

Case Study

The effectiveness of community volunteers' participation for the sustainability of NGO's poverty reduction projects in Zimbabwe

Thomas Bhiri¹, Bongani Ngwenya², Wilfred Lunga^{3*} and Chares Musarurwa⁴

¹Faculty of Commerce, National University of Science and Technology P O Box AC 939 Bulawayo, Zimbabwe
Email: tbhiri@gmail.com or tbhiri@nust.ac.zw

²Human Resources Division, Reserve Bank of Zimbabwe, P O Box Bulawayo, Zimbabwe
Email: bngwenya@rbz.co.zw

³PHD student North West University African Centre for Disaster Studies Potchefstroom South Africa
***Corresponding Author's Email:** lungawcampeon@gmail.com

⁴Department of Languages and Social Sciences Education, University of Botswana, Botswana
Email: cmusarurwa@gmail.com

Accepted 5 October, 2014

Abstract

As Non Governmental Organizations are expanding in Zimbabwe with the aim of fighting the widening poverty levels in communities and to curb HIV/AIDS pandemic, there is an increased need for volunteers to staff and support these organizations. Despite the NGOs operating under limited financial resources, they still faced the challenge of attracting and retaining effective and committed volunteers. SOS Children's Village is no exception. Thus the main objectives of this thesis is to establish the importance of volunteers and their participation for the sustainability of NGOs poverty reduction projects; to establish the roles of volunteers in projects and their motives to volunteer; the roles that NGOs play in attracting and retaining volunteers; to establish if volunteers' motivation, satisfaction and attitudes do have an impact in their attraction and retention; to identify the benefits of volunteering to the community as well as barriers which volunteers face when carrying out their duties. The research design of this study was descriptive, and the researcher used the questionnaires to gather the information from the target population. Questionnaires were complimented by face to face interviews and focus group discussions with 4 SOS field officers, 14 community volunteers and 28 children's care givers being the key informants. From the questionnaires, interviews, and group discussions, it was established that community volunteers and their participation are very vital for the sustainability of NGOs' poverty reduction projects through their various roles in poverty reduction projects. The findings also concluded that volunteers' motives to volunteers are purely for personal satisfaction, interest in the organization, sense of accomplishment, and the desire to help others, complemented by such incentives as food packs, medical assistance, training courses, school fees for children and career opportunities which NGOs provide as part of their roles in attracting and retaining volunteers. These incentives bring about volunteers' satisfaction and volunteers develop positive attitudes, thereby staying longer with the organizations. Furthermore, it was concluded that volunteerism benefits the community and that volunteers face many barriers during the discharge of their duties. It is therefore recommended that governments and NGOs put up policies that would allow for adequate resources to be mobilized towards the volunteers' participation for the sustainability of NGOs poverty reduction projects. Lastly, further research on SOS projects' children beneficiaries is recommended.

Key words: Volunteering, poverty, development, community, Zimbabwe

INTRODUCTION

Volunteering and social activism are an important strategy for fostering peoples participation in social change and human development (United Nations Volunteers; 2008). Volunteering encompasses a range of activities including offering labour on development projects, visiting the sick, raising awareness about HIV/AIDS, counseling, planting a tree or advocating for human rights. According to the Millennium Development Report (2007), volunteering has a potential to help foster the level of participation needed to confront the major tensions and challenges of development of our time. Bussell & Forbes (2002) argued that the key aspects of the welfare state and community development are now dependent on the voluntary sector and volunteer involvement. These authors also noted that the voluntary sector has become a sizeable part of the United Kingdom economy and half of the population is estimated to have given their time to community activities. These diverse forms of participation are already making tangible contributions to poverty reduction, sustainable development and social inclusion. However, complimentary roles of volunteering are not widely recognized and vigorously supported across all spheres in civil society, as well as private and public sectors leading to poor attraction and retention of volunteers in organizations.

The work of NGOs

Non Governmental Organizations (NGOs) are voluntary institutions that play a significant role in the development of the community and poverty reduction. However, NGOs cannot achieve their objectives of community development and poverty alleviation due to financial and human resources challenges. As a result, NGOs resort to engaging community volunteers. This is to enhance participatory development which is an important approach towards enabling communities to help themselves and sustain efforts in development work. The community is no longer seen as recipients of development programs, rather they have become critical stakeholders that have an important role to play in the management of programs and projects in their areas (NGO Management School; 2009).

SOS Children's Village

SOS Children's Village was established in Austria in 1949 by Hermann Gmeiner. The aim of the organization is to provide a long-term family-based care for orphaned and destitute children (SOS Children's Villages; 2011). The core business of SOS Children's Village is illustrated by the diagram overleaf:

Source: SOS Family Strengthening Programmes Manual Working Paper, January 2007

SOS family strengthening programs

SOS Family Strengthening Program was established in 1992 in Harare as an extension of the scope of SOS children's village. More Family Strengthening Programs followed in 2003 in the oldest locations of Bulawayo, Makokoba and Mzilikazi, which will be the cases under review. According to SOS working paper (2007), the purpose of SOS Family Strengthening Programs is to enable children who are at risk of losing the care of their family to grow within a caring family environment. SOS works directly with families and communities to empower them to effectively protect and care for their children, in cooperation with local authorities, and other service providers (SOS working paper, 2007).

SOS poverty reduction projects in Bulawayo

Every family needs a stable source of income from which the household members rely for food, education, health, accommodation and other family expenses. SOS poverty reduction projects empower families with income generating activities to promote a culture of self-reliance and sustainability within the family (SOS working paper, 2007). SOS provides funds and start-up capital for projects. In some cases, it provides the land for projects. Examples of SOS income generating projects are Community Based Organization (CBO) Poultry Projects in Makokoba and CBO Urban Agriculture in Mzilikazi. Heal Makokoba Family Trust is a project which was created in 2003 and its objective is to provide educational, health, psychosocial support, and community economic empowerment. The Mzilikazi Community Support Program Trust (COSUP Trust) which was established in 2006 also provides educational, health, psychological support and economic empowerment. Community volunteers have been working in all these SOS Family Strengthening Programs since 2003, and have been playing a key role in ensuring their sustainability. However, attracting and retaining these volunteers still remains a challenge.

Problem Statement

Non Governmental Organizations (NGOs) and the state have got no full capacity to support social services and as a result, volunteers must step up and be supported to distribute these social services. Although the work of voluntary sector is growing, the number of people volunteering is not increasing at a comparable rate. The critical problem affecting poverty reduction projects is the failure by NGOs to attract and retain volunteers. According to Dolnicar and Randle (2004), many environmental organizations in Australia face difficulties

in attracting volunteers from specific subgroups of the community. This problem does not affect organizations in Australia alone as noted in Finkelstein (2007), but is common in other organizations from other countries. Zimbabwe is not an exception. It is therefore critical to gain understanding about the variety of factors that move people to participate voluntarily in development projects. This will be an important aspect of this study.

Objectives of the Study

The primary objective of this study was to evaluate the effectiveness of community volunteers' participation for the sustainability of NGOs' poverty reduction projects in Zimbabwe.

The secondary objectives of this study included the following:

- To establish the importance of community volunteers and volunteers' participation for the sustainability of poverty reduction projects.
- To establish the roles of community volunteers and their motives to volunteer in NGOs' Poverty Reduction Projects.
- To establish the roles that NGOs play in attracting and retaining volunteers.
- To ascertain if volunteers' motivation, satisfaction, and attitudes do have an impact in volunteer attraction and retention.
- To identify and assess the benefits of volunteering to the community.
- To identify and assess the barriers to volunteering.

LITERATURE REVIEW

This chapter establishes the base for the research by reviewing at what other researchers have discovered in their various studies on the subject. The chapter defines the key concepts used in the study, and discusses the importance of community volunteers and their participation in poverty reduction projects against the theoretical underpinnings. The role that community volunteers play and their motives to volunteer is also presented. Literature on the roles that Non Governmental Organizations play in attracting volunteers is reviewed. The chapter further outlines the literature on volunteer motivation, satisfaction, and attitudes being the factors that contributes to the attraction and retention of volunteers. Finally, the chapter presents the literature on the benefits and barriers to volunteering, and assesses volunteerism within the American, Canadian, Latin American and Zimbabwean context.

Community Volunteers

Cnaan, (1996) defined volunteers as people who

contributes time, effort, or talent to a cause without monetary rewards. Pearce (1993) concurred with this definition and noted that volunteers are not motivated monetarily. There are several significant differences between volunteers and paid employees.

The difference between Volunteers and Paid Workers

Since volunteers are not paid, they are all appreciated equally and relatively cheap, so there is little economic reason to differentiate between them. This therefore means that volunteers cannot be motivated by salary raises or bonuses nor sanctioned by salary freezes or financial penalties.

Again, volunteers have only a moral and emotional commitment to their organizations, whereas employees have an active commitment. This means that most volunteers work only a few hours a week, while most employees work full-time. Employees are also influenced by the organization's culture, and share more in common with co-workers than volunteers do (Capner & Caltabiano, 1993). The irregular work schedule of volunteers also makes coordination of volunteer work difficult. Often, a volunteer administrator must supervise the performance of a large number of people who work a few hours weekly as compared with a supervisor of paid full-time employees. Furthermore, continuity of care can be jeopardized when a large number of individuals provide this care in a piece-meal fashion rather than having one or two full-time providers assume this responsibility (Wharton, 1991).

The overwhelming majority of volunteers give only a few hours a week and only fourteen percent have been estimated to volunteer five hours per week or more according to Hodgkinson & Weitzman (1992). Many volunteers are affiliated with more than one organization, while full time employees are generally affiliated with only one organization. Furthermore, the degree of loyalty and commitment to an organization varies according to how central the organization is to one's life. In this respect, multiple affiliations may mean that the individual's commitment to each organization is limited. Again, volunteers are less dependent on their workplace than employees. Volunteers can leave at will without worrying about the next pay check, pension rights, medical aid benefits, and other contractual benefits.

On the other hand, Volunteers are often informally recruited as noted by Little (1999), whereas employees usually go through a formal hiring process and generally accept a position only after careful deliberation. According to Perrow (1970), volunteers can make no legal allegation regarding inadequate compensation or discrimination in the workplace. Although theoretically this situation may occur, the usual recourse taken when volunteers are disappointed is to leave the position, and courts may consider that no damage has been done if there is no monetary loss.

Volunteers do not always feel bound by the norms and values of an organization (Cooley, Singer & Irvin, 1989). For example, they may pay less attention to the requirement to report and follow bureaucratic instructions (Milligan et al, 1987). As compared to employees, volunteers may feel more independent in applying their own values and norms, because they are not being paid to do the job (Fagan, 1986). Another difference relates to reluctance in evaluating the work of volunteers because such evaluations may seem to question volunteers' efforts which may countervail the essence of volunteerism (Allen (1987). Both volunteer and paid employees perform important tasks to promote the works of NGOs in their endeavors to alleviate poverty in communities. The effectiveness of volunteer work makes the idea of volunteer service attractive to NGOs (Capner & Caltabiano, 1993).

The Importance of Community Volunteers

According to National and Community Service (2009), volunteers play a very important part mostly during disaster times. During disaster times, volunteers help nations recover and make progress on education, health care, energy concerns, agriculture, building cities and feeding the hungry. Leonard (2006) suggested that there are two volunteer approaches; the charity approach and the solidarity approach. The charity approach is the most important one, which means helping somebody with little and doing anything helpful. The solidarity approach encompasses volunteering for the benefit of the common good.

Volunteers are likely to volunteer in order to promote a common cause, as it makes them part of an organized movement (Leonard, 2006). In this regard, voluntary work becomes of paramount importance to Non Governmental Organization during disaster times in that volunteers provide their time, labour and expertise without expecting financial reward. However, since volunteers have only a moral and emotional commitment to their organizations, most volunteers tend to be affiliated with more than one organization. This therefore means that the degree of loyalty and commitment to an organization becomes limited. In this respect, continuity of care can be jeopardized when volunteers provide this care in a piecemeal fashion (Wharton, 1991).

Non Governmental Organizations and the state have got no full capacity to support social services; hence volunteers step up and assist to distribute those services. This makes them very important development players. According to Dingle (2001), South Africa had a scarcity of manpower and that affected the health care system. As a result, nonprofit organizations that were severely stretched because of relying on paid staff were persuaded to change their minds by seeing evidence of what volunteers achieved. In that way, they started to incorporate the services of older people or those with little

or no literacy (Dingle, 2001). This clearly shows that community volunteers are very important for the sustainability of NGOs' poverty reduction projects. However, their importance is undermined by the fact that volunteers are less dependent on their workplace than employees as they are not remunerated. As a result, they leave at will without worrying about the next pay check, pension rights, medical aid benefits, and other benefits (Hodgkinson & Weitzman, 1992). In this regard, that affects the operations of Non Governmental Organizations.

Volunteers' Participation

Volunteering and social activism are an important strategy for fostering peoples participation in social change and human development (United Nations Volunteers; 2008). According to the Millennium Development Report (2007), volunteering has a potential to help advance the level of participation needed to confront the major tensions and challenges of development of our time. Bussell & Forbes (2002) argued that the key aspects of the welfare state and community development are now dependent on the voluntary sector and volunteer involvement. These authors also noted that the voluntary sector has become a sizeable part of the United Kingdom economy and half of the population is estimated to have given their time to community activities. These diverse forms of participation are already making tangible contributions to poverty reduction, sustainable development and social inclusion. However, complimentary roles of volunteering are not widely recognized and vigorously supported across all spheres in civil society, as well as private and public sectors leading to poor attraction and retention of volunteers in organizations.

Communities participate in development projects through community volunteers' involvement in various projects. Roodt (2001) views participation as people having the power to influence the decisions that affect their lives. This view agrees with the views of Robb (2002) that the poor and the marginalized people have the power to influence policies and decisions that affects their lives. Penderis (1996) views participation as a voluntary contribution in planning projects, participation in decision making, implementation of projects, monitoring and evaluation of programs as well as benefits sharing. For any project to be successful, it should involve the local community, who in turn would support it by various resources like labour, skills, capital and indigenous knowledge. Volunteers are part of they community and they represent the community. Volunteers' participation in NGOs' poverty reduction projects is therefore vital in that volunteers offer their time, knowledge, skills and labour for no payment. Meanwhile, McCurley (2007) identified causes of the decline in volunteer participation. Issues of economic challenges, time constraints, social and family

concerns were sighted as the causes of the decline. McCurley (2007) proposed the solutions to address these issues. Among the solutions presented were; effective volunteer leadership, consistency in expressing gratitude, and adequately addressing volunteer needs. However, these solutions are not absolute in addressing volunteer participation decline, but issues of attitudes, behaviors and personalities may also contribute to the decline. There is need therefore to address issues of attitude, behaviors and personalities through training in order to achieve behavior change among volunteers.

Volunteers' Participation and Development Theories

Theories provide a set of interrelated statements designed to explain and guide observed patterns of volunteerism. Non Governmental Organizations (NGOs) and other stakeholders can use these theories as tools to interpret behaviors and develop interventions and strategies. For the purposes of this study, the theories that are presented here represent the most common perspectives NGOs use to understand volunteer behaviors. This section analyzes volunteerism through the lens of different theories.

Volunteerism and the Capability Approach Theory

Cornwall (2000) highlights the need for a greater level of attention to be paid in development to strengthening the capabilities of both women and men, in particular those who are marginalized, to create an approach to participatory development. Sen's (1999) capability approach treats the freedoms of individuals as the building blocks of development. The capability approach pays particular attention to the expansion of the capabilities of people to lead the kind of lives they value (Sen 1999). 'Capabilities are people's potential functionings, and functionings are beings and doings' (Robeyns, 2005). Sen (1999) further argued that development should focus on 'expanding the substantive freedoms that people have for leading a valuable life. The capability approach stipulates that an evaluation of individual or social state should focus on people's real or substantive freedoms to lead the lives they find valuable. This freedom is called a person's capability. Capability hence refers to one's empowerment, the power that one has to be the person he/she wants to be, and to have the kind of life one wants to lead (Robeyns 2001).

On the other hand, the capabilities approach requires people to be viewed and act as 'agents', that is, people who act and bring about change, people who have the ability to set and pursue their own goals and interests, and whose achievements can be judged in terms of their own values and objectives (Kabeer, 1999; Robeyns, 2005). Agency encompasses the 'meaning, motivation and purpose, which individuals bring to their activity, their sense of agency, or 'the power within' (Kabeer, 2001,

cited in Paterson, 2008). Sen (1999) described a variety of social institutions (the market, the government, the non governmental, and the community) as contributing to the process of development precisely through their efforts to enhance and sustain individual freedoms. Sen (1999) further highlighted the important contribution that access to resources can make to people's well being. Inequalities in access to resources can be significant causes of inequalities in capabilities (Sen, 1999). Volunteerism therefore ensures the empowerment of communities through participating in development projects in order to bring about sustainable development, thereby alleviating poverty in communities.

Comparing Participation with Modernization and Dependency

De Beer & Swanepoel (1998) describes modernization as the process by which individuals change from traditional way of life to more complex technological advanced and rapid changing lifestyles. According to Dube (1988), the concept of modernization is the response of western societies to the many challenges faced by the third world in the decades following the Second World War. Modernity may be understood as a common behavioral system historically associated with the urban, industrial, literate and participant societies of Western Europe and North America. As the failure of modernization theory becomes more apparent, the idea of dependency theory was developed at the beginning of the 1960s. Dependency theory is often referred as the Marxist development theory (Graaff, Hendricks, wood, 2001). Dependency theorists argue that it is the reliance on the international market that led to the domination of transnational capital because of the unusual exchange between the core and the periphery, benefiting only the core (Coetzee et al, 2002). Modernization failed to narrow the gap between the developing and the developed countries. As a result, the dependency theory brought economic and social dependency and this resulted in the underdevelopment on the periphery countries as the core countries controlled the balance of both political and economic power (Burkey, 1993). Most developing countries, Zimbabwe included, are still suffering from the dependency syndrome as large populations from these countries still rely on donor handouts to earn a living.

Oarkly (1991) noted that dissatisfaction with traditional development theories, (modernization and dependency), led to an examination of the notion of development towards a search for alternative approaches to development. The alternative development approach focuses on participatory and people centered development. Roodt (2001) views participation as people having and using their power to influence the decisions that affect their lives. This view agrees with the views of Robb (2002) that the poor and the marginalized people have the power to influence policies and decisions that

affects their lives. This paradigm shift calls for an integrated approach whereby the community itself defines its development and become intimately involved in development issues of the community. Furthermore, a participatory approach to development seeks to involve ordinary members of the community in planning, implementing and managing their own development at grassroots level. This approach enables people in the community to build their own capacity, to be self reliant and ensure sustainable development (Fitamo, 2003).

Social Capital Theory and Volunteerism

Bourdieu (2001) describes social capital as having 'contacts and group membership which, through accumulation of exchanges, obligations and shared identities, provide actual or potential support and access to valued resources'. In other words, the social networks and contact are capable of affecting individual's opportunities, abilities, and productivity (Putnam, 2000). In Bourdieu's view (2001), social capital is the aggregate of the actual and potential resources, which resources are the result of possession of a durable network of more or less institutionalized relationship of mutual acquaintance and recognition. This provides members in a community with the backing of the collectivity-owned capital, a credential that entitles them to recognition in the world. The community relationship is sufficient to exist only as a practical entity. The material and symbolic exchanges happening within the network will contribute to sustain it. The solidarity in the group is based on the potential profits from participation. Lin & Erickson (2008) argued that high levels of social capital are able to affect individuals and communities in the sense that they contribute to increases in economic growth, decrease in crime and suicide rates, give access to resources that are important in finding a job, obtaining social support or achieving political power. Therefore, involvement in volunteerism is able to improve one's social capital (Putnam, 2000).

Flap (2001) identified three elements of social capital; those who are prepared to help, the extent to which they are prepared to help, and the accessible resources available. Through such social networks, an actor may borrow other actors' resources like wealth, power, or reputation. The pivotal concept of social capital theory is that of trust being created as a product of social involvement. It is viewed as an enabler of sustainable development (Dasgupta, 2000). Dasgupta (2000) further noted that trust is based on the knowledge of the behaviors and characters of people involved, their available options and their abilities. Putnam (1993) argued that an individual through cooperation with others, learn the norms of the community or group and thus acquire trust to the people involved.

Social Capital of Volunteers

Bekkers et al. (2008) argued that participation in voluntary associations reveals two aspects of social networks. The first one is the resources that individuals

can access through their ties with others, and the second one is the contributions that social networks have to social cohesion. The potential of social networks in building social cohesion is the result of those aspects on networks that generates a feeling of belonging to the community and conforming behavior that benefits group members. Researchers in social capital theory have been interested in voluntary associations, because membership in voluntary associations is related to access to resources (Flap 2001).

Briggs (2003) argued that participation in voluntary associations can contribute to formation of bridging ties between races. This argument was built on more general notion originated from Putnam (2000) work on social capital as a factor in sustaining democracy. The existence of volunteers is in itself evidence of the value of collaboration efforts, even for individuals who do not take part themselves. In this perspective, the role of volunteers as catalysts of trust, networks, and civic engagement is accompanied by their role as institutions expressing and sustaining the same values and resources in the society at large. The fact of having the identity of a volunteer in an organization might contribute to one's social capital and the resulting trust within a social network (Putman 2000).

Poverty and Poverty Reduction

There is no all-encompassing definition of poverty; its definition varies according to whoever formulates the concept. Besides the diverse and various definitions that have been given by various scholars, there is consensus that poverty prevailing in the lives of the poor is very hard to imagine Chambers, (1983) noted that poverty can be observed by physical weakness due to malnutrition, sickness or disability. Again, it also creates social isolation and results in powerlessness and hopelessness, and causes depression and psychological stress in the minds of poor individuals.

Poverty can be put into two categories. According to the World Bank (2000), poverty is categorized as both absolute and relative. Absolute poverty is described as lack of basic security, the absence of one or more factors that enable individuals and families to assume basic responsibilities and to enjoy fundamental rights. On the other hand, Walkins (1995) notes that relative poverty is used in terms of particular groups or areas in relation to the economic status of other members of the society. Poverty consists of lack of basic securities such as financial resources, education, employment, housing, health care and other related aspects. Burkey (1993) & World Bank (2001) observed that when the consequences of this insecurity are severe they lead to deprivation in life. The World Bank (2001) postulates that political instability, lack of improvement in infrastructure, inadequacy of national policy, lake of structural adjustment, and lack of investment are among the main causes of poverty. In Marxist view, poverty is a product of unjust social

structures and evidence of slavery, colonialism and exploitation by the rich (Kitabo, 2000).

Poverty reduction is usually used interchangeably with poverty alleviation (Greenberg, 2005). The difference between poverty alleviation and poverty reduction is that, poverty alleviation concentrate on those assets and resources that have bearing on the livelihoods of the poor. Poverty reduction on the other hand focuses on knowledge and rights (Greenberg, 2005). For example, agriculture growth and better access to markets alleviate poverty while the involvement of the poor in development efforts becomes crucial for poverty reduction (Rajasekhar, 2004). Again, poverty reduction is understood as a process of enabling people to gain access to basic goods and opportunities (Mullen, 1995). The difference between the two according to Greenberg (2005) is that, poverty alleviation seeks to provide immediate pain in the short term while poverty reduction refers to systematic approaches which eventually lead to eradication poverty. Rajasekhar (2004) concluded that poverty alleviation is a short term improvement of the poor's capital endowment, while poverty reduction on the other hand is long term elimination of the poor's dependency on social relations, and of vulnerability with respect to changes in the environment (Pedersen & Webster, 1998). For example, while agricultural growth and better access to the markets can alleviate poverty, the involvement of the poor in development efforts becomes crucial for poverty reduction (Rajasekhar, 2004). From the definitions of poverty reduction or poverty alleviation, the authors cited concur that any strategy aimed at alleviating poverty must be sustainable and creating more employment opportunities for the poor, which in turn will improve their economic status.

Rajasekhar (2004) groups the NGOs' poverty alleviation strategies into two categories. The first group of strategies is through which the poor can achieve a change in their conditions of poverty. These strategies are carried out by the poor in an attempt to change their poverty status in terms of their resources and assets. Usually this group of strategies is based upon individual or local groups or the poor seeking ways to offset the economic disadvantage they face by exploiting opportunities to use the resources and assets they possess or they can access (Rajasekhar, 2004). The second group of poverty alleviation strategies is through which the poor can or those who represent them, seek to secure their interest by effecting change in the actions and policies of other, and particularly bringing about change in the public policy and in its implementation. It is characterized by the need to change the policies and practices of others in order to bring about change. It is therefore directed towards achieving a redistribution of resources in order to change the poverty condition (Rajasekhar, 2004).

With the notion of alleviating poverty in the developing world, including Zimbabwe, several institutions such as

the International Monetary Fund, the World Bank, governments and non-government organizations are undertaking a variety of development activities to alleviate poverty and are using various approaches and implementing a number of strategies including the engagement of community volunteers for this purpose. However, despite these attempts, the level of poverty has not been reduced.

The Roles of Community Volunteers

According to Volunteer Now Report (2011), the long term benefits of community development work are not possible without the engagement of local people who are experts in the social problems and needs of their own communities. The report suggests that engagement can come in many different forms, from attending a residents meeting to being an activist who leads on community work. It is therefore imperative that volunteering be recognized as a fundamental part of any community development framework and as a strategically important element of community development. There is an inextricable link between volunteering as a multifaceted activity and community development as a process. Volunteering happens in many different forms and can be carried out on a continuum of informality to formality (Volunteer Now Report, 2011). Both formal and informal volunteers are equally valuable and contribute in a myriad of ways to building communities where people can feel happy, safe and fulfilled.

The purposes for involving volunteers are not likely to be fulfilled unless the kinds of work volunteers do can be identified. Volunteers role vary from organization to organization. According to SOS Children's Villages (2011), SOS volunteers' role is to provide educational, health, psychosocial support, and community economic empowerment. Volunteer Now (2011) states that the main volunteer's role largely involves one to one work with clients. This is a very technical role which requires a great deal of skill and knowledge. Volunteer activities take many forms; involvement in voluntary associations, activism focusing on social change or donations of money, supplies or blood donations (Wilson 2000). Other terms of volunteering are mutual help in the health and social welfare field, charity to others within voluntary or community organizations.

Tyler (1965) discussed a number of roles played by volunteers in organizations. According to this author, volunteers provide encouragement and reassurance to children and the youth who are trying to learn something or undertaking an activity which seems difficult to them. Another kind of contribution is for the volunteer to serve as a model. Tyler (1965) further notes that volunteers serve as a means of communication in both directions between professionals and the clients served by the organization. Most organizations suffer from faulty communication. The community knows too little about the

programs of the agency and often has serious misconceptions of them. On the other hand, the professional staff has too limited an understanding of the goals, activities, and beliefs of the community; hence programs often miss their mark: clients' needs may be neglected unconsciously and many efforts of both the community and organization staff are wasted because each knows too little about each other. As a result, volunteers frequently fill an important role in increasing and improving communication between program clients and the agency. Another volunteer role as pointed out by Tyler is that of operating, directing, and monitoring of programs, structured in such a way that professional knowledge and judgment are not generally required. Again, volunteers are used for professional tasks that do not require specialized skill. For example, preparation, distribution, and maintenance of equipment and materials are responsibilities frequently assumed by volunteers. Routine reporting and recording of attendance of projects undertaken and completed is commonly done by volunteers (Tyler, 1965).

Akintola (2004), suggested some roles that volunteers play in NGOs' projects; that of providing patients with spiritual support in addition to basic nursing care, emotional, material and logistical support. Volunteer also gives care and support to the sick, thereby filling the care gap left by government and community members. However, within the Zimbabwean context, the role of indigenous volunteering and capacity building within communities is not new. Volunteering is simple a Western word used to describe some of the ways in which people in rural area have traditionally helped one another and have offered mutual support (Asia South Pacific Bureau, 1999). These forms of community support are being lost to people as the cash economy and modern ways of life continue to erode traditional structures of the society. This view further supports the views of Talyer (1965) that volunteers' roles include planning, monitoring and evaluation, and as such these should not be seen as alien concepts in the African or Zimbabwean context. These concepts have always been in existence. For example, in the garden, people plan what they are going to plant so as to produce much food as they need. After planting, they need to look at their gardens regularly to ensure plants being overcome by weeds. After the harvest they think of how well their gardens provided the food needed. This example supports the notion that volunteers' role of planning; monitoring and evaluation has always been existing in Zimbabwe.

Volunteers' Motives

There are different reasons for people to decide to engage in volunteering work. The classic issue in the literature review concerns whether the helper's motives are altruistic or selfless as opposed to egoistic or self-

centered. The one-factor model is the model that suggests that volunteers act from a combination of motives described as a meaningful whole and not from a single motive or a category of motives (Cnaan 1993). On the other hand, other researchers argue that people have more than one reason for volunteering (Unger, 1991; Omoto & Snyder, 1995; Penner & Finkelstein, 1998). The two-factor model suggests that individuals volunteer for two reasons: The first reason is for concerns to others (altruistic motives); and the second one is for themselves (egoistic motives). One of the most promising strategies for uncovering the motivational forces underlying an activity like volunteering comes from functional theories or beliefs and behaviors. This approach points that similar beliefs or similar behaviors may well serve different psychological functions for different people. Hence, according to Clary et al, (1998), in volunteering, people engage in volunteer work in order to achieve important psychological goals, and that different individuals will be seeking to satisfy different motivations through volunteer activity.

The functional approach to volunteerism (Clary et al. 1998) suggested that people may be attempting to satisfy a 'values function', whereby they participate in volunteer work to express and act on values important to the self (for example; humanitarian values or altruistic concerns). In the case of the 'career function', some people engage in volunteer work to gain experiences that will benefit their careers. For others, volunteering helps them to increase their knowledge of the world and to develop and practice skills that might otherwise go unpracticed, thus satisfying an 'understanding function'. Other people view volunteer work as an opportunity to help them fit in and get along with social groups that are important to them, thus serving a 'social function'. However, for some individuals volunteer work serves the purpose of allowing the individual to engage in psychological development and enhance their esteem, thereby satisfying an 'enhancement function'. Finally, some people attempt to satisfy a 'protective function' and engage in volunteer work to cope with inner anxieties and conflicts, thus affording some protection for the ego (for example, to reduce feelings of guilt, to combat feelings of inferiority) (Clary et al. 1998).

Esmond & Dunlop (2004) concurred with some of Clary et al, (1998)'s views and identified ten volunteer motives as follows:

- Values: satisfying humanitarian obligation to help others or showing empathy for others;
- Community: concern for and worry about community;
- Career: seeking career-related benefits/connections, skills or experience;
- Protective: reducing negative feelings about oneself;
- Understanding: desire to better understand how to help others in society or exercise skills that are unused;
- Enhancement: desire to feel better about oneself or be needed by others;

- Reciprocity: attracting good things to oneself;
- Recognition: needing recognition of one's skills and contribution;
- Reactivity: addressing own current or past issues; and
- Social: meeting the expectation of and the significant others.

The views sighted above do not reflect the volunteer motives entirely. In Africa, traditional support systems based on the principles of solidarity and reciprocity has always provided a medium for volunteering (Kaseke & Dhembe, 2006). It is a cultural expectation that members of the extended family or kinship group should provide support to other members experiencing life-cycle crises.

Non Governmental Organizations (NGOs)

NGOs may be regarded as part of market-based solutions to policy problems. A key point to note here is that NGOs can be seen as a kind of forum, onto which a range of current ideas, expectations, and anxieties about social transformation are projected (Lewis, 2005). It is partly because of this high degree of flexibility of the NGO as an institutional form, and the wide spectrum of different values that NGOs may contain, that the rise to prominence of NGOs since the late 1980s has taken place against the back-drop of the dominance of neoliberal policy agendas. A usefully concise definition is that used by Vakil (1997), who stated that NGOs are "self-governing, private, not-for-profit organizations that are geared to improving the quality of life for disadvantaged people."

Suharko (2007) contends that NGOs compared to the government have a comparative advantage in service provision. Furthermore, NGOs seek to improve the people's access to services provided by the state (Suharko, 2007). In countries where government lacks public services, NGOs play a significant role in the direct provision of social and economic services. As a result, NGOs emerge and play a role of providing services. Therefore NGOs help leverage the poor's trust to move out of poverty as pointed out by Suharko (2007). NGOs are also creditable for their long endurance and engagement with the rural poor. From the beginning, some NGOs were formed to respond to the ill being of the poor. The long engagement with the poor makes them to gain more experience and knowledge in dealing with complex and structural problems of poverty. Such experience and knowledge gained lead to the formulation and implementation of genuine and innovative strategies and approaches to poverty reduction (Smillie, 2003). With the appreciation of the complicated nature of poverty and by large unsuccessful results of aid, multinational and bilateral agencies have lately given renewed promises to NGOs whose existence is legitimized by the presence of poverty (Guler, 2008). Therefore, Michael (2002) argues that there is no discussion in poverty, equality or

development which is complete without considering the role of NGOs today.

Even though NGOs play this vital role within the rural areas they operate in, the increase in the number of people living in poverty remain a challenge to their role and goal of alleviating poverty, hence the need for community involvement and participation through community representatives/ volunteers. For as long as poverty levels swell up in both urban and rural areas, the NGOs' strategies become questionable. As far as community development is concerned, NGOs' roles cannot be exaggerated because their activities for community development are more inclined to provision more of relief than development projects, hence the need for community involvement and participation in development projects so that the community defines the best options of poverty alleviation itself.

Sustainability of NGOs' Poverty Reduction Projects

Hoff, (1998) defined that sustainable development is development that meets the need of the present without compromising the ability of future generations to meet their own needs. The report on sustainable development (United Nations; 1987) also defined sustainable development as development that meets the needs of the present without compromising the ability of future generations to meet their own needs. Sustainable development contains two key concepts. The concept of needs, in particular the essential needs of the world's poor, to which overriding priority should be given; and the idea of limitations imposed by the state of technology and social organization on the environment's ability to meet present and future needs (Kates et al, 2005).

Sen (1999) views development as a process of expanding the range of sustainable freedoms enjoyed by the people of any nation. According to the World Summit on Sustainable Development (2002), today there are three pillars of sustainable development and these are; economic, social and environmental sustainable development (United Nations, 1987). Ife (1995) sees sustainability as maintaining a system so that resources can be used at the rate that they can be replenished. Beker et al, (2003) concluded that sustainable development imposes a strong commitment to action directed towards reshaping the relations between human beings and the environment.

However, within the context of this study, sustainability can be referred to the maintenance and continuation of economic and social development projects in Zimbabwe, particularly in Mzilikazi and Makokoba communities in Bulawayo. The sustainability of any project initiated to meet the specific needs of the local poor communities depends on the level of community participation, through community representatives (volunteers) in project planning, implementation, evaluation and decision-making. There should be collaborative efforts at all levels

where the facilitators and the local communities have to work hand in hand so as to ensure project's sustainability. The mutual interaction between community members and the facilitators binds and sustains the projects. In this regard, it is important to empower beneficiaries for the sustainability of NGOs' poverty reduction projects, particularly after the termination of external funds and donor involvement. Volunteers do not only help support NGOs' poverty reduction projects, but most importantly, the livelihoods of the people who depend on those projects. The sustainability of poverty reduction projects is vital communities around the world, and volunteers make a difference by helping nurture those projects offering assistance to vulnerable group of the community. The specific tasks volunteers carry out depend on the project, the time of year, the country, and most importantly, the needs of the individuals they are helping.

The roles of NGOs in Volunteer Attraction and Retention

NGOs are challenged to develop and implement strategies that will support their ability to remain financially solvent and continue providing vital services to communities. However, their challenges are unique when compared to those in the profit oriented organization. The successful operation of an NGO relies on the strengths, expertise, and skills of many people, most of whom are the individuals who volunteer their time and effort to help NGOs meet their tasks and goals. Volunteers have always been a vital component of NGOs; however, their roles have become even more significant in an age with 'leaner staffs and less money,' coupled with greater demands on the nonprofit system (Walker, 2001).

NGOs and Volunteers' Recruitment

Attracting volunteers is one of the most imperative objectives of the NGOs. It is a task that is often overlooked or performed poorly by NGO managers and administrators (Farmer & Fedor, 1999). As Farmer and Fedor (1999) observed that many NGO administrators are overtaxed with tasks and spend much of their time troubleshooting existing problems rather than setting up preventive and intervention systems to avoid or control such problems. However, the research literature clearly substantiates the claim that NGOs need to pay as much attention to how and whom they recruit as volunteers as they do when it comes to recruiting highly-qualified executives (Walker, 2001). Like executives, it is ideal if volunteers can join the organization with a long-term commitment. Again, Walker (2001) noted that volunteers perform many different types of services that are just as valuable as the functions and tasks of paid employees. While these activities are different, they are both important to promoting organizational stability and to

sustain community poverty alleviation projects which NGOs foster.

For a productive and long-term relationship between the NGO and its volunteers to develop, volunteers must first be recruited on the basis of possessing qualities, skills, and interests that are consistent with the NGO's mission and goals (Walker, 2001). Identifying and attracting volunteers who demonstrate these strengths ensures a goodness of fit between the organization and its volunteers, and is likely to improve retention rates. Making sure that the attributes and skills of volunteers interconnect well with the goals of the NGO is not enough, but once talented and skilled individuals are recruited, it is important that clearly defined expectations, tasks, responsibilities, and goals are established in mutuality between the organization and the volunteers (Brown, 2003). This process of role and goal clarification helps to confirm that the volunteer understands the organization's mission and goals and is supportive of these, as well as willing to perform specific types of work in service of those objectives.

NGOs' Roles in Volunteer Retention

The issue of keeping volunteers motivated has emerged out of an identifiable trend in the loss of substantial numbers of volunteers each year after serving only briefly with their respective organizations. The trend is somewhat puzzling and alarming. Eisner (2005) and Michaels (2007) argued that while the record numbers of volunteers have been offering their services to the work of NGOs over the years, volunteer attrition is also higher than ever. In fact, at least one-third of those individuals who volunteer in a given year will not volunteer the next year (Volunteer Retention, 2007). An analysis of how long volunteers stay with their respective NGOs in relation to their age shows that the older an individual is, the longer he or she is likely to stay with the organization (Volunteer Retention, 2007). The retention rate for volunteers aged between 16 to 19 years is almost 20% lower than the retention rate for individuals over 35 years of age ("Volunteer Retention", 2007). Those volunteers who have the highest retention rate (69.9%) are adults between the ages of 55 and 64 years of age (Volunteer Retention, 2007).

Experts contend that more successful strategies for retaining volunteers depend upon improved recruiting and motivating strategies by NGOs (Dolnicar & Randle, 2007; Ellis, 1996). Such strategies take a wide number of variables into account. For instance, due to the fact that retention rates tend to be higher among older adults, Brown (1999) has recommended that Non-Governmental Organizations looking for volunteers willing to serve for the long-term should concentrate on attracting volunteers who are 35 years and older. By adding the age factor to the list of ideal recruiting criteria, the likelihood of attracting and taking on productive and committed

volunteers should be improved. Cheung et al. (2003) noted that societies in which aging people are rapidly increasing, elderly retired people provide a significant resource and an invaluable pool of voluntary workers. Cheung et al. (2003) concluded that the predictor of short-term and long-term retention of volunteers was perceived benefits of volunteer work. Satisfaction with volunteer work was also found to be an important variable influencing retention.

However with respect to aging volunteers, health status mediated the association between degree of volunteerism and expected service duration. According to Ralston et al. (2005), the problem of volunteer retention is growing at an alarming rate. Factors that influence the retention of volunteers by NGOs includes being asked personally to volunteer by organization leaders and managers; involvement of family and friends; being provided the opportunity to improve qualifications and skills; being able to do volunteer work from home; and flexible schedules and arrangements (Ralston et al., 2000).

Skoglund (2006) agreed with the growing problem of volunteer retention. She points out that retention and turnover are most important factors to volunteer program managers "...because they present serious problems for organizations that depend on volunteers to execute their mission statements". High rates of turnover can hinder the capacity of organizations to deliver quality or range of services and programs. Skoglund (2006) concluded that there are three important factors that influence the retention among volunteers. The first factor is that volunteers feel alone in their volunteer work (they need to establish more friendships among other volunteers). Secondly, there is need for increased attention with respect to training and professional development, and lastly there is need for opportunities to cultivate their role identity. Meanwhile, Skoglund (2006) recommended that the volunteer organizations should develop a support group as well as ongoing training seminars. In this way the organizations would be able to reduce volunteer turnover and subsequently increase retention. This author further recommended a longitudinal study be conducted to monitor the long range influence the suggestions would have on volunteers' decision to leave. In summary, there are a number of factors, situations, and variables that influence retention as well as turnover among volunteers, according to the available literature (Boraas, 2003; Courtney, 2001; Farmer & Fedor, 1999; Michaels, Volunteer Motivation 2007; Schondel & Boehm, 2000). The information has been compiled into a listing and summarized as follows:

- Lack of affirmation by the organization.
- Attitudes of volunteers toward their assignments and organizations.
- Volunteer burnout where the work is costly or risky.
- Lack of necessary skills or experience.

- Lack of organizational resources to achieve mission.
- Motivation of the volunteer in conjunction with motivation of the organization.
- Lack of personal development opportunity.
- Disconnection between volunteer motives and the actual assigned work.
- Need for friends and family to support them in their volunteer work.
- Lack of satisfaction with volunteering due to the inability to develop friendships, share experiences, communicate with others, and develop support groups;
- Lack of ability to cultivate role identity from the volunteer activity.
- Lack of training and development opportunities.
- Perceived benefits of volunteer work

Factors that Contribute to Volunteer Attraction and Retention

Although the work of the voluntary sector is growing, the number of people volunteering is not increasing at a comparable rate (Bussell & Forbes, 2002). In America, at least one-third of individuals who volunteer in a given year will not volunteer the next year (Volunteer Retention, 2007). Bussell & Forbes (2002) argued that the key to an organization's success in recruiting and retaining its volunteers is to have an understanding of its target group. Though there may be benefits which volunteers gain, one is still no closer to understanding why some people volunteer when others do not and why other volunteers stay for a longer period of time in organizations while the other do not.

Having acquired volunteers, volunteer organizations must seek to retain their support. In a dynamic changing environment, where the number of voluntary organizations is growing and the volunteer pool is diminishing, organizations must understand not only what motivates volunteers to join but also what keeps them. McPherson & Rotolo (1996) found that when competition is intense, a group will have difficulty recruiting and retaining members and when competition is low, groups will be more likely to recruit and retain members. The very composition of the organization is redefined as members leave and new members are added. Retention issues are also addressed by Mitchell & Taylor (1997) who argued that retention is enhanced by positive relations between paid staff & volunteers and Wilson & Pimm (1996) explored the dynamics of staff and volunteers.

Volunteers' Motivation and Satisfaction

The issue of keeping volunteers motivated has been vital in preventing the loss of substantial numbers of volunteers each year after serving only briefly with their respective organizations. There are a number of

strategies that the nonprofit organization can implement to increase volunteer motivation and retention. The analysis of leader and volunteer personality styles examined by Teplitz (2006) supports the development of innovative strategies designed to both motivate and retain volunteers. According to Teplitz (2006), when NGO executives and volunteers effectively blend their personality styles, they are able to develop a more effective relationship style that will not only support cooperation and performance at all levels, but will also contribute to the motivation and retention of those volunteers.

Meanwhile, Brewis (2010) argued that recruitment strategies are essential to getting and keeping volunteers involved, which translates to greater motivation and a longer commitment to the NGO. One of the most effective strategies is recruiting volunteers from the organization's volunteer base to perform specific tasks based on the qualities, interests, and strengths that they exhibit (Cnaan, 1990). One of the best ways to keep volunteers motivated is to capitalize on the fact that, in almost every case, they work as motivators themselves.

Little (1999) considered that volunteers who effectively support their organizations' events must be considered when it comes to developing strategies that support motivation and retention. Those strategies should include regular campaign meetings designed to keep all volunteers and potential volunteers up-to-date on the details of the campaign. Such meetings should include the volunteer motivation disclosure of detailed and accurate timelines and organizational charts that promote understanding of the campaign and its goals (Little; 1999). With this kind of information clarified and in hand, the volunteers who are needed to support major fundraising events will understand when, where, and how the event will take place, as well as the specific role that they are expected to play in its successful presentation. Better preparation of talented and qualified volunteers tends to result in higher volunteer participation, and, by extension, volunteer satisfaction and a commitment of longevity to the organization (Brewis, 2010).

In addition to development and implementation of recruitment strategies based on needs, skills, and personality matching, volunteer retention can be improved by recognizing that the volunteer's role in the accomplishment of a collective goal is itself a motivating factor (Cnaan, 1990). Because volunteers are motivated when they experience a sense of accomplishment, it is imperative for organizations to discuss with its volunteers the goals and objectives that they have set for their participation (Australian Sports Commission, 2000). Knowing goals and objectives is useless without knowing the strengths of volunteers so that they can be aligned with an area of participation that keeps them engaged, productive and confident in what they do for the organization. When volunteers fulfill those goals and objectives, they should be praised and celebrated

(Cnaan, 1991). Just as acknowledgment of employees' contributions helps keep them motivated and loyal, praise and recognition motivate volunteers.

Another strategy for promoting volunteer retention is offering volunteer motivation periodic training to volunteers that will enhance their work within the organization as well as their own personal development. Training is an important strategy not only for motivating volunteers to stay with the NGO, but also for helping them to become as engaged and as productive as possible (Polk, 2006). Increasing the knowledge and skill levels of volunteers means that they will be able to perform better, which translates to a sense of accomplishment, and in turn fosters motivation to be retained by the organization as a volunteer (Polk 2006). The influence of training in motivating and retaining volunteers is further increased by the organization's volunteer management strategy which involves reporting to volunteers what their efforts have actually achieved for the organization (Polk, 2006). The value of this strategy is especially evident when it comes to the outcomes of major fundraising events, where the amount of capital raised is a clear indication to volunteers how well they have performed and, just as importantly, their significance to the organization.

Farrell et al. (1998) suggested that there is a linkage between volunteer satisfaction, volunteer motivations, and actual experience. The theoretical basis for this linkage has been drawn from the consumer behavior literature that suggests an individual's satisfaction results from a comparison between the rewards and costs of an experience relative to expectation (Oliver, 1980; Wu, 2002). For example, consumers tend to purchase a product or participate in a service based on their previous satisfying experiences (Farrell et al., 1998). In this case, if volunteers are satisfied and their motivational needs are met, then they would likely come back to volunteer for future events. The importance of fulfilling volunteer motivations can be explained by the self-determination theory (Deci & Ryan, 1985; Ryan & Deci, 2000). According to self determination theory, individuals extend general motivational orientations towards autonomy and control. Autonomy involves acting with a sense of desire on one's intrinsic or built-in interests and well-integrated goals. The autonomy is positively associated to self-actualization, private self-consciousness, ego development, interest and self-esteem (Deci & Ryan, 1985). These autonomous and controlled motivations are different depending on the underlying regulatory processes and the accompanying experiences, suggesting that individual's behaviors can be distinguished in terms of the degree to which they are autonomous versus controlled (Gagne & Deci, 2005). Gagne and Deci (2005) suggested that both autonomous and controlled motivations are intentional. Both authors are opposed to a motivation plan involving a lack of intention and motivation.

From self-determination theory perspective, individuals are likely to be motivated and will volunteer for future events to the extent that they experience psychological need satisfaction. The satisfaction with volunteer experiences may further lead to positive commitment to the organization. From a managerial perspective, satisfaction seems to be contingent on other elements of the organizers' role in event management (Farrell et al., 1998). Thus, volunteer managers' effort to satisfy volunteers' motivation should focus on understanding what motivational factors most influence volunteer satisfaction. Manager tasks should also be related to the recruitment and training of volunteers in order to match the interests and abilities of individuals and the tasks to be performed (Williams et al., 1995).

Volunteers' Attitudes

Only a few studies of volunteers have examined the issue of personality traits and attitudes (Smith, 1994). Allen & Rushton (1983) found that volunteer participation was higher for individuals with a greater sense of worth and higher self-esteem. According to Wuthnow (1991), religion and strength of belief does not explain volunteerism, although fundamental religious attitudes increase the probability of and commitment to volunteering. However, Hodgkinson (1995) contended that since the level of volunteering is highest among active church-goers, the Judeo-Christian teaching of helping strangers can explain this tendency toward active social volunteering. However, other studies on religiosity and volunteering either did not find a significant association between religious commitment and active volunteering (Cnaan et al., 1993) or found that it is moderated by the congregation's emphasis on secular social ministry (Wilson & Janoski, 1995). Jackson et al. (1995) found that participation in church groups increases secular and social volunteering but attending church does not.

Harrison (1995) tested the motivation of volunteers in homeless shelters and found that the key determinant of low absenteeism is the sense of moral obligation. In other words, those who are committed to the cause of the organization are more likely to come on time and not to miss days of planned service. Gidron (1985) and Lammers (1991) found attitudinal variables such as task achievement, relationships with other volunteers, and the work itself as the contributing factor towards volunteers staying or leaving the organization. Chambre (1987) and Wuthnow (1991) indicated that volunteers tend to have higher levels of life satisfaction attributed to performance and active involvement in volunteering than are dissatisfied people. Those who are motivated to volunteer tend to perform better and are more committed (Zeigenhaft, 1993).

McGee (1988) noted that recognition and symbolic incentive rewards can improve morale and productivity.

These rewards have a deeper meaning which is greater than the value of the prize itself and that award programs create a positive attitude, bond volunteers with the organization, and build commitment. Similarly, Zischka & Jones (1987), based on a study of volunteer ombudsmen, found that careful orientation to decrease anxiety and role ambiguity is important in increasing tenure and productivity of volunteers. Hollwitz and Wilson (1993) suggested that careful selection through structured interviews that focus on the job to be performed helps increase tenure and satisfaction. Lafer (1991) reported, in a study of hospice volunteers, that volunteer attrition can be decreased if the volunteer administrator carefully recruits and trains the volunteers, helps them with work changeover, and provides individual supervision. Similar findings were reported by Stevens (1991) regarding elderly volunteers.

Many of the available guides for volunteer administration stress the need for careful and planned recruitment of volunteers, their orientation and screening, their placement, supervising, and evaluation, as well as providing them with symbolic rewards (Omoto & Snyder, 1993). The difficulty with these studies is that they have no comparison groups, they are based on small samples, and their methods are often weak. However, findings of those studies taken together, suggest that concentrated efforts of volunteer orientation, supervision, and most importantly, symbolic rewards, leads to greater volunteer retention, volunteer commitment, lower absenteeism, as well as greater satisfaction (Omoto & Snyder, 1993). Since volunteers are not paid, they must be made to feel that they are wanted, appreciated, and should be invested in. Good volunteer management invests in all stages of volunteer work from recruitment to evaluation and provides means of symbolic rewards that intrinsically enhance volunteer motivation, productivity and retention (Gerhard, 1988).

Benefits of Volunteering

Volunteers offer valuable services to organizations. Although the services of volunteers are not being paid for, it is important that management of these programs be efficient and effective. Even though volunteering can be cost effective, it is not entirely cost free. If managed effectively and efficiently, it requires an infrastructure at all levels that will allow for training and appropriate placement of volunteers. Governments may contribute by supporting such infrastructure and if government is better informed about the people who volunteer, it is likely to become more aware about the effects of its policy legislation it introduces both internally and external. According to Dingle (2001), there is a growing awareness of how to create an environment in which more spontaneous forms of unmanaged volunteering can flourish and be promoted.

Dingle (2001), suggested that volunteering achieves two important results: Firstly, it helps to create a stable and cohesive society. By bringing people together to act

for the good of the community, voluntary actions create bonds of trust and encourage cooperation. Volunteering also creates social capital. Glossary (2001), defines social capital as the networks of relationships among persons and institutions in a society, together with associated norms of behavior, trust, cooperation that enable the society to function effectively. People who are powerless as individuals can get things done if they volunteer together as a community. Dingle (2001) further suggested that volunteering adds value to the services that government provides. Many of the tasks that volunteers undertake voluntarily, such as giving advice, looking after children, caring for the sick, counseling are valuable supplements in the care and support of the HIV/AIDS patients, especially when hospitals or other health institutions are battling to cope with the rapid influx of patients either as a result of the lack of human resources, funds or infrastructure.

Along with the benefits of volunteering for the potential volunteers, there are also benefits for involving older people as volunteers in organization. The following points highlight a range of benefits to involving older volunteers in an organization (Institute for Volunteering Research, 2008, Volunteer Development Agency, 2007):

- Maturity and experience which has been gained from both inside and outside the workplace;
- Skills which have been built up through their life course;
- Availability - older people usually have more time to spare and are more flexible in terms of when they work;
- Loyalty - older people contribute more hours than any other age group and are more likely to be content with their voluntary work and to stick with it;
- Numbers - there has been a steep rise in the number of older people as a proportion of the population; this offers a pool of available volunteers to tap into; and
- Older volunteers are often the be-frienders of choice for many older people.

The Barriers to Volunteering

There are a range of issues which may act as particular barriers for people becoming involved in volunteering. Volunteers in both European and African countries face almost similar barriers. Most of the barriers found in other countries Ireland, Canada and the United States of America are also common in the Zimbabwean context. In Northern Ireland, rising costs of food and fuel is a barrier to people becoming involved in volunteering activity (Volunteer Development Agency, 2009). The ability to travel is an important determinant in a person's ability to access to engage in community life; this includes accessing services or socializing with friends, community groups or voluntary opportunities. People are much more likely to give lack of transportation as a reason for not volunteering (Fischer and Shaffer 1993).

In Canada, there are also some barriers that prevent people from volunteering. According to the results of the

National Survey of Giving, Volunteering and Participating (NSGVP) (2000), the most common reason that volunteers give for not volunteering is lack of time (Hall et al., 2001). The likelihood of citing some barriers varies according to a variety of personal and economic characteristics. For example, older volunteers say that health problems prevent them from volunteering more while volunteers with lower household incomes cite cost as a barrier to volunteering. Core volunteers much more likely than others report that they do not volunteer because they have already made a significant contribution.

The effectiveness of volunteer's efforts is important to his or her level of satisfaction, which in turn influences his or her decision about whether to continue volunteering. When volunteers do not see themselves as being effective in helping the organization to achieve its goal, they are generally not satisfied with their volunteer experience, which may cause them to stop volunteering. Smith's (1994) noted that the duration of a volunteer's participation is determined, in part, by whether his or her value within the group or organization is affirmed. Grube & Piliavin (2000) suggested that volunteer retention is related to the extent to which volunteers perceive their role as important to the success of the organization's mission and whether they see themselves as meeting the expectations of others. Volunteers who develop a specific role identity within an organization, and who receive recognition for their volunteer efforts, are more likely to experience increased self-esteem associated with their volunteer activities and therefore, continue to volunteer. Self-esteem, a sense of worth, and volunteer longevity have also been connected to the establishment of a strong social network through volunteering (Omoto & Snyder 2002; Wilson 2000).

METHODOLOGY

The research design of this study was descriptive and sought to assess the importance of community volunteers, their roles, and their participation in poverty reduction projects; the factors that contribute to their attraction and retention, and the strategies that Non Governmental Organizations use to motivate them. The researcher opted to use a descriptive research design because the descriptive approach is quick and practical in terms of the financial aspect, and the method can obtain first hand data from the respondents. Moreover, this method allows a flexible approach, thus, when important new issues and questions arise during the duration of the study, further investigation may be conducted. The researcher relied mainly on secondary data obtained from SOS Children's Village field officers through a written structured questionnaire complimented by face to face interviews. Primary data was collected from SOS community volunteers and projects

beneficiaries (children's caregivers) through a written structured questionnaire being complimented by interviews and focus group discussions.

Target Population

The target population was carefully selected to cover all stakeholders involved in the research topic. SOS community volunteers in Mzilikazi and Makokoba were targeted. SOS Children's Village field officers were also targeted from the volunteer management perspective. Also targeted were children's caregivers who are the project beneficiaries. SOS field officers were targeted to investigate their knowledge and experience on the importance of SOS volunteers and volunteers' participation in poverty reduction projects, the role that NGOs play in attracting and retaining volunteers, how they motivate volunteers, and the attitudes of volunteers towards their work. Volunteers were targeted to investigate what motivates them to participate and give their time to volunteering, their opinion on the importance of their roles and participation as well as investigating their attitudes towards charity work. The children's caregivers were targeted to investigate their experience on how they find volunteers' work beneficial to them and to investigate their opinion on the attitudes and motivation of volunteers during care giving.

Sample Size

The sample was pegged at 30% of the population as the standard and recommended practice, according to Law, et al (2003). Every member of the population had an equal chance of being selected for the study. The sample size was 52 stakeholders and broken down as follows:

- 4 SOS Field officers
- 18 Community Volunteers
- 30 Children's Caregivers

The researcher dispatched 4 questionnaires to field officers, 18 questionnaires to community volunteers, and 30 questionnaires to children's caregivers (adult project beneficiaries). The field officers were very cooperative and assisted in the distribution of the questionnaires. The researcher had earlier on created a good rapport with field officers. Interviews with field officers and focus group discussion with community volunteers and children's caregivers were done only to complement the questionnaires. The field officers also assisted in mobilizing community volunteers and caregivers for focus group discussions.

Methods of Data Collection

Creswell (1994) noted that in a case study, the researcher explores a single entity or phenomenon (the case), bounded by time and activity like a program, event, institution, or social group and collects detailed

information through a variety of data. In this study, the researcher employed a qualitative approach to data collection. The researcher collected and analyzed both primary and secondary data material. Primary data was collected by the researcher specifically for this research. Secondary data was used to complement the findings from the primary data sources and is data collected from other sources, which are secondary to this particular research. Secondary data is the cheapest and easiest means of access to information. Data was collected from three groups of people, namely SOS field officers; the SOS community volunteers, and Children's caregivers. Three data collection methods were identified and used as tools for data collection; and these were structured questionnaires being complimented by interviews and focus group discussions.

Primary Data Collection Methods

The researcher used the following primary data collection tools during the study:

- The questionnaires
- Interviews
- Focus group discussions

Schedules of questionnaires were hand delivered to key informants. Field officers whom the researcher created a very good relationship with were helpful in hand delivering the questionnaires to volunteers and caregivers. The field officers were also helpful in mobilizing caregivers and volunteers for focus group discussions. The interviews and focus group discussions were used to complement the questionnaires in area that need clarification and further explanations and this proved to be useful to the research.

Ethical Considerations

As this study required the participation of field officers, community volunteers, and children's caregivers' respondents, certain ethical issues were addressed. The consideration of these ethical issues was necessary for the purpose of ensuring the privacy as well as the safety of the participants. Among the significant ethical issues that were considered in the research process included permission and confidentiality. In order to secure the permission of the selected participants, the researcher communicated all important details of the study, including its aim and purpose. By explaining these important details, the respondents were able to clearly understand the importance of their role in the completion of the research. The respondents were also advised that they could withdraw from the study even during the process if they so wished. The participants were therefore not forced to participate in the research. The confidentiality of the participants was also ensured by not disclosing their names or confidential personal information in the research. Only relevant details that helped in answering

the research questions were included in the questionnaires.

RESEARCH FINDINGS

The following is a summary of findings on the importance of community volunteers and their participation in poverty reduction projects, the roles of community volunteers and their motives to volunteer, the roles of NGOs, volunteers' incentives, attraction and retention, volunteers' motivation, satisfaction and attitudes, the benefits of volunteerism to the community and barriers that hinder volunteers to participate in their voluntary work.

The Importance of Volunteers and their Participation

There was a relationship between volunteers' participation and the sustainability of poverty reduction projects. It was proved that the involvement of community through volunteers was critical for projects to remain operational even after donor withdrawal. Due to resources constraints, SOS programmes faced operational challenges which forced it to engage volunteers in order to be able to implement its programmes. Thus volunteers offered their time, labour and skills at no cost in order to complement full time staff, assist in meeting the organization's goals, assist in empowering the community, assist in reducing poverty, and ensuring the sustainability of projects.

Volunteers' Roles and their Motives to Volunteer

Volunteers played many roles in SOS's poverty reduction projects. The roles played were as follows: Linking beneficiaries with the organization and vice-versa, providing counseling and advice to the beneficiaries, assessing the quality of life of the beneficiaries and making recommendations on possible measures to be taken, updating field officers on welfare issues of beneficiaries, educating the community on children's rights, identifying the needy children for assistance and providing care for the under privileged children. Volunteers were not only motivated to volunteer by the incentives offered but by the desire to help others, personal satisfaction, interest in the organization, prospects of employment opportunities, sense of accomplishment and the altruistic motives as well.

The Roles of NGOs in Attracting and Retaining Volunteers

Since many volunteers lacked skills and necessary competencies to perform certain tasks, SOSs provide the necessary training both on the field and off the field. The in turn attract unskilled volunteers to the organization and helps to retain those already in the organization. Offering

of training become a motivational tool which SOS use to recruit more staff and keep those within for a long time. In addition to training courses offered, SOS also create open lines of communication and a friendly working environment so that volunteers may stay happy at all times during the discharge of their duties.

Incentives Offered to Volunteers

Though not enough, there were incentives being offered by SOS to its volunteers. The incentives were in form of food packs, hospital/clinic assistance, and school fees for children. These incentives contributed to the maintenance of high levels of volunteers' retention against low volunteers' turnover.

Volunteers' Motivation, Satisfaction and Attitudes

Most of the volunteers were motivated in working for SOS whilst few of them were not motivated. The motivations were due to the incentives offered while those who were not motivated had part of their expectations not met. The incentives offered also improved the levels of job satisfaction. Volunteers who hand their expectation not met by the organization were not satisfied. High levels of motivation and satisfaction led to positive attitudes of volunteers towards their work. Low levels of motivation and satisfaction led to negative attitudes of volunteers towards their work.

Benefits and Barriers to Volunteering

There were benefits of volunteering to the community such as improving social services, assisting in giving care to the less privileged, helping in reducing poverty in the community, helping to improve oneness and corporation within the community, helping in building up skills which are essential resources for community development, and ensuring the sustainability of poverty reduction projects. However, barriers that hindered volunteers to effectively carry their voluntary work were the rising cost of living, lack of time, lack of volunteer appreciation, and health problems.

CONCLUSIONS

A number of conclusions on the findings of the study were drawn and these were based on the research questions.

The Importance of Community Volunteers

It was concluded that SOS community volunteers were very important in poverty alleviation projects. This was confirmed by what was revealed in the literature review that Non Governmental Organizations and the state have

got no full capacity to support social services; hence volunteers step up and assist to distribute those services. This makes them very important development players. According to Dingle (2001), South Africa had a scarcity of manpower and that affected the health care system. As a result, nonprofit organizations that were severely stretched because of relying on paid staff were persuaded to change their minds by seeing evidence of what volunteers achieved. In that way, they started to incorporate the services of older people or those with little or no literacy (Dingle, 2001). This clearly shows that community volunteers are very important for the sustainability of NGOs' poverty reduction projects.

The Importance of Volunteers' Participation

The sustainability of any project initiated to meet the specific needs of the local poor communities depends on the level of community participation, through community volunteers in project planning, implementation, evaluation and decision-making. It was therefore concluded that the participation of volunteers in development projects is of much essence. This can be linked to Bussell & Forbes (2002) who argued that the key aspects of the welfare state and community development are now dependent on the voluntary sector and volunteer involvement.

Penderis (1996) views participation as a voluntary contribution in planning projects, participation in decision making, implementation of projects, monitoring and evaluation of programs as well as benefits sharing. For any project to be successful, it should involve the local community, who in turn would support it by various resources like labour, skills, capital and indigenous knowledge. Volunteers are part of the community and they represent the community. Meanwhile, McCurley (2007) identified causes of the decline in volunteer participation. Issues of economic challenges, time constraints, social and family concerns were sighted as the causes of the decline.

The Roles of Community Volunteers in Poverty Reduction Projects

From the research, conclusions can be made that community volunteers play various roles in poverty reduction projects by linking beneficiaries with the organization and vice-versa, by providing counseling and advice to the beneficiaries, assessing the quality of life of the beneficiaries and make recommendations on possible measures to be taken, by updating field officers on the welfare of beneficiaries, by educating the community on children's rights, by identifying the needy children for assistance and by providing care for the under privileged children.

This confirms what was discovered in the literature review that volunteers' roles vary from organization to organization. According to SOS Children's Villages

(2011), SOS volunteers' roles are to provide educational, health, psychosocial support, and community economic empowerment. Volunteer Now (2011) stated that the main volunteer's roles largely involves one to one work with clients. This is a very technical role which requires a great deal of skill and knowledge. Volunteer activities take many forms; involvement in voluntary associations, activism, focusing on social change, counseling, providing care, assisting program staff, and caring for the needy (Wilson 2000).

According to Tyler (1965), volunteers provide encouragement and reassurance to children and the youth who are trying to learn something or undertaking an activity which seems difficult to them. Tyler (1965) further notes that volunteers serve as a means of communication in both directions between professionals and the clients served by the organization. Most organizations suffer from faulty communication. The community knows too little about the programs of the agency and often has serious misconceptions of them. On the other hand, the professional staff has too limited an understanding of the goals, activities, and beliefs of the community; hence programs often miss their mark: clients' needs may be neglected unconsciously and many efforts of both the community and organization staff are wasted because each knows too little about each other. As a result, volunteers frequently fill an important role in increasing and improving communication between program clients and the agency (Tyler, 1965).

Volunteers' Motives to Volunteer

The conclusions that can be made from the findings on volunteers' motives to offer their time and labour to community work are that volunteers are motivated by personal satisfaction, interest in the organization, sense of accomplishment, the desire to help others, altruistic motives and the desire to enhance their career prospects. This can be linked to Clary, (1998) who underscored that people engage in volunteer work in order to achieve important psychological goals, and that different individuals will be seeking to satisfy different motivations through volunteer activity. Clary (1998) suggested that people may be attempting to satisfy a 'values function', whereby they participate in volunteer work to express and act on values important to themselves, for example; humanitarian values or altruistic concerns.

Esmond & Dunlop (2004) concurred with some of Clary (1998)'s views and identified similar and other volunteer motives as follows; satisfying humanitarian obligation to help others or showing empathy for others, concern for and worry about the community, seeking career-related benefits/connections, skills or experience; desire to better understand how to help others in society or exercise skills that are unused, desire to feel better about oneself, attracting good things to oneself, needing recognition of one's skills and contribution, and meeting the expectation of others.

Whilst volunteers are motivated by altruism, they are also motivated by the possibility of reciprocal assistance in the future (Clary et al 1998).

This is based on the realization that what is happening to their beneficiaries may happen to them in the future and will therefore need similar support. It is also typical of Zimbabwean volunteers to use volunteering as a stepping stone towards securing employment (The Strive Times, 2004). Volunteering therefore gives volunteers the necessary exposure and experience which will count in their favor when looking for employment.

The Roles Played by NGOs in Attracting and Retaining Volunteers

The findings concluded that Non Governmental Organizations play a very important part in attracting and retaining volunteers in an organization by offering training courses to volunteers, motivating volunteers and creating a friendly working environment. Prior in the literature review, it was discovered that the roles played by Non Governmental Organizations in attracting and retaining volunteers were making volunteers to feel home in their volunteer work and to establish more friendships with volunteers (Skoglund, 2006). Skoglund (2006) further noted the need for increased attention with respect to training and professional development, and lastly, to develop strategies that support motivation of volunteers (Little, 1999).

Volunteers' Motivation

The conclusions drawn from the findings revealed that the issue of keeping volunteers motivated has been vital in preventing the loss of substantial numbers of volunteers each year after serving only briefly with their respective organizations, and in attracting new volunteers to the organization. The other conclusion that was drawn from findings was that volunteers were motivated by the incentives such as food packs, medical assistance, training courses offered, school fees for children and career opportunities. However, older volunteers were not only motivated by the incentives they get but the desire to help others and also stay occupied. Younger volunteers were found to be motivated mostly by better prospects of employment opportunities in the future and meaningful incentives.

Polk (2006), argued that promotion of volunteer retention is enhanced by offering periodic training to volunteers that will enhance their work within the organization as well as meeting their own personal needs. Training is an important strategy not only for motivating volunteers to stay with the NGO, but also for helping them to become as engaged and as productive as possible. In Canada volunteers receive a number of personal benefits from volunteering and they have these benefits in mind when they decide to volunteer (Hall et al., 2001). This is particularly true for youth and unemployed persons, many of whom volunteer to improve their employment prospects (Hall et al., 2001).

The top benefits of volunteering are interpersonal skills improvement and better communications skills development (Canadian Centre for Philanthropy, 2004). Clary et al. (1992) argued that volunteers are motivated differently across age groups depending on the benefits they might receive. Okun & Schultz (2003) concluded that young people volunteer to expand their social network while older adults volunteer to maintain their emotional well-being.

Volunteers' Satisfaction

It was concluded that most of SOS volunteers were generally satisfied owing to incentives being offered by SOS Children's Village. Few volunteers were not satisfied owing to the fact that most of young volunteers were interested in full time jobs with better remuneration and incentives. The conclusions are in variance with what was discovered in the literature review, that volunteers in Latin America are satisfied with their efficacy, the relative prestige of the organization, open communication within the organization, an environment of positive feedback and affirmation, opportunities for self-improvement, establishing interpersonal relationships in the community, and an organizational environment that embraces open decision-making, conflict resolution, and attention to group process (Cuskelly, 1998, Martinez & McMullin, 2004)).

Volunteers' Attitudes

The conclusions drawn were that most SOS volunteers' attitudes were generally positive toward their work owing to the incentives offered and that there was a relationship between their attitudes and their retention. Few volunteers were having negative attitudes towards their work owing to the fact that most of young volunteers were interested in full time jobs with better remuneration and incentives. The conclusions tally with the discussions from the literature review on which McGee (1988) noted that incentive rewards can improve morale and attitudes towards productivity. MacGee (1988) further argued that these rewards have a deeper meaning which is greater than the value of the prize itself, and that the awards create positive attitudes, bonds volunteers with the organization, and builds commitment.

Benefits of Volunteering to the Community

It was concluded that volunteering benefits the community in many forms; by improving social services in the community, by assisting governments and NGOs in giving care to the less privileged and helping to eradicate poverty in communities. It was further concluded that by volunteering, oneness and cooperation amongst community members is enhanced while skills essential for community development are build. The last

conclusions drawn were that volunteering ensures the sustainability of poverty reduction projects in communities. In the literature review, Dingle (2001) suggested that volunteering adds value to the services that government provides. Dingle (2001), further argued that volunteering achieves two important results: Firstly, it helps to create a stable and cohesive society by bringing people together to act for the good of the community. Secondly, voluntary actions create bonds of trust, encourage cooperation, and also create social capital.

Barriers to Volunteering

The research study concluded that there were barriers faced by volunteers when offering their time and labour towards poverty reduction projects. The barriers faced by volunteers include health problems, rising cost of living, lack of time, and failure by the NGOs and the community to appreciate and recognize the efforts of volunteers. Such barriers affect the smooth operation of development projects thereby compromising the sustainability of poverty reduction projects in communities. The conclusions on the barriers to volunteering is linked to Hall, (2001)'s findings on the results of the National Survey on giving, volunteering and participating conducted in the year 2000, which stated that volunteers in Canada face health problems, lack of time and rising cost of living as major barriers they encounter when carrying out their voluntary works.

RECOMMENDATIONS

Based on the research findings and observations made by the researcher, the following recommendations are made:

- Government and Non Governmental Organizations should put policies in place that would allow for adequate resources to be mobilized towards the voluntary sector so as to promote community participation in poverty alleviation projects, thereby achieving the millennium development goal number one of poverty reduction.
- SOS should conduct periodic workshops for all community leaders on the importance of community volunteers and the importance of their participation in development projects, so that volunteers may get maximum support from the community leaders and other stakeholders. Maximum support for volunteers would ensure their motivation, commitment and dedication towards community work.
- Volunteers should be fully involved in all projects planning, implementation and evaluation to enhance community involvement in poverty reduction projects so that sustainability may be achieved.
- Volunteer managers should conduct periodic training for volunteers across the organization in order to

improve efficiency and quality service delivery, as well as attracting other volunteers to the organization.

- SOS should introduce a performance appraisal system for volunteers in order to identify performance gaps and training needs of volunteers. This would help to generate more information regarding volunteers' perceptions, attitudes and behaviors towards their work and enhance behavior change for volunteers.
- SOS should effectively use training as a developmental tool for its volunteers in order to attract and retain more volunteers to the organization.
- Management should promote effective communication and feedback in order to keep volunteers aware of new developments in programs.
- Community volunteers should be consulted and involved in decision making, especially on issues that affect them, and also increase their autonomy and control over their work in order to motivate them to become more productive, show commitment and draw satisfaction from their work. This will assist in retaining volunteers to the organization.
- SOS should come up with recruitment policies that would allow its volunteers to be given the first preferences when there are job openings within the organization in order to attract and retain young volunteers to the organization.
- SOS should introduce volunteers' stipends and improve their health incentives in order to motivate, satisfy, attract and retain volunteers to the organization, as well as overcoming some barriers to volunteering such as the rising cost of living and health problems. The attraction of volunteers from outside would help to bring new ideas and skills to the organization.
- More research is necessary to evaluate the effectiveness of volunteers' participation for the sustainability of poverty reduction projects in Zimbabwe.

REFERENCES

- Akintola O (2004). A gendered Analysis of the Burden of care on family and volunteer caregivers in Uganda and South Africa, University of KwaZulu-Natal, Research Division, Durban; South Africa.
- Allen NJ & Rushton JP (1983). Personality Characteristics of Community Mental Health Volunteers: A Review of Voluntary Action Research, 12(1), 36-49
- Allen NJ (1987). The Role of Social and Organizational Factors in the Evaluation of Volunteer Programs, Evaluation and Program Planning, 10, 257-262
- Asia South Pacific Bureau (1999). Report of Melanesia Consultation with NGOs, Port Moresby
- Australia Sports Commission (2000). Volunteers Management Program; Retaining Volunteers; Australian Government.
- Boraas S (2003). Volunteerism in the United States. Monthly Labor Review, 126 (8), 3- 21.
- Bourdieu P (2001). The forms of capital. The Sociology of Economic Life. Boulder, Colorado. Westview.
- Brewis G (2010). Valuing Volunteer Management Skills, Birkbeck University of London. Institute for Volunteering Research.
- Brown R (2007). Doing Your dissertation In Business Management, First Edition, Sage, New Delhi

- Brown E (1999). The scope of volunteer activity and public service. *Law and Contemporary Problems*, 62(4), 17-26.
- Brown LD & Ashman D (2003). Participation, social capital and intersectoral approach.
- Burkey S (1993). *People first*. United Kingdom : Biddles. Ltd
- Bussell H & Forbes D (2002). Understanding the volunteer market: The What, where, who and why of volunteering; *International Journal of non profit Voluntary Sector Marketing*; 7(3),pp.244-257
- Capner M & Caltabiano ML (1993). Factors affecting the progression towards burnout. A comparison of professional & volunteer counselors; *Psychological Reports*, 73, 555-561.
- Chambers R (1983). *Rural Poverty putting the last first* Longman.
- Chambers R (1998). *Poverty in India: concepts, research and reality*. Discussion paper 241. Institute of Development of studies, University of Sussex.
- Chambre SM (1987). *Good deeds in Old Age: Volunteerism by the New Leisure Class*, Lexington, Lexington Books
- Cheung F, Tang C & Yan E (2003). Psychosocial factors influencing service duration among elderly voluntary workers in Hong Kong. *Australian Journal of Psychology*, 55, 109-119.
- Clary EG (1994). Matching messages to motives in persuasion. Functional approach to promoting volunteerism, *Journal of Applied Social Psychology*, 24, 1129-1149.
- Clary EG, Snyder M, Ridge RD, Copeland J, Stukas AA, Haug J (1998). Understanding and assessing the motivations of volunteers: A functional approach. *Journal of Personality and Social Psychology*, 74, 1516-1530.
- Cnaan RA (1991). Measuring motivation to volunteer in human services, *Journal of Applied Behavioral Sciences*, 27, 269-284.
- Cnaan RA (1993). Religious People, Religious Congregations and Volunteerism in human Services: Is There A Link?, *Non Profit and Voluntary Sector Quarterly*, 22, 33-51
- Cnaan RA (1996). Defining who is a volunteer: Conceptual and empirical considerations. *Non profit and Voluntary Sector Quarterly*, 25 (3), 264-383.
- Cnaan RA, Handy F & Wadsworths M (1996). Defining who is a Volunteer: Conceptual and empirical considerations. *Nonprofit and Voluntary Sector Quarterly*, Volume 25, No 3, p.375
- Cnaan RA (1990). Deployment of volunteers by governmental social services in Israel, *Journal of sociology and social welfare* (17) (3) 150-173
- Coetze, K. et al (2002), *Development theory, policy and practice*, SA Oxford University Press.
- Cooley EA, Singer GH & Irvin LK (1989). Volunteers As Part of Family Support Services for Families of Developmentally Disabled members, *Education and Training in Mental Retardation*, 24, 207-218
- Cooper DR & Schindler PS (2003). *Business research Methods*, 8th Edition, McGraw Hill Irwin, Boston
- Cornwall A (2000). *Making a Difference, Gender and Participatory Development*, IDS.
- Creswell W.(1994), *Research Design, Qualitative Approaches*, Sage Publications, Thousand Oaks, CA
- Cuskelly G (1998). Organizational commitment and committee turnover of volunteers in sport. *Australian Journal of Volunteering*, 3(2), 4-14.
- Dasgupta P (2000). Social capital and economic performance analytics. *Social Capital: A multifaceted perspective*. Washington DC: World Bank Institute. Discussion Paper 378, Institute of Development Studies, Brighton.
- De Beer F & Swanepoel H (1998). *Community development and beyond*. South Africa; National books printers.
- Deci EL & Ryan RM (1985). *Intrinsic Motivation and Self-determination in Human Behavior*, Ne York, Plenum Press
- Dingle A.(2001), *Measuring Volunteering: A Practical Toolkit*, Institute for Volunteering, London
- Dolnicar S & Randle MJ (2004). What moves which volunteer to donate their time? An investigation of psychographic heterogeneity among volunteers in Australia and New Zealand *Marketing Academy*, Wellington, New Zealand.
- Dolnicar S & Randle M (2007). What motivated which volunteers? *Voluntas*, 18(2), 135-155.
- Dube SC (1998). *Modernization and development. The search for alternative paradigms*, Tokyo: United Nations University; Zed, books London, pp, 15-34.
- Dueke D (2007). *The revolving door; the problem of volunteer retention in Duvall*, Washington, National Volunteer Academy.
- Durke D (2007). *A revolving door; the problem of volunteer retention in Duvall*, Research paper; National Fire Academy. Washigton DC.
- Eisner D (2005). The real challenge for volunteerism. *Chronicle of Philanthropy*, 17(20), 51-52.
- Ellis, S. (1996). *The volunteer recruitment and membership development book*. Philadelphia: Energize, Inc. Baluchistan, Development in Practice, Vol. 18 (3), pp333 - 344
- Fagan RW (1986). The Use of Volunteer Sponsors in the Rehabilitation of Skid-row Alcoholistics, *Journal of Drug Issues*, 16, 321-337
- Farmer SM & Fedor DB (1999). Volunteer participation and withdrawal, *non profit management and leadership*, 9(4), 349-368.
- Farrell JM et al (1998). Volunteer Motivation, Satisfaction and Management at an Elite Sporting Competition, *Journal of Sport Management*, 12(4), 288-300
- Finkelstein M (2007). Predicting organizational citizenship behavior: Integrating the functional and role identity approaches, *social behavior and personality*, Volume 32, p.383-398.
- Fitamo M (2003). *Community based organizations (CBO) and development in Ethiopia*. Thesis, MA. University of Capetown, Capetown, SA.
- Flap H (2001). *No man is an island. Conventions and structures in economic organizations. Markets, networks and hierarchies*. London. Edward Elgar.
- Flora C (2001). *Rural communities: Legacy and change*. Westview, CT: Westview Press.
- Gerhard GW (1988). *A Volunteer Development and Recognition Model*, Paper Presented at the Annual Meeting of the American Association for Adult and Continuing Education , Tulsa
- Gidron B (1985). Prediction of Retention and Turnover Among Service Volunteer Workers, *Journal of Social Service research*, (8) 1-16
- Graaff J et al (2001). *Development theory, policy and practice*. South Africa: Oxford University Press.
- Greenberg MA (2005). *Citizens Defending America: From the colonial Times to the age of terrorism*. Pittsburgh; PA: University of Pittsburgh Press.
- Grube JA & Piliavin JA (2000). Role identity, organizational experiences, and volunteer retention.
- Guler E (2008). *How to Improve NGOs Effectiveness in Development? A discussion in Lessons Learned*.
- Hall M, Lasby D, Gumulka G & Tryon C (2006). *Caring Canadians, involved Canadians; Highlights from (2004), Canada survey of giving, volunteering and participating No. 71-542*; Ottawa: Statistics Canada.
- Hall M et al. (2001). *Canada survey of giving, volunteering and participating : Statistics Canada*.
- Harrison DA (1995). Volunteer motivation and Attendance Decisions; Competitive Theory testing in Multiple samples from a Homeless Shelter, *Journal of Applied Psychology*, 80, 371-385
- Henderson NR & Naomi C (2009). *Managing Moderate Stress: Take A Deep Breath You Can Do This: Marketing Research*, Volume 21, 28-29
- Hodgkinson VA (1995). *The Connection between Philanthropic Behavior Directed to religious Institutions and Small Religious Non Profits: From Vulnerability to Viability*, DePaul University, Chicago
- Hodgkinson VA & Weitzman MS (1992). *Giving and volunteering in the United States*, Washington DC ; Independent Sector.
- Hoff M (1998). *Sustainable community development*. Washington, DC: Lewis publishers.
- Hollwitz J and Wilson CE (1993). Structure Interviewing in Volunteer Selection, *Journal of Applied Communication Research*, 21, 41-52
- Ife J (1995). *Community Development*; Addison Wesley Longman Ltd. Australia.
- Independent Sector (2001). *A survey of Charitable giving after September 11th, 2001*. Washington D.C
- Independent Sector (2001). *Experience at work: Volunteering and giving among Americans*; Washington D.C.

- Jackson EF et al (1995). Volunteering and Charitable Giving: Do Religious and Associational Ties Promote Helping Behavior, *Nonprofit and Voluntary Sector Quarterly*, 24, 59-78
- Jantzi T (2000). Local program theories and social capital: A case study of a Non-Governmental Organization in Bolivia. Unpublished doctoral dissertation, Cornell University.
- Kaseke E & Dhemba J (2006). Five Country Study on service and volunteering in Southern Africa, Zimbabwe country report. Center for social development, St Louise; Washington University.
- Kates RW (2005). What is sustainable Development? Environment: science and Policy for sustainable Development. Vol. 47, pp 8-21
- Kitabo S (2000). Interdependence poverty and marketing system in Ethiopia. MA Thesis. University of Capetown, South Africa.
- Kotler P & Armstrong G (2000). *Marketing: An Introduction*, Prentice Hall, New Jersey
- Lafer B (1991). The Attrition of Hospice Volunteers, *Omega*, 23, 161-168
- Lammers JC (1991). Attitudes, Motives and Demographic Predictors of Volunteer Commitment and service Duration, *Journal of Social Service Research*, 14, 125-140
- Lasby D (2004). The volunteer spirit in Canada: Motivations and barriers. Toronto: Canadian; Centre for Philanthropy.
- Leonard G (2006). Rethinking volunteerism in America; World Volunteer, United States of America.
- Lewis D (2005). Actors, ideas and networks: Trajectories of non governmental in development studies; second edition, Routledge. London.
- Lin N & Erickson A (2008). Theory, measurement and the research enterprise on social capital, *Social capital; An international research program*, New York, Oxford University Press.
- Lin, N. (2001). Build a network theory of social capital. *Theory of research*. (3-31). New York; Aldin de Gruyter.
- Little H (1999). *Volunteers; How to get them, how to keep them*, Panacea press Naperville
- Lyon T (2006) Gig Harbor Fire; Survival of a combination department in rapidly growing community; Research paper; National Fire Academy, USA.
- Martinez T & McMullin S (2004). Factors affecting decisions to volunteer in nongovernmental organizations. *Environment & Behavior*, 36(1), 112-127.
- McCurlley S (2007). Keeping Volunteers engaged; the key to retention. Retrievd from <http://nationalserviceresources.org/filemanager/download/08February2013>.
- McGee LF (1988). Keeping Up the Good Work, *Personnel Administrator*, 33, (6), 68-72
- McMillan JH & Schumacher S (1993). *Research In Education, A conceptual Understanding*, Harper Collins, New York
- McPherson JM & Rotolo T (1996). Testing a dynamic model of social composition; Diversity and change and voluntary groups. *American sociological review*, vol. 61 pp 179-202.
- Michaels M (2007). Charities face trouble keeping volunteers and attracting new ones. *Chronicle of Philanthropy*, 19(14), 37.
- Micheal S (2002). The role of NGOs in Human Security; Harvard University.
- Millennium Development Report. (2007). New York. United Nations.
- Milligan S et al (1987). Natural Helpers as Street Health Workers Among the Black Urban Elderly, *The Gerontologist*, 27, 712-715
- Mitchell MA & Taylor SL (1997). Adopting internal marketing to volunteer system. *Journal of Non profit and public sector marketing*, vol. 5 no 2 pp 29-42.
- Mitchell R (2002). Investigating the establishment of a partial-paid or career fire departments due to diminished volunteer fire department response, Research Paper, Emmetsburg Maryland, National Fire Academy .
- Mullen J (1995). Rural Poverty Alleviation, International Development Perspective. Avebury, Aldershot.
- National and Community Service (2009), *Volunteering in the United States*, USA.
- National Survey of giving, volunteering and participation (2000); Canada.
- Non Governmental Organizations Management School. (2009), Switzerland. Geneva.
- Oakley P (1991). *Projects with people: The practice of participation in rural development*. Geneva: International Labour Office.
- Oliver RL (1980). A Cognitive Model of the Antecedents and Consequences of Satisfaction Decisions, *Journal of Marketing Research*, 42(11), 460-469
- Omoto A and Snyder M (1995). Sustained helping without obligation: Motivation , longevity of service, and perceived attitude change among AIDS Volunteers, *Journal of Personality and social Psychology*, 68, 671-687
- Omoto AM & Snyder M (2002). Considerations of community: The context and process of volunteerism. *American Behavioral Scientist*, 45(5), 846-867.
- Omoto AM & Snyder M (1993). AIDS volunteers and their motivations: Theoretical issues and practical concerns. *Nonprofit Management and Leadership*, 4, 157-176.
- Oprandy J (2007). 2100 and beyond; Identifying the administrative support functions necessary to sustain volunteerism in Albemarle Country Fire Rescue; National Fire Academy. USA.
- Osman A (2002). Challenges For Integrating Gender Into Poverty Alleviation Programs: Lessons From Sudan in Gender, Development and Poverty, Oxfam, OVCs. Harare:
- Paterson R (2008). Women's Empowerment in challenging environments: a case study.
- Pearce JL (1993). *Volunteers: The Organizational Behavior of Unpaid Workers*, New York, Routledge.
- Penderis S (1996). Informal settlement in the Helder Berg basin: people, place and community participation. University of Stellenbosch (MA thesis). Cape Town.
- Penner LA & Finkelstein MA (1998). Dispositional and structural determinants of volunteerism. *Journal of personality and social Psychology*, 72 (2), 525-537
- Penner L (2002). Dispositional and organizational influences on sustained volunteerism: An interactionist perspective. *Journal of Social Issues* 58(3), 447-467.
- Perrow C (1970). Members as Resources in Voluntary Organizations, In W. R. Rosengren & M. Lefon, *Organizations and Clients*, 93-101, Columbus, OH: Merrill
- Polk C (2006). *Volunteer management training; System for Adult Basic Education Support*, World Education. USA.
- Population Council (2005). *Community Based AIDS Prevention and Care in Africa: Building Local Initiatives: Case Studies From Five African Countries*. Viewed 8 February 2013. www.popcouncil.org/ebert/wellbriefing.htm. problem-solving: African and Asian cases.
- Putman R (1993). *Mankind democracy works; Civil democracy in modern Italy*. Princeton University Press.
- Putman R (2000). *Bowling alone: The collapse and revival of American community*: New York; Simon and Schuster.
- Rajasekhar D (2004). *Poverty alleviation strategies of NGOs*. Concept publishing Company, India, New Delhi.
- Ralston R (2000). The third force in events tourism: *Journal of Sustainable Tourism*.
- Ralston R, Lumsdon L & Downward P (2005). The third force in events tourism: Volunteers at the 17th Commonwealth games. *Journal of Sustainable Tourism*, 13(5), 504-519.
- Remedy J (1991). *Where Credit is Due*, Portsmouth BPPC, Wheaton, London
- Robeyns I (2005). *Sen's Capability Approach and Gender Inequality*: Random House, New York.
- Roodt M (2001). *Participation, civil society and development: South Africa*: Oxford University Press.
- Ryan RM & Deci EL (2000). Intrinsic and Extrinsic Motivations: Classic Definitions and New Directions, *Contemporary Educational Psychology*, 25(1), 54-67
- SAFAIDS (2004). *Community Interventions in Zambia: Faith Based responses to OVCs*, Harare, SAFAIDS.
- Saunders M et al (2007). *Research Methods for Business Students*, 4th Edition, Pearson Education Limited, England
- Schondel CK & Boehm KE (2000). Motivational needs of adolescent volunteers. *Adolescence*, 35(138), 335.
- Seers D (1979). *The Meaning of Development, with a postscript*, In Seers, London: Frank Class.
- Sen A (1999). *Development as Freedom*, Random House, New York.

- Short Term Emerging Recovery Program- (MTP), 2009, Zimbabwean Government, Ministry of Economic Development
- Siecienski P (2000). Evaluating recruitment, retention, and resistance in combination department; Research paper, National Fire Academy, USA.
- Skoglund AG (2006). Do not forget about your volunteers: A qualitative analysis of factors influencing volunteer turnover. *Health and Social Work*, 31(3), 217-220.
- Smillie I (2003). Ownership and Partnership. The role Southern and Northern Civil Society in Poverty reduction strategies, OECD Development Centre Seminar Services. OECD.
- Smith DH (1994). Determinants of Voluntary Association Participation and Volunteering, A Literature Review, *Nonprofit and Voluntary Sector Quarterly*, 23, 243-263
- Smith J (2006) Retention in Barrow Volunteer Fire Department, Research paper, National Fire Academy, USA.
- Snyder M & Clary E (1998). Volunteer motivations, findings from a national survey. *Non profit and voluntary sector quarterly*, 25 (4), 485-505.
- SOS Childrens' Village (2011). Family strengthening programs, SOS, Bulawayo
- SOS Working Paper (2007). The Family Strengthening Programmes Manual.
- Stevens ES (1991). Toward Satisfaction and Retention of Senior Volunteers, *Journal of Deontological Social Work*, 16, 33-41
- Strive Times (2004). Newssheet of the Support to Replicable Innovative Village Community Level efforts projects.
- Suharko C (2007). The Role of NGOs in Rural Poverty Reduction: The Case of Indonesia and India. Graduate School of International Development. Japan: Nagoya University Press.
- Teplitz JV (2006). Understanding and motivating volunteers. *CPA Journal*, vol. 75.
- Trachtenberg J (2006). Sustaining volunteer motivation in non profit organizations, MPA Thesis; New York; Binghamton University.
- Tyler RW (1965). The role of the Volunteer. Center for Advanced study in the Behavioral Sciences. Stanford, California.
- Unger LS (1991). Altruism as a motivation to volunteer. *Journal of Economic Psychology*, vol. 12, 71-100.
- United Nations Volunteers (2008). New York. United Nations.
- United Nations (1987). Sustainable Development. New York.
- United Nations (2000). Poverty and poverty reduction. New York.
- United Nations (2001). Poverty reduction. New York.
- Vakil AC (1997). Confronting the classification problem: Toward a taxonomy of NGOs. *World Development*, 25(12), 2057-2070.
- VIVA Network (2001). Community Care of Orphans – Cutting Edge. Viewed 5 February 2013, www.viva.org.pg?id=171.
- Volunteer Development Agency (2007). Older people volunteering, A literature review, Northern Ireland.
- Volunteer motivation (2007). NSW Department of Infrastructure, Planning and Natural Resources; Southern Sydney.
- Volunteer Now Report. (2011), The role of Volunteering as an Integral Part of Community Development in Northern Ireland, Rural Community Network, Ireland.
- Volunteering Research (2008). Age Discrimination and Volunteering. Institute for Volunteering Research, England.
- Walkins K (1995). The Oxfam poverty report. United Kingdom: Oxfam publication limited.
- Welman J & Kruger S (2001). *Research Method*, 2nd edition, Prentice Hall, London
- Wharton CS (1991). Why Can't We Be Friends? Expectations Versus Experiences in the Volunteer Role, *Journal of Contemporary Anthropology*, 20, 79-106
- Williams PW et al (1995). Volunteerism and Special Event Management: A case Study of Whittler's Men's World Cup of Skiing, *Festival Management and Event Tourism*, 3(2), 83-95
- Wilson J & Janoski T (1995). The Contribution of Religion to Volunteer Work, *Sociology of Religion*, 56, 137-152
- Wilson A & Primm G (1996). The Tyranny of the volunteer: the care and feeding of voluntary workforces. *Management decision*, vol. 34, no 4, pp.24-40
- Wilson J (2000). Volunteering Annual Review of Sociology, Vol. 26 pp 215-240.
- World Bank (1995). Investing in People: The World Bank in Action. Washington D. C. The World Bank.
- World summit on sustainable development (2002), United Nations, New York.
- Wu HC (2002). Exploring the Relationships between Motivation and Job Satisfaction of Volunteer Interpreters: A Case Study of Taiwan's National Part, Presentation Paper, Taipei Conference, Taiwan.
- Wuthnow R (1991). Acts of Compassion: Caring for Others and Helping Ourselves, Princeton, Princeton University Press.
- Zeigenhaft R. L. et al(1993), Hospital Volunteers: Why do they volunteer and which volunteers provide the highest quality service, Unpublished Manuscript, Guilford College, NC
- Zischka PC & Jones I (1987). Special Skills And Challenges In Supervising volunteers: *Clinical Supervisor*, 5 (4), 19-30.