

CHAPTER 3

VOLUNTEER INVOLVEMENT IN CANSA

3.1 Introduction

CANSA was founded by volunteers and has since then been a volunteer driven organization. Volunteers are therefore an indispensable part of CANSA services and play an important role in the achievement of goals for CANSA. Apart from the fact that CANSA benefit from the skills and experience brought by the volunteers, the ultimate value of the volunteers lies in expanding CANSA's services to its clients where paid staff lack. Volunteers are not there to do the work of paid staff members, but rather, to work with paid staff members to promote the services of the organization.

This chapter provides an outline of cancer as a disease, the incidence of cancer in South Africa, the role of CANSA, the importance of using volunteers, role of volunteers in CANSA, and the recruitment and retaining of volunteers by CANSA.

3.2 Defining cancer

The Volunteer training manual by CANSA (1995) defines cancer as "an uncontrolled growth of cells which persists in an excessive manner after the cessation of the stimuli which evoked change."

According to Alberts (1993:4), the single primary characteristic of a cancer cell is that it has lost the ability to maintain that precise balance, with the result that it continues dividing, without taking the requirements of the body into consideration. The cancer cell contains a membrane, cytoplasm and nucleus, and bears a surprising resemblance to a normal cell. In most cases, the shape and growth pattern of the tissue are abnormal and can easily be identified by means of a microscope. These cancer cells are taken up in the blood streams and spread to other organs of the body.

Conradie, Muller, Stein, Joubert & Hendricks (1995:A-1) and Austoker (1994:14-15) agree that human cancer consists of over 100 distinct diseases each defined by its anatomic site of origin and microscopic features. This disease occurs throughout the world and causes an enormous burden of morbidity and mortality.

In summary, the above mentioned definitions indicate that the characteristic of a cancer cell is the uncontrolled proliferation of cells and their invasion to other organs of the body. The fact that cancer cells spread to other organs of the body, indicates the seriousness of the disease that often results in death.

3.3 The incidence of cancer in South Africa

Despite prevention programmes, educational efforts, and advances in the treatment of cancer, the prevalence and mortality rate of cancer among the South African population is on the increase. Although it is generally known that cancer is preventable, most people suffer and die from cancer because of lack of knowledge. The increase in cancer mortality challenges CANSA to raise awareness, provide correct information and influence perceptions, beliefs, attitudes, and behavior among South Africans. Most people can be cured if the disease is detected early.

A slow, yet marked increase in the incidence of cancer, has been identified as cited by Alberts (1993), Geldenhuis (1993), and the South African National Registry Annual Report (1989). One in every three persons will contract cancer, and one in every five will die from cancer. Three out of every four families will be affected by cancer. Cancer is the second most common cause of death in adults (next to heart attacks) and in children (next to traumatic incidents).

According to the South African National Registry Annual Report, in 1989, 48 477 South Africans whom 18 959 were African, were diagnosed to have cancer. In 1989, the lifetime risk of developing cancer was 1 for every 7.8 African males and 8.8 African females compared to 1 in 5 white males and 2 in 6 white females.

According to Alberts (1993:13), the incidence of cancer in South Africa, however, differs from that in Europe and United States. The primary reasons are the differences in the composition of the population, different causative factors and the fact that diagnosis are done more accurately and regularly in other countries. For example, lung cancer is more common amongst women in the United States whereas in South Africa, it is most common amongst men. This can be attributed to the fact that the incidence of smoking among women in the United States is high as compared to women in South Africa. Geldenhuis (1993:2) argues that South Africa is a developing country with elements of both the First and Third World countries. The treatment and care of cancer patients is readily available at state hospitals, however, larger sections of the population are not making use of these facilities. Although the medical personnel are trained to deal with cancer and related problems, several problems exist which include patients not presenting for treatment and people dying from cancer due to late detection.

The conclusion derived from these authors and statistics is that the incidence of cancer is on the increase. Cancer is not only a problem in South Africa, but in other countries as well. Although the facilities for the treatment of cancer are available in South Africa, many people still die from cancer due to late detection and lack of knowledge. This is confirmed by statistics from the South African National Registry Annual Report in 1989 which revealed that the incidence of cancer is higher amongst Africans than Whites and this could be attributed to lack of knowledge and facilities in African communities. In conclusion, in order to reduce the incidence of cancer, communities need amongst others, active participation of volunteers to assist in education and awareness raising of cancer as a disease.

3.4 The role of the Cancer Association of South Africa (CANSA)

According to the Annual Report for CANSA 1998 - Gauteng, the Cancer Association of South Africa (CANSA) is a non-governmental organization established in 1931. CANSA is the only non-governmental organization in South Africa with the aim of preventing and fighting cancer and its consequences.

CANSA's mission is to prevent and fight cancer and its consequences in partnership with all South African communities by providing direction for and by supporting:

- Health Promotion
- Patient Services
- Research

CANSA cares about providing communities with information about cancer and supporting them medically, emotionally, and socially. CANSA believes that care, knowledge, and support will empower communities to live more positively with cancer. CANSA's focus is on:

- Providing information on the disease through CANSA's information Centers.
- Empowering communities to render services to their own communities, as the focus of patient care is on the family as the primary unit of care.
- Providing comprehensive patient services including:
 - *Nursing:*
medical information, advice to the family and patient, training the family to care for the patient, pain and symptom control.
 - *Social Work:*
emotional care and support to patients and families through individual counseling and various support groups.
 - *Interim Homes:*
accommodation, meals, and transport to and out of town patients undergoing cancer treatment in hospitals.
 - *Special Needs:*
wigs, medical appliances and prosthesis.

In view of the number of patients and families, as well as additional services such as health promotion and research that the professional staff at CANSA has to perform, there is no doubt that the services of volunteers are essential. It is therefore crucial that the volunteers recruited be retained in order to complement the work of paid staff.

3.5 Importance of using volunteers in CANSA

The Volunteer training manual by CANSA (1995) highlights the following importance of using volunteers:

- Volunteers expand the services of CANSA in areas where paid staff lack to reach more clients.
- Volunteers provide cost effective ways to render services with extra manpower and expertise.
- Volunteers bring new skills and experience into CANSA.
- Volunteers enhance community participation in CANSA's mission.
- Volunteers lighten workloads of staff to allow them to concentrate on other responsibilities.
- Volunteers are marketing tools for CANSA to increase awareness of cancer.
- Volunteers represent the various cultures in which CANSA render services to make sure needs are interpreted correctly and met.
- Volunteers are a bridging gap between CANSA and the community.
- Volunteers broaden the vision and perspectives within CANSA.
- Volunteers support staff.
- Volunteers add status to CANSA and raises profile and visibility of CANSA.

3.6 Role of volunteers in CANSA

The core areas in CANSA in which volunteers are involved are as follows:

Administration

The purpose of the administrative volunteer is to support CANSA personnel for uninterrupted flow of administrative tasks such as:

- Telephone answering
- Typing and e-mailing
- Photocopying
- Assistance with translations
- Minutes taking during meetings
- Filing
- Assistance with logistics arrangements for meetings
- Putting documentation into envelopes during big project
- Assistance in counting money during projects

Health promotion

The purpose of the health promotion volunteer is to support health promotion programs in CANSA to reduce the incidence of cancer by enabling people to increase control and improve their own health. The tasks and responsibilities of health promotion volunteers are:

- Give health promotion talks at community groups, schools, businesses, and other relevant opportunities.
- Exhibit health material in order to provide basic, first line information to a large number of people. Provide broad public with information on cancer.
- Motivate early detection of cancer to increase chances of survival.
- Network with relevant lobby groups and health professionals.
- Lobby policy makers and local governments to implement public health

policies.

- Conduct workshops, for example, smoke cessation courses.
- Keep records and statistics of health promotion activities.
- Recruit other health promotion activities.

Patient service

The purpose of the patient service volunteers is to render services to patients and families through means of a holistic approach which includes:

- To identify and address the physical, emotional, social, and spiritual needs of patients.
- To identify and utilize resources to address the needs of patients.
- Participation in in-service training and multi-disciplinary teams.

Fundraising

The purpose of the fund raising volunteers is to initiate and develop fundraising projects to assist CANSA to achieve the income goals to sustain services. The tasks and responsibilities of fundraising volunteers include:

- To initiate and develop fundraising projects.
- Assess tasks of projects.
- Draw up action plans.
- Allocate responsibilities to project team members.
- Implementation of plans and execution of specific assignments.
- Administration of fundraising projects.
- Recruitment of sponsors and donors.
- Marketing of fundraising projects in media.
- Coordinating of transport for people, deliveries, and collections.

Public relations and marketing

The purpose of the Public relations and marketing volunteers is to promote the image of CANSA, vision and mission, communicate and liaison with media, sponsors, and the public. The tasks and responsibilities of the Public Relations and Marketing Volunteers are:

- Contributing to development and implementation of public relations and the marketing plan of CANSA.
- Media communication, presentation and media releases.
- Arrange publicity, for example, posters and announcements.
- Create awareness of cancer through exhibitions, displays, campaigns, and media.
- Networking with other organizations and building relationships.

3.7 CANSA's ways of recruiting and retaining volunteers

The Volunteer training manual for CANSA (1995) outlines the various processes through which volunteers are recruited and retained within CANSA. CANSA recruits volunteers only if alternatives have been explored and there are meaningful positions to be filled. This view is confirmed by a number of authors like Labuschagne (1991), Larmer (1996) and Blais, Corcoran, Lash, and Kelly (1996), who agree that volunteers should only be recruited if there are meaningful positions for them to occupy. In recruiting volunteers, it is important to describe the needs that the program is trying to achieve in terms of what people can relate to. It is also important to determine how volunteers will fulfill those needs, which groups of people would be most interested and consider the best ways to reach particular groups.

CANSA considers recruitment to be an important process towards a successful volunteer program. According to the Volunteer training manual (1995), CANSA utilize various methods during the recruitment process. These methods are:

- Mass media, that is, newspapers, radio talks, newsletters, annual reports, magazines, forums, internet, and special campaigns.
- Printed material, that is, brochures and posters.
- Exhibitions and talks during open days and orientation programs at organizations.
- One to one word of mouth.
- Membership registration.
- Churches, groups, clubs, working places, training facilities, and other existing networks in communities.

As a way of retaining the volunteers recruited, the volunteers are screened and selected through an interview process, also aimed at establishing the reasons for wanting to become a volunteer for CANSA. Through the selection process, the prospective volunteer needs, abilities, interests and personality are matched to the different existing activities within the organization. Once selected, volunteers are then orientated and trained with the aim of familiarization with the organization and imparting skills to cope with specific tasks involved.

Monthly supervision is then carried out with a view to provide individual assistance and support in service rendering. In addition, volunteers also receive recognition during annual year meetings and functions and certificates are awarded after training.

In conclusion, CANSA's volunteer training manual provides important processes which would assist in retaining the volunteers recruited if these processes are followed at all times. Volunteers are the cornerstones and the basis for service delivery at CANSA, hence there is a continuous need for recruitment, orientation, training and supervision, with a view to retain them.

3.8 Summary

In summary, CANSA considers staff and volunteers to be partners in implementing its mission and programmes. Each has an equal but a complementary role to play. Volunteers assist staff in maintaining, developing, and expanding the activities to execute the mission of CANSA. As a result, volunteers are managed, supervised and supported by staff. Volunteers are an important link between the community and CANSA, and also act as advocates for patients and the community.

It is crucial for CANSA to invest in retaining the volunteers recruited in order to enhance its effectiveness in achieving goals of which the ultimate is to reduce the impact and incidence of cancer. In conclusion, in order to retain the volunteers recruited, it is imperative for CANSA to have an operational framework to provide guidance for a sustainable volunteer programme for the organization.

Chapter 4 outlines research methodology and research findings.



CHAPTER 4

EMPIRICAL STUDY AND RESEARCH FINDINGS

4.1 Empirical study

As indicated in Chapter 1, the research was intended to develop knowledge on the retainment of volunteers for CANSA in the African communities of Atteridgeville, Mamelodi, and Soshanguve. In this section, a detailed description of the communities studied is given and the research procedure followed by the researcher is outlined. In particular, reference will be made to the research design, population, sample, and the method of data collection followed as indicated in Chapter 1.

4.1.1 Description of the communities to be studied

In 1995, the Pretoria branch of CANSA employed three social workers to extend its services to the communities of Atteridgeville, Mamelodi, and Soshanguve. The three social workers became actively involved in community development as a method in social work, with a view to raise awareness about the services for CANSA in these communities. As a result of the increase in the number of cancer patients and the need for the services rendered, volunteers were recruited to assist the social workers in service rendering. Presently, there are approximately 100 volunteers, mostly women, working with CANSA social workers in these communities. The research population for the study was selected from the volunteers currently working with the social workers in these communities.

4.1.1.1 Atteridgeville Township

According to the Community Profile by City Council of Pretoria (1998), Atteridgeville was established in 1939 as a result of the forced removals from areas which were regarded as fit for the Whites only. The areas that most of the Atteridgeville residents came from are Bantule, Marabastad, and Howes' Grounds. In 1949, the City Council of Pretoria bought Atteridgeville and developed it into a township.

Atteridgeville is situated thirteen kilometers (13km) west of Pretoria. Atteridgeville is predominantly African with a total population of approximately two hundred and seventy five thousand people. The predominant language in Atteridgeville is Sotho, however, there are various African population groups such as Zulus, Xhosas, and Vendas.

As compared to other African communities, Atteridgeville is relatively better off in terms of the availability of resources in the community. It has facilities such as clinics, schools, recreation, welfare organizations, churches, preschools, and a hospital. Like many African communities, housing is a problem and many people live as extended families.

4.1.1.2 Mamelodi Township

According to the Community Profile by City Council of Pretoria (1998), Mamelodi was formerly known as Vlakfontein before it was changed in 1962. Mamelodi is situated about 20 kilometers east of Pretoria. The name Mamelodi is believed to have been based on many different theories, one of them being that it was regarded as a place associated with whistling. Like Atteridgeville, people from Mamelodi were forcefully removed from Lady Selborne, Riverside, and Marabastad in terms of the Group Areas Act. They were first taken by the Bantu Affairs and finally taken by the Pretoria City Council in 1972.

Mamelodi has a population of approximately seven hundred and fifty thousand people. Most of the residents of Mamelodi travel daily to and from Pretoria as more than one hundred and fifty thousand are employed in Pretoria and surrounding areas.

Mamelodi is situated at the base of the Magaliesburg Mountain in the east. The township has four major entrances and is divided into east and west by the Moretele river. The township has a major main road known as Tsamaya Avenue which was once the main road to Sekhukhuni land in the Eastern Transvaal and it appeared on most maps from 1860. As a result of lack of housing in many African communities, Mamelodi also has a large informal settlement situated in the east.



4.1.1.3 Soshanguve Township

According to the Community Profile of City Council of Akasia (1998), Soshanguve is situated approximately thirty kilometers north-west of Pretoria, with Mabopane township situated directly in the west. Rosslyn industrial area is situated thirteen kilometers south of Soshanguve. Soshanguve is functionally connected to Pretoria in terms of transport and work opportunities.

Soshanguve is estimated to have a total population of approximately four hundred and thirty seven thousand. Approximately two hundred and seventy four thousand of the total population is located in the formal settlement and about one hundred and sixty three in the informal settlement.

Unemployment is a problem in the area and some people have resorted to self-employment opportunities. Employment opportunities are mainly in Akasia and Pretoria and competition there is quite high due to others coming from the surrounding areas. As the population rapidly increases, there is a need to develop adequate facilities which is highly visible in the newly developed areas.

4.1.2 Research design

As indicated in Chapter 1, the researcher used an exploratory design for the study. Rubin & Babbie (1989:106-107) point out that the most common and useful purpose of social work research is to explore, explain, and describe the concepts of concern. On the other hand, Grinnell (1993:220) points out that the research design chosen is dependent on the available and appropriate data collection methods, the analysis of data, as well as how much is known about the specific problem researched.

A research design is an overall plan or strategy by which questions are answered or a hypothesis tested. The design specifies the unit of analysis, the variable on which information is to be obtained, the data collection method and measurement procedures, and the plan for the analysis of data.

According to Mouton & Marais (1988:43) the goal of exploratory studies is the exploration of a relatively unknown research area. Aims in such studies include gaining new insights into the phenomenon, explicate the central concepts and constructs, determine the priorities for future research, and develop new hypothesis about existing phenomenon. The variables involved are largely unknown, and the aim of the study may be simply to search for crucial variables. Precision measurement is not an issue in this type of design, so there is much freedom of choice in methodology.

Sampling is often informal as well, with less concern for the representative character and general significance that are essential in descriptive and experimental designs. Mouton & Marais (1988:43) outline the focus point of an exploratory study as follows:

- To develop new insights in the domain phenomenon
- To explain central concepts and constructs
- To determine priorities for further research
- To develop new hypothesis about an existing problem

According to Mouton & Marais (1988:43), the best guarantee for the completion of such a study is the researcher's willingness to expose him/herself to new stimuli. The researcher must not be guided and led by preconceived ideas and hypothesis. Exploratory research enables the discovery of potential significant factors that may be assessed in greater detail and depth at a later date with a more sophisticated type of research design.

Grinnell (1985:118) explains further that exploratory designs are at the lowest level of continuum of knowledge that can be derived from research studies. An exploratory study explores a research question about which little is as yet known. The purpose is to uncover generalizations and develop hypothesis which can be investigated and tested later with more preciseness and hence more complex designs and data gathering techniques. Grinnell (1985:119) also states that an exploratory research design is used to explore nothing more, nothing less. Exploratory design is used when

little is known in a research area and the researchers only need to develop knowledge in order to build a foundation of general ideas and tentative theories which can be explored most rigorously.

The researcher selected an exploratory research design as there is limited knowledge about the phenomenon of retainment of volunteers in African communities.

According to Collins (in McKendrick 1988:256), the principal objective of the exploratory research design is to define concepts and develop questions and hypothesis for further research. The retainment of volunteers in African communities is an area that has received little attention and not much is known. The researcher's aim is to search for certain important factors that would assist in retaining the volunteers recruited. Exploratory research will enable the researcher to get a better picture of retaining volunteers which would form a base for future, more in-depth research and provide recommended guidelines for possible interventions.

4.1.3 Research population and sample

As indicated in Chapter 1, it is often impossible to identify all the members of a population of interest. Even if it were theoretically possible to identify, contact and study the entire volunteer population, time and cost considerations would often make this a prohibitive undertaking. The researcher therefore used a sample of the African volunteer population for CANSA in Atteridgeville, Mamelodi, and Soshanguve, which may result in more accurate information that might be appropriate even if one had studied the entire population. This is so because with a sample, money and effort can be concentrated to produce better quality research.

According to Seaberg (in Grinnell 1993:133), a sample is a small portion of the total set of objects, events, or persona which together comprise the subjects of the study. Although only a portion of a population comprises the study's sample, the portion is assumed to be representative of the total set. The notion of a sample, therefore, suggests that all appropriate subjects or individuals of the total set will not participate in the study.

Arkava & Lane (1993:157) add that the observation or study of a phenomenon in its entirety would be tedious and time consuming and would produce a massive amount of data, which by implication would be difficult to process, analyze and interpret. In addition, sometimes the nature of the practice or research problem in which the researcher is interested does not permit access to the entire population. In addition, sometimes the nature of the practice or research problem in which the researcher is interested does not permit access to the entire population. It may be that the population itself is too large to study, or there may be insufficient time or resources to do the job. In that case, it is only possible to study a portion of the population or sample.

De Vos (1998:190) defines a population as a term that sets boundaries on the study units. Seaberg (in Grinnell 1993:240) agree that a population is the total set from which the individuals or units of the study are chosen. A population is the totality of persons, events, case records, or other sampling units with which the research problem is concerned. The population for this research was approximately 100 volunteers serving the Pretoria branch of CANSA in the African communities of Atteridgeville, Mamelodi, and Soshanguve. The study was limited to the current volunteers in these communities and not those who have left already.

Because of the relative homogeneity of the sample, the researcher used purposive sampling which is a non-probability sample. De Vos (1998:190) describes this type of a sample as based entirely on the researcher's judgement, in that a sample is composed of elements which contain the most characteristics representative or typical attributes of the population.

Bless & Higson-Smith (1995:88) defines non-probability sampling as the case where the probability of including each element of the population in a sample is unknown, that is, it is not possible to determine the likelihood of the inclusion of all representative elements of the population into the sample. Some elements might even have no chance of being included in the sample. It is difficult to estimate how well the sample represents a population and this makes generalization highly questionable. Although, from a scientific point of view, probability samples are of much higher

quality, non-probability samples have pragmatic advantages. They can save time and their disadvantages can be reduced by enlarging the sample or by choosing a homogeneous population. They are thus frequently used in social sciences.

4.1.4 Method of data collection

As indicated in Chapter 1, the researcher used a combination of both the qualitative and quantitative techniques to collect and analyze data for the study. As a quantitative technique, the researcher used a questionnaire as a method to collect data from the respondents. De Vos (1998:89) defines a questionnaire as an instrument with open or closed questions or statements to which a respondent must react. Different kinds of questionnaires can be distinguished such as self-administered questionnaires, mailed or posted questionnaires, telephonic questionnaires, or the group questionnaires. The basic objective of a questionnaire is to obtain facts and opinions about a phenomenon from people who are informed on the particular issue.

Bless & Higson-Smith (1995:106) agree that the most structured way of getting information directly from respondents is by means of a questionnaire. A questionnaire can either be a self-administered questionnaire through an interview or can be mailed directly to the respondents. The advantage of a self-administered is that the researcher can clarify the questions to the respondents whilst the disadvantage is that it can be time consuming. The advantage of a mailed questionnaire is that it is completed by the respondents themselves and might be less time consuming. The disadvantage is that questions might be incorrectly interpreted because of the absence of the researcher.

The researcher used a focus group interview as a qualitative method to collect data from the respondents. De Vos (1998:314) defines a focus group interview as a discussion that takes place in the group which is limited to the specific theme under investigation. A focus group interview is a purposive discussion of a specific topic or related topics taking place between individuals with similar backgrounds and common interests. The group interaction consists of verbal and nonverbal communications and an interplay of perceptions and opinions that will stimulate the discussion without necessarily modifying or changing the ideas and opinions of participating individuals.

The focus group interview is conducted as an open conversation on a specific topic in which each participant may make comments, ask questions of other participants, or respond to comments by others, including the moderator. The focus group interview enables the researcher to develop inductively, that is, from bottom up rather from top down, concepts, generalizations, and theories. These concepts, generalizations, and theories are grounded in or reflect the intimate knowledge of the people participating in the focus group interviews.

De Vos (1998: 314-315) states that, the focus group interviews have a very distinctive set of characteristics of which the following are the most important:

- Involvement of a small group of people
- Homogeneous group of members
- It is conducted in series
- Represents a data-gathering method
- Produces qualitative data
- Focuses on group discussion

Bless & Higson-Smith (1995:113) state that it is not always necessary to interview subjects one at a time, but rather to utilize the focus group as another form of interview. In many cases it is useful to interview several people together. In order to use a focus group, the researcher must be skilled at facilitating group discussions. Apart from the obvious practical advantages of interviewing several people at the same time, it is often very useful to allow participants to share their thoughts with each other. In this way, they spark off new ideas in each other and consider a range of views before answering the researcher's questions. The most important disadvantages of focus groups is that they do not allow all individuals to express themselves freely and this is likely to increase the effects of social desirability.

The participants for the focus group were volunteers from Mamelodi. The social worker working with the volunteers in these communities was involved as the co-interviewer. The researcher conducted individual interviews with the remaining volunteers in Atteridgeville and Soshanguve. The questionnaire for the focus group

and individual interviews was the same for the purpose of comparison (refer to Addendum 1 and 2).

4.2 Research findings

In this section, the researcher gives an outline of the research findings. The findings contains an analysis of raw data gathered during the research process. During this phase of the research, the objectives and assumptions of the study were restated and findings of the research are related to them. The purpose being to assess whether such objectives have been reached and whether the assumption was supported or not. Research projects face data analysis and the researcher must take the raw data gathered in the research and apply it to test the hypothesis or assumption.

4.2.1 Measuring tool

A structured interview schedule was used as an instrument for data collection in this study. A combination of a qualitative and quantitative tool was used. As a qualitative technique, of the twenty-five volunteers identified through purposive sampling, nine volunteers from Mamelodi were interviewed through a focus group discussion. The researcher conducted the focus group herself with the social worker responsible for CANSA-Mamelodi acting as a co-interviewer and observer. As a quantitative technique, the social worker responsible for Atteridgeville, self-administered the questionnaire to interview the other sixteen volunteers identified in Atteridgeville and Soshanguve. The structured interview schedule (attached as Addendum 1 and 2) for the focus group and individual interviews was basically the same and covered 7 primary areas, namely:

- 1) Biographic details – name and age.
- 2) Voluntary work – motivational factors and whether volunteers are involved with other organizations.
- 3) Processes involved in Volunteerism - how volunteers were recruited, the selection process, orientation, training, recognition, supervision, and evaluation.
- 4) Roles as volunteers – volunteer roles with specific reference to service rendering by CANSA, clarity on roles and expectations, and costs involved in carrying out different roles.

- 5) Guidelines for volunteering – specific guidelines for volunteering with regard to the following: recruitment, selection, orientation, training, recognition, supervision and evaluation.
- 6) Reasons for termination as volunteers - reasons for considering leaving CANSA.
- 7) Other aspects that volunteers feel the organization could address - volunteer needs and any other aspects that the organization should address.

The empirical findings and interpretations will subsequently be discussed.

4.2.1.1 Biographic Details

This sub-section was based upon the following characteristics of the respondents:

Table 4.2.1.1.1: Distribution of respondents according to age

Age	Respondents
15-20	
21-30	16
31-40	9
41-50	
Total	25

Table 4.2.1.1.2: Distribution of respondents according to gender

Female	Female
0	25

It is evident from the above mentioned tables that most of the volunteers are between the ages 21-30 and all female. This correlates with the study by the American Cancer Association (February:1996:18) which indicates that most volunteers are women. Hedley and Smith (1992:75-78) also emphasized gender on volunteers and confirm that women are mostly more willing in volunteering.

4.2.1.2 Voluntary Work

Table 4.2.1.2.1: Motivational factors

Motivational factors	Respondents
Altruism	13
Sociability	2
Self-interest	1
Use of one's spare time	6
Reciprocity	2
Therapy	1
Total	25

Most volunteers became involved with the organization because of altruism, that is, the need to become helpful in the community. Studies by Cuthbert (1992:122), Bennet (1987:41-42) and Blais, Corcoran, Lash, & Kelly – American Cancer Society (1996:17), confirm that the most important reason and motivator for people to become volunteers is altruism.

The authors also confirm that most volunteers become involved with the organization because of the use of one's spare time to become useful to others, that is, in order to spend their time fruitfully, as is the case with unemployed volunteers. They made it explicitly clear that they hope to become the organization's first preferences with regard to any vacancies that might be available. The other motivational factors were found to be: sociability (the need to affiliate in order to avoid loneliness), self interest (the need to use one's own skills and gain skills from others), reciprocity (the need to give back help received from other factors), and therapy (becoming involved in volunteering as a relief from problems).

Table 4.2.1.2.2: Period of volunteering

Years	Respondents
0-2 years	17
3-5 years	8
Total	25

Most volunteers (17) have volunteered for relatively a short period, that is, 0-2 years. Eight of the volunteers have volunteered for a longer period, that is, 3-5 years. This finding is confirmed by the problem statement that, whilst it was easy to recruit volunteers over the past years, it is not easy to retain them.

4.2.1.2.3 Involvement with other organizations

Fifteen (15) of the volunteers were found to be involved with other organizations. These organizations involve churches and other welfare organizations. This is supported by Downes (1988:121) and research done by Blais, Corcoran, Lash, & Kelly – American Cancer Society (1996:18), which indicate that most volunteer women are staunch members of churches. Ten (10) volunteers were found not to be volunteering for other organizations.

4.2.1.3 Processes involved in Volunteerism

Table 4.2.1.3.1: Recruitment

Recruitment technique	Respondents
Radio	
Personal contact with CANSA staff	13
Other volunteers	12
Other: specify	
Total	25

Recruitment of volunteers is one of the challenges facing voluntary organizations today. Volunteers should be recruited only when there are meaningful positions for them within the organization. Once recruited, a satisfied volunteer will remain within the organization.

In this category, most volunteers were recruited through personal contact with CANSA staff whilst other volunteers recruited others. This finding is confirmed by Larmer (1996), Labuschagne (1991), and Canadian Fundraiser (1994), who agree one of the effective ways of volunteering is to use every available source such as personal contact.

4.2.1.3.2: Selection

About seventeen (17) of the volunteers did not go through the selection process and eight (8) of the volunteers went through the selection process. The volunteers hold the opinion that once recruited, it is important to go through the selection process. Cuthbert (1992), Schindler (1987), and Kowi (1990) agree and confirm that in order to retain volunteers, it is important to recruit and select carefully. Once the volunteer opportunities are designed, the appropriate audience should be targeted to recruit and select those who are truly interested in the project. It is also important to know how many volunteers are needed, the type of work they will be assigned, what sources are available to recruit and select them, and the needs that the program is trying to fill.

4.2.1.3.3 Orientation

Most of the volunteers (16) received orientation at the beginning of their involvement with CANSA and nine (9) of the volunteers did not receive orientation. However, those who have received orientation indicated that they were mostly orientated about cancer as a disease and not on CANSA as an organization and presumably, this too would serve as one of the motivational factors in volunteerism and retainment. They wish to interact with other volunteers regarding their services in their specific working areas. Kowi (1990:75), and Schindler (1987:72-73) confirm that orientation is the most integral part of volunteer programs. Once the volunteer has been recruited, screened and selected, orientation, which is followed by training, is crucial.

Orientation is very important as it is a means of allowing the volunteers to become acquainted with the organization and this help eliminate frustrations owing to the fear of the unknown.

Table 4.2.1.3 .4: Training

Patient Care	Health Promotion	Education	Other: Specify	Total
21	4	0	0	25

A comprehensive training according to Morrison (1997:2), will give volunteers a sense of belonging and status. It shows that the organization values them enough to make an investment in them, and also reinforce their commitment to the course.

Twenty-one (21) of the volunteers received training from the CANSA staff on patient care and four (4) received training on health promotion. It is apparent that the training has been mostly on patient care. The training has been appreciated by the volunteers as it equipped them with skills on basic nursing care. The fact that training is crucial is supported by Morrison (1997:2) who states that a comprehensive training will give volunteers a sense of belonging and status. It shows them that the organization values them enough to make an investment in them and also helps to reinforce their commitment to the course.

Table 4.2.1.3.5: Recognition and rewards

Incentives	Respondents
Certificate after training	6
Volunteer function or party	13
Invitation to an informal gathering	4
Other: Specify	0
Total	25

Recognition and incentives are essential forms of affirmation and reward of the valuable contribution of a volunteer. No matter how sincere the volunteer's motive might be, all volunteers should receive recognition in some way or the other.

Most volunteers have been rewarded by CANSA in-kind. The reward came in three forms, that is, certificates after training, volunteer function or party, and invitation to a formal gathering. Recognition and incentives are essential forms of affirmation and reward of the contribution of a volunteer. No matter how sincere the volunteer's motive might be, all volunteers should receive recognition in some way or another. Recognition for the work well done motivates and inspires most people.

This finding is supported by the Canadian Fundraiser (1994:4) who suggests two approaches, namely, informal and formal, which can be used to develop more creative and meaningful methods of recognition. Informal, spontaneous recognition can be given without much planning or effort and the most powerful motivator when using this approach will be instant recognition. Formal rewards and recognition are best for long-term contributions and also lend credibility to more spontaneous, informal rewards.

4.2.1.3.6: Supervision and evaluation

All the volunteers are in constant contact with CANSA staff in performing their various roles, which they regard as supervision. However, whilst this is good in terms of group work, it is apparent that perhaps little or no effort is given in terms of individual effort which might be necessary in determining individual needs. On the other hand, it is also apparent that evaluation of the volunteer program has happened as indicated by the volunteers.

The success of any volunteer program depends to a great degree on its leaders and capability to supervise and inspire their people. Morrison (1997), Thompson (1995), and McSweeney and Alexander (1996) confirm that effective follow-up and evaluation provides feedback to volunteers and opportunities to improve their services.

4.2.1.4 Roles and expectations, preferences, and transportation

4.2.1.4.1 Roles as volunteers and expectations

Most volunteers are clear about their roles, which is patient care. However, they do not have formal job descriptions which they confirm would be necessary in terms of expectations as far as this is concerned. Clarifying roles as an important exercise will help avoid ambiguity, conflict, and overload. McSweeney and Alexander (1996:35), Blais, Corcoran, Lash, and Kelly (1996:12) and Morrison (1997:1) confirm that a clear job description not only helps avoid disagreements but, if updated regularly, can assist in the monitoring of the services that the organization is providing. The authors further agree that many volunteer programs fail because the role of volunteers and their relationship to paid staff have never been defined. Therefore a written job description outlining the duties to be performed and stating the responsibilities of those who will be involved in the project is crucial.

Table 4.2.1.4.2: Preferences with regard to specific role involvement

Roles	Preferences		Total
	Yes	No	
Committee Involvement	8	17	25
Patient Care	7	18	25
Health Promotion	8	17	25
Participation in Community Forums	2	23	25
Other: Specify	0	0	0

Although preferences with regard to specific role involvement revealed that volunteers still have an interest in prefer patient care, the finding in this regard is that given a chance, they would like to move beyond their role in patient care, to health promotion, committee involvement, health promotion, participation in community forums, and possibly assist during events.



4.2.1.4.3 Transportation

Most volunteers (19) use and require transport to carry out their different roles in the community. Even those (6) who indicated that they do not require transport in most cases, they occasionally require transport to carry out certain tasks.

4.2.1.4.4 Transport coverage and expectations

Myself	Spouse	CANSA	Other	Total
17	0	8	0	25

Most of the time volunteers use public transport, incurring own costs. This presents them with a difficult situation because they are mostly unemployed and therefore if possible, they would appreciate it if CANSA could assist with transportation or costs associated with that.

4.2.1.5 Guidelines for volunteering

Table 4.2.1.5 .1 Guidelines for volunteering

	Yes	No	Total
Recruitment	20	5	25
Selection	17	8	25
Orientation	22	3	25
Training	21	4	25
Recognition	15	10	25
Supervision	19	6	25
Evaluation	20	5	25
Roles	21	4	25

In order to retain volunteers, CANSA should establish guidelines for volunteers, which comprise of the following above-mentioned components: recruitment, selection, orientation, training, recognition, supervision, evaluation and roles.

From the focus group that the researcher conducted as well as individual interviews as indicated in the above table, it becomes clear that almost every volunteer agree that it would be helpful to them if CANSA could provide guidelines for volunteering with regard to recruitment, selection, orientation, training, recognition, supervision, evaluation, and roles. McSweeney & Alexander (1996:34), Macleod (1993:17) and Morris (1996:30) confirm that if proper guidelines are established, the organization will be able to retain the volunteers.

4.2.1.6 Reason for termination as volunteers

4.2.1.6.1 Reasons for termination as volunteers

Most volunteers indicated that they would consider terminating if they found employment. As cited in the White Paper for Social Welfare (1997:5), South Africa has experienced declining economic growth rates over the past two decades. The White Paper for Social Welfare (1997:5) confirms that unemployment has been severe among women, especially young people under the age of 24. Nearly a third of black people in this group were unemployed. In recruiting volunteers, CANSA should carefully look at the processes and motivational factors for volunteering.

4.2.1.7 Other aspects that CANSA should address

Volunteers indicated that they would appreciate it if CANSA could engage with them more as far as the policy or other aspects in volunteerism are concerned.



4.3 Summary

From these findings, it becomes clear that if all the processes in volunteerism are followed, retaining volunteers would be an easier process to manage. Conclusions can be drawn that CANSA needs to lay a solid foundation in order to retain the volunteers. The following chapter will provide conclusions and recommendations of the study.

CHAPTER 5

CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

Although cancer affects everyone irrespective of colour and race, the Cancer Association has in the past provided services mostly in the white communities. In 1995, the Pretoria branch of the Cancer Association appointed three social workers to extend its services to the African communities of Atteridgeville, Mamelodi, and Soshanguve. Over the past years, the community developers in the three African communities recruited approximately hundred volunteers. However, whilst it was easy to recruit these volunteers, it has been difficult to retain them. Most of the volunteers recruited left the Association and it was not known what the reasons for that could have been.

The researcher conducted exploratory research with a view to explore the knowledge about the phenomenon of retainment in African communities. Exploratory design is used when little is known in a research area and the researcher's purpose is to develop knowledge in order to build a foundation of general idea and tentative theories which can be explored most rigorously later. As cited by Grinnell (1993:119), exploratory research is used to explore, nothing more, nothing less.

In this final Chapter of the research report, the researcher outlines the outcome of the research through the evaluation of findings. The findings of the research are further related to the literature study, objectives of the study, and the assumption. Through this assessment, efforts are made to decide whether the objectives of the research were met and whether the assumption formulated was confirmed. Based on the conclusions, recommendations are finally made.

5.2 Research objectives

The objectives of this study were stated in the first Chapter as follows:

- To provide an overview of retainment of volunteers from a literature perspective.
- To determine the factors that will retain, motivate, and sustain the current volunteers serving CANSA in African communities.
- To determine the role of volunteers serving CANSA in African communities from their perspective.
- To provide guidelines to CANSA on the retainment of volunteers.

5.2.1 Regarding the first objective, the literature perspective confirmed that retainment of volunteers is not a stand-alone. This finding was confirmed through Chapters 2 and 3 on the theoretical framework in volunteerism, and volunteer involvement in CANSA. The chapter on the theoretical framework in volunteerism confirmed that the retainment of volunteers is a process. It is a process that starts with defining who a volunteer is and determining the motivational factors in volunteering. The process further proceeds to volunteer recruitment, orientation, training, recognition, supervision and evaluation. This overview provided a detailed synopsis supported by a number of authors on these factors. From the literature perspective, it is evident that a solid foundation is needed for an effective volunteer programme.

Chapter 3 of the literature review on volunteer involvement in CANSA provided an outline on cancer as a disease, the incidence of cancer in South Africa, the importance of using volunteers, role of volunteers in CANSA, as well as recruiting and retaining of volunteers by CANSA. This literature review chapter confirms that CANSA as an organization values the involvement of volunteers. Given the scarce resources and shortage of manpower in CANSA, the approach of volunteer involvement in CANSA confirms the important role that volunteers would play in communities. Also, with the increase of the HIV/AIDS epidemic, which in most instances

manifests itself through diseases such as cancer, the role of volunteers has become extremely important.

5.2.2 Findings in relation to the second objective regarding the factors that will retain, motivate, and sustain the current volunteers serving CANSA in African communities were further supported by an overview of retainment from a literature perspective. The findings further confirm that retaining volunteers is a process that begins with a need to have a volunteer programme and determining the motivational factors for volunteering. Once again, the further development of the process includes recruitment, orientation, training, supervision, and evaluation. Once these factors are accomplished, a successful volunteer programme within an organization emerges. These factors are recommended guidelines for retaining volunteers and will be discussed in detail under the fourth objective. A volunteer programme is more successful if there is a good understanding of reasons and motivational factors for volunteering.

5.2.3 Regarding the third objective, volunteers perceive their role as supportive to CANSA's services, particularly as it relates to a patient's care. The findings under this objective confirmed that clarifying roles is an important exercise to help avoid ambiguity, conflict, and overload. A dimension that came out to be most helpful in clarifying roles in this regard is the job description. A written job description will assist in volunteers assuming roles that they have actually been recruited for. Volunteers need to be clear about their roles in order to retain and sustain them within organizations.

5.2.4 On the fourth objective, the provision of guidelines for CANSA on retainment is indeed a crucial one. From a literature perspective and CANSA volunteers, the following guidelines are proposed in retaining volunteers:

5.2.4.1 Defining a volunteer - It is important to define who a volunteer is. In relation to the field of volunteering, it is clear from the findings that although volunteers understand who they are, it is crucial to educate and orientate them on volunteerism from the very beginning of the programme.

5.2.4.2 Determining motivational factors for volunteering - The findings revealed that determining motivational factors for volunteerism is crucial. Volunteers confirmed that the most common motivators for volunteerism are altruism, sociability, self-interest, and use of one's spare time.

5.2.4.3 Describing roles of volunteers - Volunteers need to be clear about their roles and one of the ways of doing that is through establishing job descriptions. A clear job description not only helps avoid conflict, but if developed, can assist in the monitoring of services that the organization provide. Being clear about roles will assist in building meaningful relationships between paid staff and volunteers.

5.2.4.4 Recruitment - The findings confirm recruitment as one of the crucial steps in retaining volunteers. The manner in which volunteers are recruited into the organization play an important role. When recruiting, it is essential to describe the needs that the programme is trying to fulfill, in terms of what people can relate to and how volunteers will fill those needs. Once recruited, a satisfied volunteer will do a good job for the organization, give the organization good reputation, and remain committed.

5.2.4.5 Orientation - The findings confirm that once volunteers are recruited, they should be orientated about the organization and trained for different roles. Orientation facilitates knowledge and insight into the organization and its policies, create a positive image of the organization, diminish fear or apprehension and stimulate acceptance of common goals.

5.2.4.6 Training - Training is an integral part of a successful volunteer program. Training helps set the tone of the work area and allows volunteers to adapt more easily to the organization's surrounding. This also helps clarify expectations, roles, and functions of other members of the organization.

5.2.4.7 Recognition - Recognition and incentives are essential forms of affirmation and reward of the valuable contribution of a volunteer. No matter how sincere

the volunteer's motive might be, all volunteers should receive recognition in some way or the other.

5.2.4.8 **Supervision and evaluation** - Lastly, the success of any organization depends to a great degree on its leaders and capability to supervise and inspire their people. This is even most true of volunteer organizations because the volunteers are not compelled to work, and they may quit anytime they are unhappy. Evaluation eventually enables the organization to assess and look at those factors that may hamper progress in working with volunteers, with a view to retain them.

5.3 Assumption

Owing to the fact that very little is known about the motivational factors for the retainment of volunteers within the Cancer Association, the researcher used exploratory design to explore the motivational factors for the retainment of volunteers and as such, the researcher formulated the following assumption:

CANSA would be able to retain volunteers, if the reasons and motivational factors for the retainment of volunteers can be realized. It is evident that the majority of respondents support the assumption made by the researcher by confirming that a successful volunteer programme takes into account a number of factors outlined above. The findings revealed that in order to retain volunteers, there are processes and factors to be taken into account before and after recruiting the volunteers. The findings also confirmed that most people volunteered as a result of unemployment. Although they would like to remain with the organization, the implication of this is that if they find employment, they will no longer be in a position to volunteer.

Based on the evaluation of findings and related conclusions, recommendations for the study are subsequently provided.

5.4 Recommendations

The recommendations generated in this study are primarily directed to the services provided in the three African communities of the Cancer Association of South Africa, namely, Atteridgeville, Mamelodi, and Soshanguve. The conclusions could also contribute towards future studies in establishing the motivational factors for volunteering.

The following recommendations are proposed:

- It is recommended that the organization should review the current strategy on volunteers to see whether it fits the needs of their volunteers. It would also be important for the organization to ensure that the current strategy incorporate the factors outlined to contribute to a successful volunteer programme. These factors include defining who a volunteer is, motives for volunteering, description of their roles, recruitment strategies, orientation and training, recognition and rewards, supervision and evaluation.
- Once the volunteers are recruited, it would be important to establish from them in detail what their motivation for becoming volunteers to the organization is, through several consultations. It will help to take into account their employment status and financial background into consideration.
- The social workers should have regular contacts with their volunteers, as lack of this may lead to volunteers leaving the organization.
- There is also a need for the organization to consider providing regular in-service training in order to update the volunteers with any relevant new information.
- The organization should consider the fact that once they have recruited the volunteers, participatory evaluation is crucial, to establish whether the volunteers are content about their roles or not.

- The organization should also give recognition to their volunteers, through offering them incentives after a particular period of time and give them a hearing. The organization should also consider coverage of their transport costs, especially if they have to travel from one point to the other whenever carrying out their daily activities.
- Further research may be crucial to look at the entire volunteer population for CANSA.

5.5 Summary

The study was an exploration of the motivational factors for the retainment of volunteers for CANSA in African communities. Special focus was on current volunteers from the three African communities namely, Atteridgeville, Mamelodi, and Soshanguve. In an effort to extend its services to the African communities, CANSA employed three social workers in 1995 to render services in these communities. Since CANSA was entering these communities for the first time, the developmental approach was adopted. Under this approach, volunteers were recruited to assist in the services that CANSA provided in these communities.

The study used an exploratory design. Twenty five volunteers from the three communities took part in the study. The study was restricted to the current volunteers serving the organization and not to those who have already left. As a result, this state of affairs limits the generalization of findings. However, the general consensus from the study was that in order to retain volunteers a number of motivational factors already described should be taken into account. Such factors would indeed enable CANSA to retain the volunteers recruited. In conclusion, it was indeed a great effort for CANSA to appoint social workers in these three communities, however, there is a need to support and involve the community members as volunteers.