animal Clinic	Western Cape	Animal welfare	Jane Levinson, Project Manager	23 June 2011
Diabetes South Africa	Western Cape	Health	Margot McCumisky, Branch Manager	9 June 2011
Daktari Bush School & Wildlife Orphanage	Limpopo	Environment, conservation	Ian Merrifield, Director	24 June 2011
ElimHlanganani Society for the Care of the Aged	Limpopo	Social and community development	Ms Molly, Assistant Director	28 June 2011
HIV/AIDS STOP South Africa (HASSA)	Gauteng	Health	H.K Moussa, Project Manager,	10 June 2011
New BeginningZ	Gauteng	Social and community development	TahiyyaHassim, Founder and Director	8 June 2011