

**MOTIVATING VOLUNTEERS:  
A CASE OF CYCLONE PREPAREDNESS PROGRAMME  
VOLUNTEERS IN BANGLADESH**



A Dissertation for the Degree of Master in Disaster Management

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## **Abstract**

Cyclone Preparedness Programme (CPP) volunteers are increasingly being relied upon to aware people living in the coastal belt of Bangladesh for reducing loss of lives and assets due to cyclone. This volunteerism is continuing for the last four decades with several unique challenges specific to availability of adequate equipment and limited resources for capacity of volunteers' to play their roles during cyclone. The purpose of this study is to examine the factors affecting motivation of volunteers. Another aim was to identify the underlying causes and/or hindering factors that discourage or demotivates volunteers and finally to find out factors affecting female volunteers to work as volunteers at the time of disasters. This study uses data from qualitative interviews with 10 volunteer groups, 5 community groups and 16 key informants dealing with CPP to explore volunteer motivations. Besides, quantitative data was also used from an assessment conducted by CPP with support from Save the Children in 2009.

Findings revealed that most of the volunteers reported having more than one motives for enrolling them as volunteers. Of the several categories of motivations identified, those relating to altruistic concerns for others and community, social responsibility, religious benefits, reputation and hoping to gain community recognition/ honor were the most frequently mentioned. Volunteers also saw volunteering as an opportunity to gain knowledge and skills and or to put their own skills to good use. A few of the volunteers were hoping to gain financial benefits in course of their volunteerism. The CPP has good understanding of volunteers' motives but a mismatch between organizational goals and volunteer motivations, and inadequate funding meant that volunteers' most pressing motives were not satisfied. This led to discontentment and resentment among volunteers.

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## LIST OF ACRONYMS

AHA	American Heart Association
AD	Assistant Director
BDRCS	Bangladesh Res Crescent Society
BMD	Bangladesh Meteorological Department
CPP	Cyclone Preparedness Programme
DA	Dearness Allowance
DD	Deputy Director
DMB	Disaster Management Bureau
DUzTL	Deputy Upazila Team Leader
EW	Early Warning
FGD	Focus Group Discussion
GOB	Government of Bangladesh
HF	High Frequency
HQ	Headquarters
IFRC	International Federation for Red Cross
IGA	Income Generating Activities
KII	Key Informant Interview
LGI	Local Government Institution
NGO	Non-Government Organization
RCRC	Red Cross and Red Crescent
SAP	South Asia Partnership
SOD	Standing Orders on Disaster
TA	Transport Allowance
UDMC	Union Disaster Management Committee
UN	United Nations
UNO	Upazila Nirbahi Officer
UP	Union Parishad
USA	United States of America
UTL	Union Team Leader
UzDMC	Upazila Disaster Management Committee
VHF	Very High Frequency
WHO	World Health Organization



# CHAPTER 1

## INTRODUCTION

### 1.1 Background of the study

It was observed throughout the long period that death toll due to almost same category of cyclones is gradually reducing in the coastal belt of Bangladesh. For instances, death toll during Cyclone Sidr 2007 and Aila 2009 were 4234 and 197 whereas cyclone in 1970 and 1991 were 500300 and 138958 respectively (WHO bulletin, 2012). It is recognized by the local, national and international communities that CPP volunteers work very hard to save thousands of people's lives and properties during cyclones, even keeping their lives at risk. So far CPP is the largest volunteering program in Bangladesh. The Programme covers 322 unions of 37 Upazilas under 13 districts and is aided by 49,365 volunteers including 16,455 female and 32,910 male volunteers in 3281 units (each unit covers one or two villages) in 37 coastal Upazilas (CPP website, 2012). So it is obviously difficult to sustain motivation of all volunteers at the same level. Certainly there are some factors which inspire volunteers to show their highest level of volunteerism. At the same time there may have some underlying factors which hinders motivation or causes demotivation to work as volunteer.

Government of Bangladesh pays CPP employees salary whereas there is no program operation cost at the field level for CPP volunteers including their capacity building. Previously this program operation cost was mainly borne by Bangladesh Red Crescent Society but now-a-days it becomes irregular and sometimes no support due to non-availability of fund. On the other hand, Bangladesh government does not allocate budget this program operation cost. So the program operation fully depends on external fund. Supply and management of logistics like early warning equipment, volunteers' personal gears, and search and rescue materials of such a large scale program is a challenging task which may have impact on the motivation of CPP volunteers.

In this situation there may have some limitations/ difficulties to adequately/ evenly support the CPP field programs which may affect volunteers' motivation. Still a good number of volunteers are serving in the field at the time of cycle. Therefore, this study attempted to explore the factors that positively and negatively affecting motivation of CPP volunteers in the study areas.

## **1.2 Objective of the study**

The objective of this study is to examine the factors that affect motivation of Cyclone Preparedness Programme volunteers in Bangladesh.

## **1.3 Expected outcome**

- a) The major factors that motivate volunteers to work as volunteer will be identified.
- b) The major underlying causes and/or hindering factors that discourage or demotivate volunteers to work as volunteer will be recognized.
- c) The factors that help or do not help to sustain volunteerism spirit will be identified.
- d) The major factors affecting female volunteers to work as volunteers at the time of disasters will be identified.
- e) The possible solutions to the underlying causes and factor that affects volunteerism will be suggested as recommendation.

## **1.4 Methodology**

This study used both qualitative and quantitative methods. The rationale for using qualitative methods were to capture some subjective/ emotional issues that motivate people to be a volunteer and at the same time to capture hindering factors that act as volunteer which was very difficult to cover by quantitative method. On the other hand, quantitative method was used to review CPP database for identifying contribution of availability or non-availability of equipment on the volunteers' motivation and some other factors available in the database.

Data was collected both from primary and secondary sources. As secondary data, the available documents of CPP, information available in internet and different literatures and journals related to volunteers' motivation and volunteerism were reviewed.

Database on CPP volunteer prepared with financial support from Save the Children (2009) and IFRC (2012) were reviewed for getting overall profile and status of CPP volunteers in the coastal areas of Bangladesh. A comparison with CPP and non-CPP volunteers was made for soliciting the effectiveness of volunteers.

### 1.4.1 Data collection

The Primary data was collected by personal visits to the field from CPP volunteers, officers, unit, union & Upazila team leaders and community people of selected area through focus group discussion and key informants interviews following non-structured questionnaires. These primary Data were collected in August 2012 by the researcher. Opinions from both male and female volunteers were separately collected through FGD. Total 19 FGDs were conducted separate with CPP male and female volunteers, male and female community people where the number of participants in the FGDs varied from 6-10 participants depending on the availability of the participants in respective areas. The FGDs helped to extract the objectives of the study because participants were free to express their opinion under this process. Here volunteers are the service provider and community people are the service receivers. Key Informant Interviews were very relevant for this study because the opinions of management tiers including local volunteer leaders and CPP officers. These FGDs and KIIs gave an opportunity to validate the opinions of all parties.



FGD with community male group

### 1.4.2 Data Analysis

The data of FGDs and KIIs were recorded in the notepad and an audio recorder. Necessary information was translated into English from Bangla (local dialect) from these two types of records (audio and notepad) by groups for FGD and by person for KII. During the process of data analysis, missing points in notepad were verified with the audio recording documents. Each audio document was listened to at least five times for extracting relevant data and documented the same according questions. By this way FGD and KII data stood in a group and individual documents. As questionnaire varied based on the category respondents, so the data was compiled according the category of respondents e.g. five male CPP volunteers FGD responses were compiled in a separate document and so on. Information of the analysis was arranged in the relevant sections of this dissertation. This primary information was

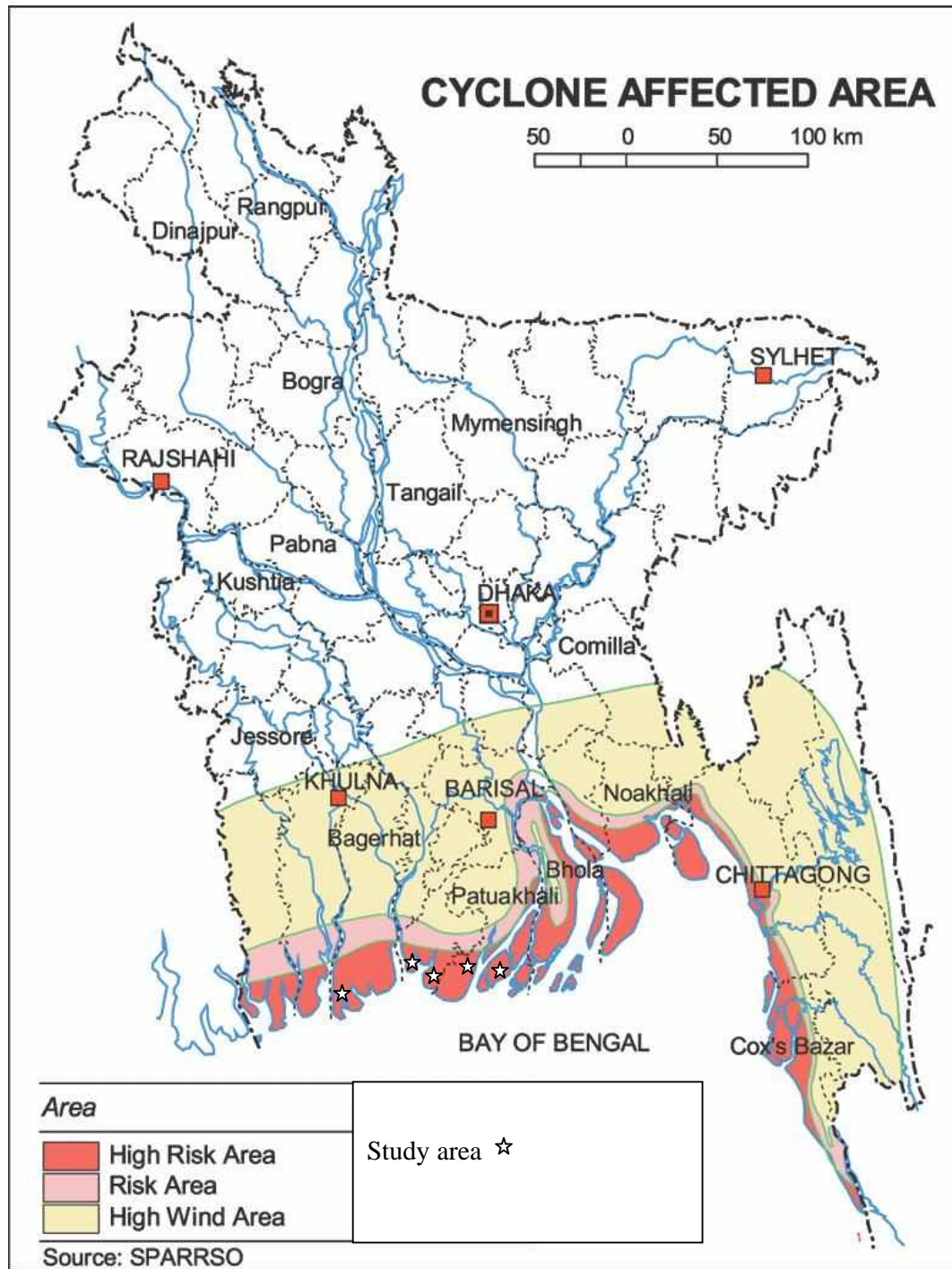
combined with relevant secondary information and literature review findings to complement each other.

### 1.4.3 Rationale for selecting the study area:

The above mentions unions are the most vulnerable unions and under high risk zone for cyclone. These unions were severely affected and many people died during Cyclone Sidr 2007. As cyclone frequently affects these unions, therefore, volunteerism practices supposed to be developed in these areas, and the research objectives could be achieved through collecting data from volunteers and community people of these areas, that is why these unions have been selected as study area:

Table 1.1: The Study Areas

District	Upazila	Union	FGD	KII
Patuakhali	Kalapara	Nilganj	4 (1 male & 1 female volunteers, 1 male & 1 female community grps.)	3 (AD, UTL and DUzTL of CPP)
	Galachipa	Panpotti	3 (1 male & 1 female volunteers, 1 male & female community group)	3 (DD, UTL and DUzTL of CPP)
		Galachipa	1 male community group	
Barguna	Barguna Sadar	M. Baliatoli	4 (1 male & 1 female volunteers, 1 male & 1 female community group)	2 (DD and UTL of CPP)
	Amtali	GulishaKhali	3 (1 male volunteers, 1 male & 1 female community groups)	2 (AD and UTL of CPP)
Bagerhat	Sarankhola	Rayenda	4 (1 male volunteers, 1 male & 2 female community groups)	2 (AD and UTL of CPP)
Total			19	12



**Figure 1.1:** The Cyclone zone map indicating study areas by stars

(Sources: [http://www.cpp.gov.bd/content.php?id=Command\\_Area\\_Map](http://www.cpp.gov.bd/content.php?id=Command_Area_Map) 26/12/2012)

#### **1.4.4 Literature review:**

In keeping the overall objective this study explored internal (management) and external (socio-cultural) factors of Cyclone Preparedness Programme that affecting motivation of CPP volunteers. This study reviewed the relevant books, articles, journals, case studies and other available research documents.

A decade review of the volunteerism literature from 1990-1999 reported that there were at least 2,558 publications involving volunteerism (Perry & Imperial, 2001). These studies have generally demonstrated volunteerism to be beneficial to the volunteer. Some benefits that have been associated with volunteerism in various populations includes increased citizenship, decreased antisocial behavior, improved physical health, improved mental health and enhanced socioeconomic achievement (Wilson, 2000). In addition, those who participate in volunteerism in earlier stages in life tend to continue participate in volunteerism in later stages in the life course (Perry & Imperial)

A bulletin titled “Contribution of Volunteerism to Disaster Risk Reduction” published by UN Volunteers practice note 2012 was reviewed. The first part of the article discussed the theoretical issues of Disaster Risk Reduction and volunteerism. The second part mentioned six case studies of different countries related to “volunteerism in action”. One of the case studies is on “Integrating volunteerism into community disaster risk preparedness”, and this case study focused on how volunteerism practice helps to reduce the loss of lives and assets from cyclone. The third part of this article discussed about other relevant issues such as gender, youth, and involvement of marginalized groups. Moreover, it also discussed about the external factors that female volunteers face as challenges. This case study didn’t cover other challenging issues or factors like management constraints and personal limitations.

This master’s thesis paper titled “SUSTAINING VOLUNTEER MOTIVATION IN THE NONPROFIT ORGANIZATION: REASONS FOR VOLUNTEER ATTRITION AND POSSIBLE SOLUTIONS IN THE BINGHAMTON AMERICAN HEART ASSOCIATION” by Jeannette Trachtenberg, is divided in to six parts, the main focus of this paper was to identify the factors that motivated Binghamton American Heart Association (AHA) volunteers to give their time at this organization,

as well as to understand the reasons for turnover among volunteers. Results of the investigative study demonstrated that participants were strongly motivated to join the AHA as volunteers and were happy with the level of support they received, but were less than satisfied with key motivators, and were not sufficiently knowledgeable about the organization, its people, and the fund raising events that it sponsors. Satisfaction, training and development, and perceived external-internal benefits were noted as most important factors influencing retention. This study also found that one reason that has been proposed to explain the competitive environment among nonprofits dependent upon volunteer work is, at least in part, that a substantial number of volunteers stop donating their time to the organization after an initial period of voluntary service.

In an effort to justify the argument, the writer mentioned that while values and beliefs often remain unchanged during a volunteer's tenure with a nonprofit organization, the motives for volunteering will often go through myriad changes that can reduce the longevity of the volunteer's involvement with the organization, especially when the organization is unaware of or does not understand and plan for such changes. Unless the nonprofit organization can identify when and why this shift in motivation occurs, it will be unable to mitigate the fallout that comes from high turnover rates among volunteers.

With financial support from Save the Children USA, CPP prepared a Database by an independent consultant (Aminul Kawsar) on the volunteers capacity, their motivation, status of equipment and needs of 5654 volunteers' of Bhola, Barisal and Barguna Zones in 2009. The findings of this study suggest that the volunteers' motivation largely depend on the training, regular contact with the volunteers and availability of functional equipment. The overall situation of the equipment, capacity and needs of volunteers' were clear in that assessment outcome. One of the important findings was that around 50% CPP volunteers worked very hard to aware and saved community people from cyclone Sidr 2007 but remaining volunteers could not take active part in cyclone warning phase due to lack of training and equipment. However, the internal and external factors affecting volunteerism aspects were not explored thoroughly in this study.

### **1.5 Constraints and limitations**

This study only used FGD, KII and literature review methods. The researcher searched previous literature or report on the study of volunteerism especially on CPP volunteers at Dhaka Headquarters but not found. It was also not found the website. Literatures on volunteerism are available in the website but those are not relevant with the volunteerism of CPP. Colleting case studies, interviewing relevant NGO people, UN agency staff and other organization could enhance and validate the information of this study but it was not possible due to time constraints.



## **CHAPTER 2**

### **CYCLONE PREPAREDNESS PROGRAMME**

#### **2.1 History and Background of Cyclone Preparedness Programme**

From 1960 to 1965, 9 (nine) cyclones hit the coastal belt of Bangladesh, killing over 50,000 people; alone the cyclone of 11 May 1965 took some 20,000 lives.

The idea of a Cyclone Preparedness activities started in 1965 when the National Red Cross Society now the Bangladesh Red Crescent Society (BDRCS) requested the International Federation (IFRC) formerly the League of Red Cross and Red Crescent Societies to support the establishment of a warning system for the population of the coastal belt. In 1966, the International Federation and the Swedish Red Cross began the implementation of a pilot scheme for Cyclone Preparedness which consisted of providing warning equipment such as, transistor radio, siren etc. and training the local militia (Ansars), as the backbone of the warning and dissemination activities. The strategy was to use the existing structure at the village level instead of creating a new and parallel structure. From 1966, the Cyclone Warning System was operational in 299 locations and supported by 473 team leaders.

In May 1969, the first Weather Radar Station was installed in Cox's Bazar by the Swedish "Save the Children Fund" in collaboration with the National Red Cross, the International Federation and the Swedish Red Cross Society. On 12 and 13 of November 1970, a major cyclone hit the coastal belt with wind speed of 223 Km/hour accompanied by a storm surge of 6 to 9 meters height, killing an estimated 500,000 people and making millions homeless and totally destitute.

Following the Cyclone of 1970, the United Nations General Assembly requested the International Federation to take a leading role in establishing and improving the Pre-disaster planning programme of Bangladesh. The International Federation and the Bangladesh Red Crescent Society undertook an extensive evaluation of the programme and drew a new strategy, which as from February 1972 lead to the new

programme consisting of 20,310 volunteers in 204 Unions of 24 Thanas and a transceiver telecommunication system (wireless transceiver radio in 22 stations).

In June 1973, the Government of Bangladesh approved the new programme and accepted the financial responsibility for the recurring expenses and set up a joint programme management by the creation of a Programme Policy Committee and a Programme Implementation Board. (Rashid, AKM Harunp-AI, 1997)

Following the emergence of independent Bangladesh, Bangladesh Red Cross Society (BDRCS) was constituted vide President's Order no. 26 of 1973. It was recognized by the International Committee of Red Cross-ICRC on 20 September 1973 and admitted into International Federation of Red Cross and Red Crescent Societies (IFRC) on 02 November 1973. The Status (PO 26 of 1973) was last amended in 1989. The name and Emblem of the Society was changed from Red Cross to Red Crescent on 4th April, 1988. The BDRCS has got countrywide network, covering all the administrative districts and 6 Metropolitan Cities (Dhaka, Chittagong, Rajshahi, Khulna, Sylhet and Barisal), with 68 units (branches). The President of the Republic is ex-officio President of the Society. The BDRCS Chairman is appointed for a term of 3 years by the President.

After the severe cyclone in 1970, by the request of the United Nations, Cyclone Preparedness Programme (CPP) was established in 1972 with the help of the then league of Red Cross in order to minimize the loss of lives and properties of the community people in cyclonic disaster. After One Year the league of Red Cross decided to withdraw the program from the field with effects from 1st July 1973. Considering the importance of the programme, for the interest of the coastal belt people, Government of Bangladesh (GoB) came forward and took the responsibility of the programme by deciding to continue the programme with effect from July, 1973. The GOB accepted the Programme responsibilities for recurring expenses, while the International Federation provides the operational cost. As a result it appeared as a joint programme of GoB & Bangladesh Red Crescent Society (BDRCS). From that time it has been working in the field of disaster management in Bangladesh especially in early warning system, search and rescue, evacuation, sheltering, First aid, relief distribution and rehabilitation activities. It has obtained a great name and fame all over the world for its well managed and motivated disaster management activities

with a dedicated humanitarian spirit. Bangladesh has already proved its skills and effectiveness to disaster response especially in case of Cyclonic disaster which has been appreciated by many other countries in the world. Now CPP is considered as a model programme in the disaster management field in the world. CPP won the “Smith Tumsaroch award-1998” for its Outstanding Performance in disaster management field (CPP web, 2012).

The community people accepted this programme and the volunteers are honored in the community for their dedicated services. 23 Volunteers in 1991 & 3 Volunteers in 2007 have dedicated their lives on duty to save the Coastal People. In spite of some limitations, CPP volunteers showed highest dedication in their duties.

CPP is a permanent voluntary programme at the field level to face disasters. There is no other such type of government or NGO programme in the field of disaster management in Bangladesh. This is a unique joint program of Government of Bangladesh (GOB) and Bangladesh Red Crescent Society (BDRCS). CPP volunteers serve without monetary benefit keeping their lives at risk and so far 26 volunteers ungrudgingly sacrificed their lives while they were on duty during cyclone in 1991, 2007 (Sidr) etc. CPP volunteers work even when there is great danger signal number 10 declared by Bangladesh Meteorological Department (BMD). It has an established wireless network from Dhaka to remote high risk unions and a monitoring system as well as chain of command from Dhaka office to village level CPP units. The CPP volunteers believe and follow the Seven Fundamental Principles of the International Red Cross and Red Crescent Movement (Annex - C) those are Humanity, Impartiality, Neutrality, Independence, Voluntary Service, Unity and Universality. The CPP volunteers are taught on the seven fundamental principles (Appendix B).

## **2.2 Vision and objectives of CPP**

### **Vision**

CPP's main vision is to reduce the risk & loss of human life and also to reduce the damage of wealth and resources from the cyclonic storm/hurricane and tsunami mainly for the vulnerable community people living in the coastal belt of Bangladesh.

### **Objectives**

- To build up disaster response capacity
- To build up smart, skilled and dedicated volunteers' teams with a humanitarian and social welfare spirit
- To develop and strengthen disaster preparedness activity
- To increase the efficiency of the CPP volunteers, officers and staffs.
- To develop a prompt disaster response network

To establish and strengthen weather warning signals and ensure prompt and effective response from the community people concerning cyclone signals.

### 2.3 CPP organizational structure

CPP has a Head Office in Dhaka under which there are 7 zonal offices. Each zonal office has some Upazila offices, each Upazila office has some unions, and each union has some units. In each unit, CPP has 15 volunteers (comprises of 10 male and 5 female) for 5 groups which are Warning Signal, Shelter, Rescue, First Aid and Relief.

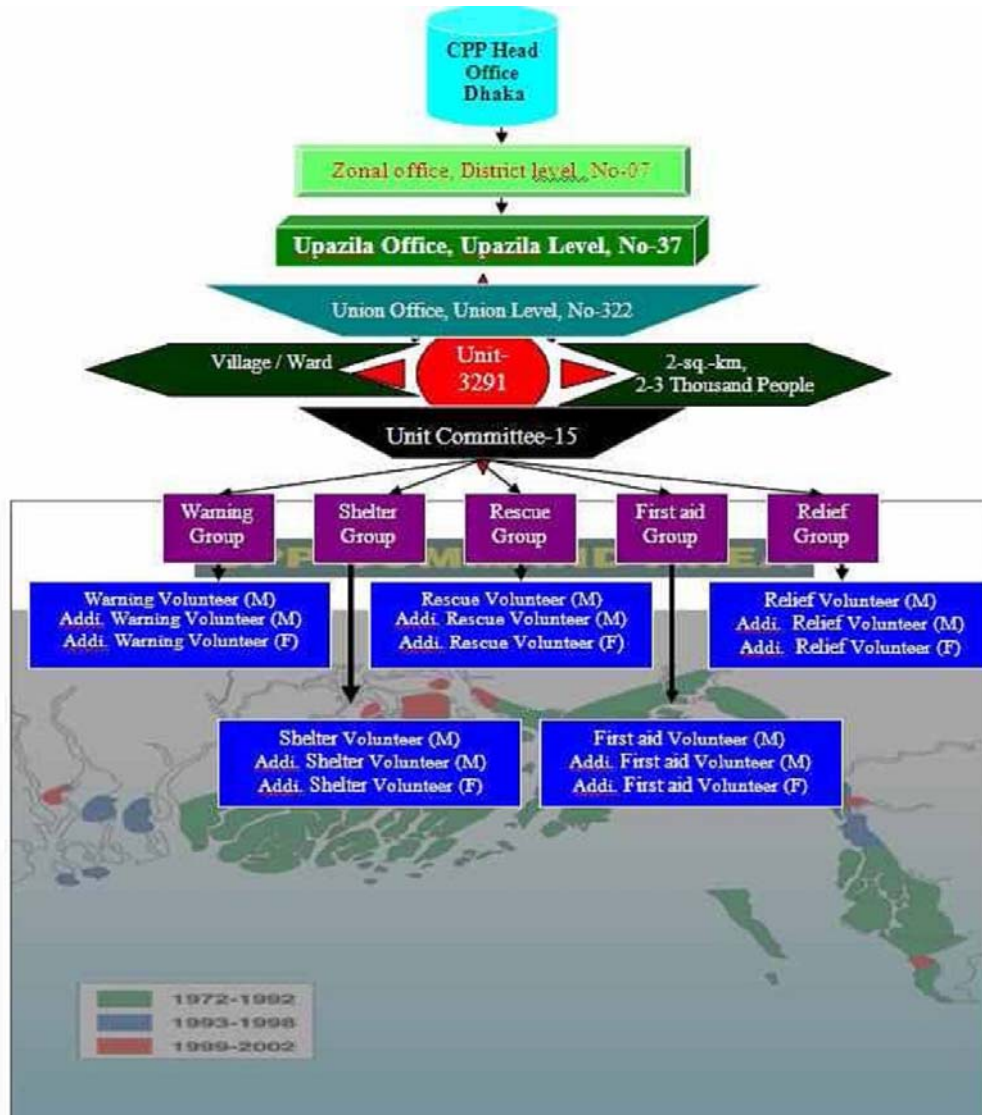


Figure 2.1: CPP management structure

(Source: [http://www.cpp.gov.bd/content.php?id=CPP\\_Structure](http://www.cpp.gov.bd/content.php?id=CPP_Structure) 27/12/2012)

## 2.4 CPP Management committees:

**Unit Committee:** At Unit levels, 15 volunteers form a Unit Committee; elect one of them as Unit Leader and another as Deputy Unit Leader.

**Union Committee:** On an average 10 Units form a Union. The Unit Team leaders of a Union form a Union committee and elect one of them as the Union Team Leader and another as Deputy Union Team Leader.

**Upazila (Sub-district) Committee:** On an average 10 Unions form an Upazila (sub district). The Union Team Leaders of the Upazila form the Upazila Committee and elect one of them as Upazila Team Leader and another as Deputy Upazila Team Leader.

CPP is run by two bodies namely i) Policy Committee headed by the Hon'ble Minister of the Ministry of Food & Disaster Management and ii) the Implementation Board headed by the Secretary of the same ministry.

### i) Policy Committee (Policy Concern)

(1) Honorable Minister, Ministry of Disaster Management and Relief	Chairman
(2) Honorable Minister, Ministry of Local Govt. Rural Developments and Co-operatives	Vice-Chairman
(3) Chairman, Bangladesh Red Crescent Society	Vice-Chairman
(4) Secretary, Finance Division	Member
(5) Secretary, Local Govt. Division	Member
(6) Secretary, Ministry of Education	Member
(7) Secretary, Ministry of Primary and Mass Education	Member
(8) Secretary, Ministry of information	Member
(9) Secretary, Ministry of Housing and Public works	Member
(10) Member, agriculture, water resources and Rural institution Division, Planning Commission	Member
(11-12) Two representatives nominated by the Chairman, Bangladesh Red Crescent Society	Member
(13) Secretary, Ministry of Disaster Management and Relief	Member-Secretary

(Source: <http://www.cpp.gov.bd/content.php?id=Management> 27/12/2012)

## ii) The Implementation Board (Administration/Implementation Concern)

(1) Secretary, Disaster Management and Relief Division	Chairman
(2) Secretary, Local Government Division or his representative	Member
(3) Secretary, Finance Division or his representative	Member
(4) Secretary, Ministry of Information or his representative	Member
(5) Director General, Directorate of Relief and Rehabilitation	Member
(6) Director General, Disaster Management Bureau	Member
(7) Joint Secretary (DM) Disaster Management and Relief Division	Member
(8) Director General, BRDB	Member
(9) Joint Chief (Programming), Planning Commission	Member
(10) Chief Engineer, Public Health	Member
(11) Secretary General, BDRCS	Member
(12) Deputy secretary (DM), Disaster Management & Relief Division Deputy secretary (DM), Disaster Management & Relief Division	Member
(13) Director, Bangladesh Meteorological Department	Member
(14) One representative nominated by the Chairman, BDRCS	Member
(15) One representative from IFRCS (if available)	Member
(16) Director (Operation.), CPP	Member
(17) Director (Admin.), CPP	Member Secretary

(Source: <http://www.cpp.gov.bd/content.php?id=Management> 27/12/2012)

### 2.5 CPP at Field Level

The field officers of the CPP at the level of district zonal officer and the development officer and union leaders and volunteers will discharge the following functions, besides other functions within their respective jurisdiction.

#### Normal Time

- a) Organize simulated preparedness programme in cyclone prone areas on continuing basis and hold mobilization drill on disaster in April and September every year to check status of preparedness.
- b) Complete before April recruitment and training of volunteers as per CPP procedure and organize grouping of families through them for facilitating evacuation in time of need.
- c) Checkup stock of authorized equipment with volunteers and undertake repair and acquire if necessary needed equipment.

- d) Check and keep in proper functioning of wireless communication and continue wireless communication with CPP Headquarters and CPP officers at thana and union level.
- e) Educate and create awareness amongst the local people about cyclone preparedness programme and understanding of warning signals of various types. Motivate and popularize preparedness measures through meetings, discussions, posters, leaflets and film shows.
- f) Earmark and keep shelter, killas, high rise safe places fit and ready and publicize and make known to the people evacuation plans towards these.
- g) Co-ordinate with the Upazila and the union Parishad to motivate the public and the volunteers about the cyclone danger responses.

***Alert Phase***

- a) Set up Control room and maintain contact with the Thana, the Unions and the CPP.
- b) Keep close contact with the local office of the department of Meteorology and other offices and use means of communication for input of cyclone alertness.
- c) Receive Special Weather Bulletins from the CPP and pass the same to the local officers.
- d) Alert local Chairman and Members of District/ Thana/ Union Disaster Management Committees and local NGOs, religious leaders and teachers.
- e) Instruct sub-ordinate offices and officers to send liaison volunteers to the union Team Leaders with instruction for CPP volunteers to listen to Radio Broadcast. Do ensure that union Team leaders and their co-workers commence activity as per instructions laid down in the volunteer guide book (Ghurnijhar Nirdeshika) published by CPP.

***Warning Phase***

- a) Inform DC/TNO/Union Parishad Chairman to hold emergency meeting of the Disaster Management Committees.
- b) Implement decisions of emergency meetings of the committees.
- c) Detail and check development and functioning of CPP Volunteers to ensure that livestock, poultry and other domestic animals are shifted to raised land, killas etc. under adequate safety measures.
- d) Transmit Special weather Bulletins to all field offices including District, Thana, Union and Zones.



- e) Warn the people about the threat.
- f) Advise and help people in taking shelters when evacuation order is given.
- g) Use Megaphone, Signal Light and signal flag to give final warning to the people.
- h) Keep all including Thana, District, D.G. Relief and Rehabilitation informed of the situation in the field from time to time
- i) Co-ordinate activities with all other agencies, NGO's.

***Disaster Phase***

- a) Prepare a report on the impact of the cyclone by collecting information and submit it to CPP Headquarter, union disaster management committee, and the Upazila and district control rooms.
- b) Carry out rescue operation and provide First-Aid as needed in co-ordination with the union and Upazila authorities.
- c) Assist local administration in distribution of relief goods.

***Recovery Phase***

- a) Keep wireless communication open and make frequent contact with CPP and transmit damage reports as soon as received.
- b) Help local bodies/local administration in disposal of dead bodies and carcasses.
- c) Assist in inoculation vaccination drive and other Health measures.
- d) Participate in rehabilitation efforts along with other Agencies including NGOs.

The Warning Orders identify at each stage the relation between the Bangladesh Red Crescent society, Cyclone Preparedness Programme and the various concerned Government Ministries, Department and Agencies.

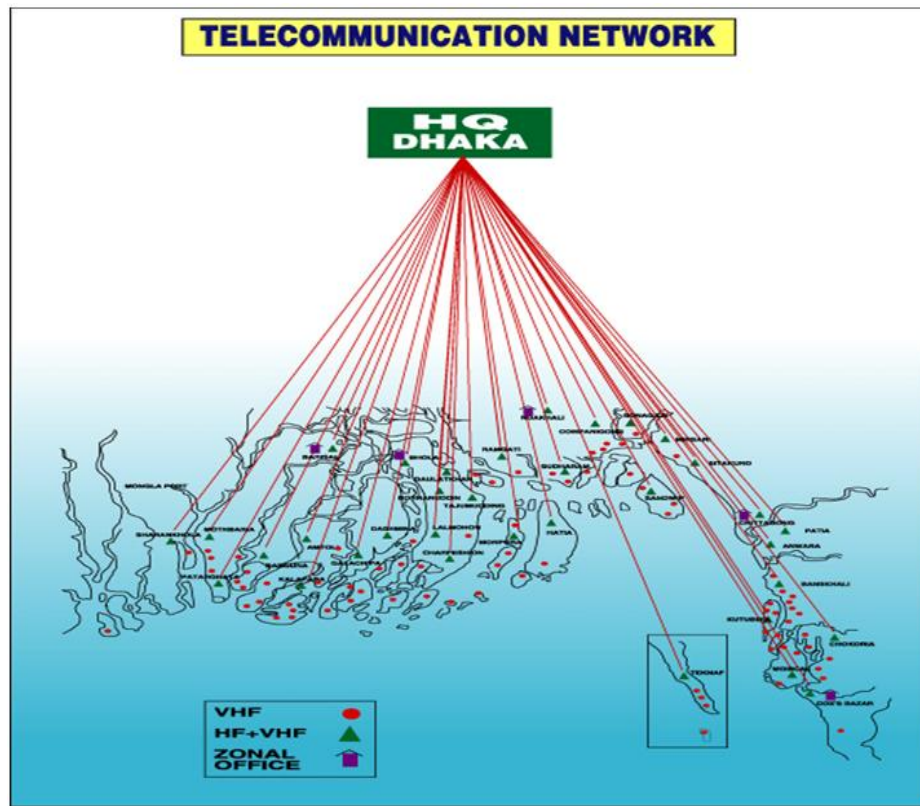
**2.6 Telecommunication Network**

The Cyclone Preparedness Programme operates an extensive network of Radio Communications facilities, in the coastal areas, linked to its communications center at its head office at Dhaka. The purpose of this network is exclusively for the disaster management tasks. The network consists of a combination of HF/SSB and VHF/FM Radios, which covers most of the high risk cyclone areas.

The Telecommunication network of the Cyclone Preparedness programme is composed of three (3) elements as follows:

- a) High Frequency (HF) Transceiver radios, with a main base station located at the Dhaka Headquarter, with the function to transmit information related to the cyclone and the preparedness. From the field stations the local information related to the progress and effects of the cyclone is sent to Dhaka HQ.
- b) A Field station system of very high frequency (VHF) transceivers with the function to receive and transmit messages from HF Field Stations to Sub-Stations located at Union level.
- c) Transistor Radios used by each unit Team leader (3291 teams) with the function of receiving meteorological information and cyclone warning signal bulletins transmitted by Radio Bangladesh, Bangladesh Television and other private TV channels Special Weather Bulletin on regular basis during the time of cyclone or depression.

CPP has an extensive wireless network along the coastal area through which CPP offices communicate with one another any time without any disturbance or interference. This communication forms a network among head quarter, zonal offices, Upazila offices and union offices. Head quarter is connected with all zonal offices and Upazila offices with 34 HF stations and Zonal & Upazila offices are connected with 96 VHF stations. Following is CPP's wireless network at a glance:



**Figure 2.2: Telecommunication Network**

(Source: [http://www.cpp.gov.bd/content.php?id=Telecommunication\\_network](http://www.cpp.gov.bd/content.php?id=Telecommunication_network) 28/12/2012)

## 2.7 Present status of CPP volunteers

There are 49365 CPP volunteers' are working in 37 coastal Upazilas of Bangladesh. One-third of the volunteers are women. The detail number and location of the volunteers have shown in the below table:

Table 2.1: Upazila-wise distribution of CPP volunteers

District	Zone	Upazila	Nos. of Volunteers		Total Volunteers
			Male	Female	
Cox's Bazar	Cox's Bazar	Teknaf	560	280	840
Cox's Bazar		Cox's Bazar	710	355	1065
Cox's Bazar		Moishkhali	890	445	1335
Cox's Bazar		Chokoria	600	300	900
Cox's Bazar		Paykua	480	240	720
Cox's Bazar		Kutubdia	530	265	795
Chittagong		Chittagong	Sitakunda	580	290
Chittagong	Mirsarai		780	390	1170
Chittagong	Sandwip		1340	670	2010
Chittagong	Banshkhali		520	260	780
Chittagong	Anowara		410	205	615
Chittagong	Patiya		270	135	405
Feni	Noakhali		Sonagazi	960	480
Noakhali		Companigonj	1100	550	1650
Noakhali		Sudharam	1100	550	1650
Noakhali		Hatiya	1440	720	2160
Laksmipur		Ramgati	1540	770	2310
Bhola	Bhola	Monpura	430	215	645
Bhola		Daulatkhan	860	430	1290
Bhola		Borhanuddin	580	290	870
Bhola		Tajumuddin	730	365	1095
Bhola		Lalmohan	1300	650	1950
Bhola		Charfession	1500	750	2250
Bhola		Bhola Sadar	690	345	1035
Patuakhali		Barisal	Dasmina	730	365
Patuakhali	Galachipa		1880	940	2820
Pirojpur	Mathbaria		600	300	900
Bagerhat	Sarankhola		320	160	480
Patuakhali	Barguna	Kalapara	1400	700	2100
Barguna		Amtali	1580	790	2370
Barguna		Barguna Sadar	1210	605	1815
Barguna		Patharghata	930	465	1395
Khulna	Khulna	Dacop	780	390	1170
Khulna		Kayra	670	365	1005
Satkhira		Asasuni	900	450	1350
Satkhira		Shamnagar	1370	685	2055
Satkhira		Mongla	640	320	960
<b>Total</b>		<b>7</b>	<b>37</b>	<b>32,910</b>	<b>16,455</b>

(Source: [http://www.cpp.gov.bd/content.php?id=Present\\_volunteers\\_status](http://www.cpp.gov.bd/content.php?id=Present_volunteers_status) 28/12/2012)

## **CHAPTER 3**

### **CONCEPT OF VOLUNTEER AND VOLUNTEERISM**

#### **3.1 Who is a Volunteer?**

One who enters into, or offers for, any service of his/her own free will (Brainy Quote) is a volunteer. Volunteers choose to act in recognition of a need with an attitude of social responsibility and without concern for monetary profit, going beyond one's basic obligations. Volunteering is a behavior that has been studied by sociologists for years. It is a type of helping behavior that is defined as “doing charitable or helpful work without receiving pay” (Encarta). Why would a person choose to commit time and energy to a cause without receiving monetary compensation? The purpose of this paper is to analyze the motivations behind an individual’s decision to participate in Cyclone Preparedness Programme as volunteer.

#### **3.2 What is Volunteerism?**

Volunteerism is the willingness of people to work on behalf of others without the expectation of pay or other tangible gain. It is a fundamental source of community strength and resilience that exists in all societies throughout the world. Volunteerism is expressed through a wide range of activities, including traditional forms of mutual aid and self-help, formal service delivery, campaigning and advocacy, as well as other forms of civic participation. The UN General Assembly (A/RES/56/38) defines volunteerism as “undertaken of free will, for the general public good and where monetary reward is not the principal motivating factor.” Following the International Year of Volunteers in 2001, the UN General Assembly (A/RES/57/106) recognized that “volunteerism is an important component of any strategy aimed at...poverty reduction, sustainable development, health, disaster prevention and management and social integration and, in particular, overcoming social exclusion and discrimination.” Furthermore, the General Assembly noted that “volunteering, particularly at the community level, will help to achieve the development goals and objectives set out in the UN Millennium Declaration” (Contribution of Volunteerism to Disaster Risk Reduction, 2012).

### **3.3 About CPP Volunteers**

#### **3.3.1 Criteria to Become a CPP Volunteer**

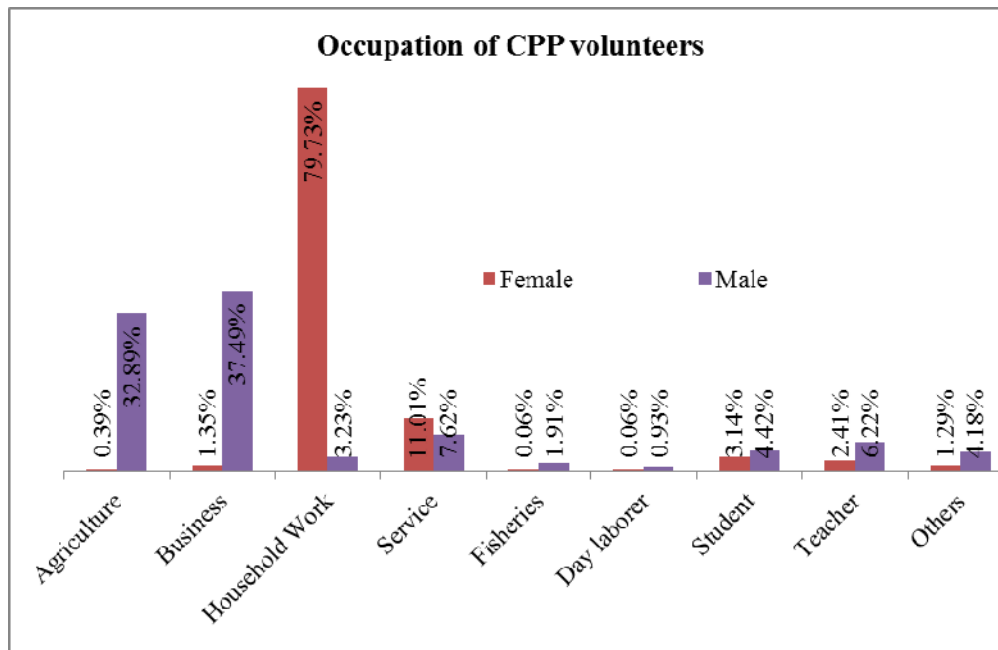
- Must be the permanent resident of the concern unit.
- The age limit is 18-30 years and must submit the document in favor of age.
- Education qualification is at least class VIII pass and must submit the proper document.
- At the time of induction the candidate must be faced a Exam.
- Be healthy, energetic, strong & stout. (Disable and physically unfit is not expectable.)
- Be financially solvent to discharge the voluntary service.
- Be interested to do the voluntary service without any instigation.
- Be responsible to his own duty.
- Must have time & opportunity to do the voluntary service.
- Be free from social allegations.
- Be acceptable by the local people.
- Not be the government servant.
- Non-government & Private Service holders which are transferable not to be volunteers.
- Be having bold & clear tongue.
- To be Confident& Regard to the basic moral of Red Crescent society.
- To pay induction fee & fixed annual fee as a volunteers.

After primary selection volunteers must pass the probationary period for three (03) months successfully. After passing the probationary period if the appointing authority is satisfied with his work than s/he will be regularized.

(Source: [http://www.cpp.gov.bd/content.php?id=Become\\_a\\_volunteers](http://www.cpp.gov.bd/content.php?id=Become_a_volunteers) 25/12/2012)

### 3.3.2 Occupation of CPP Volunteers

This study covered the occupation aspects of the volunteers. Most of the CPP male volunteers are from small business and agriculture profession. Some are service holder and teachers but less than two percent of the volunteers come from the fisherman community while they are the most vulnerable group during cyclone as they stay in the sea for fishing when depression forms. They should be included in the programme as volunteer so that they can learn from the programme and can save themselves from the cyclone.



**Figure 3.1: Occupation of CPP volunteers**

(Source: CPP database 2009)

Around eighty percent of the CPP female volunteers are involved with household works; the next category female volunteers are service holders and a few of the volunteers are students.

Some students and the service holders (those are transferable jobs) have been enrolled as both male and female volunteers but, according to selection criteria, they are not supposed to be CPP volunteers because of high turnout rate due to transfer of service holders, relocation of students from one institution to another for higher study and marriage (in case of female student). It hampers the program by draining out the

trained volunteers and increasing the untrained volunteers in the team whereas training is a major factor for motivation of the volunteers.

**Table 3.1: Occupation of CPP volunteers**

<b>Occupation</b>	<b>Female volunteer</b>	<b>%</b>	<b>Male volunteer</b>	<b>%</b>	<b>Total volunteer</b>	<b>%</b>
Agriculture	7	0.39%	1274	32.89%	1281	22.66%
Business	24	1.35%	1452	37.49%	1476	26.11%
Household Work	1420	79.73%	125	3.23%	1545	27.33%
Service	196	11.01%	295	7.62%	491	8.68%
Fisheries	1	0.06%	74	1.91%	75	1.33%
Day laborer	1	0.06%	36	0.93%	37	0.65%
Student	56	3.14%	171	4.42%	227	4.01%
Teacher	43	2.41%	241	6.22%	284	5.02%
House Tutor	6	0.34%	4	0.10%	10	0.18%
Boat man		0.00%	2	0.05%	2	0.04%
Driver	1	0.06%	6	0.15%	7	0.12%
Rickshaw puller	0	0.00%	1	0.03%	1	0.02%
Mason		0.00%	29	0.75%	29	0.51%
Poultry	3	0.17%	1	0.03%	4	0.07%
Others	23	1.29%	162	4.18%	185	3.27%
<b>Total</b>	<b>1781</b>	<b>100.00%</b>	<b>3873</b>	<b>100.00%</b>	<b>5654</b>	<b>100.00%</b>

(Source: CPP database 2009)

### **3.3.3 Educational level of CPP Volunteers’:**

The researcher studies the level of education of the volunteers. According to selection criteria, educational qualifications of CPP volunteers are supposed to be at least grade eight pass whereas three-fourth of them has met the criteria and rest one-fourth are below under primary education to no education (CPP database survey 2009).



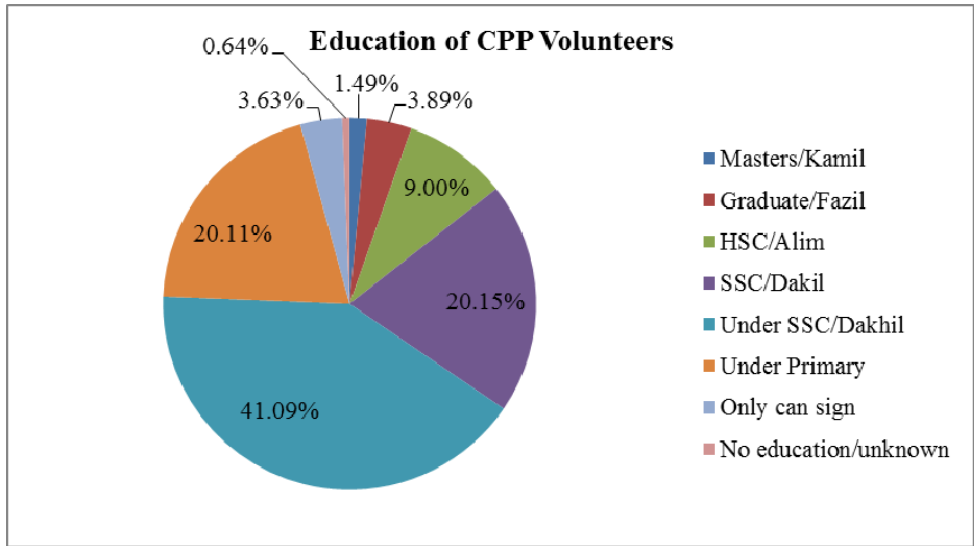


Figure 3.2: Education level of CPP volunteers  
(Source: CPP database 2009)

The main reasons of this situation are non-availability of educated interested persons in remote Char (Separate Island) areas and in some cases biased selection. These low/no educated volunteers are incapable to take active part in capacity building activities like training. Sometimes poor understanding affects motivation.

### 3.3.4 Age of CPP Volunteers

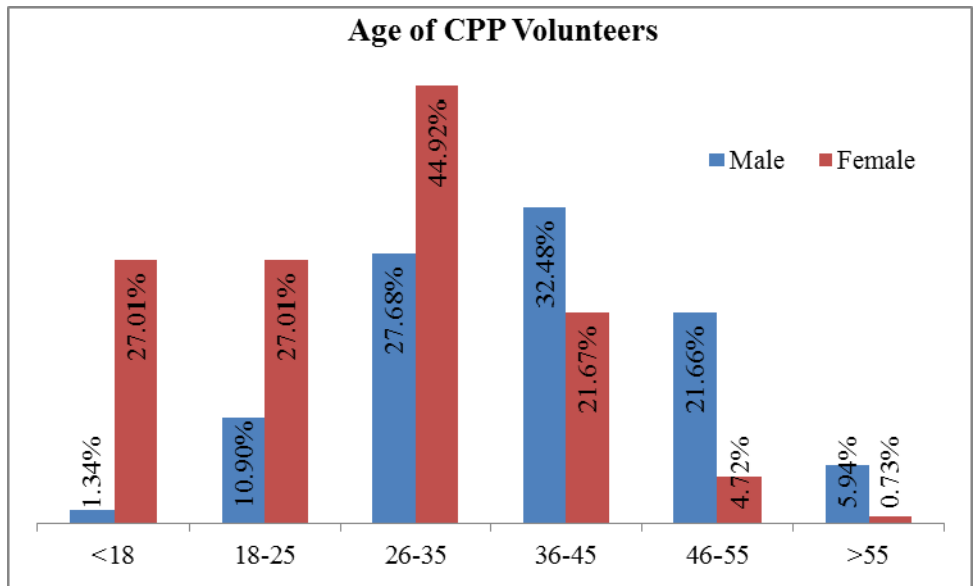


Figure 3.3: Age of CPP volunteers  
(Source: CPP database 2009)

The age limit of CPP volunteers are from 18 – 55 years. A few volunteers have recently been selected under the age of 18 those who are relatives of other/ retired volunteers. On the other hand the over aged volunteers are not exiting timely due to less initiative of reorganization of volunteers in each year, as per provision of the bylaws. The over aged volunteers are highly motivated to serve people but due to physical inability some volunteers cannot properly perform their duties during cyclone/ disaster time.

**Table 3.2: CPP volunteers age group**

<b>District</b>	<b>Age range</b>	<b>&lt;18</b>	<b>18-25</b>	<b>26-35</b>	<b>36-45</b>	<b>46-55</b>	<b>&gt;55</b>	<b>Total</b>
Bhola	Female	12	295	401	167	39	7	921
	Male	43	356	636	586	370	103	2094
Patuakhali	Female	5	186	399	219	45	6	860
	Male	9	66	436	672	469	127	1779
Total	Female	17	481	800	386	84	13	1781
		0.95%	27.01%	44.92%	21.67%	4.72%	0.73%	
	Male	52	422	1072	1258	839	230	3873
		1.34%	10.90%	27.68%	32.48%	21.66%	5.94%	
	<b>TOTAL</b>	<b>69</b>	<b>903</b>	<b>1872</b>	<b>1644</b>	<b>923</b>	<b>243</b>	<b>5654</b>

(Source: CPP Database 2009)

## **CHAPTER 4**

### **SUMMARY OF THE FOCUS GROUP DISCUSSION**

Bangladeshi culture supports volunteerism. The CPP volunteers and community people realized that volunteerism is beneficial for both the parties. The factors that positively affect volunteerism are their firm belief on religious and social responsibilities, their past experience of cyclone 1970, 1991 and 2007, appreciation from community people, enhancement of their social dignity, positive behavior of CPP officials.

The factors that put negative impact on their motivation are lack of coordination meetings among the general volunteers and volunteer leader/ CPP officials, no or inadequate training and equipment for performing their duties, shortage of evacuation shelters, avoiding them by management (government and NGOs) during emergency response especially during relief distribution, political influence and change of social as well as financial status of some old volunteers, and no incentive/ award are offered for their voluntary services. In spite of all the above mentioned limitation most of the CPP volunteers work without self-interest during the emergencies.

Relief groups conduct damage and needs assessment after disaster and they submit a list of beneficiaries to their respective line management but receive no response. On the other hand, BDRCS, GOB and NGOs distribute their relief materials to disaster affected people by their staff and separate volunteers. No authorities including BDRCS call CPP volunteers for relief distribution whereas CPP volunteers are known as Red Cross or Red Crescent volunteers in the community. People asked them the reasons of not participating in relief distribution of BDRCS. They cannot say anything which is a cause of embarrassment and feel that they are nowhere and become disheartened which affects their motivation. Even socially and financially weak CPP volunteers usually do not get relief from any sources because of attachment with CPP.

#### **4.1 Training affects motivation**

CPP organizes periodic trainings for volunteers, and also organizes rally and demonstration/ cyclone simulation by volunteers for raising awareness at the community level. All these initiatives help in activating volunteers' motivation.

While about 39 percent CPP volunteers received basic training, around 37 percent have not received any training at all. Volunteers have reported undergoing refreshers course without having basic training knowledge. In addition, some volunteers have received the same training course more than once (CPP database 2009). This is a management level problem of the program.

Early warning dissemination is one of the most important duties of CPP volunteers while Search & Rescue and First Aid are also very important duties when cyclone hits. Early warning topic covers in basic and most of other trainings but only about 10.5 percent volunteers received training on First Aid and practically 96 percent did not have training on Search & Rescue. It is not realistic that these volunteers will be able to perform their assigned duties without a minimum level of training on the areas of their liability. The trained volunteers' are well conversant and seems very active that means their motivation level is higher than untrained volunteers.

There are five groups in each CPP unit those are warning, shelter, rescue, first aid, and relief groups. Warning, first aid and rescue groups get priority when there is any special training programs chalk out from Dhaka office (HQ) for volunteers whereas Shelter and Relief groups are deprived from these sorts of trainings.

The hope is that for the last few years some NGO and CDMP are coming forward to provide training and equipment to the CPP volunteers which help to motivate them. GOB provides minimum support to CPP field operation except staff salary but now-a-days Disaster Management Bureau (DMB) is organizing few training for the volunteers'.

#### **4.2 Religion affects motivation**

Majority of the CPP volunteers think that it is their religious duty to serve humanity. This voluntary service without interest gives them mental freshness that they are clear to the almighty creator that they have performed their duties as instructed in the holy books which are pro-volunteerism. They also believe their departed souls would be in eternal peace after death. According to volunteers, religious factor was a problem in the society before ten years, especially for women volunteers but now-a-days people understand that these voluntary services are beneficial to the people and the volunteers' think that if they do something beneficial for people in this world they

will get reward in the eternal world. These believers among CPP volunteers did not raise anything about financials or other benefits for their voluntary services.

#### **4.3 Socio-cultural factors that affect volunteerism:**

From the FGD and KII with different level of people and literature review, it was evident that acceptability of voluntary services is very high in the society. So people like the CPP volunteers. CPP volunteers become highly popular in the society for their voluntary services and get recognition in different ways. Some of the CPP volunteers become Parliament Members, Upazila Chairmen, many of them become Union Parishad Chairmen (like Advocate Nurul Islam, Chairman, Gulishakhali union) and hundreds of them become UP members. Volunteers think that their social dignity and status increase if they work better as volunteer.

Wearing Sharee (one piece long-cloth) by women is a tradition dress in rural Bangladesh. Sharee is a barrier for female volunteers to perform better their roles because Sharee is not suitable for serving by moving outside the door during high wind and rainfall. But they cannot avoid this dress due to social tradition. Although it is rare but at least one case of discouragement found in Nilganj union of Kalapara Upazila which is ‘a male volunteer, who is a Muslim religious leader, took part in a cyclone simulation one year ago. Some community people discouraged him after the simulation is over by saying “being a religious leader you should take part in this sort of events where both men and women together play their roles”. Otherwise it was always found that community people encourage this sort of activity.

Box no. 4.1: Example of encouragement by community people

*Community people encourage volunteers for their good works for example there was a cyclone simulation held at Kuakata of Kalapara Upazila in 2009 where community people declared cash gift (thousands of BDT) for tea and snacks for the volunteers just after the simulation.*

#### **4.4 Socio-economic status affects motivation of volunteers:**

In general all level of volunteers work but there are some differences in their level of dedication due to different reasons. It is observed that the volunteers who are from

middle class in term of their socio-economic status are generally more motivated to serve as volunteer than the volunteers who are from rich and poor classes. The volunteers from poor class cannot spend much time for voluntary services because of their business with their livelihood activities although they are willingness to do such type of work. Poor volunteers cannot afford if they need to go somewhere by using rickshaw/van or need to purchase battery for torchlight. On the other hand, some of the volunteers from rich class stay at Upazila level, which is far away from their locality, for doing their businesses, enjoying better facilities of modern life, better education facilities for their children, better security and others. Rich volunteers have more disaster resilient houses and can absorb shocks than the poor and middle classes people. So they are not that much worries about disasters. Higher social status of some rich volunteers inhibits participation in voluntary activities with lower socio-economics status volunteers. It seems that those factors made them less worries about disasters. It indicates that motivation of some rich volunteers has reduced. One respondent think that socially and economically solvent volunteers are more motivated than others because they can afford more time and money than others.

## CHAPTER 5

### SUMMARY OF THE KEY INFORMANT INTERVIEWS

The CPP Upazila and Zonal Officers were individually interviewed following a structures questionnaire (Annex: A). Outcomes of the interviews are as follows:

#### **5.1 Features of CPP that made it model programme in and outside the country**

CPP is a permanent voluntary programme at the field level to face disasters. There is no other such type of government or NGO programme in the field of disaster management in Bangladesh. This is a unique joint program of Government of Bangladesh (GOB) and Bangladesh Red Crescent Society (BDRCS). Bangladesh is the only country in the world where there are around 50,000 volunteers who are providing voluntary services for reducing loss of lives and properties, due to devastation of cyclones, of coastal belt people. CPP volunteers serve without monetary benefit keeping their lives at risk and so far 26 volunteers ungrudgingly sacrificed their lives while they were on duty during cyclone in 1991, 2007 (Sidr) etc. There is none in the field except CPP volunteers when there is great danger signal number 10 declared by Bangladesh Meteorological Department (BMD). It has an established monitoring system and chain of command from Dhaka office to village level CPP units. The CPP volunteers believe and follow the Seven Fundamental Principles of the International Red Cross and Red Crescent Movement those are Humanity, Impartiality, Neutrality, Independence, Voluntary Service, Unity and Universality. The CPP volunteers are taught on the seven fundamental principles. Bangladeshi culture support volunteerism e.g. religious advices of helping others are pro-volunteerism for eternal peace.

#### **5.2 Initiatives from CPP to motivate volunteers**

CPP organize meeting at unit, union and Upazila committee levels but not regular. Organize periodic trainings for volunteers, and also organize rally and demonstration/ cyclone simulation by volunteers for raising awareness at the community level. All these initiatives help in activating volunteers. CPP ensures accountability of volunteers to the next higher level through monitoring at all level from Dhaka office to village level CPP units which help to sustain the programme. CPP provided early warning equipment (megaphone, siren, etc.), gears for volunteers for disseminating

signals and other materials for first aid and rescue operations. Mobile communication and good relationship between CPP officers and volunteers exist.

### **5.3 Activities of volunteers:**

After receiving warning messages through wireless network/ cellphone/ radio/ TV, CPP volunteers organize preparatory meeting at unit, union, and Upazila levels and refresh volunteers knowledge, skills, roles and responsibilities of each group (warning, shelter first aid etc.) so that they can properly perform their duties. Then they start disseminating warning messages and advise people what to do according to the level of signal and listening to weather bulletin in the radio. Initially (warning signal no.1-3) they disseminate messages by word of mouth and hoist one flag , then (danger signal no. 4-7) by using megaphone, and hoist two flags, and finally (great danger signal no. 8-10) by using megaphones, super megaphone, local mosque mikes and siren and hoist three flags and sending people to shelter. CPP volunteers are trained on warning signal system. Provide first aid to injured people at the shelters who become injured during travel from their houses to shelter. Shelter volunteers group work for shelter management just before and during cyclone. Check whether all volunteers are available or someone has dropped and also check their cellphone numbers are okay or not.

During cyclone the volunteers perform their duties by groups. The rescue groups visit most vulnerable areas first and conduct rescue operation like rescue people from water, trapped on trees and houses. They bring the victims to a center and the first aid group provides first aid to injured people. Arrange funeral of corpses and burying the dead animal bodies. Bring down the signal flags when signals are withdrawn by the authority. Provide counseling to people suffering from psycho-trauma due to the disaster and work for controlling epidemics in their areas. Assist GOB (?) and NGOs for relief distribution. Prepare and submit a list of affected beneficiaries to authority

During normal time CPP volunteers participate in different trainings like first aid, search & rescue. Organize rally and demonstration/cyclone simulation for awareness raising of the community people. Participate in different national programme like vaccination programme. Repair equipment so that they are functional for the use during disasters. Provide voluntary services Assist in embankment repairing. They respond to the local disasters like fire incidences at the household level.



#### **5.4 Difference between male and female volunteer**

Male and female volunteers perform almost same in warning signal dissemination. They complement each other e.g. female volunteers' disseminate warning messages in indoor and males are in outdoor. Due to Purdah, male volunteers cannot enter into some houses whereas female can do that. However, overall female volunteers may contribute little less than male in warning signal dissemination. Due to difference between male and female in physical formation, strengths and dress, generally female cannot equally move outside with male volunteers during disaster. In some cases, a certain percentage of female volunteers may be pregnant and lactating status during disaster time. It does not mean that they always do not take risk. For example, one female volunteer Taslima Begum of Majherchar village under Badarkhali union of Barguna Sadar Upazila sacrificed her life during warning signal dissemination in Cyclone Sidr 2007. Moreover, female are good in certain activities and male are in others. Comparatively male volunteers are more motivated because they have some more social responsibilities than female. Most of the female do not know how to swim. On the other hand, females mobility is less than male due to Purdah(in case of Muslim women) but Hindu female volunteers are more active than Muslim. Male volunteers are better than female in rescue activities whereas Female volunteers are better than male in First aid activities. But in some cases, female volunteers assist male volunteers in handling rescue operations of female victims. For example, participation of female volunteers with male becomes easier when female victims are rescued from a trap of broken houses or tree or need to carry a pregnant woman to shelter.

#### **5.5 Why some volunteers take active part during disaster**

The old volunteers who saw the devastated scenario of 1970 and 1991 cyclones and died their relatives are more motivated in volunteerism. Those events touched their heart. They understood that their former generation died due to lack of information about cyclone. So they don't want to see the same scenario for their nearest and dearest relatives and neighbors, and think that present and future generation should not die without knowing information about cyclone. Volunteers think that their social dignity and status increase if they work better as volunteer. Someone's observation is that socially respected and economically solvent people work better as volunteers

## **5.6 Why some volunteers are less motivated**

Poverty is one of the main reasons for less motivation of the volunteers. For example poor volunteers cannot afford if they need to go somewhere by using rickshaw/van or need to purchase battery for torchlight. Some new volunteers are less motivated due to lack of experience on cyclone in their personal and forefathers' lives especially cyclone experience in 1970 and 1991 and less interest/ attention in training.

## **5.7 Level of participation/motivation of the volunteers**

There are five groups in each unit those are warning, shelter, rescue, first aid, and relief groups. Warning, first aid and rescue groups get priority when there is any special training programs chalk out from Dhaka office for volunteers whereas Shelter and Relief groups are deprived from specialized types of trainings. CPP provides priority to warning, rescue and first aid groups for volunteers' gear (personal items like hardhat/helmet, gumboot, raincoat, lifejacket, torchlight etc.) distribution due to resources limitation than demand. So again shelter and relief group volunteers are deprived. So the participation during disaster and motivation level of volunteers who got training and volunteers gear items is better than other two groups. Relief groups conduct damage and needs assessment after disaster and they submit a list of beneficiaries to their respective line management but receive no response. On the other hand, BDRCS, GOB and NGOs distribute their relief materials to disaster affected people by their staff and separate volunteers. No authorities including BDRCS call CPP volunteers for relief distribution whereas CPP volunteers are known as Red Cross or Red Crescent volunteers in the community. People asked them the reasons of not participating in relief distribution of BDRCS. They cannot say anything which is a cause of embarrassment and feel that they are nowhere and become disheartened which affects their motivation. Even socially and financially weak CPP volunteers usually do not get relief from any sources because of attachment with CPP.

## **5.8 What could improve volunteers' motivation further?**

If the above mentioned limitation could reduce, the CPP volunteers' motivation could improve. Specifically if BDRCS could engaged CPP volunteers in relief distribution instead of bringing volunteers from district with TA/DA and other benefits; and if GOB could include CPP volunteers for relief distribution. It may be mentioned here that nothing mentioned in the Standing Orders on Disaster (SOD) about involvement of CPP volunteers in relief operation. CPP does not have any fund for relief

distribution. Some volunteers have been retired, died and migrated the locality. As a result new volunteers have replaced them. Many of the new volunteers are not trained. So the training is one of the options for improving motivation of the volunteers. Sharing practical experiences of old/experienced volunteers and arranging documentary film show of the past devastated cyclone scenarios through multimedia during training can enhance motivation of new volunteers.

### **5.9 Social factors**

Acceptability of voluntary services is very high in the society. So people like the CPP volunteers. CPP volunteers become popular in the society for their voluntary services and get recognition in different ways. Some of the volunteers become Parliament Members, Upazila Chairmen, many of them become Union Parishad Chairmen and thousands of them become members. Dress of the Bangladeshi rural female volunteers is hindering their volunteerism activities because Sharee is not suitable for serving by moving outside the door during high wind and rainfall. But they cannot avoid this dress due to social tradition. Before ten years religious factor was a problem in the society but now-a-days people understand that these voluntary services are beneficial to the people and the volunteers think that if they do something beneficial for people in this world they will get reward in the eternal world. Community people encourage volunteers for their good works for example there was a cyclone simulation held at kuaka of Kalapara Upazila in 2009 where community people declared cash gift (thousands of taka) for tea and snacks for the volunteers just after the simulation.

GOB provides minimum support to the volunteers e.g. now-a-days Disaster Management Bureau (DMB) is organizing few training for the volunteers' but they provide some equipment to union and Upazila Disaster Management Committees (UzDMC). Although government has decided to provide lifejacket to all volunteers which will help to increase motivation on the volunteers.

### **5.10 Volunteers risk and ways to reduce risks**

CPP volunteers are on duty outside the safe shelters even in great danger signal number 10 when the wind speed is more than 200 km/ hour. Sometimes trees may fall down on volunteers and flying CI sheets may hit them during their duties which may cause injury or death and tidal surge may wash them away to the sea during their

duties. Volunteers life risks could be reduced if they could have well equipped including ultramodern warning equipment (like high power siren which cover 2 km radius), cyclone protected dress, enough personal gears (hardhead/helmet, lifejacket etc.). Providing bicycle for volunteers and motorcycle for their team leaders can facilitate quick dissemination of warning signals and reduce their life risk because they can come back quickly to a safe shelter when they can guess any risk.

### **5.11 Socio-economic status affects volunteers**

In general all level of volunteers work but there are some differences in their level of dedication due to different reasons. It is observed that the volunteers who are from middle class in term of their socio-economic status are generally more motivated to serve as volunteer than the volunteers who are from rich and poor classes. The volunteers from poor class cannot spend much time for voluntary services because of their business with their livelihood activities although they are willingness to do such type of work. On the other hand, some of the volunteers from rich class stay at Upazila level, which is far away from their locality, for doing their businesses, enjoying better facilities of modern life, better education facilities for their children, better security and others. Rich volunteers have more disaster resilient houses and can absorb shocks than the poor and middle classes people. So they are not that much worries about disasters. Higher social status of some rich volunteers inhibits participation in voluntary activities with lower socio-economics status volunteers. One respondent think that socially and economically solvent volunteers are more motivated than others because they can afford more time and money than others.

### **5.12 CPP and other NGO volunteers**

There are many NGOs, like Save the Children, SAP Bangladesh, Plan Bangladesh recruit volunteers those are project based which does not exist after closure of the projects whereas CPP enroll volunteers at the age of 18 and can continue till 55, and it been serving since 1972. NGOs include some of the CPP volunteers in their volunteers list. They provide more training, good food, quality equipment and handsome honoraria during training because they have enough funds. But CPP cannot afford that much due to fund limitation which is a cause of demotivation of some CPP volunteers because usually people are happy with more benefits. In one sense inclusion of CPP volunteers is good for capacity building if their assigned responsibilities are similar to CPP. But in reality it is not. So it may be a problem in

future because one CPP rescue group volunteer may assign for first aid by NGOs which contradict their responsibilities. NGOs have lack of chain of command on their volunteers whereas CPP is strong in this area. CPP volunteers are permanent whereas NGO volunteers are project based i.e. there is no one for monitoring when project is closed. There are differences between selection criteria of CPP and NGOs volunteers. NGOs sometimes select college school and students who leave the locality after completing their education and when they enter in professional life. They are also unmarried girls who migrate from their localities when they get married. CPP does not select these types of volunteers that are why dropout rate is very low. In reality CPP volunteers are actual volunteers, NGO volunteers are not because they temporary and not sustainable. Some NGO volunteers are paid volunteers whereas CPP volunteers are absolutely unpaid. NGO volunteers get involved in their program activities like earthwork, courtyard session where entertainment cost is available.

### **5.13 Recommendations to improve volunteers' motivation**

Following were the CPP officers' recommendation:

- Fill the vacant positions of CPP Upazilas Officers
- Reorganization of the volunteers at the unit level, union and Upazila level
- Supply of enough and good quality equipment and gears for volunteers
- Volunteers gathering and organizing sports at union, Upazila and zonal level will help to motivate them.
- In the past there was a provision of farewell ceremony in honor of the retired volunteers' departure. The volunteers' motivation increased when they saw that their fellow colleagues were retiring from the team with honor and acknowledgement certificate for their valuable voluntary time and works because they thought that they would also be honored and acknowledged in a same way when they would reach at their retirement age. But unfortunately it is not happening now-a-days which is one of the causes of decreasing CPP volunteers' motivation level. Existing volunteers may think that the retired volunteers do not get honor at the time of their retirement; it may happen in my case too. The reasons of the current situation are lack of CPP Upazila Officers and lack of proper attention of Bangladesh Red Crescent Society (BDRCS) to CPP.

- CPP volunteers' motivation could be increased if BDRCS could engage CPP volunteers for beneficiary selection and relief distribution instead of bringing volunteers from district level with TA/DA and other benefits.
- The CPP Union Team Leader is a member of Union Disaster Management Committee (UDMC) but linkage between CPP volunteers and UDMC is poor. Improving linkage with UDMC will increase motivation of the volunteers. CPP just say you are retired and go without arranging any farewell ceremony to say "thank you" which could be an honorable departure of the retired volunteers and could be a good motivating factor for the existing volunteers. Yearly convention, sports, Iftar party, festival bonus, farewell of retired volunteers with gift/ token money and certificate could also enhance their motivation. The volunteers expect honor, not money.
- In the past there was a provision of providing Certificate, medal and honorarium to best volunteers which encouraged other volunteers to perform better. Now-a-days this initiative is absent. Currently CPP has shortage of manpower e.g. there are only 17-18 CPP Upazila Officers available out of 37. Availability of CPP officers could increase some initiatives for motivating volunteers.
- Availability of CPP Upazila Officers could reduce absenteeism of volunteers from their locality by organizing regular meetings and reorganizing volunteers as per CPP byelaws.
- Issuing Identification (ID) card/ badge could enhance their motivation because usually people do not believe without proof.
- Conducting regular meetings with volunteers ensure refreshment of their knowledge, skills and close relationship
- Engaging volunteers round the year in different activities including income generating activities (IGA).
- Providing recognition for exceptional voluntary services like Mr. Joydeb Datta of Amtali union who got rewards and recognitions from national and international fora for his outstanding efforts during cyclone Sidr in 2007.

#### **5.14 Equipment**

Although there was question on equipment but the respondents bring this issue as an important factor for volunteers' motivation. CPP provided early warning equipment (megaphone, siren, etc.), gears for volunteers for disseminating early warning signals

and other materials for first aid and rescue operations. CPP provides priority to warning, rescue and first aid groups for volunteers' gear (personal items like hardhead/helmet, gumboot, raincoat, lifejacket, torchlight etc.) distribution due to resources limitation than demand. So again shelter and relief group volunteers are deprived. So the participation during disaster and motivation level of volunteers who got training and volunteers gear items is better than other two groups. The volunteers and the CPP officials informed that the Government of Bangladesh has decided to provide lifejacket to all volunteers which will help to increase motivation on the volunteers. Following are the current status of materials and equipment of CPP volunteers:

#### **5.14.1 Useable individual Gears for volunteers**

It is quite natural that each of the volunteers should have a RC vest, a rain coat and the gum boot but it has been observed that the distribution was not even. Rain coats & gum boots are items that have a very short life. As a result, most of the supplied coats and boots are now required to be replaced. It is not understood why the female volunteers were not given the rain coats or gum boots. It is a clear example of gender discrimination. However it is found that among the responded volunteers (n=5654) 19.46 percent have RC vest, 12.93 percent have Rain Coat, 12.68 percent have Gumboot, 12.65 percent have helmet, 10.33 percent have life Jacket and 3.75 percent have Torch. The major supply was distributed after the 1991 cyclone that is in 1992-93 period. (Source: CPP database 2009)

#### **5.14.2 Status of early warning equipment, & First Aid materials**

During the survey (CPP Database 2009) it was found that among 555 units useable early warning equipment were only 12.61% Transistor Radio, 32.07% Mega phone, 5.40% Flash light, 76.57% Flag , 29% Hand Siren and 50.81% Flag Mast. Moreover, the volunteers have lack knowledge on the search and rescue and the use of equipment. Also, many of the items need periodic replacement because of their limited shelf life.

Similar to the rescue equipment the First Aid box items are also mostly out of order or lost/used, despite the fact that some of the items life is not expected to continue for such long time. It was also observed that majority of the volunteers are not trained on First Aid and hence, they don't have the knowledge of appropriate usage of the above

items. Somebody in the unit who is responsible for FA is getting a FA kit. During receiving the kit he/she pays an amount for the welfare fund which is kept in a bank account at district level. There is no proper guideline about using the welfare funds. Alternatively they revealed some weak points of the programme. They informed that there has been no replenishment of first aid kit and early warning equipment specially mike, raincoat, radio, gumboot, helmet, torch light for long time. Sometimes their family member and community people do not give importance on their volunteer service since they do not have any identification as CPP volunteer.



**Table 5.1: Status of Search and Rescue Equipment**

<b>Instrument</b>	<b>Unknown</b>	<b>Good</b>	<b>Not Usable</b>	<b>Lost</b>
RC Vest	34	66	155	1
Rain Coat (Male)	37	29	177	1
Rain Coat (Female)	3	3	25	
Gum Boot	30	29	159	1
Rescue Bag	35	74	175	6
Axe	44	69	157	7
Axe Cover	54	34	136	4
Knife	60	59	172	8
Copicol	49	136	134	4
Gas light	85	28	159	6
Rope	64	111	175	6
Whistle	64	79	170	5
Towel (Medium size)	71	35	149	3
Water pot	58	101	143	4
Players (7 inch)	50	91	104	7
Hammer	52	146	128	7
Tin Cutter (10 inch)	55	99	148	7
Hex 12 inch	41	39	131	3
Torch	59	15	161	2
Pillow	43	53	129	1
Canvas belt	37	89	135	4
Range (10 inch)	35	87	95	5
Helmet	33	117	158	3
Torch light battery	29	6	76	1

(Source: CPP database 2009)

**Table 5.2: First Aid Equipment**

Instrument	Unknown	Good	Not Usable	Lost
First Aid Box	50	93	285	4
Role Bandage (2"x6 Yrd)	164	51	192	7
Role Bandage (4"x6 Yrd)	165	45	173	8
Elastic Crap Bandage	136	48	155	8
Cotton	170	61	178	7
Role Plaster (1"x1m)	145	31	144	6
Role Plaster (2"x1m)	128	25	119	6
Forcep	78	103	192	10
Scissors	74	97	194	7
Knife	72	62	169	7
Thermometer (f)	107	70	187	5
Eye shield	74	71	95	5
Soap (with case)	167	29	139	9
Towel (medium)	119	37	169	3
Plastic Bowl	71	57	156	4
Triangle cloths	111	66	196	9
Turnicate	61	44	110	3
Wooden splint (6", 8", 10")	99	120	171	7
Furacep cream (Beximco) 20 gram	138	9	114	4
Detol (100 ml)	205	14	146	6
ORS	195	8	124	5
Tab ACE	204	11	123	5
Be-Mycin Dusting Powder, 5 gram	158	10	92	5
Safety pin	148	27	156	10
Small paper, pad, pencil	153	25	118	4
Torch light	63	23	171	4
Gas lighter	101	10	124	6
Water bottle	84	48	128	3
Tissue paper	139	23	115	5
Hand gloves (rubber) 7 nos	128	35	154	6
List	124	57	140	5

(Source: CPP database 2009)

## CHAPTER 6

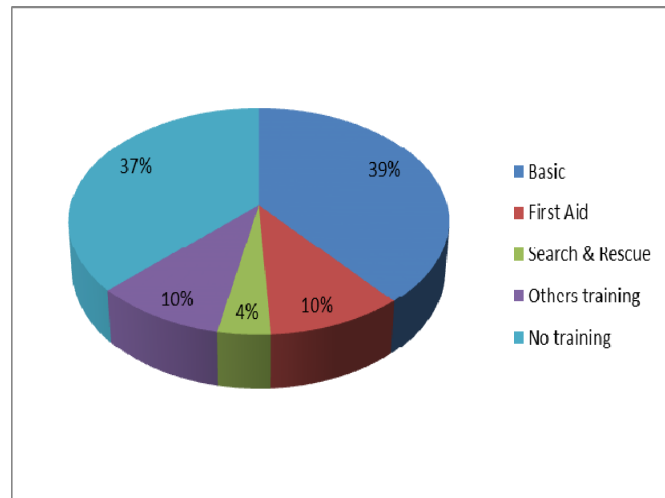
### ANALYSIS OF THE STUDY FINDINGS

#### 6.1 Comparison and correlation with literature review

Motivational aspects of Cyclone Preparedness Programme volunteers in Bangladesh: There are two main categories of motivations to volunteer: societal and personal. Societal motivations are altruistic in nature and are in favor of the benefits to society as a whole, whereas personal motivations focus more on the benefits to the individual (Kristine M. Liddie). Some examples of altruistic motivations include contributing to the “greater good” of society and preserving the environment for future generations. Personal motivations include feelings of satisfaction and happiness gained from helping behavior, opportunities to make new friends, and increasing popularity which to be a formal or informal leader in the community or career or professional benefits such as networking and gaining experiences. It was necessary to narrow the context in which to study the motivations behind participating in Cyclone Preparedness Programme as volunteer in the Coastal belt of Bangladesh as a case.

#### 6.2 Volunteers’ Training:

There is correlation between the statement of the respondents during FGD/ KII and the study findings of CPP database report of 2009 that there is lack of training to the volunteers which affects their motivation. Altogether 63% volunteers participated in at least one training whereas 37% (n=5654) didn’t receive



**Figure 6.1: Status of CPP Volunteers Training**

any training. The annex-E reflects the poor records of trainings received by the CPP volunteers. Volunteers have reported to have refreshers course without having basic training (Foundation course) knowledge. Some volunteers have received same training more than once.

**Table 6.1: Volunteers' training status**

District	Upazila	Basic Training	DM Training	First Aid Training	Leadership Training	Rescue Training	Not Trained
Bhola	Bhola Sadar	402	43	25	2	29	159
Bhola	Burhanuddin	64	43	13	8	8	134
Bhola	Char Fasson	107	142	41	6	11	125
Bhola	Daulat Khan	152	92	20	5	5	273
Bhola	Lalmohan	376	228	64	20	12	229
Bhola	Tazumuddin	174	41	5	3	2	349
Patuakhali	Bauphal	39	40	5	1	1	40
Patuakhali	Galachipa	535	766	253	33	116	367
Patuakhali	Kala Para	328	374	142	34	37	399
Patuakhali	Patuakhali Sadar	26	36	6	1	1	24
Total		2203	1805	574	113	222	2099

(Source: CPP database 2009)

Note: Basic training is for all volunteers and disaster management (DM) training is also for all but it does not happen for all due to resource limitation. First Aid, search and rescue, and leadership trainings are for specific groups. There is overlapping with the participants in different training. However, the relief and shelter groups are always deprived from specialized trainings.

### 6.3 Volunteers risk and ways to reduce risks

CPP volunteers are on duty outside the safe shelters even in great danger signal number 10 when the wind speed is more than 200 km/ hour. Sometimes trees may fall down on them and flying CI sheets may hit them which may cause injuries or death and tidal surge may wash them away to the sea. Volunteers' life risks could be reduced if they could have well equipped including ultramodern warning equipment (like high power siren which cover 2 km radius), cyclone protected dress, enough personal gears (hardhead/helmet, lifejacket etc.).

#### **6.4 Coordination among UzDMC, UDMC and CPP**

In most cases the CPP In-charge in the Upazila inform the UNO about the cyclone signals which they receive through wireless from Dhaka HQ, then the UNO call for a meeting in the administration/UzDMC and if the UNO considers this serious (most of the cases, yes) he/she also ask Union Parishad Chairpersons (call them through mobile phone) to come to attend the emergency meeting. All Union Parishad Chairpersons are the members of the UzDMC.

The CPP Union Team Leader is a member of Union Disaster Management Committee (UDMC) but linkage between CPP volunteers and UDMC is poor. Therefore improving linkage with UDMC will increase motivation of the volunteers.

#### **6.5 Comparison with male and female volunteer**

A comparison between male and female CPP volunteers to understand whether there are factors that influence female volunteers to perform better or inhibits their motivation or vice versa. The findings are;

- Most of the respondent said male and female volunteers perform almost same in warning signal dissemination. They complement each other e.g. female volunteers' disseminate warning messages in indoor and males are in outdoor. Due to Muslim Purdah system and cultural sensitivity, male volunteers cannot enter into some houses whereas female can do that. Females listen well to the female volunteers' more than males and many women do not want to talk to male volunteers (due to Purdah).
- Due to difference between male and female in physical formation, strengths and dress, generally female cannot equally move outside with male volunteers during very bad weather especially in great danger signal number 10 when the wind speed is more than 171 km/ hour (SOD). Male volunteers can serve in this situation. In some cases, a certain percentage of female volunteers may be pregnant and lactating status during disaster time. Some of the female do not know how to swim. Male volunteers can perform heavy works like rescuing people who trapped on the trees, under broken houses or broken trees but when a women/ girl trapped with lack of dress (due to cyclone) on their body then male volunteers need participation of female volunteers to rescue because at one point male volunteers hesitate to touch the body of a women/ girl victims. Female

volunteers also required to carry pregnant women to and helping lactating mothers at the shelters. However, overall female volunteers may contribute little less than male in tough situation of early warning signal dissemination. It does not mean that they always do not take risk. For example, one female volunteer Taslima Begum of Majherchar village under Badarkhali union of Barguna Sadar Upazila sacrificed her life during warning signal dissemination in Cyclone Sidr 2007. Therefore, both male and female volunteers do not see joint participation as a problem rather they consider it as a strength and complementary to each other. This feelings boost up the volunteers' level of motivation.

- A few of the respondents said comparatively male volunteers are more motivated because they have some more social responsibilities than female. On the other hand, females mobility is less than male due to Purdah (in case of Muslim women) but Hindu female volunteers are more active than Muslim.
- Female volunteers are better than male in First aid activities especially in providing first aid to the injured female victims because male volunteers cannot touch them due to religious and cultural sensitivity. Female volunteers' serve well as nurse or midwives in case of handling delivery cases at the shelter. They can also help women about how they (women) have to dress their hair and cloths as preparedness to face cyclone which is difficult/ impossible for male volunteers. Female volunteers are good in cooking and feeding the disaster affected people which proved after cyclone Sidr 2007.
- Female volunteers are comparatively less clear about, volunteerism, and their roles and responsibilities. A majority of the female volunteers are new and have got less training than male volunteers.

## **6.6 Difference between CPP and other NGO volunteers**

This study found some clear differences between CPP and NGO volunteers those are mentioned below:

Table 6.2: Comparison between CPP and NGO volunteers

<b>Criteria</b>	<b>CPP Volunteers</b>	<b>NGO volunteers</b>
Tenure of volunteers	CPP volunteers are permanent and they enroll volunteers at the age of 18 and can continue till 55, and it been serving since 1972. Thousands of volunteers are working from the beginning of the programme (CPP).	NGOs volunteers like Save the Children, SAP Bangladesh, Plan Bangladesh recruit volunteers those are project based which does not exist after closure of the projects
Chain of command	CPP has strong chain of command on their volunteers from Dhaka headquarters (Dhaka) to unit (village) level.	NGOs have lack of chain of command on their volunteers. There is no one from NGOs for monitoring volunteers' activities when project is closed.
Education and marital status	CPP does not select these student and unmarried girls as volunteers that is why dropout rate is very low.	NGOs sometimes select school and college students who leave the locality after completing their education and when they enter in professional life. They also select unmarried girls who migrate from their localities when they get married.
Honoraria	CPP volunteers are absolutely unpaid.	Some NGO volunteers are paid volunteers.
Benefits from program activities	CPP volunteers do not have any opportunity to get involved from where they can be financially benefitted.	NGO volunteers get involved in their program activities like cash for earthwork, courtyard session where entertainment cost is available.
Sustainability	In reality CPP volunteers are actual volunteers because they are working without benefit that is why it is sustainable.	NGO volunteers are not because they are temporary and not sustainable.

NGOs include some of the CPP volunteers in their volunteers list. They provide more training, good food, quality equipment and handsome honoraria during training because they have enough funds. But CPP cannot afford that much due to fund limitation which is a cause of demotivation of some CPP volunteers because usually people are happy with more benefits. In one sense inclusion of CPP volunteers is good for capacity building if their assigned responsibilities are similar to CPP. But in reality it is not. So it may be a problem in future because one CPP rescue group volunteer may assign for first aid by NGOs which contradict their responsibilities.

CPP volunteers think that they have uniqueness as volunteer since their primary responsibility is to save people life, while other volunteers work in a limited scope. CPP volunteers are the permanent resident of the area but the other volunteer can work from distance area. CPP volunteer are not afraid to risk their life. CPP volunteers can use the emblem of RCRC, they use flag for disseminating warning signal. CPP volunteer does not get any remuneration while others are the paid volunteer. CPP volunteers disseminate the warning signal. Community people respect and trust them. CPP has worldwide recognition.

### **6.7 Experiences motivate volunteers**

It resulted from both discussion with CPP volunteers and officers that devastating experiences of cyclones heavily motivated people to be volunteers. The aged volunteers who saw the devastated scenarios of 1970 and 1991 cyclones and lost their nearest and dearest relatives and neighbors are more motivated in volunteerism. Those events touched their heart. They understood that their former generation died due to lack of information about cyclone. So they don't want to see the same scenario for their nearest and dearest relatives and neighbors, and think that present and future generation should not die without knowing information about cyclone.

Box no. 6.1: Witnessing devastating scenario is of one the motivation sources

*Many senior male volunteers said "We are the witnesses of cyclone 1970 which gives us motivation to work for people to reduce loss of lives. We do not want to see the same scenario that dead bodies of human-being and animals are floating side by side in the river banks".*



### **6.8 Recognition of the volunteers is a factor for motivation**

In the past there was a provision of providing certificate, medal and honorarium to the best volunteers which encouraged other volunteers to perform better. Now-a-days this initiative is absent. Mr. Joydeb Datta, a volunteer of Amtali Upazila under Barguna district, got some recognition and rewards/awards for his outstanding efforts to save people during cyclone Sidr in 2007 from national and international forums. Although this recognition was an exceptional case but the volunteers feel proud for that and became inspired. However, this is not the usual practice. The volunteers think that the issuing Identification (ID) card/ badge would enhance their motivation because usually people do not believe without proof. Yearly convention, sports at different levels (union, Upazila), Iftar party, festival bonus could also enhance their motivation. The volunteers expect honor, not money. Engaging volunteers round the year in different activities including income generating activities (IGA).

### **6.9 Other factors that could improve CPP volunteers' motivation**

Relief groups of CPP volunteers collect data on loss and damage due to cyclone and they submit a list of beneficiaries to their respective line management but receive no response. On the other hand, BDRCS, GOB and NGOs distribute their relief materials to disaster affected people by their staff, local government representatives and separate volunteers. No authorities including BDRCS call CPP volunteers for relief distribution whereas CPP volunteers' are known as Red Cross or Red Crescent volunteers in the community and, as per the SOD, CPP volunteers are supposed to "Assist local authority in relief distribution" and "Participate in the rehabilitation programme with non-government organizations (NGOs) and other agencies<sup>1</sup>". People asked them the reasons of not participating in relief distribution of BDRCS. They cannot say anything which is a cause of embarrassment and feel that they are nowhere and become disheartened which affects their motivation. CPP does not have any fund for relief distribution. Therefore, CPP volunteers' motivation could be increased if the BDRCS, GOB and NGOs could engage them in relief and rehabilitation work instead of bringing volunteers/ staff from districts and other places with TA/DA and other benefits.

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<sup>1</sup> 4.2.2.5.2 Field Level CPP, disaster stage (c) and rehabilitation stage (d) of Standing Orders on Disaster

Some volunteers have been retired, died and migrated from the locality. As a result new volunteers have replaced them. Many of the new volunteers are not trained. The training is one of the options for improving motivation of the volunteers.

GOB provides minimum support to the volunteers e.g. now-a-days Disaster Management Bureau (DMB) is organizing few training for the volunteers' but they provide some equipment to union and Upazila Disaster Management Committees (UzDMC). According to CPP officers, the government has decided to provide lifejacket to all volunteers which will help to increase motivation on the volunteers.

Without arranging any farewell ceremony, CPP just say you are retired “thank you” and go. In the past there was a provision of farewell ceremony in honor of the retired volunteers' departure. The volunteers' motivation increased when they saw that their fellow colleagues were retiring from the team with honor and acknowledgement certificate for their valuable voluntary time and works because they thought that they would also be honored and acknowledged in a same way when they would reach at their retirement age. But unfortunately it is not happening now-a-days which is one of the causes of decreasing CPP volunteers' motivation level. Existing volunteers may think that the retired volunteers do not get honor at the time of their retirement; it may happen in my case too. The reasons of the current situation are lack of CPP Upazila Officers and lack of proper attention of Bangladesh Red Crescent Society (BDRCS) to CPP.

Box no. 6.2: Feelings of many volunteers and CPP officers about recognition:

*“Volunteers' motivation increased when they see that their fellow retired colleagues are leaving them with honor and acknowledgement (awards/certificates) for their valuable voluntary time and services because they think that they would also be honored and acknowledged in a same way when they would reach at their retirement age”.*

The CPP Union Team Leader is a member of Union Disaster Management Committee (UDMC) but linkage between CPP volunteers and UDMC is poor. Improving linkage with UDMC will increase motivation of the volunteers.

Currently CPP has shortage of manpower e.g. there are only 17-18 CPP Upazila Officers available out of 37. Availability of CPP officers could increase some

initiatives for motivating volunteers. Availability of CPP Upazila Officers could reduce absenteeism of volunteers from their locality by organizing regular meetings and reorganizing volunteers as per CPP byelaws.

#### **6.10 Emergency contingency fund for response**

There is a provision of welfare fund of CPP volunteers which maintains by CPP officers and Upazila Team leaders that does help neither community nor CPP volunteers which a cause of demotivation. They are not well aware about the fund; however, they use to deposit 100 taka annually for this fund. One team leader informed that the fund was initiated in 1992. Treatment cost was provided from this fund for 2 volunteer. But the team leader does not have idea about the income and expenditure of the unit. Some of the volunteers informed that they need to pay some fees or donation while getting the equipment from the Upazila office for fund generation. The volunteers' suggested that the welfare fund could be used for organizing farewell programme for the volunteer, for building an office, treatment cost, and wellbeing of the volunteer. The fund can also be used for purchasing dry food for the people who take shelter in cyclone shelter. A committee comprising of 7-10 people may be formed to manage the fund. Some of the volunteers suggested that there should be a contingency fund at union level for emergency response just after a disaster which could be generated by volunteers.

## **CHAPTER 7**

### **RECOMMENDATIONS**

The Researcher recommends the following issues that can improve the motivation of CPP volunteers:

**a) Capacity building**

Some volunteers have been retired, died and migrated the locality. As a result new volunteers have replaced them. Many of them are not trained at all. So more training should be arranged for CPP volunteers to build their capacity and the volunteerism should be an important topic in the training especially for new volunteers. In addition to regular training, female volunteers need separate training for their capacity building because many of them are comparatively new and lacking behind with information than male volunteers.

**b) Reducing life risk of volunteers'**

Volunteers' life risks could be reduced by supplying ultramodern warning equipment (like high power siren which cover 2 km radius) and good quality gears for volunteers including cyclone protected dress, hardhead, helmet, lifejacket etc. in order to properly perform their duties, to save more people & properties, and to increase personal security. Providing bicycle for volunteers and motorcycle for their team leaders can facilitate quick dissemination of warning signals and reduce their life risk because they can come back quickly to a safe shelter when they can guess any risk.

**c) Experience sharing**

Sharing practical experiences of old/experienced volunteers and arranging documentary film show of the past devastated cyclone scenarios through multimedia during training can enhance motivation of new volunteers.

**d) Fill up the vacancies of Upazila officers**

Fill the vacant positions of CPP Upazilas Officers to increase communication with volunteers, organize regular meetings and capacity building initiatives, and timely reform the volunteers at unit, union and Upazila level so that entire voluntary system become more functional and help to sustain volunteers' motivation.

Availability of CPP Upazila Officers could also reduce absenteeism of volunteers from their locality by organizing regular meetings and reforming volunteers as per CPP byelaws.

e) **Use of relief team**

CPP volunteers' motivation could be increased if BDRCS could engage them for beneficiary selection and relief distribution instead of bringing volunteers from district level with TA/DA and other benefits. GOB should also include CPP volunteers for relief distribution.

f) **Linkage with LGI**

The linkages between CPP volunteers and Union Disaster Management Committees (UDMC) have to be increased to make the volunteers units more functional, to increase accountability and motivation.

g) **Inclusion of most vulnerable groups**

More fishermen communities should be included in the CPP volunteering programme as volunteer so that they can learn from the programme and can save themselves from the cyclone because they frequently go to sea for fishing.

h) **Identity & recognition**

Identity (ID) card/ badge for each volunteer should be issued that would enhance their motivation because usually people do not believe without proof. There should be a provision annual gathering of volunteers like sports/ picnic/ farewell/ award for retired/ best performing volunteers which would ensure recognition and help to motivate them for better performance.

i) **Replacement of retired volunteers**

The aged (more than 55 years) CPP volunteers should be replaced but the new volunteer selection should be unbiased and free from political influence.

## **CHAPTER 8**

### **CONCLUSION**

The Cyclone Preparedness programme is one of the largest voluntary Programmes in the world. It has great contribution to reduce the risk & loss of human life and also to reduce the damage of wealth and resources from the cyclonic storm mainly for the vulnerable community people living in the coastal belt of Bangladesh. This programme has earned reputation within Bangladesh and abroad.

The major findings of this study on the motivating factors are most of the volunteers think saving human lives and wealth is their social and religious responsibilities which will ensure their eternal peace in rest of the lives. Some of them think these voluntary works increase their honor and value in the society. Most of the volunteers expect due recognition by the concerned authorities (government and CPP management) and a few of the new volunteers expect some cash/kinds benefits for their duties. The old volunteers motivation is very high than the newly recruited ones but most of the old volunteers are about to retire. Training for capacity building, equipment for proper service delivery during disasters and regular contact (e.g. meeting) between CPP official and volunteers are other types of important motivating factors for CPP volunteers those occur but not enough due to funding constraints and some other reasons. However, there is a hope that the government of Bangladesh as well several INGOs and UN agencies have come forward to build capacity of the volunteers by providing training and supplying important early warning equipment and volunteers personal gears.

In spite of the mentioned limitations most of the CPP volunteers work with their highest dedication while there are depressions forms and cyclones hit in the coastal belt of Bangladesh. The CPP volunteers' motivation will further increase and sustain if CPP management considers the recommendations mentioned in this document those are, in summary, more capacity building initiatives have to be undertaken for the volunteers emphasizing on the volunteerism issues especially for the new volunteers; ensuring proper and enough equipment for rendering their services smoothly; establishing linkage with local government institutions (e.g. Union Parishad) for recognition and sustainability; more inclusion of the most vulnerable people (like fishermen community) in this voluntary programme; and timely reorganizing units

and replacement of volunteers and CPP officers for better management. This was really an excellent opportunity for me to learn about motivation of volunteers.

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## **1. DATA COLLECTION QUESTIONNAIRE**

### **1.1 FGD Checklist for CPP volunteers:**

(Exchange greetings, introduce, appreciate volunteerism and share objective of the FGD)

1. Would you kindly share your experiences working as volunteer during recent/last disasters
2. What does volunteerism mean, please describe in your own words/ language
3. What do you do from the beginning of depression to hit and just after landing the cyclone
4. What do you do when there is no cyclone signal and why
5. Are there any differences between the roles of male and female volunteers? If yes, what are they?
6. What encourage you to take active part as volunteer during disaster?
7. What could have encouraged more to take active part as volunteer during disaster
8. What are the external (social) factors that affect your volunteerism
9. What are the internal (organizational – CPP) factors that affect your volunteerism
10. Do you face any risk/threat during your performance? If yes, what are they?
11. What are the ways to reduce those risks/ threats?
12. Are there any GO/NGO volunteers except CPP in this area? If yes, what are the differences between CPP and other GO/NGO volunteers, if any
13. What is your suggestions to improve further motivation of volunteers that affects volunteerism
14. Are there any special issues of female volunteers that affect their participation as volunteer? If yes, what are they? (this question is only for female groups)

## **1.2 FGD Checklist for community people (male & female separately) within CPP command area**

(Exchange greetings, introduce and share objective of the FGD)

1. Would you please share your experiences of the last disaster/ cyclone
2. What types of voluntary services you have been experienced/received before/during/after disasters
3. What were the sources of those voluntary services
4. How did you see the roles of CPP volunteers before/during/after disasters
5. How did you/ community be benefitted from the voluntary services during non-disaster period
6. How do you see the CPP male and female volunteers' work in disasters keeping their lives at risk?
7. Is there any category of volunteers who do better than others? If yes, why?
8. What are the differences between CPP volunteers and other GO/NGO volunteers, if any
9. Any suggestion for improving voluntary services of the CPP volunteers

### **1.3 Key Informant Interview Checklist for CPP Team Leaders**

(Exchange greetings, introduce, appreciate volunteerism and share objective of the KII)

1. Would you please share your experiences working as CPP Unit/Upazila Team Leader during recent/last disasters (cyclone)
2. How do you define volunteerism in your own words/ language
3. What are the activities volunteers do from the beginning of depression to hit and just after landing the cyclone
4. What are the activities do by volunteers when there is no cyclone signal and why
5. Are there any differences between the roles and responsibilities of male and female volunteers? If yes, what are they?
6. What encourage volunteers to take active part as volunteer during disaster
7. What could have encouraged more to take active part as volunteer during disaster
8. Does motivation vary due to age, sex, profession, religion, education, socio-economic status, etc.
9. The external factors that affect volunteerism (socio-cultural factors)
10. The internal factors that affect your volunteerism (organizational – CPP)
11. Are there any risks/ threats of volunteers during their performance? If yes, what are they? What are the ways to reduce those risks/ threats?
12. What are the differences between CPP volunteers and other GO/NGO volunteers (if any)?
13. Your suggestions to improve CPP volunteers' motivation further that affects volunteerism?

#### **1.4 Key Informant Interview Checklist for CPP Officers**

(Exchange greetings, introduce, appreciate volunteerism and share objective of the KII)

1. CPP is a renowned Programme in the world. What are features that made it renowned?
2. What are the initiatives CPP management undertaking to sustain volunteers' motivation?
3. What are the activities volunteers do from the beginning of depression to hit and just after landing the cyclone
4. What are the activities do by volunteers when there is no cyclone signal and why
5. What are the areas female volunteers contribute more before, during and after disasters and why?
6. What the areas the male volunteers contribute more before, during and after disasters and why?
7. What encourage volunteers to take active part as during disaster
8. What could have encouraged more to take active part as volunteer during disaster
9. What factors helps volunteers to perform their roles and responsibilities. What could help more to perform better?
10. The external factors that affect volunteerism (socio-cultural factors)
11. The internal factors that affect your volunteerism (organizational – CPP)
12. Are there any risks or threats of volunteers during their performance? If yes, what are they? What are the ways to reduce those risks/ threats?
13. Does motivation vary due to age, sex, profession, religion, education, socio-economic status, etc.
14. What are the differences between CPP volunteers and other GO/NGO volunteers (if any)?
15. Your suggestions to improve CPP volunteers' motivation further that affects volunteerism?

## Appendix B

### **The Fundamental Principles follow by CPP volunteers**

The Fundamental Principles of the Red Cross & the Red Crescent Movement are followed by the CPP volunteers those are as follow:

The doctrine of the International Red Cross and Red Crescent Movement is summed up in the Fundamental Principles of the Movement, unanimously proclaimed by the 20th International Conference in 1965. The Fundamental Principles give Red Cross and Red Crescent staff and volunteers clear guidelines to facilitate and define scope for their humanitarian work, and also provide a firm and universally accepted basis for the promotion of the movement's ideals and humanitarian values.

#### **Humanity**

The International Red Cross and Crescent Movement born of d desire to bring assistance without discrimination to the wounded on the battlefield, endeavors, in its international and national capacity, to prevent and alleviate human suffering wherever it may be found. Its purpose is to protect life and health and to ensure respect for the human being. It promotes mutual understanding, friendship, cooperation, and lasting peace among all peoples.

#### **Impartiality**

It makes no discrimination as to nationality, race, religious, beliefs, Class, or political opinions. It endeavors to relieve the suffering of individuals, being guided solely by their needs, and to give priority to the most urgent cases of distress.

#### **Neutrality**

In order to continue to enjoy the confidence of all, the Movement may not take sides in hostilities or engage at any time in controversies of a political, racial, religious, or ideological nature.

#### **Independence**

The Movement is independent. The Societies, while auxiliaries in the humanitarian services of their governments and subject to the laws of their respective countries, must always maintain their autonomy so that they may be able at all times to act in accordance with the principles of the Movement.

**Voluntary Service**


It is a voluntary relief movement not prompted in any manner by desire for gain.

**Unity**

There can only be one Red Cross or Red Crescent Society in any one country. It must be open to all. It must carry of its humanitarian work throughout its territory.

**Universality**

The International Red Cross and Red Crescent Movement, in which all Societies have equal status and share equal responsibilities and duties in helping other, is worldwide.

© Bangladesh Red Crescent Society  (BDRCS)

**Request letter to Director CPP for access to information**

July 30, 2012

The Director (Operation), CPP  
(A joint Programme of GOB & BDRCS)  
684-686 Bara Moghbazar, Dhaka-1217

Sub: Request for having access to information through FGD, KII & document review.

Dear Sir,

This is for your kind information that I have completed all the credits of Master in Disaster Management except dissertation under BRAC University. I have chosen a topic on *“Motivating volunteers: A case study of Cyclone Preparedness Programme volunteers in Bangladesh”* for my dissertation. As I worked with CPP on behalf of a partner organization of CPP so I am familiar with most of the CPP officers and volunteers in south-west coastal belt i.e. Bhola, Barisal and Barguna zones. That is why I have chosen this topic for my study and I would like to use some data/ information by accessing the CPP website and reviewing published literatures/ documents and also would like to collect some primary data/ information by conducting a focus group discussion (FGD) with volunteers and community people, and Key Informant Interview (KII) with a few Team Leaders and CPP officers Kalapara, Galachipa, Amtali, Barguna Sadar and SaranKhola Upazilas. The CPP is a renowned programme in the world and, of course, there are some motivating factors of volunteers for continuing this programme in Bangladesh since 1972. Through this study I would like to document those factors of volunteerism of Cyclone Preparedness Programme volunteers in Bangladesh. I promise to share a copy of my dissertation with you for documentation.

Therefore, I would like to request you to kindly allow me to collect data/ information from the areas mentioned above.

Kind regards,



Md. Ruhul Amin  
Student ID: 07268001, BU