

**SURVEY OF FACTORS THAT DETERMINE VOLUNTEER MANAGEMENT
CAPACITY OF CHARITABLE CHILDREN INSTITUTIONS IN DAGORETTI
DIVISION OF NAIROBI PROVINCE "**

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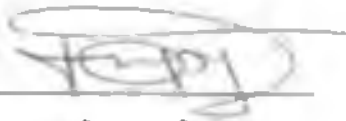
2008



DECLARATION

This project is my original work and has not been submitted for any examination in any other University.

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This project has been submitted for examination with my approval as University Supervisor

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DEDICATION

This project is dedicated to my parents particularly my late father, for their unwavering unconditional love, support and the confidence they always had that one day, I would achieve this level some day.

ACKNOWLEDGEMENT

This project would not have been a success without the support of various individuals and institutions. I would like to sincerely thank my supervisor, Dr. Robert M. Ayot whose constant guidance, support and encouragement enabled me to complete this project in good time. I also extend my deepest gratitude to my dear friends Hope Maina, Dennis Miano and other classmates for their unfailing support and teamwork spirit demonstrated throughout the year of study

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Above all, I thank the Almighty God for enabling me to achieve this.

ABSTRACT

The purpose of the survey was to establish the extent to which best practices that determine the volunteer management capacities are adopted in Charitable Children Institutions (CCIs). Upon interaction with volunteers and observation of volunteer activities in charity institutions and government departments there have been discernible contributions of volunteers to these institutions as well as notable gaps in the management of volunteers as a human resource base with high potential for charities. This project sought to survey the capacities of CCIs to manage volunteers with a view to providing practical recommendations to address the gaps and strengthening the best practices already in use. The practices the survey focused on included; the training of managers in managing volunteers, screening and recruitment, orientation and training, volunteer job design, supervision and recognition of volunteers. Questionnaires based on the familiarity with, prevalence and adoption of these practices were directly administered to a systemic sample of CCIs managers and volunteers in CCIs in Dagoretti division of Nairobi province who were actively involved in volunteer services between February 2007 and February 2008. Mail questionnaires as well as telephone interviews were used to collect data.

The survey established that all CCIs surveyed use volunteers in their activities, either in providing support services or professional service. The results also provided an insight on the different capacities of various institutions in their adoption of these practices and this was dependent on characteristics of the CCI which included professional training of the managers of the CCI, the availability of staff training opportunities, level of funding as well as staff retention level. The survey also generated from volunteers a list of primary needs for their effective performance and satisfaction.

In conclusion, the result indicated that the adoption of volunteer management practices in CCIs in the management of volunteers is not widespread. However the results also indicated existing good practices that need to be strengthened to enhance volunteer retention. The researcher also recommended best practices for eventual maximization and effective use of volunteers to enable volunteers make the best contribution to development.

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Abbreviations

AIDS – Acquired Immune Deficiency Syndrome

CCIs - Charitable Children Institutions

CBOs – Community Based Organizations

HIV – Human Immunodeficiency Virus

HRM - Human Resources Management

ICODEI – Inter-Community Development Involvement

KVDA – Kenya Voluntary Development Association

NCCS – National Council for Children Services

NGOs – Non Governmental Organizations

OVC – Orphaned and Vulnerable Children

PCV – Peace Corps Volunteers

UK – United Kingdom

UN – United Nations

UNV – United Nations Volunteers

USA – United States of America

VSO – Volunteer Service Organization

CHAPTER ONE

1.1 Background to the Study

Charitable children institution (CCI) as defined in The Children Act 2001 as a home or institution which has been established by a person, corporate or unincorporated, a religious organization or a non-governmental organization and has been granted approval by the National Council of Children Services (NCCS) to manage the programme for the care, protection, rehabilitation or control of children. In Kenya, like any other developing country CCIs play an active role in a cross section of sectors including the rescue, rehabilitation and transformation of the lives of destitute Orphaned and Vulnerable Children (OVC), education, child rights campaigns, small scale enterprises for beneficiaries, farming, poverty alleviation among targeted families and others.

The goal of CCIs is to reach out to some of the most vulnerable children in Kenya and give them the chance to live, grow and flourish in a loving, family-oriented environment. Most programs target babies and young children who have been orphaned or abandoned or have disabilities. They also care for a number of HIV-positive infants and children as well as rescue and rehabilitate street children and juveniles in conflict with the law.

Their main objectives include: To give each child the highest quality of care; to work with families, relatives, caregivers and others involved as partners in helping save children's lives and creating secure futures for them; to operate as an active, contributing and caring participant in the community; and to be mindful of their responsibilities to donors.

To realize success in these sectors volunteers are valuable human resource base for CCIs due to their lack of finances to employ qualified staff. Most charities may not get by without their volunteers, and they certainly would be less productive and responsive without them. One main challenge faced by CCIs is how to attract, retain and motivate as well as develop volunteer talent to fully benefit from their services. Carrel(1995) argues that it is generally accepted that quality of an organizations human resources represents a critical factor for business success. However as charitable institutions grow the need to attract and retain qualified workforce including

volunteers becomes increasingly important. CCIs work in partnership with a host of other organizations including government children's department through the National Council for Children Services (NCCS), sponsor organization, voluntary service organizations and Community Based organizations. The CCIs face a lot of challenges resulting from the exponential swelling of OVCs and need for trained staff. Effective and efficient management of volunteers as vital human resource base is one way in improving the capacity of CCIs to successfully accomplish its objectives.

Volunteer can be defined in different ways depending on the context under which the term is used. In general terms a volunteer is someone who willingly gives free help in the form of time, service or skills, through an organization or group. A volunteer can be a professional or non-professional person who provides a service to a welfare or development organization, usually without reimbursement. Volunteers can be involved in one or more of the following: providing direct services to clients; performing administrative tasks, public relations; fund-raising, policy making and advising. Ellis and Noyes(1978) describes to volunteer as 'to choose to act in recognition of a need, with an attitude of social responsibility without concern for monetary profit, going beyond what is necessary to one's physical well-being'.

1.1.2 History and Growth of volunteer Movement

At global level, there is growing awareness that money and people are the two basic parts of any development project initiated by government or by private efforts. Besides unavailability of adequate funds, failure to meet most of the modest goals in development programs has been the lack of personnel at all levels to make and implement the programs needed. Robert Morris(1973) argues that many projects initiated in less developed countries need great numbers of middle level manpower personnel who can serve for a specified period to implement development efforts at the field site. Robert adds that only in the past few years have the planners and administrators in both more developed and less developed countries begun to adequately appreciate this deficit and at lower levels of assistance and to recognize that the mobilization of their youth to serve as volunteers offers perhaps the greatest untapped resource among the tools available to the development. The volunteer movement has provided the beginnings of the first large scale mobilization of this type

Volunteer movement has been characterised by three forms of volunteers. These include; volunteers exported by industrialized countries to work in other countries, domestic volunteers who are usually skilled, educated youth in development programs of their countries and civic service volunteers coming from a large mass of unskilled youth that comprise a major portion of the populations of many countries. The fast growing domestic and civic service programs in Africa offer enormous potential to tap and utilize volunteers as a human resource base which may have a deep impact in the development of the continent.

The volunteer spirit no doubt goes back far earlier than recorded history perhaps to the period when man first became aware of the concept of justice. Some churches have sent lay development workers abroad and the Quakers provided many of the early initiatives taken in work camp organization. According to R. Morris(1975), the primary genesis of the large scale volunteer programs of today can be seen in the many secular short term volunteer work camps that began spreading out through Europe in the early 1920s which held the multinational character of their teams as an important criteria in their formation and in the later emergence of private short term and long term national and overseas volunteer programs. These private efforts and others that followed laid the groundwork, enunciated the philosophies, and developed the leadership under which to a great extent, the movement has grown.

According to a Peacecorps-Africa publication, the first organization that could be termed sizeable and which supported projects in a number of countries (in Africa including Kenya) was Volunteer Service Organization -VSO established in United Kingdom in mid-1958. Total number of volunteers remained small until the great expansion of the movement in the early 1960s. The single most influential factor was the creation of the US Peace Corps in 1961 which in the span of its first year more than doubled the total number of volunteers overseas. The impact of its size and attendant publicity largely overshadowed the fact that the idea had been developing within several organizations. The program did bring volunteer service to prominence and attention.

Adrian Moyes(1966) asserts that since the foundation of VSO in 1958 and US Peace Corps in 1961 volunteer programmes have increasingly come to be thought of in terms of three main objectives; aid for development, public relations within and between countries and a form of education for volunteers themselves. Volunteers have been used for work with the UN since

1961. The aim is to provide young people with opportunities to work for economic and social development on non-political terms.

The volunteer movement and its success has been built upon and characterised by multiplication of the national volunteer programs principally during the 1960s in Europe in particular, which brought the attention of their home populations and the world to bear it. This eventually resulted into the Multinationalization of volunteering which was realized in January 1971 with the establishment of the United Nations Volunteers (UNV). No less important was the new surge of interest on the part of less developed countries that had become convinced of the value of such assistance in their development efforts. These private efforts and others that followed laid the groundwork, enunciated the philosophies, and developed the leadership under which to a great extent, the movement has grown and set precedence that has witnessed the emergence of many local volunteer bodies in developing countries to facilitate volunteer placement in institutions as well as individual volunteers reaching out to serve society in different areas

Volunteering and volunteer work have changed dramatically in the last few years in developing countries. So too have management practices in the charity sector as shrinking resources combined with increasing demands for service press administrators to search for new ways of implementing programs from donors. One of the consequences of these changes has been an increase in the responsibilities assigned to volunteers and paid staff. These new responsibilities have increased the burden on organizations to manage all the paid and unpaid human resources they have mobilized

Volunteers also need suitable framework to function effectively. Some of these frameworks are provided by non-government organisations (NGOs) in developing countries, the UN and its agencies and official aid projects. NGOs provide opportunities for close ties with the local people, for developing self help schemes and for humanely filling the gaps that are inevitably left by a hurriedly put together and ambitious development plan.

As paid and unpaid staff members (volunteers) perform more sophisticated duties and as they work more directly with increasingly vulnerable populations, there is a concomitant increase in the dual burdens of responsibility and liability on the organizations that deploy them. Unless appropriate human resources management practices adaptable to volunteer setting are put in place it becomes an uphill task to maximize the benefits of volunteerism in organizations. The

evolution of volunteerism and the institutionalization of the practice in programs in developed countries as a profession have set precedence to managers of programs in developing countries.

As Glyn Roberts(1980) remarks, 'Volunteers must go where they can give their best, not to institutions which will simply absorb them. Each volunteer must pay his way in terms of productiveness, otherwise he is a deadweight on the people he means to help.' Volunteers need a good employer who understands both their limitations and advantages to enable them do effective work. Although volunteers are versatile and adaptable, they need suitable conditions if they are to make the best contributions to development.

In Kenya, volunteering has gained momentum in the recent past as a critical component of charity work and corporate citizenship. Volunteering has become one of the important means through which Kenyans contribute to building and maintaining a healthy, caring society. People from all age groups, backgrounds and sectors across the country and aliens visiting Kenya lend their expertise, energy and time to help and support charity initiatives. Whether an individual is formally volunteering with an organization or informally lending a helping hand to a neighbor or person in need, these combined acts are a powerful force that help shape a sense of who we are as humans. In Kenya Volunteers work along side the existing staff to care for the children in orphanages. The work in a children's home involves feeding, dressing and keeping the children active within the homes. Other tasks are to clean and tidy the homes as well as cooking.

Several volunteer organizations both local and international operate in Kenya facilitating volunteer activities in different sectors. Some of these organizations include Volunteer Service Organization - UK (VSO), VSO Jitolee, Peace Corps, Volunteer Kenya/ICODEI, Kenya Voluntary Development Association(KVDA), Global Crossroad Kenya Volunteer.

A VSO publication confirms that VSO Kenya volunteers are working in secure livelihoods, disability and HIV & AIDS. VSO -Jitolee also recruits volunteers from Kenya. There are currently more than 150 skilled professionals who have been recruited as VSO volunteers through our Jitolee partner in Nairobi. They are working in 31 countries worldwide.

Since 1965, the Peace Corps Volunteers from USA has been assisting the government of Kenya in meeting its developmental needs by providing skilled volunteers in a variety of disciplines. Peace Corps Volunteers (PCV) support development in four key areas; economic, education, the

environment and public health. To contribute to economic development, Peace Corps focuses on activities, which support creation of new jobs and income generating opportunities. With an important focus on gender equity by expanding girls' access to education and retention in schools, Peace Corps/Kenya launched in 2000, a scholarship program for girls which will be expanded to include children who have been orphaned by HIV/AIDS. The volunteers have successfully created a more conducive learning environment for their students, improving access to necessary resources such as books, stationery, sports equipment and water.

PCV has also been working with government ministries, NGOs and Community Based Organization (CBOs) to promote improvement of environmental health, promotion of environmental education to reduce degradation, and in facilitating small enterprise development and general community capacity. Peace Corps volunteers are helping Kenyans address unemployment and alleviate poverty by focusing on income generating opportunities and micro enterprise development. In addition, they are assigned to technical institutions to assist with computer literacy and the use of information technology in business practices. Through a variety of activities, volunteers provide capacity building among women, youth, CBOs and local NGOs and play a key role in expanding Kenya's Women in Development Initiative.

Global Crossroad Kenya volunteer organizations place prospective volunteers in Charitable Children Institutions to spend meaningful vacation, participate in a service project, and contribute their valuable time to work with orphaned children in Kenya. In collaboration with several partners, Global Crossroad Kenya place volunteers to improve the living conditions in the group home and provide educational activities for the children.

The main beneficiaries of volunteerism have been the Charitable Children Institutions providing temporary care to vulnerable children within Nairobi. Volunteering as a humanitarian practice is one of the most accessible and effective ways for citizens in any country to contribute towards such institutions. However, the inadequate volunteer management capacity as well as difficulties in obtaining adequate resources to provide the necessary infrastructure to support the management of volunteers is a significant challenge for the charities in Kenya. To optimize investment of volunteer time and build capacity within the volunteer sector, charities must involve and manage volunteers more appropriately and effectively.

1.2 STATEMENT OF THE PROBLEM

Despite volunteering being an important service sector for charitable organizations, charities particularly the Charitable Children Institutions (CCIs) in Nairobi lack the capacity to manage and invest in volunteers due to lack of structure within the organizations to support volunteers. The principal component of an organization is its human resources or 'people at work'. It is the Human resources that are of paramount importance in the success of any organization because most of the problems in organizational setting are human and social rather than physical, technical or economic (Mamoria and Cankar, 2001). All activities in an enterprise are initiated and determined by the persons who make up that institution, plants, and offices. Managing the human component is the central and most important task, because all else depends on how well it is done (Likert).

Apparently, most Charitable Children Institutions have enlisted the services of both local and international volunteers. However they have not institutionalized volunteering as an essential element of the organization's human resources. Volunteers in most charities stop volunteering for organizations because of one or more poor management practices. These poor management practices include organizations not making good use of volunteer's talents and time, lack of written policies and job description (to match volunteers to jobs) for volunteers, lack of screening of potential volunteers to ensure appropriate entry and placement in the organization, lack of adequate orientation and training to provide volunteers with the skills and outlook needed, failure to train paid staff on working with and supporting volunteers, lack of formal recognition of volunteers and designating persons who lack the appropriate education, experience and professional credentials to work with volunteers and manage the volunteer program

Researchers and planners in developed countries have undertaken extensive researches and studies on voluntary management and professionalized volunteerism. For instance Grossman and Furano has concluded from their studies in volunteer management that "No matter how well intentioned volunteers are, unless there is an infrastructure in place to support and direct their efforts, they will remain ineffective at best or, worse, become disenchanting and withdraw, potentially damaging recipients of services in the process."

Adrian Moyes(1966) has stressed that volunteers need a good employer who understands both their limitations and advantages to enable them do effective work. Although volunteers are versatile and adaptable, they need suitable conditions if they are to make the best contributions to development. Moves asserts that no matter how many willing and able potential volunteers there are, no matter how desperate the needs of developing countries and charities within, success depends on getting the right people to the right place to do the right work.

Hager and Brudney(2004) has suggested that to enhance volunteer retention and avoid the problems of poor volunteer management highlighted above, they have instituted volunteer management practices adaptable to their setting to maximize benefits of volunteering and have gone ahead to export some volunteers to serve charities in developing countries including Kenya. These practices include; supervision and communication with volunteers, screening and matching volunteers with jobs, investment in recognizing volunteers, provision of training and professional development for volunteers, setting up of written policies and job descriptions for volunteers, training of paid staff in working with volunteers and enlisting volunteers to recruit other volunteers. This study will attempt to find out whether charitable children Institutions in Kenya, particularly in Nairobi, have adopted these practices

1.3 THE PURPOSE OF THE STUDY

The purpose of this study was to establish the extent to which charitable children Institutions have embraced volunteer management practices to enhance their Volunteer management capacity and volunteer retention.

1.4 MAIN OBJECTIVE

The study sought to assist CCIs to develop appropriate strategies for attracting and retaining qualified volunteer workers in child protection and development who are available in the job market in order to provide quality care to destitute children by pointing out the factors that determine best practices in volunteer management.

1.4.1 SPECIFIC OBJECTIVES

The study was based on the following specific objectives.

1. To establish the extent to which the training of managers of CCIs influence volunteer management capacity in CCIs in Nairobi
2. To find out the extent to which volunteer screening and recruitment system influence the volunteer management capacity of CCIs in Nairobi.
3. To find out the extent to which volunteer orientation and training influence the volunteer management capacity of CCIs.
4. To establish the extent to which written policies and job descriptions influence the volunteer management capacity in CCIs in Nairobi.
5. To find out the extent to which supervision and communication with and recognition of volunteers determine the volunteer management capacity of CCIs in Nairobi.

1.5 RESEARCH QUESTIONS -

The research questions provided the basis for data collection that included conversations with a systematic sample of charities about their practices, challenges, and aspirations for their volunteer programs. The focus was on charities' adoption of recommended practices for volunteer management in relation to human resource management practice. The research further explored the relationship between adoption of these practices, other organizational characteristics, and the retention of volunteers. The practices under study were; the training of managers, supervision, communication, orientation and training of volunteers, screening and matching volunteers to jobs, written policies and job descriptions for volunteers, recognition activities and annual measurement of volunteer impact. The findings are intended to provide new insight into volunteer management capacity and retention. The questions included,

1. To what extent does the training of managers of CCIs influence Volunteer management capacity in CCIs in Nairobi?
2. To what extent does the adoption of effective screening, recruitment, intake and volunteer support system influence the volunteer management capacity of CCIs
3. To what extent does volunteer orientation and training influence the volunteer management capacity of CCIs?
4. To what extent does written policies and job descriptions influence the volunteer management capacity in CCIs in Nairobi?
5. To what extent does the supervision, communication with and formal recognition of volunteers influence the volunteer management capacity in CCIs in Nairobi?

1.6 BASIC ASSUMPTIONS

The assumptions below are based on their analysis of historical data, practices of some voluntary organizations and expected future trends. They assist in making predictions, especially about the future. Making these assumptions is critical for evaluating the current status of the volunteer management capacity of CCIs and the various recommendations that may important for improving it. Some of these assumptions include;

1. Adoption of volunteer management practices are not widespread
2. Likelihood of Adoption Depends on Characteristics of the Charity.

3. Some Practices Tied to Greater Retention of Volunteers, Some Not.
4. Charities can use volunteers in recruitment as Well to Maximize Volunteer Retention.
5. Charities with international volunteers exhibit improved volunteer management practices.

1.7 SIGNIFICANCE OF THE STUDY

The study is focusing on volunteers because the prevailing wisdom is that unless organizations pay attention to issues of volunteer management, they will not do a good job of recruiting, satisfying, and retaining volunteers. The study is expected to benefit the proprietors of CCIs, targeted children, CCIs manager, CCIs paid staff and academicians in the following ways:

Proprietors of Charitable children institutions

Volunteering is an important service sector in facilitating implementation of development programs and affects all charitable or voluntary organizations equally and the study in volunteer management capacity of CCIs will contribute to enhancement of their capacities and ability to retain volunteers as well as the overall maximization of benefits of volunteering. This will result in improved performance through consistent achievement of objectives, which enables them to be highly appreciated by the beneficiaries and the community within which they operate.

CCIs Managers or Human Resources Managers

The study will enlighten and provide information to managers of CCIs on what constitutes effective and efficient volunteer management practices and how their application will improve their capacity to manage volunteers.

Volunteers and paid staff

The study will also encourage training of volunteers and paid staff on their roles as partners in providing a supportive working environment in facilitating program development in CCIs they deliver services to.

Academicians

To academicians and Human Resources practitioners, the study is important as an addition to knowledge. It may also stimulate further research in other aspects of volunteer management in charitable organizations

1.8 DEFINITION OF SIGNIFICANT TERMS IN THE STUDY

The terms below are significant to the study and used in the survey in the context in which they are defined. Most of these terms are commonly used by practitioners and professionals in the area to be surveyed.

Charitable Children Institution – means a home or institution, which has been established by a person, a religious organization or a non-governmental organization to manage programs for the care, protection and rehabilitation of children.

Charity - refers to a kind of non-profit organization that solicits and is able to accept donations or gifts from individual and corporate donors. A registered charity in Kenya is a charity which has successfully applied to the relevant parent ministry of government under the Children's Act 2001 or Non Governmental Coordination Act 1990 for charitable status. An organization benefits from obtaining charitable status because it possesses the privilege of issuing official receipts to donors for their monetary contribution. This donor can, in turn, submit the receipt to Kenya Revenue Authority for a tax exemption.

Community Capacity combines building people's commitment and skills to build on strengths within the community to address problems and react to potential opportunities

Donor - a person, group or organization that gives or donates something, usually funding, to a charity. A volunteer can "donate" services or time to help solicit further funding from sponsors

Gifts in-kind are donations made to an organization in some form other than money. Some examples of gifts in-kind include labour, land, food, clothing, office space, furniture, or advertising. Gifts in-kind may also be called in-kind donations.

Human Resources Management - (HRM) concerns the human side of the management of organizations and employees' relations with their organizations. Its purpose is to ensure that employees of an organization are used in such a way that the employer obtains the greatest possible benefit from their abilities and employees obtain both material and psychological rewards from their work

NGO (Non-governmental organization) is almost synonymous with non-profit or voluntary organization

Non-profit may refer to an organization or the entire sector. Non-profit means not conducted or maintained for the purpose of making a profit. Instead, it operates to serve a public good. Any net earnings by a non-profit organization are used by the organization for the purposes of which it was established. As an entire sector, non-profits include government hospitals, voluntary associations like charitable children institutions and religious organizations.

Not-for-profit organization is a synonym for non-profit organization.

Non-profit Organization - an organization governed by a volunteer board of directors, and whose business is not conducted for profit. Organizations of this type are said to belong to the non-profit, which is to say, they are neither government (public sector) nor business (private sector).

Volunteer - is someone who willingly gives free help in the form of time, service or skills, as an individual, through an organization or group

Volunteerism is the theory, act, or practice of being a volunteer or of using volunteers in community service work

Voluntary Organization - an organization with a volunteer board of directors, which includes virtually all not-for-profit associations, from informal associations to registered charities.

CHAPTER TWO

2.0 LITERATURE REVIEW

The definition of the term volunteer is contested — there is no one agreed-to definition, and the term is frequently debated. Some say a volunteer is someone who performs or offers to perform service out of his or her own free will, without payment, usually in support of a charity or non-profit organization, mission-based initiative or community. Others say the term volunteer can apply to someone who receives a stipend for his or her service, as long as the volunteer is engaged in full-time service and has no other paid job. The term is usually used for such service to non-profit organizations, civil society organizations or even initiatives that originate in the public sector (schools, city offices, etc.), but not for those who work for free for a for-profit business.

Some people volunteer formally, through a non-profit organization charity. Other people volunteer informally, helping a sick neighbor, for instance. Some volunteer for clinical trials or other medical research, and may even donate their bodies to science after their death.

Several early researchers have contributed immensely in the field of volunteering and volunteer management and provided varied definitions. Robert Morris(1973) observes that strict definitions of a volunteer are not important, the spirit in which the work is taken up is the most important factor and this, from the organization side, is more a product of the convictions of its organizers and leadership than any structural consideration. He argues that one of the most widely accepted definition of a volunteer is that given by U Thant, a former secretary general of United Nations: "volunteer is a person who gives his services without regard to financial benefit and with the purpose of contributing to the development of the recipient country."pg 254. This definition is however limited to international volunteering and is focused on volunteers from the developed countries moving to less developed countries to support implementation of development programs.

A volunteer can be a professional or non-professional person who provides a service to a welfare or development organization, usually without reimbursement. Volunteers can be involved in one or more of the following: providing direct services to clients; performing

administrative tasks; public relations; fund-raising; policy making and advising. According to Ellis and Noyes(1996), to volunteer therefore is 'to choose to act in recognition of a need, with an attitude of social responsibility without concern for monetary profit, going beyond what is necessary to one's physical well-being.' While definitions vary slightly, any definition needs to contain three essential elements. Thus, volunteering is done by choice, without monetary reward, and for the benefit of the community.

Some of the terms used frequently in the volunteer management study include charity, voluntary organization and charitable children institutions. Charity, as a noun, refers to a kind of non-profit organization that solicits and is able to accept donations or gifts from individual and corporate donors. A registered charity is a charity, which has successfully applied to the government for charitable status. An organization benefits from obtaining charitable status because it possesses the privilege of issuing official receipts to donors for their monetary contribution.

A Voluntary Organization is an organization with a volunteer board of directors, which includes virtually all not-for-profit associations, from informal associations to registered charities. Hospitals and universities are normally excluded from this designation and fit into the more general category of non-profit.

Charitable children institution is a home or institution which has been established by a person, a religious organization, a community based organization or a non-governmental organization and is recognized by a government agency to manage programs for the rescue, care, protection and rehabilitation.

2.2 Volunteer Management Practices

Much of the available literature on the subject of volunteer management as an essential element of an organization's human resources is published in the Developed Countries and tended to address the volunteer management practices within that setting. The developed countries have also been exporting volunteers to less developed countries which apparently have not been able to embrace these same volunteer management practices to improve their capacities to manage, retain and maximize utilization of both local and expatriate volunteers hence the need to study the extent to which charities in Kenya and Nairobi in Particular are capable of managing volunteers as an important human resource.

Since the emergence of volunteer management as a recognized profession, many theoretical models have been researched and created as well as many lists of volunteer management competencies and practices have been established. Many studies have examined the relationship between adoption of human resource practices necessary for management of volunteers and volunteer management capacity of charities or voluntary organizations. For instance Grossman and Furano(2002) identify three elements as crucial to the success of any volunteer program: screening potential volunteers to ensure appropriate entry and placement in the organization; orientation and training to provide volunteers with the skills and outlook needed; and management and ongoing support of volunteers by paid staff to ensure that volunteer time is not wasted. They conclude that no matter how well intentioned volunteers are, unless there is an infrastructure in place to support and direct their efforts, they will remain ineffective at best or, worse, become disenchanted and withdraw, potentially damaging recipients of services in the process.

Hager and Brudney(2004) carried out a Volunteer Management Capacity Study through a 2003 survey among charities in USA. Their findings were based on conversations with a systematic sample of charities about their practices, challenges, and aspirations for their volunteer programs. The survey focused on charities' adoption of nine recommended practices for volunteer management. It also explored the relationship between adoption of these practices, other organizational characteristics, and the retention of volunteers. The practices under study are supervision and communication with volunteers, liability coverage for volunteers, screening and matching volunteers to jobs, regular collection of information on volunteer involvement, written policies and job descriptions for volunteers, recognition activities, annual measurement of volunteer impact, training and professional development for volunteers, and training for paid staff in working with volunteers. The findings provide new insight into volunteer management capacity and retention.

The Research findings showed that adoption of volunteer management practices is important to the operations of most charities. By investing in these practices and by supporting volunteer involvement in other ways, charities enhance their volunteer management capacity and their ability to retain volunteers. Specifically Hager and Brudney(2004) found out that the field of volunteer administration has long promoted a range of best practices, including supervision, data

collection, recognition, and training and concurred with Susan Ellis (1986) earlier research and recommendation that Charities interested in increasing retention of volunteers should invest in recognizing volunteers, providing training and professional development for them, and screening volunteers and matching them to organizational tasks. Steve Mcurley and Rick Lynch (1996) also underscored the importance of formal and informal recognition systems for volunteers as one key volunteer management practice that enables volunteers to receive a sense of appreciation and reward for their contribution and are a significant motivating factor. Recognition can be defined as the formal or informal acknowledgement of achievements, abilities and contributions. It is also about noticing people's efforts and letting them know about it.

Until the Hager and Brudney undertook systematic research, they did not know the extent to which these practices have taken root in the nonprofit sector. They learned that four out of five charities use volunteers in their activities, either in service to others or in helping to run the organization.

Hager and Brudney also established that volunteer management capacity is a function of two things. One is staff support. The other is the adoption of relevant administrative practices necessary for the effective management of volunteers. This finding concurred with an earlier research by Ellis and Noyes (1990) in particular stated that volunteers cannot fully and successfully contribute to an organization without visibility and management attention from paid staff and the management.

They also observed that Charities that use volunteers to recruit other volunteers have higher retention rates. Having volunteers represent the charity implies trust, evidence of a positive organizational culture, and confidence that the charity provides a worthwhile experience for volunteers.

Adrian Moyes (1966) in his survey of usefulness of volunteer in development and how their value to developing countries can be increased, stresses that volunteers can be a useful form of technical assistance for development, fill genuine and important needs in developing countries and provide a valuable and relatively inexpensive addition to other technical assistance programmes. Volunteers can make clear contributions to development by filling posts or gaps that would otherwise be vacant. Volunteers can also help to staff expansion programmes in

government (education expansion of education system and health management-malaria eradication programmes) and non-government development programmes.

Many of the volunteers are also helping to improve standards. For instance, in different African countries volunteers are helping to do activities better. In education, the Ministry of Education in Tanzania claimed in schools where US Peace Corps volunteers had taught there was a measurable and marked improvement in results. Adrian also established that there was a marked effect on development of volunteers in social and relief work. There are so many poor and miserable people in the world that it is natural to want to help them. He says the best way to help the poor is to concentrate in what amounts to relief work, social work in the slums, giving the inhabitants some feeling of self-reliance, ... work in refugee camps, work in blind homes. Such work should involve permanent improvements can be made so that dependence on outside support can be reduced

According to different research findings, the administration of volunteers to ensure appropriate management practices are observed involves recruiting suitable volunteers, finding and if necessary devising suitable jobs and schemes where they can do productive work, getting them there and maintaining them under conditions which allow them to work effectively. No matter how many willing and able potential volunteers there are, no matter how desperate the needs of developing countries and charities within them, success depends on getting the right people to the right place to do the right work.

Michael Adams (1968) has stressed that the volunteer movement through the voluntary agencies of every kind has an important role to play in the developing world as part of the overall strategy for the campaign, which the world must mount against poverty and underdevelopment. To shape the strategy of development is not the function of volunteers. However, they must never forget that expendable, in the sense that they will have achieved their purpose when they have made their presence unnecessary, when the inhabitants of the country themselves possess the knowledge and skills, the aptitudes which for the moment, they must borrow from abroad. And because the ultimate aim, however remote its achievement may seem, must always be to help the developing countries to be self sufficient.

Volunteer management theory is a relatively new idea developed by researchers at the Canadian Volunteer Resource Centre. The central idea of this theory is the volunteer management cycle. It tends to combine good human resource management theory with psychosocial elements that address questions of volunteer motivation and need for recognition. The emphasis in volunteer management theory tends to be on the relationship between the organization and the volunteer, usually focused on the way the person 'in charge of' volunteers (who may, or may not be a paid manager of volunteers) interacts with and for the volunteer.

Job design in Volunteer management which should involve matching of volunteers to jobs and setting clear job descriptions to maximizing use of volunteer talents and time is an area studies have been carried out to establish its importance in Volunteer management. Job design will identify the tasks volunteers can do for the organization to contribute to its mandate. It will let the volunteers know what is expected of them in the way of performance, and it will solidify their commitment.

Little has however been done to adapt the job design model to volunteerism. Put simply, "job design refers to the way tasks are combined to form complete jobs" (Robbins and Stuart-Kotze) Using job design principles results in clear job descriptions, a motivated workforce and successful completion of tasks. People are assigned to a job because they are perceived to be able to fill its requirements. From an employer's perspective, the employee knows exactly what to do and is accountable. From the employee's perspective, the job requirements and responsibilities are clear. A contractual element through either a position description or the employment contract ensures that both employer and employee have a shared understanding of the work to be done.

While a fair amount of volunteer management theory has been borrowed from the wealth of knowledge about general human resource management, the technical aspects of job design found mostly in the corporate sector have yet to be considered systematically by those who recruit and oversee volunteer programming. Yet, it is self-evident that volunteers also want to take ownership of tasks and to experience the satisfaction of successful completion of work assignments. Volunteers, as well as paid staff, have the right to know what is expected of them and will be likely to contribute more if they can see how their role fits into the larger picture. Most importantly, volunteers are increasingly concerned about the appropriate use of their time. According to Susan J. Ellis(1990), when people know what is expected of them, they are happier and more productive. Charities and non-profits are finding it more difficult to match

volunteers to the volunteer positions they have. All of this leads to the conclusion that the charity managers must change how they think about the work that volunteers do and the way tasks are completed to achieve the goals of the organizations. Job design theory provides a helpful basis on which to consider these challenges.

Job design theory has, in fact, very little to do with the volunteer-to-organization relationship. The theory is concerned with the work that needs to be done, regardless of who ultimately does it that is, regardless of whether they are paid or unpaid, how they are managed and by whom. At its simplest, "job design theory requires that we address the question of how to get done what we want to get done in other words, how we achieve our mission/mandate/vision". In many voluntary organizations a sense of urgency guides everything and jobs seem to grow from the imperative to meet these urgent needs, rather than from a strategic long-term approach based on task/function analysis and documentation.

The theory of job design could be put to use in consideration of much of the paid work done in the voluntary sector. However, the new challenges around recruitment and management of volunteers make the introduction of job design in the context of volunteersm a higher priority

In Kenya, International and local volunteers have also been working with government ministries, NGOs and Community Based Organization (CBOs) to promote improvement of environmental health, promotion of environmental education to reduce degradation, and in facilitating small enterprise development. These volunteers are helping Kenyans address unemployment and alleviate poverty by focusing on income generating opportunities and micro enterprise development. In addition, are assigned to technical institutions to assist with computer literacy and the use of information technology in business practices. Through a variety of activities, volunteers provide capacity building among women, youth, CBOs and local NGOs and play a key role in expanding Kenya's Women in Development Initiative. PeaceCorps Volunteers have particularly been instrumental in these activities.

The above findings indicate that although many researchers have carried out research and books published on Volunteer Management, these have mostly been applicable in developed countries where the environment in totality (cultural, economic and social) may be different from that of developing countries like Kenya. Furthermore the researchers have treated volunteer management in a general sense and placed little focus on volunteers in Charitable Children

Institutions in particular. Volunteer management capacity problems in CCIs have therefore remained unresolved due to lack of inadequate research and recommendations for improvements.

Volunteers are valuable human resources in charities today particularly in CCIs. Most charities ~~may~~ not get by without their volunteers, and they certainly would be less productive and responsive without them. Turnover of volunteers can disrupt the operation of the charity targeting vulnerable children, threaten the ability to serve clients, and signal that the volunteer experience is not as rewarding as it might be. CCIs can only succeed in their rehabilitation programs if there is consistency in programming and consistent staff or volunteer contact with the children. High volunteer turnover is therefore not desirable. CCIs cannot be expected to keep every volunteer, but building volunteer management capacity to involve and retain them makes sense for both charities and the volunteers upon whom they rely.

There are two major benefits of volunteerism in general in Kenya as a developing country:

1. Economically, activities undertaken by volunteers would otherwise have to be funded by the state or by private capital, so volunteering adds to the overall economic output of a country and reduces the burden on government spending.
2. Socially, volunteering helps to build more cohesive communities, fostering greater trust between citizens, and developing norms of solidarity and reciprocity which are essential to stable communities.

The social capital represented by volunteering plays a key role in economic regeneration. Where poverty is endemic to an area, poor communities have no friends or neighbours to ask for help, so voluntary mutual aid or self-help is their only safety net.

It is therefore vital to intervene at this point in our local setting particularly in Nairobi to improve volunteer management capacity of our CCIs because Volunteer Management is not divorced ~~from~~ the Human Resources management in CCIs. A study on the way CCIs incorporate volunteer management practices into their general human resources and or general operations for efficiency and effectiveness is therefore important to the future direction of these Charities

2.1: THEORETICAL FRAMEWORK FOR DEFINING THE RESEARCH PROBLEM

PRINCIPLE QUESTION	VARIABLES	OBJECTIVES	RESEARCH QUESTION	UNIT OF ANALYSIS	UNIT OF OBSERVATION
What Factors determine the volunteer management capacity of charitable children institutions in Nairobi?	Charity Managers	To find out the extent to which the training of managers influence the volunteer management capacity of CCIs	To what extent does the training of managers influence the volunteer management capacity of CCIs?	Charitable Children Institution	<ul style="list-style-type: none"> - CCI managers, - Charitable Children Institutions - CCI employees, - Volunteers
	Volunteer Screening and recruitment	To find out the extent to which volunteer screening and recruitment system in CCIs influences their volunteer management capacity.	To what extent does volunteer screening and recruitment system in CCIs influence their volunteer management capacity?		
	Volunteer orientation and training	To find out the extent to which volunteer orientation and training influences the volunteer management capacity of CCIs.	To what extent does volunteer orientation and training influence the volunteer management capacity of CCIs?		
	Written policies and job description	To find out the extent to which written policies and job description for volunteers influence the volunteer management capacity of CCIs	To what extent does written policies and job description for volunteers influence the volunteer management capacity of CCIs?		
	Volunteer supervision, communication and recognition	To find out the extent to which, supervision, communication and formal volunteer recognition influences the volunteer management capacity in CCIs in Nairobi.	To what extent does the supervision of, communication with and formal recognition of volunteers influence the volunteer management capacity in CCIs in Nairobi?		

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CHAPTER THREE

3.0 METHODOLOGY OF THE STUDY

In order to be able to establish the extent to which charitable children Institutions have embraced volunteer management practices to enhance their Volunteer management capacity and volunteer retention, a survey was carried out among five CCIs in Nairobi.

3.1 Scope and Research Design

The study involved the survey of adoption volunteer management practices among CCIs operating in Dagoretti Division, Nairobi. The survey is a research design that involves collection of data from large groups of subjects with the objective of describing certain characteristics of the population such as their opinions attitudes perceptions knowledge, beliefs, abilities among other characteristics. This design was considered most suitable because the analysis involved sizeable volunteers, and managers' populations and its main objective was to establish the managers'volunteers perceptions, practice and attitudes towards the adoption of the volunteer management practices in the CCIs.

3.2, Target Population

The study covered five CCIs that deal with OVCs in Dagoretti Division, West Nairobi District, Nairobi Kenya, which involved volunteers in their program implementation between March 2007 and March 2008.

The survey focused on the CCIs manager's perceptions of the importance of volunteers and their perceived competence with selected volunteer management practices which include screening and matching volunteers to jobs, supervision and communication, volunteer orientation and training, written policies and job description, volunteer recognition systems, and volunteer-staff relations

The survey also targeted the active volunteers in the 5 CCIs to establish their perception of CCIs they work for and the extent of their recognition and application of the volunteer management practices to enable them serve better.

The survey also targeted employees through the managers in CCIs to establish their relationship with volunteers and whether they are trained on working with volunteers to facilitate a supportive working relationship with them.

3.3 Sampling Methods.

The choice of institutions in which to carry out the survey was based on a systematic Random Sampling from a list of registered CCIs in Dagoretti Division from the Nairobi Provincial Children's Office.

3.2.1 Sampling Design.

The total population of volunteers in the targeted institutions was estimated to be 70 Considering that this is a survey, a large sample of 40 of the population was considered appropriate to constitute the sample.

3.2.2 Delimitation of the Study

The study focused on 5 CCIs sampled from Dagoretti Divisions of Nairobi province. The five were selected from a list of CCIs that are registered or recognized by the government's Area Children's Office.

3.4. Instrumentation,

The study relied on both primary and secondary data. Primary data was collected through structured questionnaires. Study questionnaires were developed to gather data and information from respondents related to their perceptions on volunteer management practices in the sampled CCIs, their experiences as direct service providers and their professional backgrounds. The respondents targeted included CCI managers, CCI employees and active volunteers in selected CCIs in Appendix 4

3.5 Methods of Data Collection

Self-administered questionnaires as well as mail questionnaires were used. The questionnaires were composed of both open-ended and closed ended questions. Telephone interviews were also used to gather information from Managers of selected CCIs.

3.6. Data Analysis

Before processing data collected, completed questionnaires were edited for completeness and consistency. Descriptive statistics was used to summarize the data collected. This was based on opinions collected during the interviews, and from tables and diagrams gathered.

CHAPTER FOUR: RESEARCH FINDINGS

This chapter presents the research findings. The findings consist of demographic data, Charitable Children Institutions profile, volunteer management practices, effect of volunteer management on the effectiveness of CCIs, factors affecting volunteer management and a summary of the findings.

4.1 DATA COLLECTION

The survey sought to investigate the extent to which Charitable Children Institutions have embraced volunteer management practices to enhance their Volunteer management capacity and volunteer retention in Kenya specifically Dagoretti Divisions of Nairobi province.

The survey relied on two primary data collected through two structured and self administered questionnaires (see appendix 2 and 3). Data on volunteer management practices and factors affecting volunteering were obtained from 5 charitable children institutions. The survey targeted a sample of 40 respondents constituting of managers and volunteers. The researcher managed to collect data from 5 managers and 20 volunteers from these institutions (25 respondents) representing 62.5 % response rate which was found to be adequate for purposes of the study

4.2 DATA ANALYSIS

Before processing the data, the completed questionnaires were edited for completeness and consistency. The collected data was then coded, cleaned and entered into SPSS software to build a database that was subjected to data analysis. Descriptive statistics such as percentages, tabulations, and pie charts were used to describe, analyze and present the study findings that follow.

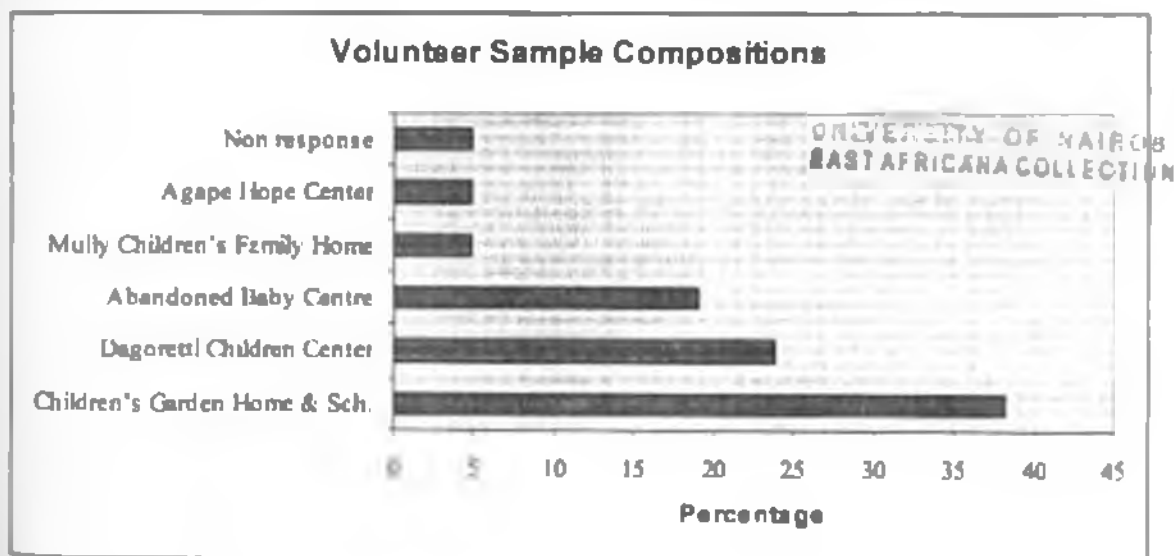
4.3: SAMPLE COMPOSITIONS

The study targeted managers and volunteers from several CCIs. The sample composition is shown in table 1 below

Table 4.3.1: Managers and Volunteer sample compositions

	Managers		Volunteers	
	F	Percent	F	Percent
Mully Children's Family Home	1	20.0	8	38.1
Agape Hope Centre	1	20.0	5	23.8
Children's Garden Home and school	1	20.0	4	19.0
Abandoned Baby Center Nairobi	1	20.0	1	4.8
Dagoretti Children's Center	1	20.0	1	4.8
Non response	1	4.8	1	4.8
TOTAL	5	100	21	100.0

Table 1 above shows that five managers targeted from five children homes were interviewed, while the number of volunteers interviewed from each institution, 38.1% were from Children's Garden Home, 23.8% from Dagoretti Children Center, 19.0% from Abandoned Baby Center the rest: Mully Children's Family Home and Agape Hope Center had 4.5% each. One respondent did not indicate the institution name. This is further exemplified by the bar graph below.

Figure 1. Showing volunteer sample composition and rate of response.

Source: Research Data

Furthermore, bar graph above clearly indicates the distribution of the rates of responses by the CCIs targeted with the high response rate being received from Children's Garden Home at 38.1% and the lowest rate of 4.8% being recorded by Agape Hope Centre and Mully C. F. Home.

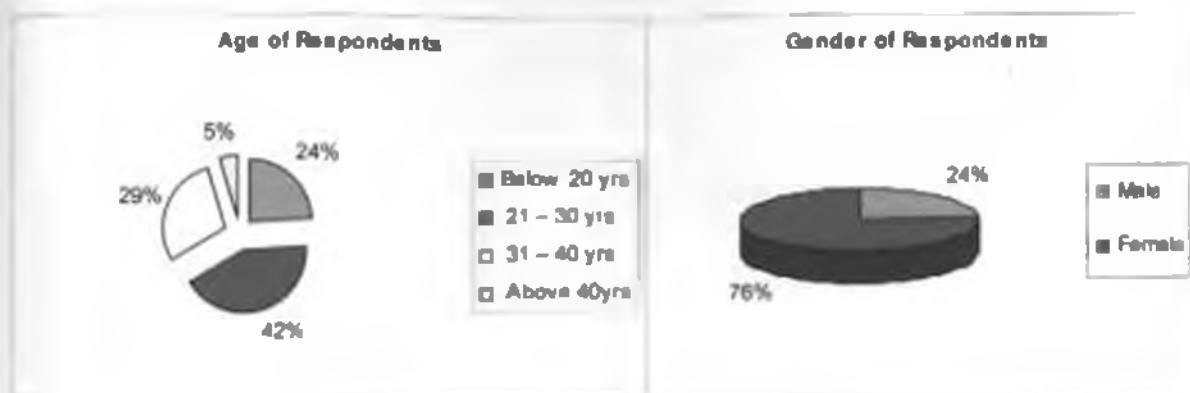
4.4 VOLUNTEERS RESPONSES

Table 4.4.1: Demographics of Respondents - Volunteers

Age	Frequency	Percent
Below 20 yrs	5	23.8
21 – 30 yrs	9	42.9
31 – 40 yrs	6	28.6
Above 40yrs	1	4.8
Total	21	100.0
Gender	Frequency	Percent
Male	5	23.8
Female	16	76.2
Total	21	100.0
Marital Status	Frequency	Percent
Single	12	57.1
Married	9	42.9
Total	21	100.0
Education Level	Frequency	Percent
Secondary	9	42.9
Post secondary certificate	4	19.0
Post secondary diploma	3	14.3
Undergraduate	4	19.0
Missing	1	4.8
Total	21	100.0

As seen in table 1 above 42.9% of the respondents are between the age of 21 and 30 years, 28.6% are between 31 and 40 years, 23.8% are below 20 years, 4.8% are above 40 years. There are more singles (57.1%) working as volunteers as compared to 42.9% married individuals probably due to the majority of the volunteers being youths in the CCIs. The table also indicates that 42.9% of the respondents had secondary education, 19.0% had a post secondary certificate, another 19.0% were undergraduates, and 14.3% had a post secondary diploma only 4.8% representing one person did not give their level of education.

Fig 4.4.1: Pie charts showing Volunteer Age and Gender Distribution.



Source: Research Data

The majority of respondents as indicated by the Pie Chart are youths between the ages of 20-30 years representing 42.9% while older volunteers of above 40 years are the least representing only 5% of respondents. The chart further indicates that 76% were female with only 24% being male. This means that mostly women and youths have great interest in volunteer service.

Table 4.4.2: How Volunteers learnt of volunteer opportunities in the CCIs.

	Frequency	Percent
Church service the children had attended	2	9.5
Through friends	13	61.9
Came looking for employment	4	19.0
Previous social work done here	2	9.5
Total	21	100.0

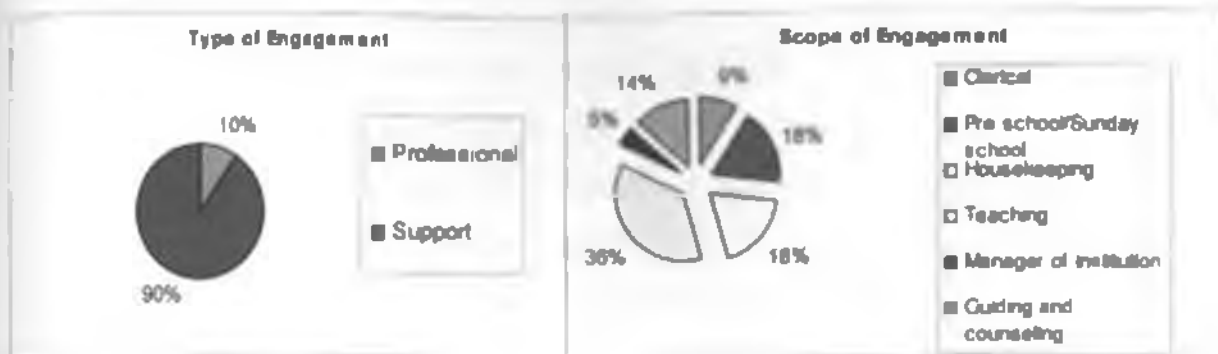
In table 4.4.2 above 61.9% of the respondents say they learnt about the volunteer opportunity through friends, 19% say they did as they went about looking for employment, 9.5% had done previous social work there and another 9.5% learnt it from a church service the children had attended.

Table 4.4.3; Engagement of respondents

Type	Frequency	Percent
Professional	2	9.5
Support	19	90.5
Total	21	100.0
Scope of Engagement	Frequency	Percent
Clerical	2	9.1
Pre-school/Sunday school	4	18.2
Housekeeping	4	18.2
Teaching	8	36.4
Manager of institution	1	4.5
Guiding and counseling	3	13.6
Total responses	22	100.0
Period of Service	Frequency	Percent
Below 3 months	11	52.4
4 - 6 months	3	14.3
7 - 12 months	1	4.8
Above 12 months	6	28.6
Total responses	21	100.0

Table 4.4.3 indicates 90.5% of the respondents act as support staff and 9.5% are professionals and in the various departments that the volunteers work with, 36.4% do teaching, 18.2% help with the pre or Sunday school, and another 18.2% do house keeping, 13.6% do guiding and counseling yet a final 4.5% representing one person is a manager of one the institution. As shown on the table above, a possible 52.4% of the respondents have been volunteers for less than 3 months, 28.6% have been volunteering for over 12 months, 14.3% have done it between 4 and 6 months yet a meager 4.8% have done it between 7 and 12 months.

Fig. 4.4.2; Showing the Distribution of the Type and Scope of Work done by Volunteers.



Source: Research Data.

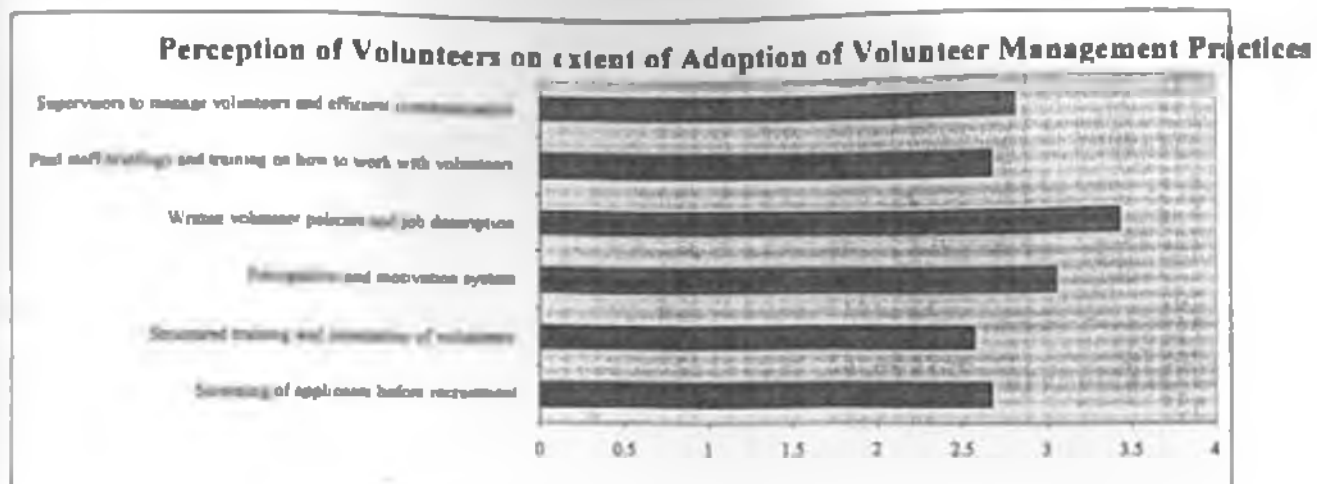
Fig. 4.4.2 above indicates the distribution mode of engagement of volunteers with majority used as support staff(90%) and 10% of them being used as professional staff. It also shows distribution of duties undertaken by volunteers with teaching representing the highest percentage at 36% while manager of institution having the least representation at 5%. The probable reason for not hiring managers as volunteers is to ensure those hired are paid and retained for consistency in their implementation and supervision of programmes.

Table 4.4.4: Indicators and the extent of their application to organizations.

	N	Mean
Screening of volunteer applicants before recruitment	21	2.67
Structured training and orientation of volunteers	21	2.57
Volunteer recognition and motivation system	21	3.05
Written volunteer policies and job description	21	3.43
Paid staff briefings and training on how to work with volunteers	21	2.67
Supervisors to manage volunteers and facilitate efficient communication	21	2.81

According to table 4.4.4 above screening of volunteers before recruitment, training and orientation of volunteers, briefing and training of paid staff on how to work with volunteers is done at a less extend with an approximate mean of 2.60. Assignment of supervisors to manage volunteers and facilitate efficient communication has a mean of 2.81 also meaning is done to a less extent but tending towards the great extend. There being of recognition and motivation of volunteers as well as written volunteer policies and job description is rated at an approximate mean of 3.2 meaning it applies to this organizations to a great extend.

Fig. 4.4.3: Volunteers' Perception on Adoption of Volunteer Management Practices.



Source; Research Data

The bar graph in Figure –clearly indicates the distribution of the practices according to the extent to which they are adopted in CCLs according to volunteers. Written policies and procedures has the highest mean of 3.43, followed by recognition and motivation system, while structured training of volunteers trails with a mean of 2.57.

Table 4.4.5: Extent to which management addresses volunteer issues.

	N	Mean
How often do managers provide volunteers with the chance to comment on proposed changes in work assignments	21	1.81
How good are managers responding to suggestions from volunteers on work assignments	21	1.52
How good are managers dealing with work problems at the work place	21	1.43
To what does your supervisor provide coaching and guidance to help improve your performance	20	1.45
How satisfied are you with respect you receive from your immediate manager	21	1.19
How good do you think the organization is at sharing and exchanging knowledge and experiences	20	1.60

According to table 11 above all the issues stated have an average mean of 1.5 meaning they are rated good and thus suggesting that the management addresses volunteers issues to a satisfactory level

Table 4.4.6: Perception of volunteers on their contribution to CCLs

Category label	I	Percentage
Psychological/moral & emotional support to the children	10	45.5
Academic support	8	36.4
Extra curriculum support	1	4.5
Imparting skills	2	9.1
Support to staff (hold in)	1	4.5
Total	22	100.0

In table 12 above volunteers give their opinion on what they perceive as being their contribution to the organization. 45.5% of them said theirs is psychological/moral /emotional support to the children, 36.4% said they offer academic support, 9.1% help impart skills, 4.5% offer extra curriculum support, the remaining 4.5% said they offer support to staff i.e. they hold in for them.

Table 4.4.7: Volunteers' views on compensation given to Volunteers.

Are you compensated?	Frequency	Percent
Yes	13	61.9
No	7	33.3
Non response	1	4.8
Total	21	100.0
Mode of Compensation	Frequency	Percent
Certification, recommendations	7	31.8
Allowance	9	40.9
Presents /meals	6	27.3
Total	22	100.0

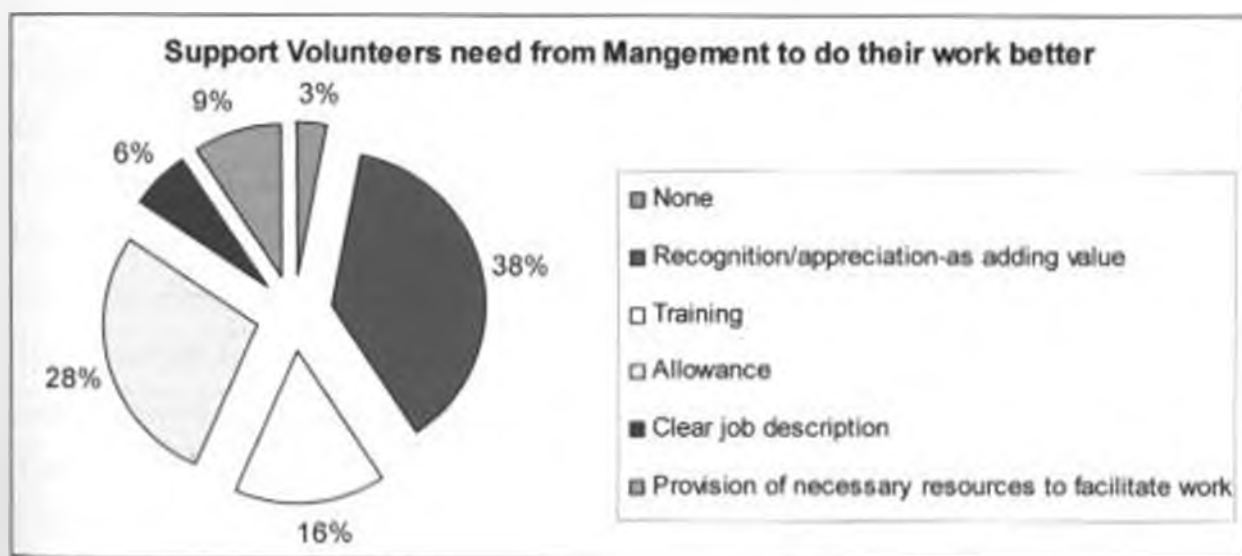
In table 4.4.7, respondents say that 61.9% of them are compensated for their service, 33.3% are not, and one person representing 4.8% did not answer to this question. Those who said yes in table 13 above go farther in table 14 to say how they are compensated, 40.9% say it's done through allowances, 31.8% get certificates and recommendation letters, the final 27.3% receive meals or presents.

Table 4.4.8: Support Volunteers need to be able to carry out their duties better

Category label	Frequency	Percentage
None	1	3.1
Recognition/appreciation-as adding value	12	37.5
Training	5	15.6
Allowance	9	28.1
Clear job description	2	6.3
Provision of necessary resources to facilitate work	3	9.4
Total	32	100.0

As shown in table 15 above. When the respondents were asked if they needed any support to carry out their duties better 3.1% said they were okay, 6.3% said they needed clear job description, 9.4% said necessary resources should be provided to facilitate work (some mentioned computers) 15.6% needed training, 28.1% needed to be given allowances and finally on a higher side, 37.5 thought being recognized would do them good.

Fig. 4.4.4; Showing the support volunteers need from CCI's to do their work



The pie chart above further shows the distribution of suggestions by volunteers to CCI's managers on support they need to work better with recognition and motivation systems(allowances) representing the highest rating of 38% and 28% respectively. This suggests that volunteers need to be financially facilitated and given certificates for services offered.

Table 4.4.9. Volunteer perception on the mode of the CCIs on engagement of volunteers

	F	Percent
They respect them and help where necessary	2	9.5
Pleasing/encouraging/gives people a chance to serve/gain experience	12	57.1
Can be improved upon -engage them more	2	9.5
No discrimination	2	9.5
Non response	3	14.3
Total	21	100.0

In table 16 most of the volunteers interviewed were pleased with the mode of engagement of their institution, 9.5% said they felt respected ,another 9.5% said there was no discrimination, 57.1% said it was pleasing they went farther to say it helps them gain experience and as well serve, the remaining 9.5% were rather negative and though more could be done. Three people representing 14.3 % did not respond to this question. Furthermore, majority of volunteers said their engagement goes beyond their scope of duties particularly in terms of extended working hours, besides doubling up as child care staff and special duties when donors visit.

Table 4.4.10: Volunteers Additional comments

Category label	F	Percentage
Let volunteers be ready to do beyond scope	1	5.6
Volunteers should be respected	1	5.6
Necessary support should be given	5	27.8
Good idea gives people chance to serve /gain experience	8	44.4
They should be absorbed in institutions	2	11.1
helps developing institutions (unpaid manpower)	1	5.6
Total	18	100.0

In table 10 above the respondents gave their comments on various issues in their respective institutions. A large 44.4% said the fact there is room for volunteering is a good idea, 27.8% content that necessary support should be given to volunteers, 11.5% said volunteers should be absorbed in institutions when vacancies arise. One respondent at 5.6% said volunteers should be ready to go beyond their scope; another one at 5.6% emphasized the need for volunteers to be respected, yet another at 5.6% said it helps developing institutions (they get unpaid manpower).

4.5. MANAGERS RESPONSES

Table 4.5.1: Year of registration

	Frequency	Percent
1997-2007	1	20.0
2001	1	20.0
2001-2007	1	20.0
1960-2007	1	20.0
In progress	1	20.0
Total	5	100.0

Table 4.5.1 above seems to imply that the registration of CCIs takes a period of time and thus most of them were done between 1960 and 2007. All managers collectively said that the registering authority - National Council for Children Services or Children's department undertake physical and staff monitoring approximately twice a year.

Table 4.5.2: Managers' Response on Volunteer use in CCIs

Volunteer Use	F	Percent
Yes	5	100.0
Mode of Recruitment	F	Percent
Through applications	5	100.0
Volunteer service involvement	N	Percent
The extent of volunteer involvement in activities in your institution	5	95
The extent of volunteer involvement in CCIs you network with	5	95

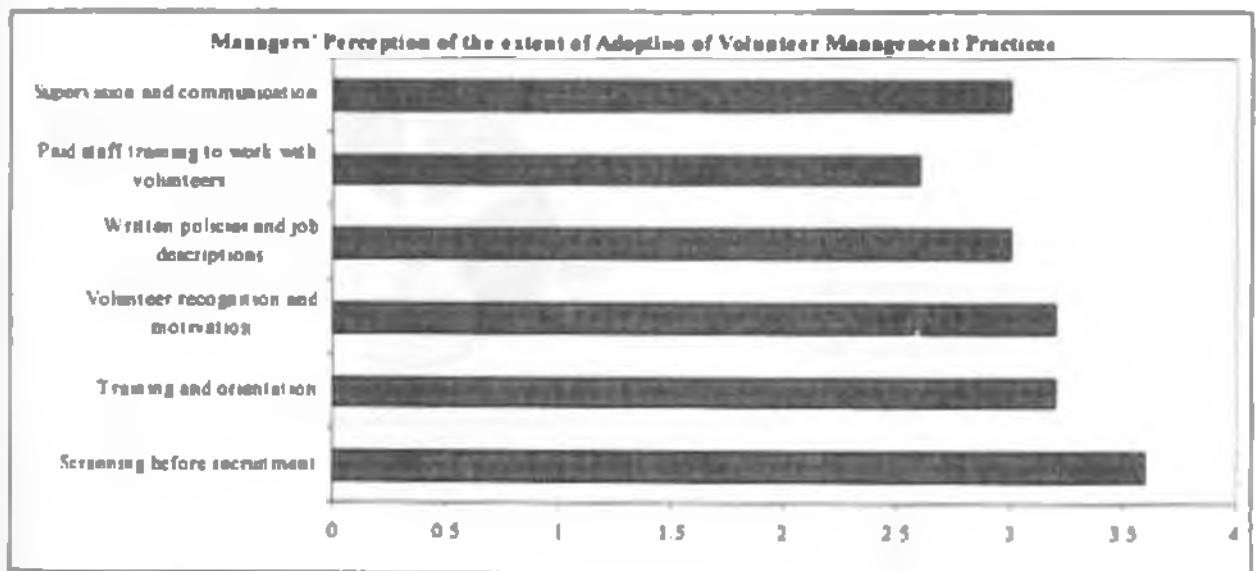
As indicated in table 4.5.2, It was collectively stated by all the five respondents that the institutions interviewed involve volunteers in their programs above all respondents collectively said volunteers are recruited through applications(100%). Volunteer involvement in the CCIs network is also rated common(95%); therefore they occur quite often in these institutions.

Table 4.5.3: Adoption of volunteer management practices

	N	Mean
Screening before recruitment	5	3.60
Training and orientation	5	3.20
Volunteer recognition and motivation	5	3.20
Volunteer written policies and job descriptions	5	3.00
Paid staff training to work with volunteers	5	2.60
Supervision and communication	5	3.00

Table 4.5.3: Above indicates that the organizations seem to confirm that the practices listed above are often conducted and the levels of adoption of these management practices at an average of 16 - 30 %. This is because most of them have rated them at a mean of 3.0.

Figure. 4.5.1 Showing managers' perception on the levels of adoption of volunteer management practices in CCLs.



Source: Research Data

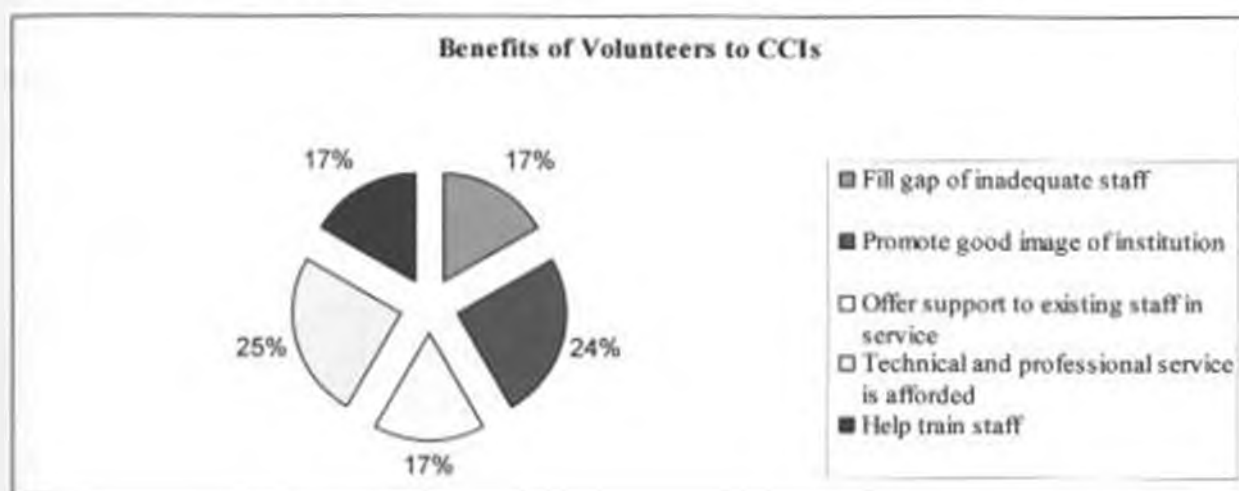
The bar graph in Figure 4.5.1, clearly indicates the distribution of the practices according to the extent to which they are applied in CCLs. Screening before recruitment has the highest mean of 3.60, followed by recognition and motivation system, while training of paid staff to work with volunteers trails with a mean of 2.60.

Table 4.5.4: Incentives given to volunteers in the institution

	N	Mean
Recognition certificates	5	3.40
Training	5	2.40
Meals	5	3.40
Transport allowance	5	1.40
Other	5	2.00

Table 4.5.5. shows the incentives given to volunteers; recognition certificates and meals have a mean of 3.40 meaning they are rated good. Training and other have a mean of 2.4 and 2 respectively they are thus rated average. Transport allowance is has a mean of 1.4 indicating a rating of poor.

Figure 4.5.2.: Showing distribution of Benefits of volunteers to CCIs



Source; Research Data

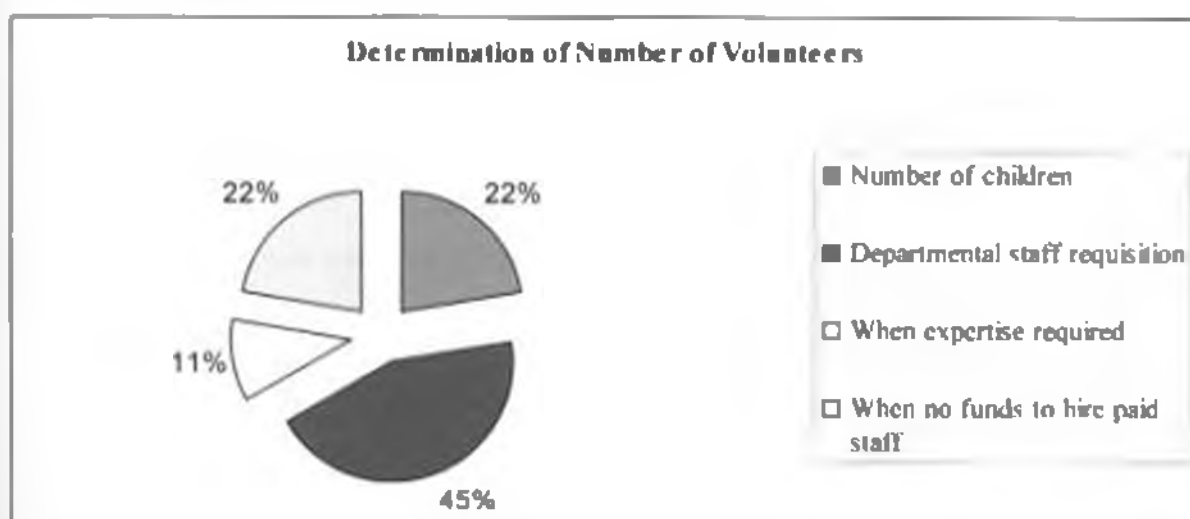
The pie chart above clearly shows the distribution of benefits volunteers bring to CCIs as identified by managers. The majority of respondents (25%) suggest that volunteers are beneficial as they help the institutions afford professional service, another 25% say they help promote the good image of the institution, the rest at 16.7% each say they help fill the gap of inadequate staff, offer support to existing staff and help train staff.

Table 4.5.5; Indigenous and expatriate volunteers compositions

Indigenous			Expatriates		
	Frequency	Percent		Frequency	Percent
4	1	20.0	0	1	20.0
7	1	20.0	2	1	20.0
18	1	20.0	4	2	40.0
20	2	40.0	5	1	20.0
Total	5	100.0	Total	5	100.0

In table 4.5.5, three institutions had 4, 7 and 18 indigenous staff at 20% respectively the other two had 20 each at 40% while one institution did not have any expatriate at 20%, another one had 2 of them at 20%, two of them had four expatriates at 40% yet one had five at 20%. The probable reason for the small number of expatriates in CCI's may be due to the lack of publicity, lack of facilities to accommodate them or lack of information on their availability.

Figure 4.5.3: Determination of number of volunteers



As shown in Fig. 4.5.3 above, the number of volunteers in four institutions is governed by, departmental staff requisition at 44.4 %, number of children 22.2%, funds available at 22.2% and need for an expatriate at 11.1%.

Table 4.5.6: Function departments in the CCIs and how often they use volunteers

	N	Mean
House keeping	2	4.00
Children services	2	4.00
School department	4	3.75
Catering/feeding /accommodation	5	3.60
Medical department	3	2.33
Administration	4	3.25
Outreach and rescue	2	3.50
Spiritual care	2	4.00
Social work	2	3.00
Vocational training	2	3.00
Agriculture	1	2.00
Rehab therapy	1	3.00

As shown in table 4.5.6 among the departments listed: house keeping, children services and spiritual care have a mean of 4 meaning they always use volunteers. School department, catering, administration, outreach and rescue, social work, vocational training, and rehab therapy all have an approximate mean of 3 meaning they often use volunteers. Medical department and agriculture are rated at a low 2 meaning they use volunteers less often.

Table 4.5.7: Period of Engagement of Volunteers

Duration	Minimum		Maximum	
	F	Percent	F	Percent
One day	4	80.0	-	-
Three weeks	1	20.0	-	-
Three months	-	-	3	60.0
12 months	-	-	2	40.0
Total	5	100	5	100.0
Reasons for termination /dismissal of the volunteer's services			F	Percent
Undesirable relations with the children			2	20.0
Absenteeism			2	20.0
Failure to observe the volunteers code of conduct			4	40.0
Physical and emotional abuse of children			2	20.0
Total			10	100.0

Table 4.5.7: Indicates the minimum period of engagement with 80% saying it can be one day and 20% say it can be three weeks. 60% of the respondents say they engage volunteers at a maximum of three months yet 40% say they engage them at a maximum of twelve months although some say this are renewable contracts. As shown in table 34 above volunteers are dismissed when: they fail to observe the volunteers code of contact (40%), abuse the children emotionally or physically (20%), have undesirable relations with the children (20%) or absent themselves (20%)

Table 4.5.8: Managers' views on compensation given to volunteers

	F	Percent
Recommendation letters	4	25.0
Offer them meals	4	25.0
Training	2	12.5
Monthly allowance/presents	4	25.0
Accommodation for expatriates	2	12.5
Total	16	100.0

Table 4.5.8 above indicates that volunteers are compensated through recommendation letters

(25%), monthly allowances/presents (25%), meals (25%), training (12.5%), and accommodation for expatriates (12.5%).

Table 4.5.9: Managers' proposed changes to meet the needs of the organization and its volunteers.

	F	Percent
Proper management of volunteers	1	20.0
Facilitation of volunteers (allowances etc)	1	20.0
Provide proper resources (computers)/teaching aids	2	40.0
Non response	1	20.0
Total	5	100.0

When asked whether the scope of work meet the needs of your organization and its volunteers, 80% of the managers said their scope of work does not meet the needs of the organization and its volunteers, 20 % of them say it does. To address this challenge, 40 % of the managers are of the view that provision of proper resources to help them in their day-to-day activities will boost the organizations extend to meeting its needs. 20% of them say facilitation will do, another 20% say proper management of volunteers should be carried out . 20% did not respond.

Table 4.5.10 Managers Additional comments

	Frequency	Percent
Employ volunteer managers	2	20.0
Job well done /Encourage more volunteering	3	30.0
Lack of control and reliability of volunteers	2	20.0
Lack of adequate time for volunteer supervision	2	20.0
Potential negative impact on paid jobs	1	10.0
Total	5	100.0

In table 4.5.10 above 30% respondents content that organizations are doing a good job and more volunteering should be encouraged, 20 % of them say employing volunteer managers can do more. Another 20% of managers interviewed cited lack of control and reliability of volunteers and lack of adequate time for volunteer supervision as challenges associated with engaging volunteers while 10% cited potential negative impact of volunteers on performance of paid staff if proper planning is lacking.

CHAPTER FIVE

SUMMARY, RECOMMENDATIONS AND CONCLUSIONS

The research findings in this chapter are summarized, conclusions to the study are drawn, recommendations for practice are made and research gaps are identified for future studies. The purpose of this study was to establish the extent to which charitable children Institutions have embraced volunteer management practices to enhance their Volunteer management capacity and volunteer retention. It aimed to establish the extent to which; the training of managers of CCIs, volunteer screening and recruitment system, volunteer orientation and training, written policies and job descriptions as well as supervision and communication with and recognition of volunteers influence volunteer management capacity in CCIs in Nairobi

5.2: Summary of Research Findings

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Until the research was undertaken, the researcher did not know the extent to which these practices have taken root in CCIs in Kenya, we learned that all CCIs surveyed use volunteers in their activities, either in providing support services (90%) or professional service (10%) as shown in Fig.4.4.2, to destitute children or in helping to run the organization. All managers interviewed identified several benefits volunteers bring to the CCIs which include; filling gap of inadequate staff, promoting good image of institution through better contact with the community, offering support to existing staff in service, enabling CCIs to technical and professional expertise, and help train permanent staff. However, besides the benefits identified, some managers cited possible challenges associated with engaging volunteers which include; time demands for volunteer supervision, lack of control and reliability of volunteers, their impact on paid jobs and difficulties in recruiting enough qualified volunteers.

Mostly women and youths have great interest in volunteer service. A description of the respondents indicates that 76% were female, the majority (42%) between the ages of 20-30 years (Fig. 4.4.1). Almost 43% reported a secondary certificate as their highest level of education with 53% reporting either a post secondary school certificate and diploma or undergraduate degree certificate. Over 57% of the respondents were single while almost 63% of the respondents

interviewed provide mainly support services while the rest provide professional volunteer services to CCIs.

From the study findings it was established that all managers in CCIs recognize that volunteers are a valuable human resource base in the institutions and they all seek to optimize investment of volunteer time. However it was found out that in many charitable organizations, a sense of urgency guides everything and jobs seem to grow from the imperative to meet these urgent needs, rather than from a strategic long-term approach based on task/function analysis and documentation. This is confirmed by 57.1% of the respondents (volunteers) who said their engagement goes beyond their scope of assignments due lack of a structured job description. Managers have put limited attention in the defining and designing volunteer assignments which if done provides volunteers with challenge and motivation for continued success which is important in facilitating volunteer learning and development, and ensures that volunteers are aware of the goals and outcome objectives for their involvement.

About 80% of Managers interviewed confirmed often applying volunteer management practices and rated their application of same practices in their organizations at 60%. The managers are therefore not keen in applying these practices, which are basic human resources practices necessary when managing any form of workforce.

It was also found that 82% of the functional departments in CCIs surveyed engage the services of volunteers with school, catering, accommodation, administration and medical departments using most of the volunteers. Almost 40% of the managers interviewed and volunteers additional comments contend that although a good job is being done now, there is need to employ volunteer managers if the application of the management practices is to be fully realized.

Almost 60% the respondents interviewed agree to the fact that there is some form of volunteer screening before recruitment and placement within the institutions. However both the managers and volunteers interviewed confirmed this practice is applied only to a less extent. The practice of screening or background check of volunteers and matching them with appropriate tasks is important when volunteers are mentoring or tutoring children. It is also a basic human resources practice in recruitment and selection and its application in CCIs is critical for management of all human resources providing services to the institutions.

From the findings, most respondents reported lack of or less structured volunteer training and orientation programs in CCI's they serve while the extent to which management of CCI's address volunteer issues, which form the basis for training, is rated average by respondents interviewed (Table 4.4.4). It is however important to note that many, even most, volunteers have more motivation than experience. CCI's need to have some form of formal or informal training ready for each position to be filled. From the findings over 57% volunteers look upon volunteerism as career training, and would like to receive an accreditation or employment of some sort out of it. Orientation and training of volunteers provide opportunities for growth. Orientations/training sessions are an integral part of the volunteer experience, whether someone wants to volunteer for one day or over twelve months. While the extensiveness of training will depend upon the volunteer positions in question, it is essential that there is at least some sort of orientation to the agency (and its policies, programs, mission statement and vision), volunteer rights and expectations, and job descriptions.

Four out of five managers interviewed as well as all volunteer respondents confirmed the existence of volunteer written policies and procedures as well as job descriptions. By providing support services to existing paid staff, there are no specific job descriptions for volunteers per se, but they work alongside existing staff in all CCI's that have developed the policies. The managers interviewed confirmed that the written policies and procedures are very necessary in checking volunteer discipline and serves as the code of conduct for volunteers in the execution of their duties and the violation of these policies contribute to a great extent to the termination/dismissal of volunteers as indicated in Table 4.5.7

Supervision and communication with and recognition of volunteers is a practice applied in all CCI's surveyed with 51% of volunteers citing adequate supervision and guidance and 75% of respondents confirming existence of different forms of recognition and motivation systems. However almost 50% of the respondents communication is not dual and most supervisors to a less extent provide volunteers with the chance to comment on proposed changes in work assignments or give suggestions on work assignments. Despite the existence of some recognition and motivation systems (Fig. 4.4.7) in CCI's, the majority of volunteers identified recognition and motivation as one greatest support they need from CCI's managers to enable them perform their duties better. Recognition for work well done motivates and inspires most people, but it is absolutely essential for volunteers. Even the most humble volunteer wants to know that they

made a difference, which is why every plan for volunteer involvement must include a reward and recognition system.

Generally, the findings confirm that adoption of volunteer management practices is not widespread. Of the six practices that formed the basis of the research, only regular screening of volunteers has been adopted to a large degree by all CCIs. The Researcher was also surprised to learn, for example, that one of the CCIs has not adopted at all the practice of developing written policies and procedures. Lack of policies and procedures for volunteers may be a recipe for lack of direction and indiscipline among volunteer staff besides the danger of compromising the security of destitute children by allowing whoever walks into CCIs entrance to volunteer. Over 60 percent have adopted each of the practices to at least some degree, however. This finding suggests that the practices for volunteer management are known, if not always fully implemented, in CCIs in Nairobi.

5.3; Conclusion

The survey was to establish the extent to which charitable children Institutions have embraced volunteer management practices to enhance their Volunteer management capacity and volunteer retention and sought to assist the CCIs to develop appropriate strategies for attracting and retaining qualified volunteer workers. On the basis of the findings, the survey concluded that the adoption of the volunteer management practices is not widespread.

Volunteer management is a challenging field, but a very rewarding one as well. If done effectively, it makes the organization more effective and successful. Volunteers are valuable human resources and all five CCIs surveyed use volunteers to help them meet organizational needs for service and administration. Most charities could not get by without their volunteers, and they certainly would be less productive and responsive without them. Turnover of volunteers can disrupt the operation of the charity, threaten the ability to serve clients, and signal that the volunteer experience is not as rewarding as it might be. CCIs cannot be expected to keep every volunteer, but building volunteer management capacity to involve and retain them makes sense for both CCIs and the volunteers upon whom they rely.

Volunteers are also passionate about volunteerism because most felt Volunteering is the perfect place to develop new skills, expand their horizons and explore new career options, offers

opportunities to practice skills in a relatively risk free environment and above all gives them the satisfaction of knowing they are doing good and being involved in their community through service to destitute children through CCIs. From the research, it is important to note that the challenges cited by managers which include; lack of control and reliability of volunteers, lack of adequate time for volunteer supervision, potential negative impact on paid jobs and difficulties in recruiting enough qualified volunteer can be addressed adequately if the adoption of human resources management skills as represented in the volunteer management practices in the survey, is applied by managers when engaging volunteers to improve the volunteer management capacity of CCIs. Charities interested in increasing retention of volunteers should invest in recognizing volunteers, providing training and professional development for them, and screening volunteers and matching them to organizational tasks.

The results will therefore enable CCIs to decide whether to adopt these practices in managing volunteers to fully benefit from their services as well as to develop their skills.

5.4: Limitations of the Study

The response rate by volunteers in three out of five CCIs surveyed was poor due lack of authority from the management of the CCIs to allow the volunteers to participate in the research. This affected the high response rate that was envisaged initially.

5.5: Recommendations for practice

The study sought to assist CCIs to develop appropriate strategies for attracting and retaining qualified volunteer workers in child protection and development by pointing out the factors that determine best practices in volunteer management. In order to assist the CCIs managers improve their volunteer management capacity, the following are suggested;

- a) In the recruitment- none of the managers have applied professional approach to screening /recruitment/ selection as they do for permanent staff even though they confirm the immense contribution of volunteers as important human capital. CCIs deserve to get better results when recruiting volunteers. With the skills and energy that they offer besides being a potential source of fundraising/donations, volunteers are extremely important to charitable organizations today, and recruiting them is more important than ever. Some of

the tips in recruitment of volunteers may include; Contacting local volunteer organizations or churches, Survey area companies and make an official request to the company to advertise the volunteer opportunities and requirements of CCIs a in their newsletter or on their bulletin boards, Ask current volunteers to help in recruitment.

- b) Managers interviewed confirmed carrying out physical orientation/training without written reference materials. Orientations/training sessions are an integral part of the volunteer experience. To maximize volunteer experience and service, all CCIs should prepare and utilize manuals for volunteers to peruse before or after the initial orientation/training session. Manuals should give a brief history of the agency, its programs and services, funding sources, volunteer opportunities and expectations, pertinent policies, and day-to-day information. Because CCIs differ greatly in their volunteer programs, it is impossible to offer a "standard" orientation model.
- c) Employment of Volunteer Managers may be a remote recommendation to most CCIs. However in light of the benefits and challenges of volunteering to CCIs cited in the research, appointment of designated personnel to manage volunteers in CCIs is the best idea not only to maximize the exploitation of the human capital vested in volunteers, but also to address the challenges cited which arose mainly as a result of lack of a direct manager of the volunteers.

3.7.Recommendations for further research

- a) The survey covered five CCIs using volunteers. It is possible that the limited number of CCIs surveyed have affected the findings of this research. It is important to carry out a similar survey that covers more CCIs, say 10 or more that would be more representative enough and depict the extent to which the volunteer management practices have been adopted.
- b) The research did not survey the extent of the involvement of volunteers in fundraising activities in CCIs but this important activity that determines the sustenance of programs in the CCIs was cited by some respondents in the research findings. Further research is necessary in this area to assist CCIs develop the capacity to identify and utilize the right volunteers for fundraising hence address the challenges of sustainability facing charities.

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APPENDIX I

LETTER TO RESPONDENTS

Vincent O. Opiyo
P.O. BOX 30197
University of Nairobi
Main Campus

Prof./Dr./Mr./Mrs./Miss.....
.....

Dear Sir/Madam

The Questionnaire has been designed to gather information on the factors that.....determine the capacity of Charitable Children Institutions or a children's home in attracting and retaining qualified volunteers to support you in implementing institutions programs. This information will be used to complete a research project a requirement for a Postgraduate Degree in Human Resource Management, University of Nairobi.

You have been carefully selected to take part in the survey. Please assist me in this venture by completing the questionnaire honestly and as accurately as possible. The information gathered will be used for academic purposes only and findings will be sent to your institution's Human Resources Manager to assist them in attracting and retaining productive volunteers. All information provided will be treated with utmost confidentiality.

Thank you for your cooperation.

Yours Sincerely

Vincent Owori O.

Appendix II

Questionnaire to the Managers of Charitable Children Institutions (CCIs)

Section A – Background Information

1. Name of Manager _____
2. Name of the Charitable institutions _____
3. Year of registration by National Council for Children Services _____
4. How does the National Council for Children Services or Children's Department perform each of the following in your institution (Using the scale below please tick the number applicable for each check)
 1. None
 2. Once a year
 3. Twice a year
 4. Thrice a year

		4	3	2	1
1	Physical Monitoring				
2	Staffing Monitoring				

Section B: Volunteer Management

5. Does your Institution involve volunteers in its activities?

YES _____ NO _____

6. How do you recruit your volunteers?

7. What is your view with regard to volunteer service involvement in CCIs in Nairobi? (Using the scale below tick the number applicable to each check)

1. Never
2. Less common
3. Common
4. Very common

		4	3	2	1
1	The extent of volunteer involvement in CCIs you network with				
2	The extent of volunteer involvement in activities in your institution				

8. How often does your institution apply the following volunteer management practices when you engage volunteers? (Using the scale below please tick the number applicable for each check)

1. Not at all
2. Less often
3. Often
4. Always

		4	3	2	1
1	Screening before recruitment				
2	Training and orientation				
3	Volunteer recognition & motivation				
4	Volunteer written policies and job descriptions				
5	Paid staff training to work with volunteers				
6	Supervision and communication				

9. How would you classify your organization's average adoption of volunteer management practices? (Using the scale below please tick the number applicable for each check)

1. - 0%
2. 1 - 15%
3. 16 - 30%
4. 31 - 50%

		4	3	2	1
1	Screening before recruitment				
2	Training and orientation				
3	Volunteer recognition & motivation				
4	Volunteer written policies and job descriptions				
5	Paid staff training to work with volunteers				
6	Supervision and communication				

10. When compared to other CCIs in Nairobi how would you rate incentives given to volunteers in your institution? (Using the scale below please tick the number applicable for each check)

1. Poor
2. Average
3. Good
4. Very good

		4	3	2	1
1	Recognition certificates				
2	Training				
3	Meals				
4	Transport Allowance				
5	Other benefits				

11. In your opinion what are the benefits of volunteers in a charitable children institution.

12. How many of your volunteer staff charged with different responsibilities are

Indigenous _____

Expatriates _____

13. How do you determine how many volunteers you can realistically absorb in your institution?

14. List the function departments that your CCIs have and check how often they us volunteers.

(Using the scale below please tick the number applicable for each check)

- 1. Not at all
- 2. Less often
- 3. Often
- 4. Always

	Department	Volunteer Participation			
		4	3	2	1
1					
2					
3					
4					
5					
6					

15. What is the minimum and maximum period of time your institution can engage a volunteer?

a) Minimum _____

b) Maximum _____

16. In what circumstances do you terminate/dismiss the services of a volunteer?

17. How do you compensate volunteers in your institution? (Please List them)

- a) .
- b) .
- c) .
- d) .
- e) .
- f) Other

18. Do your current position descriptions meet the needs of your organization and its volunteers? If not, what needs to be changed or updated?

19. Do you have any other comments regarding volunteer management of CCIs?

Thank you for your cooperation!

Appendix III

Questionnaire for Volunteers

For purposes of analysis only please answer the following questions about yourself as a volunteer with the CCIs. Your answer will remain anonymous and strictly confidential. This information is crucial for the study.

Section A - Background Information

1. Name of the organization _____

2. Name of the volunteer _____

3. How did you learn about volunteer opportunity in this institution

4. Please tick one to indicate your kind of engagement as a volunteer.

Professional _____
Support _____
Other _____

5. What is your scope of engagement?

6. How long have you been a volunteer in this institution?

PERIOD	TICK
Below 3 months	
4 - 6 months	
7 - 12 months	
Above 12 months	

7. Please check the box to indicate age bracket

AGE	TICK
Below 20 years	
21 - 30 years	
31 - 40 years	
Above 40 years	

8. Gender; Female _____ Male _____

9. Marital Status:
 Single _____ Married _____ Others (please state) _____

10. Education: (Please tick appropriate level)

	LEVEL	TICK
1	Primary School Certificate	
2	Secondary/High School Certificate	
3	Post Secondary Certificate	
4	Post Secondary Diploma	
5	Undergraduate Degree certificate	
6	Postgraduate Degree certificate	
7	Others (Specify)	

Section B.

11. To your knowledge, to what extent do the following indicators apply to your organization?
 (Please check the most appropriate option using the scale provided below)

1. Not at all
2. To a less extent
3. To a great extent
4. To a very great extent

	INDICATOR	4	3	2	1
1	There is screening of volunteer applicants before recruitment				
2	There is structured training and orientation of volunteers				
3	My organization has a Volunteer recognition & motivation system.				
4	My organization has written Volunteer policies and job descriptions				
5	My organization provides Paid staff with briefings and training on how to work with volunteers				
6	My organization assigns Supervisors to manage volunteers and facilitate efficient communication				

Section C

12. Please circle the number that best describes the extent to which the management in your organization addresses volunteer issues (Using the scale below please tick the number applicable for each check)

- 1. Good
- 2. Neither good or poor
- 3. Poor

		3	2	1
1	How good are managers providing volunteers with a chance to comment on proposed changes in work assignments?			
2	How good are managers responding to suggestions from Volunteers on work assignments?			
3	How good are managers dealing with work problems at the work place?			
4	To what does your supervisor provide coaching and guidance to help improve your performance?			
5	How satisfied are you with respect you receive from your immediate manager?			
6	How good do you think the organization is at sharing and exchanging knowledge and experience?			

SECTION D

13. In your opinion what do you think is your contribution to this institution as a volunteer?

14. Are you compensated for your services to this institution? YES?NO

15. If yes, how?

16. What support do you need to be able to carry out your duties better as a volunteer?

17. What do you think about the mode of this institution's engagement of volunteers?

18. Are there times when your engagement goes beyond your expected scope of work? YES/NO.

19. If yes, when and how?

20. Do you have any other comments regarding the engagement of volunteers in CCIs?

Thank you for your cooperation!

APPENDIX 4

LIST OF INSTITUTIONS SURVEYED

1. Dagoretti Children's Centre (Project of Feed The Children -K)
2. Frances Jones Abandoned Baby Centre (Project of Feed The Children -K)
3. Children's Garden Home and School
4. Mully Children's Family Homes
5. Agape Hope centre