Volunteerism in Disaster Management:
Case of Bangladesh

A Dissertation for the Degree of Masters in Disaster Management

By:

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ABSTRACT

Volunteering is generally considered as an altruistic activity and is intended to promote good or improve human quality of life. In return, this activity produces a feeling of self-worth and respect; however, there is no financial gain. Volunteering is also renowned for skill development, socialization, and fun.

Volunteering is defined as any activity that involves spending time, unpaid, doing something that aims to benefit the environment or someone (individuals or groups) other than, or in addition to, and close relatives. Central to this definition is the fact that volunteering must be a choice freely made by everyone. This can include formal activity undertaken through public, private and voluntary organizations as well as informal community participation.

Volunteerism engages people in tackling disaster preparedness and response challenges. It transforms the pace and nature of development. It benefits communities and country at large. It strengthens trust, solidarity and reciprocity of an individual among people. It creates opportunities for participation.

In Bangladesh, the idea or the initial starting phase of an organization or movement is done in a wholesome volunteered way, but it is very weak in documentation/institutionalization, due to this reason it is challenging to keep the voluntary initiative sustainable.

For centuries volunteerism has evolved in a natural manner, shifting and changing shape in response to other shifts in culture, society, and notions of social responsibility. Over time, volunteerism had become deeply entrenched in life. Now it is the time to study the volunteerism methodically.

The nature of volunteering has always been shifting. At one point it was almost exclusively unorganized. People were just helping their neighbours and family members as needed. The poor availability of documentation regarding volunteerism is why it is only now that people in Bangladesh are starting to identify the scope of work and the uniqueness of volunteerism in the field of Disaster Risk Management especially more so in the communities. Therefore, this study is intended to investigate the feasibility of incorporating the concept of volunteerism in mainstreaming disaster response in Bangladesh.
Chapter One:

Statement of the study

Volunteerism, a universal form of practice through centuries. It started at the earliest stage of civilization, when humankind started living together in a community. For centuries volunteerism has been changing in a natural manner, shifting and altering the shape in response to other shifts in culture, society, and notions of social responsibility. Volunteerism is recognised /considered to promote good or improve human quality of life, sometimes it provided a feeling of self-worth and respect and renowned for skill development, socialization, and fun.

Volunteerism is not a new phenomenon in Bangladesh. It seems to be a part of the cultural heritage of the people of this region. Voluntary and charitable organizations in this region received recognition throughout its starting period, even in the British-India, as early as in 1860s through the Societies Registration Act (GOB 1985).

Volunteerism is a powerful means to engage people in tackling disaster response challenges, and it can transform the pace and nature of development. Volunteerism in disaster management benefits affected communities and the country at large. It helps the individual volunteer by strengthening his/her trust, solidarity and reciprocity among citizens, and by purposefully creating opportunities for participation.

Though volunteerism and the volunteer movement have changed significantly over time, evolving naturally in response to changes in our larger societies is how it should move forward.
1.1 Objective of the study

Volunteerism exists in human history for a long time. After the World War II there has been global movement for voluntarisms. Volunteerism can exist in many forms; it can be movements, philanthropic initiatives, cultural or corporate approaches and may also involve local groups or individuals.

Volunteer groups may be of various sorts; starting from local groups interested in specific or burning issue like environmental degradation, while some lean towards inspiring people to practice climate change adaptation. There are groups that are being organized in local communities, some make it to be a National Group and there are also large human resource based International Groups. Quality and approaches are also diversified. In some corners of the globe volunteerism is now a way to develop skills, which involves “Paid Volunteers”. In the era of modernisation and globalization the original spirit of volunteerism is now transforming and shifting away. [Source: Study on CPP in Bhol and Patuakhali district (by SC USA)]

During the time of the Liberation War of Bangladesh thousands of people volunteered their life for the love of their mother land. After the liberation war, the concept of “Developmental Organizations/ NGOs” evolved which influenced and rapidly changed the philosophy of volunteerism. As a result, the word volunteerism is now being heavily misinterpreted. Also the concept of voluntarism is changing with the influence of urbanization and capital based politics. The spirit of voluntarism has already started to decline even among the volunteer groups like Cyclone Preparedness Programme (CPP) which has been a role model in disaster management.

To revive the spirit now the time has arrived to study Volunteerism methodically. We need to find out the root causes of decreased initiative/enrolment of voluntarism at the local levels. Due to poor/inadequate availability of the documents this initiative would be identified as a pioneering research to understand the phenomenon of voluntarism in the context of Bangladesh and find the uniqueness (in most of the case oral history) of its nature and how it is working in our Disaster Risk Management especially in communities like CPP.
In a nutshell we can say, objectives of the studies are:

- To explore the evolution of volunteerism/voluntary work globally and in context of Bangladesh
- The state of volunteerism in Bangladesh at present.
- The scope of incorporating volunteerism in DRM in Bangladesh.
- Resolving the challenges faced
1.2 Methodology

The study is predominantly based on secondary information. The information collected from various secondary sources and mainly from the internet and from the existing movements/organizations in Bangladesh.

For collecting evidence and analysis, oral history method has been used. Number of individuals were reached out to hear the history and experience of volunteerism in Bangladesh in different sector to get the understanding.

This information is organized in an orderly manner to investigate/explore how „volunteers” have been contributing around DRM, and social crisis in Bangladesh. Case studies of major disasters in Bangladesh are considered for this purpose.

A thorough analysis of the state of volunteerism in Bangladesh can be checked to find out if it can be institutionalized/mainstreamed within the existing practice of DRM in Bangladesh.

For the purpose of this study, we may categorise volunteerism in three major sections:
CHAPTER TWO

Literature review

2.1 Hilful Fuzul:

So far this is the oldest form of volunteers group finds in history. It had taken place in the earlier days of Prophet Muhammad (pbuh). This nobly active gathered youths of different tribes Bani Hashim, Bani Asad, Bani Zuhra, Bani Qaiyim to help every oppressed person in Mecca with problems like if someone oppresses others he will be made to give what was due to the oppressed justly. The pact was called Hilful Fuzul.

2.2 Voluntarism in Bangladesh: The historical roots:

Volunteerism is not a new phenomenon in this land because as it seems to be a part of cultural heritage of the people of this region. Before the Muslim became the ruler of the area the new converts of Muslims had to struggle against different social disadvantages (Hasan, 1999). At that time, thus, financial and emotional help to each other became a very popular social necessity among the people of the society.

Voluntary initiatives and charitable organizations in this region received recognition, even in the British India period, as early as in the 1860s through the Societies Registration Act. (GoB 1985).

2.3 Voluntarism; Personal and local initiatives

As a cultural heritage the people of Bangladesh always care for the neighbours and the communities, sometimes these were personal initiatives to motivate like-minded people, form group of volunteers, mobilize local resources by community donations and help the distress communities as immediate assistance /relief, there are times when they even initiate DRR, even before evolution of the concept in the humanitarian community. For the study purpose some of the evidences are collected and consolidated as follows.
In **1962** there was a horrifying Cyclone with water surge along the coast of Chittagong. Anwara, Bashkhali and the adjacent areas were severely affected /damaged. After the disaster for helping the distressed people, initiatives were taken by a group of progressive people like journalist Wahidul Haque, Atiqul Islam, Rokeya Kabir, Ahmedur Rahman, Kamal Lohani, Feroze Kabir, Shahidullah Kaiser Etc. Chhayanaut (the cultural organization) played an important role. They formed a group with likeminded individuals. Volunteers went out on Song rally and even from one house to another to collect donations in cash (In that time they collected Tk. 50,000/ in cash and other form of aids.

During the cyclone period transportation was a big challenge. Rokeya Kabir (one of the founders of Shaptagram) tried to help the humanitarian effort with a truck. There are stories that she herself drove the truck from Chittagong city to the distress area. Through working along the way, they reached Aburhat and Chor Sharat. At that time volunteering of groups of people played an important role in contributing to DRR. They donated their personal and collected money to repair the school buildings of Aburhat and Chor Sharat which would act as the only shelter in those remote villages.

In 1964 there was a communal Riot in Dhaka city and some other parts of the country. With personal initiatives, progressive peoples arranged shelter for many of the Hindu communities in the house of Mokhlesur Rahman Shidhu (Father of Bibi Russel) in 31, Ranking Street. Journalist Wahidul Haque, Ahmedur Rahman, Saifuddin Ahmed Manik, Mizanur Rahman Chana were the active volunteers. Zahidur Rahim, the prominent Bangla singer was guarding the house with his own gun. Shamsunahar Rahman (Rose bu) was in charge of cooking and fed the sheltered horrified people.

In Zirabo area of Savar many dead and injured people were found, they were the victims of the brutal riots of the so-called „Bihari community“ of Mirpur. The common people rescued them and brought almost 200 injured individuals to Dhaka medical college hospital. Local leader Mr. Idris, student volunteers Sarwar Ali and Reza Ali were very active volunteer back in those days. In the Medical college hospital there was a strike, but the members of **CHATRA UNION DMCH** branch conquering all odds made things possible. The dedication they showed back then can rarely be seen in today’s time.
These people and a good number of the Dhaka University students extended their hands and cooperation to the survivors of the Demra tornado, which killed a number of people and damaged a wide area.

After the devastating ‘GORKI’ (Bhola cyclone) in 12th November of 1970, when the Pakistan government was very reluctant to respond, Bulbul Academy (Atikul Islam, Chalachitra Sangsad (Hasan imam) and Chhayanaut again came forward to help the survivors. In Dhaka a mile-long barefoot rally was arranged to collect donations for these people. These volunteer groups in the name of „Bikhubdha Shilpi Samaj” jumped in the relief operation with their limited resources. At that time Chhayanaut was a major contributor of the efforts. They operated under the leadership of the famous artist Kamrul Hasan in Char Shashi Bhushan, Tetulia, Char fashion and even the remotest place like Char Kajol. The volunteer groups stayed there for three months, mobilized more resources and made/repaired 4000 houses with local materials. All together 200 volunteers worked during that time.

After the cyclone of the May 19, 1997 on the Cox’s Bazar coast I have personally witnessed that in the next morning 10s of microbuses carrying cooked food (Khichury) reached to Cox’s Bazar and Teknaf areas from Chittagong city, organized by very normal and ordinary people, local groups/clubs with their own resources.

During that cyclone response, an exceptional initiative was taken by the HAM (Amateur Radio) volunteers. Munim Hossain Rana (S21R), Manzarul Haque (S21AM), Anwar Islam S21L and Aminul Kawser Dipu (S21D), extended their hands to International Federation of Red Cross and Red Crescents (IFRC) and CARE by providing mobile car mounted HF Radios (Wireless) with operating skills.

During those days mobile phones were not so easily accessible as they are today, the landlines were disrupted between Chittagong -Cox’s Bazar and Dhaka-Chittagong. Damage assessment reports were transmitted to Dhaka at the evening and relief appeals were launched immediately. They were the communication hub between Chittagong and Cox’s Bazar district administration until armed forces reached the devastated locations to restore telecommunications through normal channels.
After the Cyclone SIDR, an energetic professor of Dhaka university, Dr. Apala Farhat Noved initiated, organised and mobilized immediate assistance to the survivors with the cooperation of DU students and a village club „Kallan Porompora” of Keraniganj.

The latest Rana Plaza building collapse incident is another example of the volunteers” initiative. Trained volunteers like Scouts & Red Crescent youths as well as untrained men and women, boys and girls, old and young, hundreds of emotional volunteers extended their hands to rescue the poor garments workers. In fact, most of the rescues under the debris were done by these volunteers, not by the professionals.

In all the cases resources were mobilized with donations from the people not by the donor’s funds or government. These events describe the hardcore volunteerism initiative of the society and the individualistic participation by the non-partisan progressive people and the cultural workers with their potential, commitment and obligation for the affected people/communities to the humanity and national disaster management sectors.
Chapter Three:
Continuation of the Global Movements

After the Second World War, two big movements spread out in many countries, with that continuation Red Cross-Red Crescent and SCOUT movements were also established on this land.

3.1 Red Cross Red Crescent Movement:

The International Committee of the Red Cross (ICRC) established in 1863 as an impartial, neutral and independent organization whose exclusively humanitarian mission is to protect the lives, the dignity of victims of war and internal violence and to provide them with assistance. It directs and coordinates the international relief activities conducted by the Movement in situations of conflict. It also endeavours to prevent suffering by promoting and strengthening humanitarian law and universal humanitarian principles. At the ending of our Liberation war in Dhaka city, two installations Hotel Intercontinental and the Holy Family Hospital were protected from air raid and other war-related incidents.

The International Federation of Red Cross Societies (IFRC) works because of the Principles of the Red Cross and Red Crescent Movement is to inspire, facilitate and promote all humanitarian activities carried out by its member National Societies for saving lives and to improve the situation of the most vulnerable people. Founded in 1919, the
Federation directed and coordinated international assistance of the Movement to victims of natural and technological disasters, to refugees and in health emergencies. It acts as the official representative of its member Societies in the international field.

According to the Movement, National Societies act as an auxiliary to public authorities of their own countries in the humanitarian field and provides a range of services including disaster relief, health and social programmes. The ICRC, the Federation and the National Societies are independent bodies. Each has its own individual status and exercises no authority over the others. But all of them work under the guidance of seven principles.

The Bangladesh Red Cross Society was constituted on 31 March 1973 by the President's Order No.26 of 1973 with retrospective effect from the 16th December 1971. The Society was recognized by ICRC on 20th September 1973 and admitted to the International Federation of Red Cross and Red Crescent Societies on 02 November 1973. The name and emblem were changed from Red Cross to Red Crescent on 4th April 1988 vide Act 25 of 1988. The President of the People's Republic of Bangladesh is ex-official President of the Society.

Figure 2: Gazette of the PO 26, 1973 by the Government of Bangladesh

### 3.2 Scout Movement

As a global movement, making a real contribution to creating a better world; we see Scouting entering its second century as an influential, value-based educational movement focussed on achieving its mission, involving young people, working together to develop their full potential, supported by adults who are willing and able to carry out their educational role.

Figure 3: Scouts activity
The Peoples Republic of Bangladesh approved the Scout Association by the Ordinance No. PO 111/1972.

We see in all cultures - a Movement through which we can make a significant contribution to society by working with young people and with their communities.

Making good citizens, the mission of Scouting is to contribute to the education of young people, through a value system based on the Scout Promise and Law, to help build a better world where people are self-fulfilled as individuals and play a constructive role in society. This is achieved by involving them throughout their formative years in a non-formal educational process using a specific method that makes everyone the principal agent of his or her development as a self-reliant, supportive, responsible and committed person assisting them to establish a value system based upon spiritual, social and personal principles as expressed in the Promise and Law.

We saw world-wide scouting as an attraction and then it became more and more retaining more and more young people (especially adolescents) of both genders and coming from broader segments of society.

We found Scouting attractive to adults, women and men, in all cultures - a Movement through which they can make a significant contribution to society by working with young people. We see Scouting as a dynamic, innovative movement, with adequate resources, simple structures and democratic decision-making processes where organisation, management and communication are effective at all levels.

By the order of the President of Bangladesh PO111 Bangladesh Scouts was reconstructed in 1972 after the Liberation. According to the scout constitution president of the republic is the CHIEF SCOUT. There is a national council which elects a Chief National Commissioner and with the consent of the Chief scout he/she will oversee the organization for three years. Now Bangladesh Scouts have more than 1.5 million scouts in Bangladesh and according to the scout population Bangladesh is 5th biggest with India in the world.
Chapter Four:  
Voluntary movements/organization in Bangladesh

The organized form of voluntary organizations was first established in Bangladesh (Bengal) following the Bengal famine of 1943, which claimed the lives of three million people. Following the typhoon in 1970 that registered a death toll of 500,000 people in Bangladesh, the number of VOs increased (Ibid).

After these massive destruction of human lives, cattle, crops and other properties, the survivors organized themselves to solve their own problems. Due to the principles of self-help and reciprocal cooperation, many voluntary organizations followed the earlier initiatives and started to operate at local levels. (Hasan 1991 quoted in Hasan 1999), history says the first initiative of the Voluntary organizations on this land was after the 1970’s ‘Bhola Cyclone’, the devastating cyclone of 1970 hit the south and south-eastern coastal regions of the country, killing 500,000 people.

With the initiative of Fazle Hasan Abed (at that time Head of the finance in Shell company) together with friends and like-minded people, Heartland Emergency Lifesaving Program (HELP) was initiated and established which provided relief and rehabilitation to the worst affected island of Monpura, which had lost three quarters of its population overnight, by the cyclone.

The cyclone had a profound effect on Abed - in the face of such devastation, the comforts, and perks of a corporate executive's life ceased to have any attraction for him. Soon after, Bangladesh”s own struggle for independence from Pakistan began and circumstances forced Abed to leave the country. He found refuge in England, when the war ended in December 1971, Abed sold his flat in London and returned to the newly independent Bangladesh to find his country in ruins. In addition, 10 million refugees who had sought shelter in India during the war had started to return home. Their relief and rehabilitation called for urgent efforts, and Abed decided to use the funds he had generated from selling his flat to initiate his own such organization to deal with the long-term task of improving the living conditions of the rural poor. He Selected the remote region of Sulla in north eastern Bangladesh to start his work, and this work led to NGO known as BRAC in 1972.
The self-help movement in Bangladesh has intensified rapidly since her independence in 1971. Almost 50 percent of the voluntary organizations active now in Bangladesh were established between 1975 and 1990. (Hasan 1991 quoted in Hasan 1999),

Now a day’s thousands of organisations started their business in Bangladesh in the name of voluntary organization, definitely they shifted their priorities modality and goal which they had in 1972-73, there are lots of observations on their volunteers, whether they dedicated themselves as volunteers for the development/disasters or they are just paid staffs of the so-called NGOs, voluntary organizations.

There are many examples of state-led volunteer movement globally. Bangladesh is not an exception. Following are some example and analysis of state-led volunteerism in Bangladesh.

**4.1 Cyclone Preparedness Programme (CPP)**

After the severe cyclone in 1970, by the request of the United Nations General assembly, Cyclone Preparedness Programme (CPP) was established in 1972 with the help of the then League of Red Cross and Red Crescent Society (LORCS). It is a joint programme of Government of Bangladesh & Bangladesh Red Crescent Society.

CPP has obtained a great name over time and their fame has spread across the world for its well managed and motivated disaster management activities with the dedicated humanitarian spirit. Volunteers are the main power of this volunteer-based organization.

Figure 4: Father of the Nation, Bangabandhu Sheikh Mujibur Rahman opening the CPP Radio network
As a part of the Red Cross Red Crescent movement and activities in Bangladesh Cyclone Preparedness programme, CPP is proud of its 55,260 RC volunteers among which 18,520 are female.

From the establishments of the CPP i.e. from 1972, the volunteers had been dedicating their service for the people of the coastal belt of Bangladesh in disaster management field. Due to the dedication of volunteer’s service the rate of loss of lives and damage of wealth have decreased. In fact, they are disseminating the cyclone early warning signal to the Cyclone prone coastal belt of Bangladesh and evacuate the communities in need on behalf of the government. The programme is a partnership of government and Red Cross the volunteers dedicated to the Red Cross movement and principles.

Figure 5: CPP volunteers disseminating warnings by megaphone and hand sirens.
4.2 Urban volunteer’s Group

Recently the government of Bangladesh through the ministry of DM and Relief initiated to develop 62 thousand volunteers for urban disaster with a three-day training by the FSCD. From the target so far Twenty thousand plus volunteers got the training.

The time has not yet come to remark how it will be in terms of sustainability, dedication, and usefulness of services. There are examples of government owned volunteers finally turn in another way.

However, Scouting and RC movements prove their potentiality in Bangladesh as well as in the global context in the arena of Disaster Management. 21 RC volunteers sacrificed their lives in the event of 1991 cyclone when they engaged themselves in their duties to evacuate people in the safe shelters/places. Scouts are recognized as national volunteers by the Government and UN agencies in the context of disaster relief operation.

4.3 Volunteering in developing countries and emergencies:

Nowadays, volunteering has also been termed as an international community service. An able volunteer will pledge their time to work in the international community for various development activities.

Volunteering often plays a pivotal role in the recovery effort following natural disasters, such as Tsunamis, floods, droughts, and earthquakes. For example, the 2004 Indian Ocean earthquake and tsunami attracted a large number of volunteers worldwide, deployed by non-governmental organizations, government agencies, and the United Nations.

4.4 The United Nations Volunteers (UNV)

UNV contributes to peace and development by advocating for recognition of volunteers, working with partners to integrate volunteerism into after disaster and normal development programming, and mobilizing an increasing number and diversity of volunteers, including experienced UN Volunteers, throughout the world. The decision to serve as a UN Volunteer, at home or abroad, is based on a commitment to the United Nations and to the UN’s contribution to peace, development and human rights in support of the Millennium Development Goals (MDGs) and now for Sustainable Development Goals (SDGs).
The role as a UN Volunteer is that of both facilitator and catalyst. UNV encourages volunteers to be creative and entrepreneurial in finding ways to develop capacity and to promote and foster volunteerism for peace and development - both within and beyond the formal framework of the assignment.

Development is to be effective and sustainable; the people affected by it must take ownership of its processes and drive them forward. Indeed, the SDGs can only be reached if millions of people around the world voluntarily mobilize to achieve them. Actions as a UN Volunteer can also inspire others to volunteer and to believe that they too can contribute towards peace and development.

UNV embraces volunteerism as universal and inclusive and recognizes volunteerism in its diversity as well as the values that sustain it: free will, commitment, engagement, and solidarity.

UN Volunteers come from around 160 countries and many more cultural backgrounds. This wide variety of perspectives and range of experiences, expectations, and approaches gives their work a dynamism. UNV is active in around 130 countries every year. UNV, with Field Units in 86 countries, is represented worldwide through the offices of the United Nations Development Programme (UNDP) and reports to the UNDP. UN Volunteers are thus part of a global, cumulative effort that integrates volunteerism as a core contribution to peace, and development: and the concept of volunteerism for peace and development is at the core of UNV”s mission.
Chapter Five:
The Critics/ Discussion/ Analysis

5.1 Critical analysis/ physical analysis

In the scout movement: the mission identified six challenges. These were identified at the Durban Conference and need to be addressed to achieve are:

Six challenges Relevance:

1. Meeting the needs and aspirations of young people.
2. Complementary nature: focussing on the distinctive contribution Scouting can make to the education of young people, particularly through the Scout Method.
3. Membership: reaching out to more young people.
4. Adults: attracting and retaining the adults we need.
5. Relationships and partnerships: working with others to better serve young people.
6. Unity: pursuing a common purpose at all levels.

5.2 The six challenges provide three broad areas of work:

A. Young People: encompassing the challenges on Relevance, Complementary nature and Membership to bring better Scouting to more young people, especially adolescents.

B. Adults: encompassing the challenge on Adults, attracting and retaining the adults we need, with an emphasis on the concept of volunteering.

C. Structures and Systems: encompassing the challenge on relationships and partnerships - which recognizes the need to work with others to serve young people - and the challenge on Unity: pursuing a common purpose at all levels. Work in this strategic area should lead to an increase in the overall effectiveness of the Movement.
5.3 The RCRC movement:
Movement and organizations sometimes in well-tuned sometimes not. The problem in the constitutions of the RC, is the interest of the political parties on the movement, vested interested group wants to make business by exploiting the mission.

5.4 Volunteering organizations become NGOs:
A lot of committed voluntary organizations has changed their mindset and become non-governmental organizations (NGO), they changed their priority, and have become a service provider organization. They are now like any other contractors, of course with the support of the donor’s community. In the name of disaster management, they are creating opportunity for a bunch of people and recently in the name of poverty alleviation, they started a new business that is micro-financing. These micro-financing organizations including Grameen bank ensure one thing that their investment will give them profit in return, or we can say that once the voluntary organizations are now looking at the interest of capitalism.
Chapter Six:

Conclusion/Suggestion

The nature of volunteering has been changing from the start. Firstly, it was almost exclusively unorganized. People were just helping their neighbours and family members as needed.

Lifestyle is ever changing in an urban context, every day our life becomes faster. Priorities and values are also changing with policymakers, now we are running after the materialistic world, we are talking of globalization, talking of the „Millennium” commitments.

We are losing the inner eye of the movements and volunteerisms core value. Volunteers have needs, abilities, and desires of their own, we are using the word professionalism, corporate culture, we are serious about our commitment to global citizenship, and we love to calculate our time in terms of money. Even when we do something for the people that are in exchange of something or there are some hidden agenda/s.

6.1 Underlying causes

- Absence of emotional attachments
- Social and political structures
- Rapid urbanizations
- Changing of life style
- Donor driven approaches
- Lack of farsightedness
- So-called quantity is more important than quality

6.2 Recommendations:

A. Community based voluntarism should be encouraged.
B. Information on Volunteerism and its benefit should incorporate in the curriculum of schools so that children are aware about it and become inspired from their childhood. (Like RCRC or Scout movements).
C. Volunteers should be recognized by the community, organizations and state so that others are motivated.
D. NGOs and UN agencies should promote the concept of professional volunteers by maintaining a roster of motivated and dedicated professionals and utilize their skills during any crisis.
Chapter seven:

References


