



**Reimagining
Volunteering
in Asia Pacific**

2025 Regional Research Report

© International Federation of Red Cross and Red Crescent Societies, Asia Pacific, 2025

Any part of this publication may be cited, copied, translated into other languages or adapted to meet local needs without prior permission from the International Federation of Red Cross and Red Crescent Societies, provided that the source is clearly stated.

Contact us:

Requests for commercial reproduction should be directed to the IFRC Secretariat:

Headquarters Address: Chemin des Crêts 17, Petit-Saconnex, 1209 Geneva, Switzerland

Postal address: P.O. Box 303, 1211 Geneva 19, Switzerland

T +41 (0) 22 730 4222 | **F** +41 (0) 22 733 0395 | **E** secretariat@ifrc.org | **W** [ifrc.org](https://www.ifrc.org)

Asia Pacific Regional Office Address: IFRC Asia Pacific Regional Office
Menara Tokio Marine Life, Level 10, 189 Jalan Tun Razak, 50400 Kuala Lumpur, Malaysia

T +603 9207 5700 | **E** secretariat@ifrc.org | **W** [ifrc.org](https://www.ifrc.org)

FOREWORD

Volunteers across the Asia Pacific – from remote islands to major cities – remain the heartbeat of our humanitarian work. They are often the first to act when disaster strikes and the last to leave when recovery begins. Their courage, compassion, and commitment reflect the very essence of the Red Cross and Red Crescent Movement.

This Asia Pacific Volunteering Research Report offers a timely and meaningful reflection of that spirit. Based on the voices of more than 7,600 volunteers from 32 National Societies, it provides one of the clearest pictures we have ever had of what motivates, challenges, and sustains those who serve. Behind each insight are countless acts of humanity that may go unseen, but whose impact is immeasurable.

As crises become more frequent and complex, the role of volunteers is more vital than ever. Our capacity to respond – and to build resilient, safe, and inclusive communities – depends on volunteers who are supported, protected, and valued. Guided by **Strategy 2030**, we remain committed to strengthening local action, reducing vulnerabilities, and ensuring that no one is left behind. This report helps us see where we stand today and where we must focus our efforts moving forward.

The **Hanoi Call for Action** reaffirmed our shared commitment to be more prepared, more localized, and more united. Volunteerism lies at the centre of that promise. This research provides evidence to strengthen how we recruit and engage volunteers, how we ensure their safety and wellbeing, and how we build environments that allow them to lead with confidence and purpose.

As the world prepares to mark the **International Volunteer Year 2026**, this report serves as both recognition and a call to action. It reminds us that volunteerism is evolving – shaped by new generations, new expectations, and new forms of community leadership. Our responsibility is to listen, adapt, and act.

I extend my sincere gratitude to the National Societies, volunteers, and colleagues who contributed to this work. May this report inspire us to continue strengthening volunteerism across our region, for it is through their service that our Movement finds its greatest strength.

Alexander Matheou
Regional Director, Asia Pacific

ACKNOWLEDGMENTS

The International Federation of Red Cross and Red Crescent Societies (IFRC) extends its sincere appreciation to all National Societies in the Asia Pacific region that contributed data, insights, and reflections to this research. We are especially grateful to the volunteers who participated in the survey and focus group discussions, whose experiences and voices form the foundation of this report.

This study was made possible through the funding support of the IFRC Pakistan Country Delegation, IFRC Philippines Country Delegation, IFRC Bangladesh Country Delegation, and the Japanese Red Cross Society, with technical and funding support provided by the IFRC East Asia Country Cluster Delegation and the International Academy of the Red Cross hosted by the Red Cross Society of China.

We gratefully acknowledge the valuable guidance, contributions, and collaboration from the following individuals and teams throughout the development of the Asia Pacific Volunteering Research Report:

- Moh Yin Chang, Research Lead
- Gabriel Pictet, IFRC Integration and Alignment Lead
- Jaryll Ong Pao Sng, IFRC Asia Pacific Regional Volunteering and Branch Development Coordinator
- Amitabh Sharma, IFRC Asia Pacific Membership Services Thematic Lead
- Annisa Marezqa, IFRC Asia Pacific Membership Services Regional Head
- Shao Liew Salimzi, IFRC Asia Pacific Monitoring, Evaluation and Learning Senior Officer
- Shaun Hazeldine, Head, IFRC Solferino Academy
- Professor Xu Ying, Department of Sociology, Shenzhen University
- Youth Volunteers of the Red Cross Society of China, for their assistance in translating and adapting the survey instruments

The IFRC also wishes to thank all colleagues and partners who provided feedback, coordination, and logistical support throughout the research process. Their collaboration and dedication made this regional initiative possible.

A photograph showing an elderly man with glasses and a brown vest working on a large, dark, textured animal skin rug. Two women in red Red Cross jackets and face masks are assisting him. The scene is set indoors, with a wooden beam ceiling and patterned walls. A large red circle is overlaid on the right side of the image, containing the text "EXECUTIVE SUMMARY".

EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

Introduction

National Society Strategic Plans 2011-2023 reported rising difficulties in recruiting enough volunteers.¹ A total of 7,637 volunteers from 32 national societies (NS) in Asia Pacific participated in a comprehensive study for understanding the dynamics of volunteering, and exploring best practices in volunteer management, recruitment, training, and retention. The insights gained will inform strategies to enhance volunteer engagement, effectiveness, and the overall impact of volunteering efforts across diverse contexts in the region.

Key Questions

Why volunteers chose the Red Cross Red Crescent (RCRC) Societies over other organizations



What motivate volunteers intrinsically and what external factors affect volunteer engagement



How can RCRC Societies be more successful at recruiting, engaging, and retaining volunteers



What should be prioritized based on data



How many different types of volunteers exist and whether these diverse profiles call for targeted management



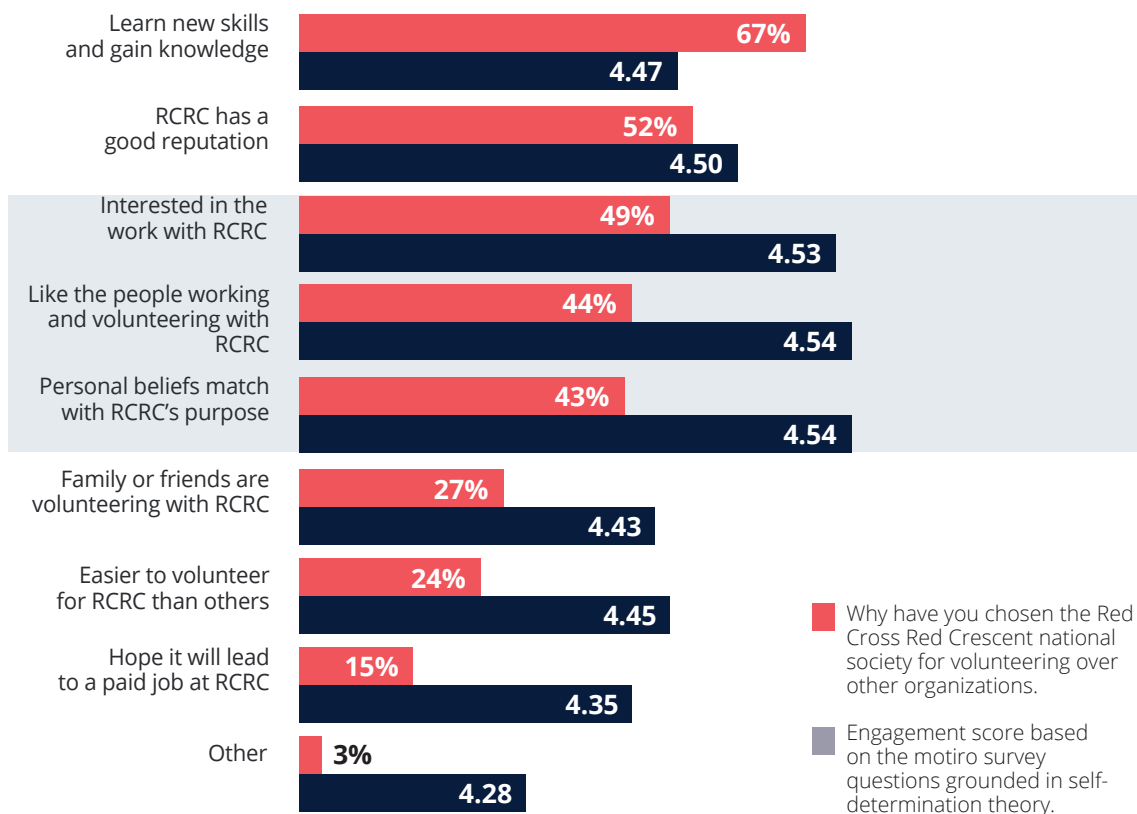
1. "Everyone Counts: Special Edition Mid-Term Review of Strategy 2030," IFRC, Geneva, 2024. https://www.ifrc.org/sites/default/files/2024-10/Everyone%20Counts_Special%20Edition%20Mid-Term%20Review%20of%20Strategy%202030_English.pdf

Key Findings

01

Intrinsic motivation drives engagement: The most cited reasons for volunteers choosing RCRC are to learn new skills and gain new knowledge (67%) and because of the RCRC's good reputation (52%). However, the data shows that volunteers who cite more intrinsic motivations (such as being interested in the work they do, liking the people they work and volunteer with, or feeling that their personal beliefs align with the RCRC's purpose) demonstrate significantly higher levels of engagement. This suggests that while reputation and opportunities for learning attract volunteers, it is shared purpose, meaningful work, and strong social connections that sustain their long-term commitment.

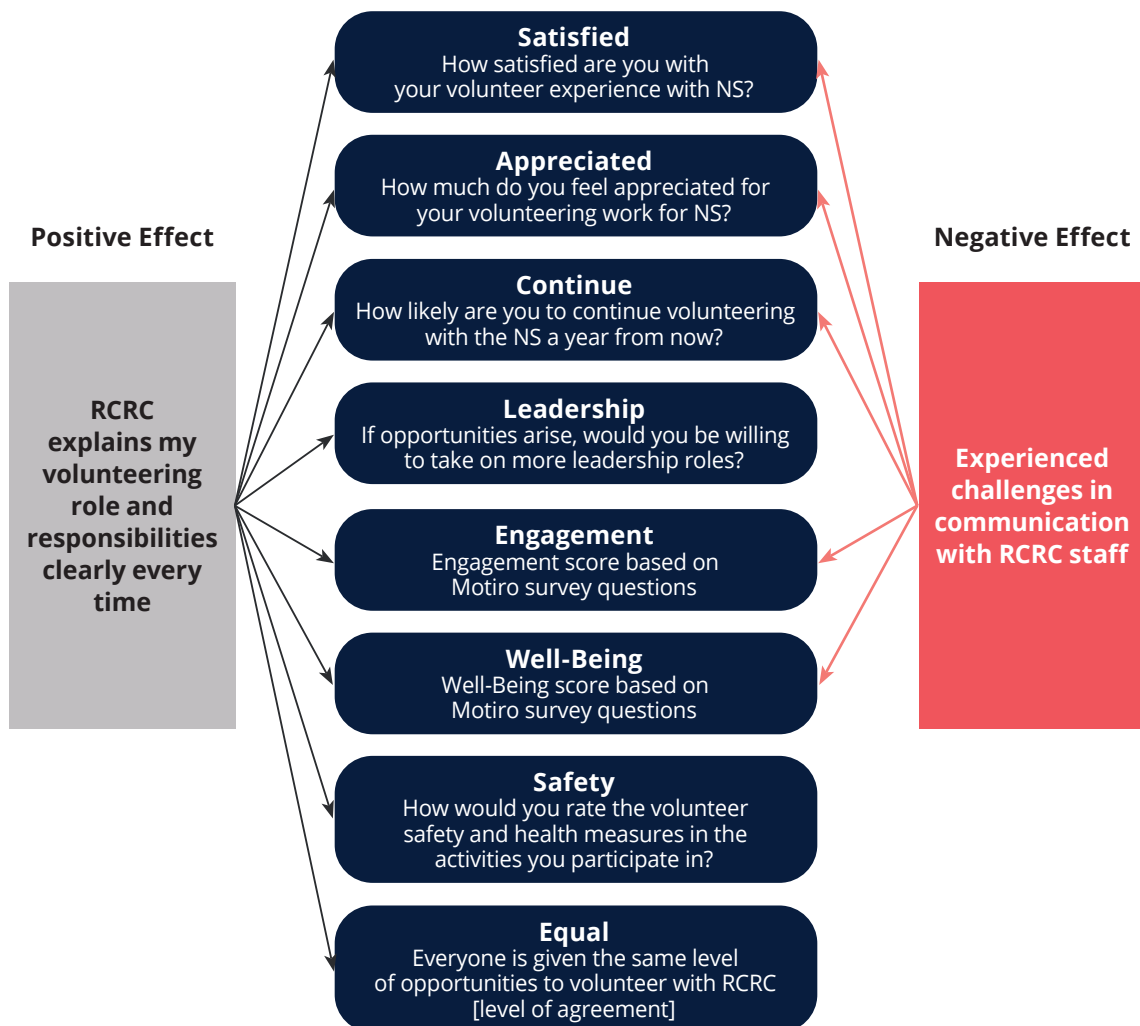
Correlation between Volunteer's Motivation and Engagement Score (n = 7,637)



02

Clear communication drives stronger volunteer outcomes: Volunteers who think the NS explains their roles and responsibilities clearly every time report higher satisfaction, appreciation, commitment, engagement, well-being, safety, and equality, and are more willing to take on leadership roles. In contrast, those facing communication challenges with RCRC staff show lower satisfaction, engagement, and well-being, and are less likely to continue volunteering. Focus group discussions (FGDs) highlighted the need for a centralized, technology-based communication platform enabling two-way interaction between volunteers and staff. However, key informant interviews (KIIs) with NS leaders acknowledge limited staff capacity and minimal technology support as key barriers. IFRC's record shows 18 NS in Asia Pacific have more than 10,000 volunteers, including nine exceeding 100,000, yet only eight maintain an online or mobile volunteer database – many of which are not regularly updated.

While digital tools can enhance communication, the findings point to a deeper need: building a strong culture of open, two-way communication with volunteers. This includes clearer definition and consistent communication of volunteers' roles, responsibilities, and contributions, and linking their work to the RCRC's broader programmes and strategic goals.

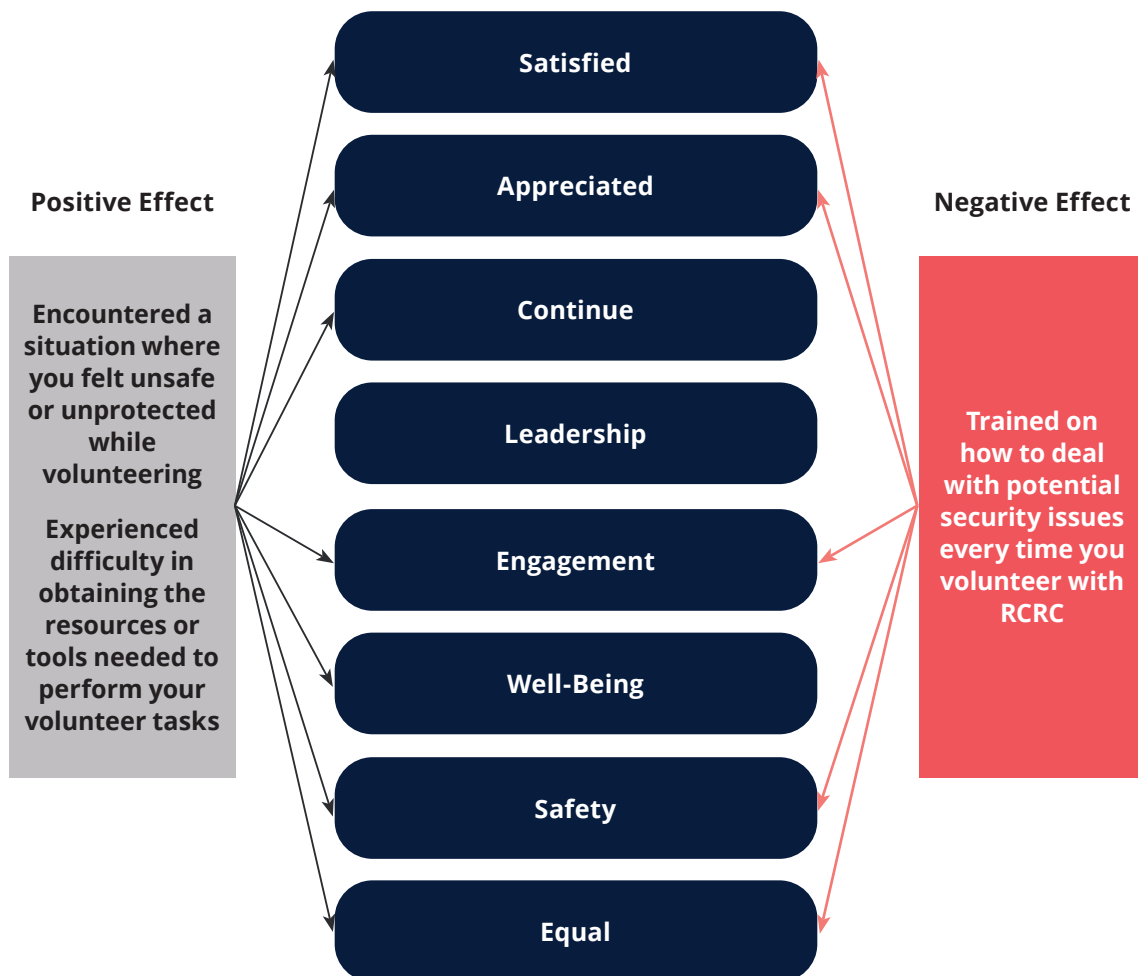


Multivariate analysis comparing 30 factors

03

Safety is a key factor influencing volunteer outcomes: Volunteers who reported feeling unsafe or unprotected while volunteering, or who experienced difficulty obtaining the tools and resources needed for their tasks, showed negative results across seven of the eight outcomes examined – including satisfaction, appreciation, engagement, well-being, perceived safety, equality of opportunity, and likelihood to continue volunteering. The lack of adequate resources was not only a safety concern but also an indicator of limited operational support from NS.

When unsafe situations occurred, volunteers most frequently cited the absence of safety equipment and insufficient safety protocols as key issues. In contrast, those who received training on how to manage potential security risks each time they volunteered reported stronger results across five outcomes, suggesting that consistent safety training acts as a protective factor. Interestingly, volunteers who expressed willingness to take on leadership roles appeared more resilient to safety challenges, indicating that leadership experience may enhance confidence, preparedness, and the ability to manage risks effectively.



04

Volunteer engagement is driven by meaningful work, social connection, and recognition:

Survey findings show that engagement is significantly higher among volunteers who are interested in the work they do with RCRC, enjoy working with their peers, feel they make a positive impact in their communities, and believe their contributions are recognized and valued. Engagement also increases among those who seek additional training in service delivery or disaster response, are involved in Youth and Education programmes, or first joined RCRC at the scene of a disaster.

FGDs reinforce these findings: volunteers value tangible appreciation such as certificates, awards, logistical and financial support, as well as the sense of belonging and social connection that comes from being part of the RCRC. KILs with leadership echo similar priorities – recognition, rewards, and training – while noting structural and budgetary challenges that constrain engagement activities, especially at branch level, and NS do not have a systematic way to incorporate spontaneous volunteers during disaster response. These findings collectively point to engagement being strengthened when volunteers feel connected, recognized, and supported in developing the skills and relationships that make their contribution meaningful



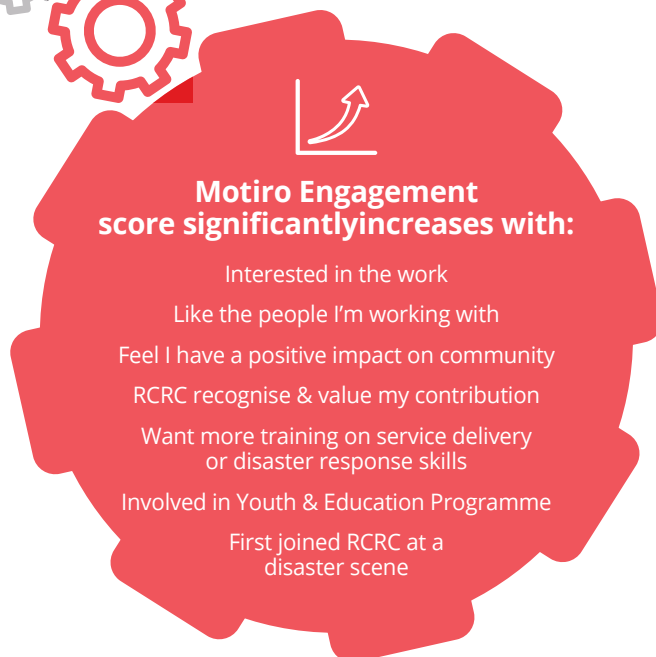
What Cause Motivation?

Over two decades of research evidence supports **Self Determination Theory (SDT)**² that shows good **Management** and **Leadership** of a team or organization improve workers' **Engagement** and **Well-Being** by satisfying three basic psychological needs: **Autonomy**, **Belonging**, and **Competence**. SDT focuses on the emotional states and behaviours that affect motivation, rather than on people's rationale about what they say motivates them. IFRC developed a 27-question Motiro survey to measure these aspects and has collected 16,706 responses from volunteers globally. Data from 29 NS with 30 or more responses are used for the global benchmarks in this report. (n = 15,369).

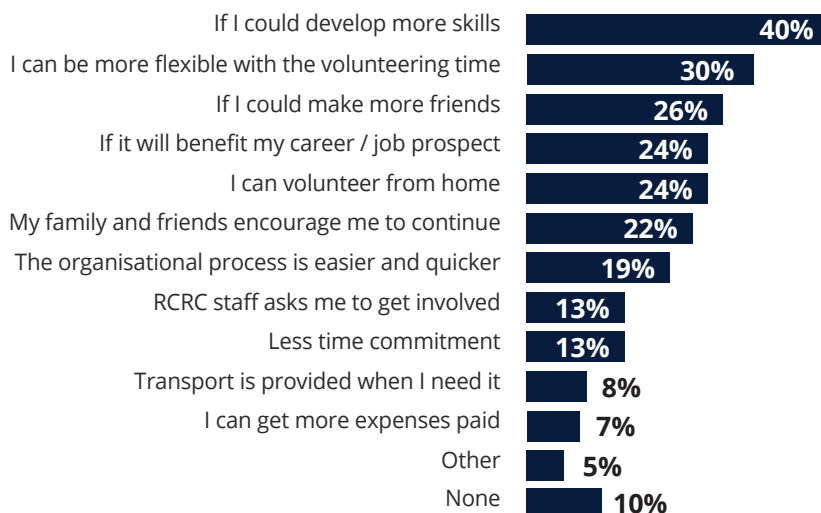
Volunteer Survey
(n = 7,637 from 31 NS)

Volunteer FGDs
(n = 185 from 14 NS)

Leadership KII
(n = 5 from 5 NS)



What would encourage you to keep volunteering with the Red Cross Red Crescent National Society? (n = 676)



05

Asia Pacific volunteers reported lower competence than RCRC global

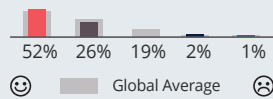
– Based on Motiro survey, Asia Pacific has comparable or higher scores when compared with the Global average in all aspects of SDT except for the self-rated competence level. Effective training and development may boost volunteers' perceived level of competency. It could be assumed that the lower self-assessment may partly reflect Asian cultural tendencies toward modesty in self-reporting, rather than indicating an actual skills gap.

4.3

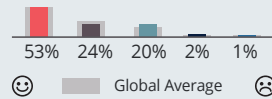
Competence

The degree to which we feel capable of successfully achieving a task or goal.

I really master my tasks at my volunteer activity.



I feel competent at my volunteer activity.

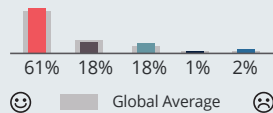


4.3

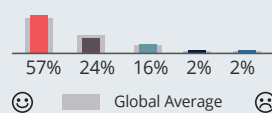
Autonomy

The degree to which we can decide how we perform our activities.

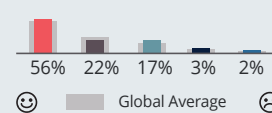
I feel like I can be myself at my volunteer activity.



The tasks I must do at my volunteer activity are in line with what I really want to do.



I am free to express my ideas and opinions on the volunteer activity.

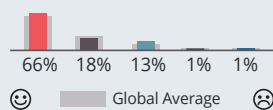


4.4

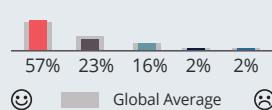
Belongingness

The degree to which we feel we're part of a cohesive group, where activities are conducted through meaningful, warm, and strong human relationships.

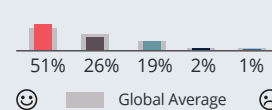
At my volunteer activity, I feel part of a group.



At my volunteer activity, I can talk with people about things that really matter to me.



People at my volunteer activity care about me.

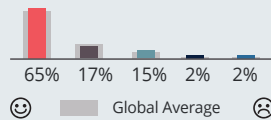


4.4

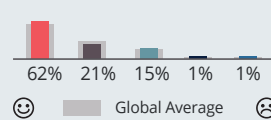
Engagement

How motivated and engaged are we?

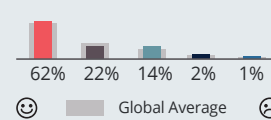
If I could choose, I will be volunteering one year from now.



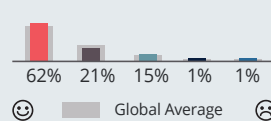
The team has a great deal of personal meaning for me.



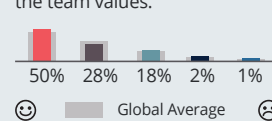
Considering everything, I am satisfied with my volunteer activity.



I share my ideas with others to improve the team.



The things that I value in life are very similar to the things that the team values.

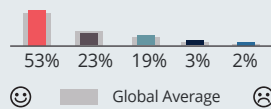


4.2

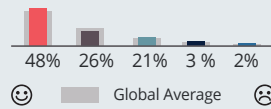
Leadership

Internal motivation drivers: how does the leadership support our need for autonomy, belongingness and competency?

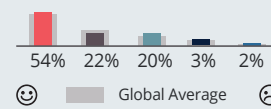
My supervisor listens to how I would like to do things.



I feel understood by my supervisor.



My supervisor encourages me to ask questions.



Listening Leaders learn and act on the feedback from their team; people feel their opinions are pondered and acted upon.

Understanding Leaders demonstrate empathy, and sensitivity to the personal realities and circumstances of each team member.

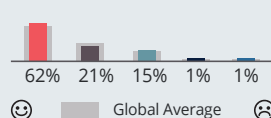
Encouragement Leaders create an open, inclusive and safe space where team members are eager to share their ideas.

4.3

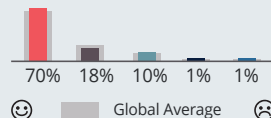
Management

External motivation drivers: How does our organization offer opportunities for us to learn, network, earn financial incentives, and personal recognition.

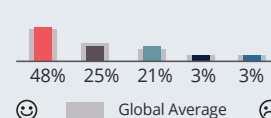
I have the opportunity to develop my social network in my volunteer activity.



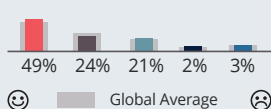
I have been able to learn interesting new skills on my volunteer activity.



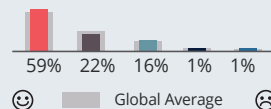
I am fairly rewarded considering the responsibilities I have.



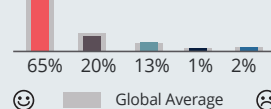
I am fairly rewarded for the work I do well.



My family, friends and my neighborhood appreciate the work I do for the team.



I feel my work has positive impact on other people.



06

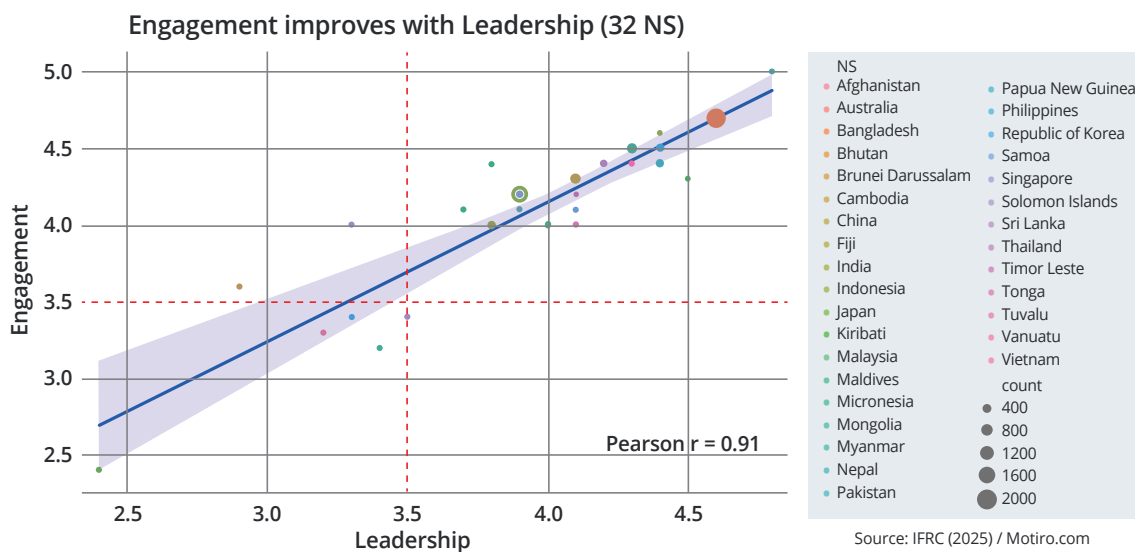
Leadership approach is central to sustaining volunteer engagement:

Data from 32 NS show a strong positive correlation ($r = 0.91$) between volunteer engagement and leadership quality. Volunteers report higher engagement when leaders actively listen, show understanding, and create an environment that encourages questions and dialogue. These results suggest that effective leaders engage volunteers not only by directing tasks but by building trust, empathy, and inclusion, making volunteers feel heard, respected, and supported. Leaders who take time to understand volunteers' perspectives, provide regular feedback, and involve them in decision-making strengthen ownership, motivation, and long-term commitment within the organization.

07

Marginalized groups face greater barriers to engagement and leadership opportunity:

Volunteers who identify as people with disabilities (PwDs) or as forcibly displaced report lower well-being and engagement scores (based on Motiro survey) and are less likely to remain in volunteering or take on leadership roles. PwDs also report lower satisfaction with their volunteering experience, while forcibly displaced volunteers are less likely to agree that everyone has equal opportunities to volunteer within the NS. "Lack of support from RCRC" is among the most cited barriers faced by both groups. In KIIs, NS leaders affirmed that inclusive policies exist and that practical support is provided to marginalized groups despite financial limitations, but some NS leaders acknowledged that issues such as nepotism might hinder equal participation. In FGDs, volunteers suggested that these policies need to be translated into concrete action through accessible facilities, fair recruitment, strong awareness of inclusion, equitable information sharing, capacity enhancement, and leadership representation of marginalized groups. Addressing these gaps would help ensure that every volunteer, regardless of background or ability, has an equal opportunity to contribute and thrive within the RCRC Movement.



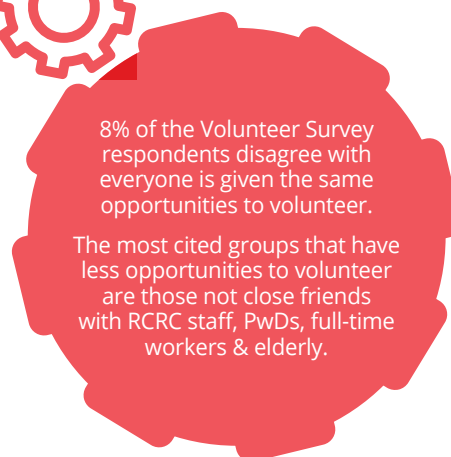
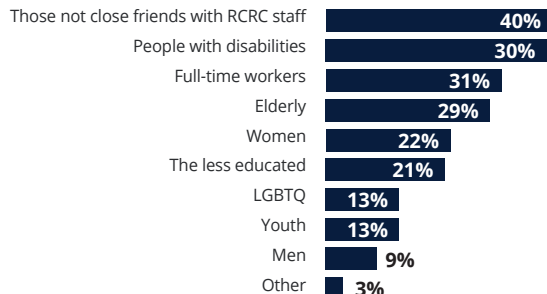
Volunteer Survey
(n = 7,637 from 31 NS)

Volunteer FGDs
(n = 185 from 14 NS)

Leadership KII
(n = 5 from 5 NS)



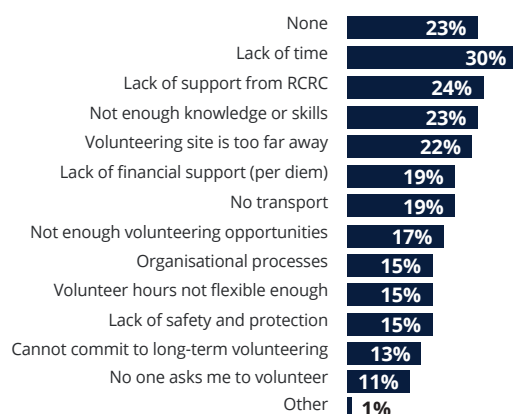
From your experience, what kinds of volunteers may have less opportunities to volunteer with the Red Cross Red Crescent National Society? (n = 592)



What are the main barriers you currently face as a volunteer? (PwDs, n = 635)



What are the main barriers you currently face as a volunteer? (Forcibly Displaced, n = 1,092)



08

Older volunteers report lower satisfaction and perceive fewer opportunities for engagement:

Findings show that 42% of volunteers aged 50 and above believe that not everyone is given the same level of opportunity to volunteer within the National Society, compared with 28% of those under 50. Older volunteers are also less satisfied overall and less likely to take on leadership roles. Their main barriers include lack of time, limited knowledge or skills, and insufficient volunteering opportunities, alongside practical constraints such as distance to volunteering sites and lack of financial support. At the same time, older volunteers express a strong interest in learning and contributing more. A majority would like additional training in service delivery or disaster response, followed by leadership skills, communication and presentation skills, and teamwork. These results suggest that older volunteers are motivated to stay involved but may need more flexible, skill-oriented, and accessible volunteering opportunities that recognize their experience while addressing practical and learning barriers.

What are the main barriers you currently face as a volunteer? (ages 50 and above, n = 588)



What additional training for volunteers would you like to receive through the Red Cross Red Crescent National Society? (ages 50 and above, n = 588)

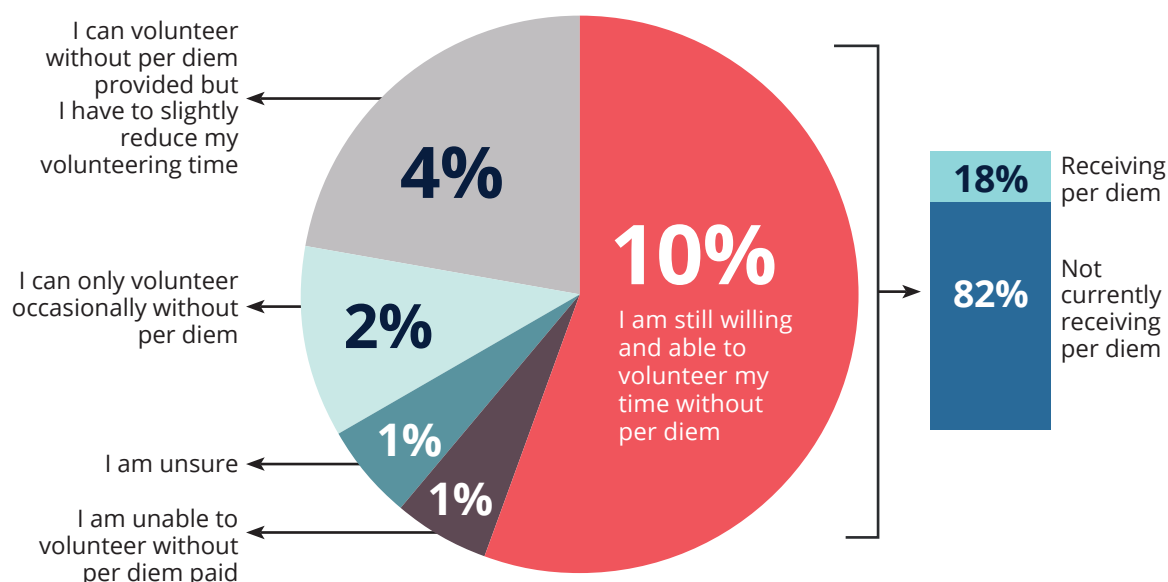


09

Per diem can be complemented by other forms of motivation and appreciation:

Findings show that 82% of volunteers do not currently receive per diem, while 10% are willing and able to volunteer without it, and another 4% can do so with a slight reduction in time commitment. FGDs reveal mixed perspectives: for students or those with limited financial means, per diem serves as an important form of support to offset costs and enable participation. Others, however, view volunteering as an act of goodwill and commitment to humanitarian values, not dependent on material support. Quantitative analysis shows a slightly lower engagement score among those who receive per diem, indicating that volunteer motivation is primarily driven by personal commitment, purpose, and connection to the Movement's humanitarian values rather than by material support. The data suggest that per diem plays a practical role in removing participation barriers but is not the primary driver of volunteer motivation. NS can further strengthen engagement by pairing fair and transparent compensation practices with non-material forms of appreciation, such as logistical support, learning opportunities, recognition, and consistent communication that reinforce volunteers' sense of purpose and belonging.

If in-kind support or reimbursement of costs are given by the Red Cross Red Crescent National Society but daily allowances (per diems) are not paid, how does this affect your ability and willingness to volunteer? (n = 7,637)



10

Volunteers are too diverse to be defined by traditional categories:

Clustering analysis shows that volunteers cannot be meaningfully grouped into a few demographic or skill-based categories, as their motivations, capacities, and engagement styles vary widely. This highlights the need to move beyond conventional classifications such as age, gender, or technical background, and even the broader typologies³ that reflect how they volunteer – for example, by their level of commitment (regular or episodic), type of entry (school, corporate, community, or spontaneous), or preferred mode of engagement (digital, field-based, advisory), are not comprehensive enough to put volunteers into different groups.

Recognizing the diverse nature of volunteers should prompt NS to ensure management systems remain flexible, inclusive, and responsive to the varied ways people choose to contribute. Letting volunteers opt-in to small teams and allowing team-based management and engagement that can be flexible and highly customized to the volunteers' interests, roles, and availability would be ideal. The Motiro app facilitates this team-based approach by collecting motivation data at the team level and then engage the team to discuss how to improve volunteer engagement based on their team's data.

On the other hand, there are universal engagement factors that matter to all volunteers, such as clear communication, recognition, inclusion, learning, and safety that management systems should emphasize, while adopting targeted strategies for groups who face barriers to participation, such as marginalized populations or spontaneous volunteers.

3. Morley, E. et al., "2022 State of the World's Volunteerism Report: Building Equal and Inclusive Societies," UNV, 2021. <https://knowledge.unv.org/evidence-library/2022-state-of-the-worlds-volunteerism-report-building-equal-and-inclusive-societies>

RECOMMENDATIONS

01

Foster a culture of open, two-way communication

Establish regular feedback loops and clear communication channels between staff and volunteers. Train leaders and staff to listen actively, communicate transparently, and respond promptly to volunteer concerns. Make effective communication part of leadership accountability. Utilize a centralized digital platform if it will enhance clear communication.

02

Strengthen duty of care and volunteer well-being

Make volunteer safety, well-being, and psychosocial support a leadership priority. Integrate safety briefing and equipment, regular check-ins, and stress management into branch operations. Assign focal points or peer supporters to identify and address well-being concerns early.

03

Ensure adequate tools, resources, and accessibility

Ensure access to operational tools and materials at the branch/chapter levels to improve efficiency. Simplify procurement and approval processes, secure sustainable funding for training and equipment, and ensure facilities and information are accessible to all volunteers.

04

Diversify recognition and motivation beyond per diem

Complement per diem with other motivators such as training, certificates, awards, and public acknowledgment. Develop structured recognition systems and promote informal appreciation by staff and leaders to reinforce volunteers' sense of purpose and belonging.

05

Create meaningful and flexible volunteer opportunities

Redesign volunteer roles to focus on impact, learning, and humanitarian values. Offer flexible opportunities such as digital, short-term, or skills-based volunteering, and match volunteers to roles that align with their motivations and strengths to enhance engagement and retention.

06

Mainstream accommodation for inclusivity

Consistently make information, venues, and activities accessible to volunteers who belong to the marginalized groups. Provide tailored training in the language and format they need. Gather feedback from them regularly. Include representatives from various marginalized groups in leadership.

07

Design a system to recruit new volunteers at the disaster scenes

Establish a policy to register new volunteers onsite. Have trainers on standby to provide onboarding training or a rapid orientation. Register them for insurance immediately so that they are ready to be deployed.

08

Implement a team-based, customized volunteer management

Let volunteers opt-in to teams based on their interests, roles, and availability. Discuss survey findings such as Motiro results within respective teams to co-design improvements, and create safe, confidential feedback channels to strengthen accountability and trust.

09

Strengthen leadership engagement and accountability

Equip leaders with mentoring and motivational skills and encourage visible engagement with volunteers through visits, activities, and recognition. Link leadership evaluations to volunteer satisfaction and retention outcomes.

10

Translate volunteering policies into consistent practice

Adopt a volunteer competency framework with clear learning and leadership pathways. Train supervisors in motivation, inclusion, and engagement, and ensure all departments integrate volunteer support, recognition, and development into their plans and budgets.

CONTENTS

Abbreviations	21
Introduction	22
Review of Literature	24
Scale and scope of volunteerism	25
Partnership between local volunteers and external actors	25
Volunteers in governance and decision-making	26
Changing roles of women, youth, and elderly	26
Motivation and satisfaction	27
Barriers and enablers to volunteering	29
Recognition and rewards	30
Volunteer safety, well-being, and integration	30
Research Objectives	32
Objective 1: Identify the distinct profiles of volunteers and the correlations with their entries into the NS, volunteer satisfaction, intention to continue volunteering and take on more responsibilities.	32
Objective 2: Examine the effects of volunteers' intrinsic motivation in the framework of Self-Determination Theory and the external/hygiene factors on their level of satisfaction, intention to continue volunteering and take on more responsibilities across the distinct profiles of volunteers.	32
Objective 3: Provide actionable advice and recommendations to the IFRC Secretariat on strategic priorities and areas of engagement for improving NS volunteer development in Asia Pacific.	32
Methodology	33
A large-scale volunteer survey	34
Focus Group Discussions and Key Informant Interviews	35

Findings	36
Respondent demographics	37
Why volunteers chose RCRC over other organizations	38
Which factors most significantly impact volunteering outcomes	39
What volunteers say about communication	40
What volunteers say about safety	41
Other factors significantly affect to volunteer engagement	43
Do NS use the methods of appreciation their volunteers value	47
Case Study: BDRCS Youth Volunteers Are Very Motivated	48
Benchmark Motiro results with global average	51
NS leadership and management strongly affect engagement	54
Marginalized groups are less motivated	56
What the data tell us about per diem	59
Clustering of volunteers into subgroups for targeted engagement	60
Recommendations	61
Annexes	66
Annex A: Volunteer Survey Questionnaire	67
Annex B: Volunteer FGD Questions	81
Annex C: NS Staff KII Questions	82
Annex D: Volunteer FGD Summary	84
Annex E: NS Leadership KII Summary	109
Annex F: Multivariate Analysis Results	114

FIGURES

Figure 1.	Categories of Volunteering in 2020. Clare Davis, Ana Petak, and Frederica Lourenço, Global Synthesis Report: Plan of Action to Integrate Volunteering into the 2030 Agenda (London: Strategic Agenda, 2020), 10, fig. 1.	25
Figure 2.	Motiro survey examines how leadership and management affect satisfaction of basic psychological needs that leads to desired motivational outcomes based on SDT.	28
Figure 3.	The Thirteen Standards. IFRC Volunteering Alliance Working Group on Volunteering in Dangerous Situations, Standards to Facilitate the Safety, Secrecy and Well-Being of Volunteers: Implementation Guide (Geneva: IFRC, 2021), 8.	31
Figure 4.	The ranking of reasons why volunteers choose RCRC over other organizations overlays with Motiro Engagement scores.	39
Figure 5.	Communication has a significant impact on eight volunteering outcomes examined based on multivariate analysis of the 2025 Asia Pacific Volunteer Survey data (n = 7,637).	40
Figure 6.	Lack of safety negatively affects seven volunteering outcomes, while training on how to deal with security issues positively affects five outcomes examined based on multivariate analysis of the 2025 Asia Pacific Volunteer Survey data (n = 7,637).	40
Figure 7.	Self-reported situations that volunteers encountered where they felt unsafe or unprotected while volunteering (n = 677).	41
Figure 8.	Respondents who were involved in Emergency, Disaster Response and Recovery roles that had insurance while volunteering with NS (n = 4,078).	42
Figure 9.	What would encourage volunteers to keep volunteering with NS (n = 676).	44
Figure 10.	Triangulate survey data, FGDs with volunteers, and KIs with NS leadership on how to improve volunteer engagement and recruitment.	45 -
Figure 11.	Overall Recommendations for Supporting Spontaneous Unaffiliated Volunteers Before, During and After Events. Adjmal Dulloo et al., New Ways of Volunteering: Challenges and Opportunities: A Working Paper and Toolbox for Care and Support for Spontaneous Unaffiliated Volunteers (Geneva: IFRC, 2020), 24.	46
Figure 12.	The matching rate between the methods of appreciation that NS use to recognize volunteers and the methods that are important to the volunteers in the 2025 Asia Pacific Volunteer Survey.	47
Figure 13.	Self-rated competence on a five-point strongly agree to strongly disagree scale, comparing 2025 Asia Pacific respondents (n = 7,637) with the global average (n = 15,369).	52
Figure 14.	Self-rated autonomy on a five-point strongly agree to strongly disagree scale, comparing 2025 Asia Pacific respondents (n = 7,637) with the global average (n = 15,369).	52
Figure 15.	Self-rated belongingness on a five-point strongly agree to strongly disagree scale, comparing 2025 Asia Pacific respondents (n = 7,637) with the global average (n = 15,369).	52
Figure 16.	Rating on NS leadership on a five-point strongly agree to strongly disagree scale, comparing 2025 Asia Pacific respondents (n = 7,637) with the global average (n = 15,369).	53

Figure 17	Rating on NS management on a five-point strongly agree to strongly disagree scale, comparing 2025 Asia-Pacific respondents (n = 7,637) with the global average (n = 15,369).	53
Figure 18.	Self-rated engagement on a five-point strongly agree to strongly disagree scale, comparing 2025 Asia Pacific respondents (n = 7,637) with the global average (n = 15,369).	54
Figure 19	Self-rated mental well-being on a seven-point frequency scale from never to every time, comparing 2025 Asia Pacific respondents (n = 7,637) with the global average (n = 15,369).	54
Figure 20.	Correlation between NS Leadership rating and Motiro's Engagement score for the 32 NS that participated in the 2025 Asia Pacific Volunteer Survey. The bubble size indicates the number of respondents within each NS.	55
Figure 21.	Correlation between NS Management rating and Motiro's Engagement score for the 32 NS that participated in the 2025 Asia-Pacific Volunteer Survey. Note that the unit of analysis in the graph are the NS, and not individual volunteers. The bubble size indicates the number of respondents within each NS.	55
Figure 22.	PwDs and the forcibly displaced respondents had lower scores compared to the others in several volunteering outcomes based on multivariate analysis of the 2025 Asia-Pacific Volunteer Survey data (n = 7,637).	56
Figure 23.	What kinds of volunteers may have less opportunities, a followed-up question to respondents who disagreed or strongly disagreed with everyone is given the same level of opportunities to volunteer with NS to volunteer with NS (n = 592).	56
Figure 24.	What are the main barriers the forcibly displaced currently face as a volunteer? (n = 1,092).	57
Figure 25.	What are the main barriers PwDs currently face as a volunteer? (n = 635)	57
Figure 26.	What are the main barriers the older age group 50 and above currently face as a volunteer? (n = 588)	57
Figure 27.	Additional trainings that the older age group 50 and above would like to receive (n = 588).	57
Figure 28.	Triangulate survey data, FGDs with volunteers, and KIs with NS leadership on motivating volunteers from the marginalized groups.	58
Figure 29.	How does per diem affect ability and willingness to volunteer (n = 7,637).	59
Figure 30.	Multiple correspondence analysis on the respondents returned 50 statistically distinct clusters of (n = 7,637). The scree plot shows the percentage of variances in the data that each cluster accounts for. The variances for clusters 11-19, 21-29, 31-39, and 41-49 are hidden. The total variances sum to 100%.	60

ABBREVIATIONS

IFRC	International Federation of Red Cross and Red Crescent Societies	NS	National Societies
ILO	International Labour Organization	PwD	People with Disabilities
LGBTQI	Lesbian, Gay, Bisexual, Transgender, Queer/Questioning, and Intersex	RCRC	Red Cross and Red Crescent
NHQ	National Headquarters	RCY	Red Cross or Red Crescent Youth
		SDT	Self-Determination Theory
		UNV	United Nations Volunteers



Introduction

Introduction

According to the International Conference of Labour Statisticians' definition, people in volunteer work are defined as all people of working age who, during a short reference period, performed any unpaid, non-compulsory activity to produce goods or provide services for others.⁴ The drastic uprising of global crises in the past decade, from severe natural disasters, epidemics and pandemics, terrorist attacks, to national and regional wars have impeded world peace and community development. Volunteerism for the greater good of society is a critical resource for community resilience in dealing with risks and connecting people to wider systems of support.⁵ Meanwhile, communities are changing in response to dynamic risks, migration, the internet and digital infrastructure, and other socio-economic factors. Volunteerism can take various forms through community-based organizations, non-profit agencies, and informal networks. Understanding the ecosystem of local volunteerism and the enablers and barriers of volunteering is fundamental to creating a nurturing environment for more goodwill that effectively strengthens community resilience.

Within the Red Cross and Red Crescent (RCRC) Movement, the trending National Society Strategic Plans 2011-2023 shows rising difficulties in recruiting enough volunteers.⁶ National Societies (NS) have experienced the challenge of insufficient volunteers for their operations. In 2022, IFRC proposed a list of indicators to measure the success of NS implementing their volunteer policy in terms of operational principles, volunteer motivation, protection, inclusion, and data management, and new forms of volunteering.⁷ The 38 NS in Asia Pacific are due a comprehensive study for understanding the dynamics of volunteering, identifying trends, motivations, challenges, and opportunities, and exploring best practices in volunteer management, recruitment, training, and retention. The insights gained will inform strategies to enhance volunteer engagement, effectiveness, and the overall impact of volunteering efforts across diverse contexts within the Asia Pacific region.

- 4 International Labour Organization, "Resolution to Amend the 19th ICLS Resolution Concerning Statistics of Work, Employment and Labour Underutilization," (adopted at the 21st International Conference of Labour Statisticians, Geneva, 11–20 October 2023), https://www.ilo.org/sites/default/files/wcmsp5/groups/public/@dgreports/@stat/documents/normativeinstrument/wcms_230304.pdf
- 5 Amanda Khozi Mukwashi et al., *State of the World's Volunteerism Report 2018: The Thread That Binds* (UNV, 2018), <https://www.unv.org/publications/swvr2018>
- 6 "Everyone Counts: Special Edition Mid-Term Review of Strategy 2030," IFRC, Geneva, 2024. https://www.ifrc.org/sites/default/files/2024-10/Everyone%20Counts_Special%20Edition%20Mid-Term%20Review%20of%20Strategy%202030_English.pdf
- 7 Volunteering Policy (Geneva: IFRC, 2022), 9, https://www.ifrc.org/sites/default/files/2022-10/20220822_IFRC-Volunteering-Policy-EN.pdf

Review of Literature



Review of Literature

Scale and scope of volunteerism

United Nations Volunteers (UNV) estimated that every month about 15% of working-age people aged 15 and above (862 million people) volunteered, while Asia and the Pacific exceeded this global average with a monthly volunteer rate of 17.2%.⁸ The estimated volunteer time summed up to approximately 61 million full-time workers monthly, assuming a 40-hour week, a massive human resource that contributes significantly to community development and sustainability. Only 6.5% of volunteering was arranged through an organization or association. The majority of global volunteer activity occurred directly through informal engagement between individuals. These statistics accounted for a wide spectrum of volunteer activities that UNV classified into five categories: mutual aid, service, campaigning, participation, and leisure (see fig. 1). The distribution of volunteer hours in each of these categories is unclear. It is possible that the level of activities grows in short-term, event-based volunteering while decreases in mutual aid and services that invest in long-term relationships with specific organizations.⁹

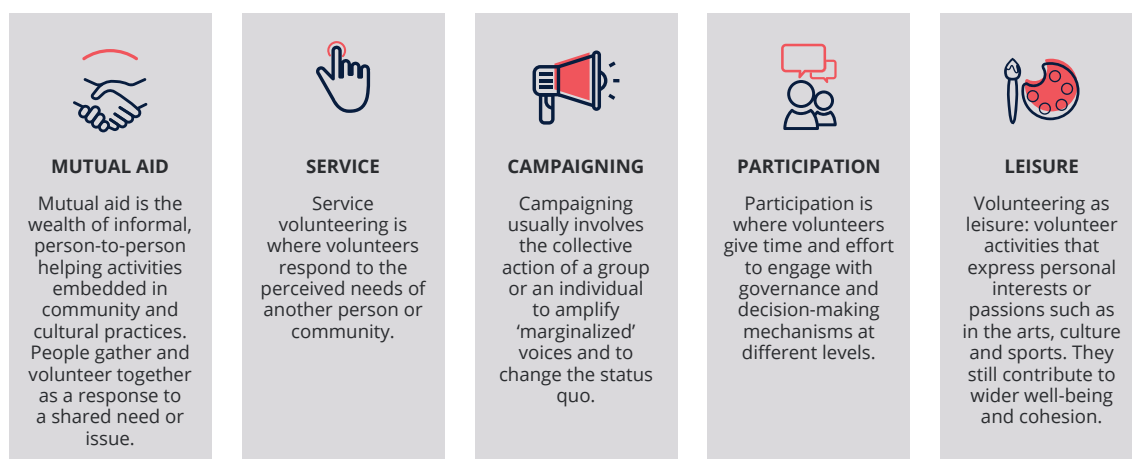


Figure 1. Categories of Volunteering in 2020. Clare Davis, Ana Petak, and Frederica Lourenço, *Global Synthesis Report: Plan of Action to Integrate Volunteering into the 2030 Agenda* (London: Strategic Agenda, 2020), 10, fig. 1.

Partnership between local volunteers and external actors

The characteristics of local volunteerism most valued by communities are the ability to self-organize and to form connections with others. However, external actors, defined as “those originating from outside the community’s boundary, be it from neighbouring communities, sub-national or national authorities, international organizations or any other private or public actor,”¹⁰ can bring in financial, human and technological resources to sustain local action and co-produce more efficient solutions. People tend to focus on helping people within their own circles. Marginalized groups and disengaged individuals are disproportionately disadvantaged as often fewer volunteers are supporting more people in need. UNV’s field research communities highlighted how collaborations with external actors can increase the participation of people who would otherwise remain isolated and excluded, enabling volunteerism to realize its potential as an inclusive and empowering force. Furthermore, local volunteers can be elevated through legal recognition by governments and the formalisation of non-governmental organizations (NGOs), UN agencies and other development and humanitarian actors.

8 Emma Morley et al., *2022 State of the World's Volunteerism Report: Building Equal and Inclusive Societies* (UNV, 2021), <https://knowledge.unv.org/evidence-library/2022-state-of-the-worlds-volunteerism-report-building-equal-and-inclusive-societies>

9 Clare Davis, Ana Petak, and Frederica Lourenço, “Categories of Volunteering in 2020,” *Global Synthesis Report: Plan of Action to Integrate Volunteering into the 2030 Agenda* (London: Strategic Agenda, 2020), https://www.unv.org/sites/default/files/Global%20Synthesis%20Report_en.pdf

10 State of the World's Volunteerism Report 2018



Volunteers in governance and decision-making

Volunteers are offering their time and services not for monetary gain, but unpaid does not equal unofficial. Some volunteers have influential leadership roles in their communities. A study has found that community members often have higher expectations of their village elders than elected officials and paid officers.¹¹ Religious leaders are well-recognized influencers in faith communities.¹² High-capacity volunteers can serve in advisory roles as well as train others with their knowledge and skills. For example, successful business people and seasoned farmers supervise their communities on developing sustainable livelihoods, and health professionals provide free training on disease prevention practices and mental health consultation. In Central Asia, several health care volunteer groups have devised new practices in response to the pandemic such as the installation of home oxygen machines for at-risk patients.¹³ A series of case studies of volunteer participation in state decision-making that led to more effective programs and policies, fostering community trust, social innovation, and the inclusiveness of marginalized groups can be found in the 2022 State of the World's Volunteerism Report.¹⁴

Changing roles of women, youth, and elderly

UNV research reported slightly more men (54%) engage in formal volunteering while more women (53%) serve as informal volunteers globally.¹⁵ Within the Movement, 10 in 34 NS in Asia Pacific reported having 50% or more women on its governing board.¹⁶ According to data presented in 2018, the highest share of female volunteers was found in Latin America and the Caribbean (67%), and the lowest in Asia and the Pacific (49%). Cultural norms perhaps explain the prevalent differences. In the past, many social contracts excluded women from decision-making and restricted their activities within the circle of women and children.¹⁷ The gender gap is narrowing and even reversing in America. This trend is likely to spread to other continents in the future. For instance, the Sri Lanka Peacebuilding Priority Plan includes volunteers while also supporting the participation and engagement of women in governance and decision-making processes.¹⁸ All-China Women's Federation launched a women volunteers' service campaign to provide care and support for, in particular, their female peers with disabilities, single mothers, or left-behind women who are in difficulties.¹⁹

11 Jacqueline Nthoki Mutua and Timothy Mwangi Kiruhi, "Volunteer Public Leaders' Values Driven Leadership: The Case of Village Elders in Kenya," *Heliyon* 7, no.3 (2021)

12 "The Role of Religious Leaders and Faith Communities," Health Communication Capacity Communicative, 20 December 2024, <https://healthcommcapacity.org/i-kits/role-religious-leaders-faith-communities/>

13 Bakhrom Radjabov, "COVID-19 Outbreak in Post-Soviet Central Asia: Has the Time Come for Social Innovations?" Central Asia Program, no.246 (2020), <https://centralasiaprogram.org/publications-all/covid-19-outbreak-in-post-soviet-central-asia-has-the-time-come-for-social-innovations/>

14 2022 State of the World's Volunteerism Report, ch.4-6

15 UNV, "Gender and Volunteering," Knowledge Portal on Volunteerism, 20 December 2024, <https://knowledge.unv.org/theme/gender-and-volunteering>

16 *Everyone Counts: Special Edition Mid-Term Review of Strategy 2030*, p. 64

17 Diana Coole, "Women, Gender and Contract: Feminist Interpretations," in *The Social Contract from Hobbes to Rawls*, ed. David Boucher and Paul Kelly (London: Routledge, 1994)

18 *Global Synthesis Report: Plan of Action to Integrate Volunteering into the 2030 Agenda*, 22

19 Xinhua, "China Launches Women Volunteers' Service Campaign," *China Daily*, 5 March 2022, <https://global.chinadaily.com.cn/a/202203/05/W5622346cca310cdd39bc8a9bb.html>



The International Labour Organization (ILO) statistics showed that, among six countries in Asia Pacific that collected volunteering data between 2015-2021, the highest volunteering rate was found in the 25-64 age group, and a similar volunteering rate between the ages of 15-24 and 65 and above.²⁰ Comparing ILO's estimates for 2015-16 and 2017-18 in Asia and the Pacific, the number of volunteers increased by 7.5 times in ages 15-24 and 8 times in ages 25-64, but only about twice among ages 60 and above. Within the Movement globally in 2020, NS had more volunteers ages 18-29 and the number declined linearly by age.²¹ The Hanoi Call for Action included commitment to empower youth within the Movement, measured by the number of NS with youth representation in governance at all levels, and the increase of youth-led activities with an updated youth engagement plan.²²

On the other hand, individuals over 60 years of age are more likely to commit to volunteering compared to younger volunteers,²³ so targeting the retired population could lead to more long-term volunteers. The growing number of boomers reaching retirement age over the next 20 years signals the importance of engaging the older age group. Longitudinal evidence across 19 countries in Europe revealed a stronger association between retirement and frequency of volunteering among individuals with better health, higher education, stable financial situation and in countries with higher gross domestic product per capita.²⁴ In Canada, seniors were more likely to volunteer through counselling, giving advice, and supporting health care services.²⁵

Motivation and satisfaction

Over 30 years of research showed that motivation in the workplace can be explained by Self-Determination Theory (SDT), basic psychological needs, and external factors such as work contexts and rewards.²⁶ SDT assumes people naturally tend to find and follow intrinsic motivations, and the mere experience of doing the activity they are interested in rewards and reinforces the activity. Strong intrinsic motivators should satisfy three basic psychological needs:

Autonomy: when people are responsible of taking decisions about the way they perform their activities.

Belongingness: when people feel they're part of a cohesive group, where activities are conducted through meaningful, warm and strong human relationships.

Competence: when people feel they're capable of performing their activities with proficiency.

20 "Statistics in Asia and the Pacific," ILOSTAT, 20 December 2024, <https://ilostat.ilo.org/data/asia-and-the-pacific/#>

21 *Everyone Counts* (Geneva: IFRC, 2022), 27, <https://www.ifrc.org/sites/default/files/2022-04/Everyone%20Counts%20Report%202022%20EN.pdf>

22 IFRC Asia Pacific Region, Hanoi Call for Action Implementation Guide – FINAL DRAFT, unpublished internal document, last updated 2018

23 Sari F. Madsen et al., "Motivations of Volunteers in Danish Grazing Organizations," *Sustainability* 13, no.15 (2021)

24 Hans Härmäläinen et al., "Is Transition to Retirement Associated with Volunteering? Longitudinal Evidence from Europe," *Research on Aging* 46, no.9-10 (2024)

25 Suzanne L. Cook and Paula Speevak Sladowski, *Volunteering and Older Adults* (Volunteer Canada, 2013), https://volunteer.ca/wp-content/uploads/2024/06/Volunteering_and_Older_Adults_Final_Report_2013.pdf

26 Edward L. Deci, Anja H. Olafsen, and Richard M. Ryan, "Self-Determination Theory in Work Organizations: The State of a Science," *Annual Review of Organizational Psychology and Organizational Behavior* 4 (2017)

Volunteer satisfaction was identified by 18 journal articles as having a positive impact on the commitment of volunteers and is seen to be driven by the ability of an organization to fulfil volunteer motivations.²⁷ Therefore, volunteers who are satisfied in terms of their psychological needs are more likely to continue to participate and become more committed to future volunteering. The positive effects of volunteers' perceived autonomy, belongingness, and competence on volunteers' loyalty and extra-role engagement behaviours (i.e. co-development, influencing and mobilizing behaviours) were validated.²⁸ Additionally, volunteer satisfaction and altruism (i.e., the compassion to help people in need and giving service to the community) were the major determinants of retention throughout the lifecycle of volunteers who served five or more years.²⁹

While SDT focuses more on intrinsic motivators that satisfy a person's psychological needs. Herzberg's model defines two sets of factors that differentiate between the intrinsic motivators of a job from the factors that do not cause a higher motivation, but if absent, lead to dissatisfaction, i.e., hygiene factors.³⁰ Examples of hygiene factors include working conditions, policy and administration, compensation and benefits, etc. Below presents the literature of key external/hygiene factors that are not intrinsic part of a volunteering mission but have shown to affect volunteers' satisfaction. These include policies and administrative processes, volunteer management and communication, recognition and rewards, and volunteer safety, benefits, and integration that can become barriers or enablers to volunteering.

IFRC developed the Motiro survey that collects data on management and leadership (i.e., hygiene factors), intrinsic motivators (i.e., three basic psychological needs), and mental well-being and level of engagement (i.e., motivational outcomes).³¹ Based on SDT, management and leadership affect whether the psychological needs are met; when they are, people are more likely to be intrinsically or autonomously motivated, more engaged, and mentally energetic and optimistic. Since its launch in 2019, 16,706 volunteers and 1,245 staff globally within the Movement have taken the survey.



Figure 2. Motiro survey examines how leadership and management affect satisfaction of basic psychological needs that leads to desired motivational outcomes based on SDT.

27 Charlotte P. Sextus, Karen F. Hytten, and Paul Perry, "A Systematic Review of Environmental Volunteer Motivations," *Society & Natural Resources* 37, no.11 (2024)

28 Teresa Fernandes and Manuel Aires de Matos, "Towards a Better Understanding of Volunteer Engagement: Self-Determined Motivations, Self-Expression Needs and Co-Creation Outcomes," *Journal of Service Theory and Practice* 33, no.7 (2023)

29 Bill Merrilees, Dale Miller, and Raisa Yakimova, "Volunteer Retention Motives and Determinants across the Volunteer Lifecycle," *Journal of Nonprofit & Public Sector Marketing* 32, no.1 (2020)

30 Charlotte Nickerson, "Herzberg's Two-Factor Theory of Motivation-Hygiene," 29 September 2023, <https://www.simplypsychology.org/herzbergs-two-factor-theory.html>

31 <https://motiro.com/faq>



Barriers and enablers to volunteering

External factors can enable or inhibit prosocial behaviours despite people having the motives and intention to do good. Key barriers to volunteering identified in the literature include time constraints and other commitments,³² reluctance to commit to volunteering on an ongoing basis,³³ not being asked to volunteer and being put off by the bureaucracy/administrative processes,³⁴ the distance volunteers need to travel to volunteering sites,³⁵ lack of confidence in perceived capability and skills required,³⁶ and others. Access to transport that restricts spatial mobility was a pronounced barrier among youth.³⁷ The need to earn an income was found to be a leading barrier among middle-aged individuals.³⁸ Lack of time, volunteering schedule not flexible enough, insufficient knowledge and skills, and health issues were among the top cited barriers to volunteering by seniors.^{39,40}

The historically marginalized groups, including people with disabilities (PwD), indigenous people groups, and migrants, experienced systemic barriers, such as negative stereotypes and lack of awareness and access to volunteering opportunities.⁴¹ PwD reported more barriers in terms of transport, accessible infrastructure (e.g., adaptive equipment, sign-language interpreter, etc.), and potential increase in medical expenses.⁴²

32 Olivia Higgins and Charlie M. Shackleton, "The Benefits from and Barriers to Participation in Civic Environmental Organisations in South Africa," *Biodiversity and Conservation* 24 (2015)

33 Jasmine Hoye et al., Environmental Volunteering Social Research Report, Victoria State Government (2020), https://www.environment.vic.gov.au/data/assets/pdf_file/0015/510810/NGR-2005009-Environmental-Volunteering-Research-Report-Public-Final.pdf

34 Rei Kanemura, "Time Well Spent 2023: Volunteering Among the Global Majority," NCVO, 28 November 2023, <https://www.ncvo.org.uk/news-and-insights/news-index/time-well-spent-2023-volunteering-among-the-global-majority/barriers-and-enablers-to-volunteering/>

35 Sari F. Madsen et al., "Motivations of Volunteers in Danish Grazing Organizations," *Sustainability* 13, no.15 (2021)

36 Sarah J. Hobbs and Piran C.L. White, "Motivations and Barriers in Relation to Community Participation in Biodiversity Recording," *Journal for Nature Conservation* 20, no.6 (2012)

37 James Davies, "We'd Get Slagged and Bullied: Understanding Barriers to Volunteering Among Young People in Deprived Urban Areas," *Voluntary Sector Review* 9, no.3 (2018)

38 Lori J. Bushway et al., "Benefits, Motivations, and Barriers Related to Environmental Volunteerism for Older Adults: Developing a Research Agenda," *The International Journal of Aging and Human Development* 72, no.3 (2011)

39 Michelle I Jongenelis et al., "Volunteering Engagement in Seniors: Barriers and Facilitators," *Innovation in Aging* 1, Suppl.1 (2017)

40 Singapore Management University, *Volunteerism Among Older Adults in Singapore* (Centre for Research on Successful Ageing, 2022), https://rosa.smu.edu.sg/sites/rosa.smu.edu.sg/files/Briefs/March%2022/volunteerism_olderadults_mar22.pdf

41 The University of Canberra and Aman Consulting PTY Ltd., Barriers to Volunteering for Marginalised Groups, (2023), <https://www.volunteeringvictoria.org.au/wp-content/uploads/2023/11/Barriers-to-Volunteering-for-First-Nations-Peoples-Newly-Arrived-Migrants-and-People-with-Disability.pdf>

42 Barriers to Volunteering People with Disability, Australian Government Department of Social Services, 20 December 2024, https://ysant.org.au/wp-content/uploads/2024/12/Barriers-to-Volunteering_People-With-Disability-1.pdf

Nevertheless, the 2023 Time Well Spent Survey conducted by the UK National Council for Voluntary Organisations (NCVO) identified factors that would encourage non-volunteers to start volunteering (see fig. 2).⁴³ The term 'global majority' in this report refers to all ethnic groups except white British and other white groups, including white minorities. Specifically, this term includes people from black, Asian, mixed and other (including other Asian, Chinese and Arab) ethnic groups who make up a large majority (approximately 85%) of the world population.

Recognition and rewards

Volunteers feeling more respect for their volunteer work were more likely to continue volunteering 10 and 20 years later.⁴⁴ Note that volunteers' preferred methods of recognition and those offered by the organization could be different. Many volunteers prefer informal and ongoing signs of appreciation rather than a formal, public event.⁴⁵ A Canadian study reported that 80% of volunteers would like to be recognized or thanked by hearing about how their work has made a difference.⁴⁶ In developed countries, direct financial rewards such as a small cash incentive were found to have no effect or even negatively associated with volunteers' intrinsic motivation.^{47,48} A recent study in global south, where the communities are characterized by well-spread and persistent poverty, argued that remuneration has the potential to enable rather than undermine sustained volunteering activity by and within marginalized communities by catalysing community assets, and away from rewarding particular kinds of individual labour.⁴⁹

Volunteer safety, well-being, and integration

Volunteering in crisis situations is a calling fraught with risks, many of which are avoidable or mitigatable with proper training and management, not only for formal but also informal volunteers. Spontaneous volunteers who are unaffiliated with any organization and often constitute the first responders to a disaster are largely neglected in integration efforts. Injuries, legal actions, and failure to effectively utilize spontaneous volunteering are listed as the highest risks when engaging spontaneous volunteers in disaster response and recovery.⁵⁰

One's home health insurance may not cover illness or injury abroad, reinforcing the need for specific medical travel insurance.⁵¹ In Asia and the Pacific, only 13 countries have a piece of legislation relevant to volunteering.⁵² Within the Movement, guidelines are provided for NS to formalize their own volunteer policy in compliance with national laws and appropriate for the social context. As of 2021, 18 of the total 38 NS in Asia Pacific have a volunteer policy, and only 10 NS provide current insurance for volunteers in operation.⁵³ IFRC published thirteen standards to facilitate the safety, security and well-being of volunteers (see fig. 2).⁵⁴

43 Time Well Spent 2023: Volunteering Among the Global Majority, chart 18

44 Dwight C. K. Tse, "Volunteers' Felt Respect and Its Associations with Volunteering Retention, Daily Affect, Well-Being, and Mortality," *J Gerontol B Psychol Sci Soc Sci* 75, no.8 (2018)

45 F. Roberts, "A Fresh Look at Volunteer Recognition," Engage (2017), https://e-volunteerism.com/Fresh_Look_Volunteer_Recognition

46 Andrea Dixon and Melanie Hientz, *2013 Volunteer Recognition Study*, Volunteer Canada (2013), <https://volunteer.ca/wp-content/uploads/2024/06/2013-Volunteer-Recognition-Study.pdf>

47 Bruno S. Frey and Lorenz Götte, "Does Pay Motivate Volunteers?" Institute for Empirical Research in Economics (1999), <https://www.research-collection.ethz.ch/bitstream/handle/20.500.11850/146550/eth-25512-01.pdf>

48 Damiano Fiorillo, "Do Monetary Rewards Crowd Intrinsic Motivations of Volunteers? Some Empirical Evidence for Italian Volunteers," *Società Italiana di Economia Pubblica* (2009), <https://www.siepweb.it/siep/wp/wp-content/uploads/2021/10/200946.pdf>

49 Matt Baillie Smith et al., "Volunteering Hierarchies in the Global South: Remuneration and Livelihoods," *Voluntas* 33 (2022)

50 Leila Daddoust et al., "Spontaneous Volunteer Coordination during Disasters and Emergencies: Opportunities, Challenges, and Risks," *International Journal of Disaster Risk Reduction* 65, no.102546 (2021)

51 Heatherlee Bailey and Lewis J. Kaplan, "Volunteerism during Humanitarian Crises: A Practical Guide," *Critical Care* 26, no.111 (2022)

52 UNV, "Volunteering Database," Knowledge Portal on Volunteerism, 20 December 2024, <https://knowledge.unv.org/region/asia-and-the-pacific>

53 IFRC, State of Volunteering in IFRC Asia Pacific, unpublished internal statistics, last updated 2021

54 IFRC Volunteering Alliance Working Group on Volunteering in Dangerous Situations, *Standards to Facilitate the Safety, Security and Well-Being of Volunteers: Implementation Guide* (Geneva: IFRC, 2021), https://www.ifrc.org/sites/default/files/2023-04/2021-10-18_SSW_Jmp_guide_EN_V1.pdf



A review of evidence-based volunteer management supports the effectiveness of 11 best practices: liability insurance, clearly defined roles, job design, recruitment strategies, screening and matching, orientation and training, supervision and communication, recognition, satisfying motivations, reflection and peer support.⁵⁵ Organizational volunteer communication practices explain 63% of the importance of volunteer retention during the COVID-19 pandemic.⁵⁶ Organizations that depend heavily on volunteers must ensure that their leaders understand the importance of communication strategies and implement them effectively.



Figure 3. The Thirteen Standards. IFRC Volunteering Alliance Working Group on Volunteering in Dangerous Situations, *Standards to Facilitate the Safety, Security and Well-Being of Volunteers: Implementation Guide* (Geneva: IFRC, 2021), 8.

55 Christopher Einolf, "Evidence-Based Volunteer Management: A Review of the Literature," *Voluntary Sector Review* 9, no.2 (2018)

56 Suzanna Windon, Daniel Robotham, and Ann Echols, "Importance of Organizational Volunteer Retention and Communication with Volunteers during the COVID-19 Pandemic," *Community Development* 52, no.2 (2024)

Research Objectives

OBJECTIVE 1

Identify the distinct profiles of volunteers and the correlations with their entries into the NS, volunteer satisfaction, intention to continue volunteering and take on more responsibilities.

Given there are various ways and motives that people volunteer that may call for different engagement and targeted recruitment strategies, this research aims to profile the 38 NS volunteers in Asia and the Pacific region. Two dimensions of factors will be overlaid on the profiling. The individual-level factors consist of volunteer roles, length of volunteering, gender, age, level of education, work status, disability and vulnerability status, and other socio-demographic factors. The global inequalities that shape humanitarian and development activity are understudied. Volunteers in widespread and persistently low-income countries may need to be engaged differently from those in developed countries. The geographical factors consist of the clustering of countries where NS operate by the Human Development Index (HDI).⁵⁷

OBJECTIVE 2

Examine the effects of volunteers' intrinsic motivation in the framework of Self-Determination Theory and the external/hygiene factors on their level of satisfaction, intention to continue volunteering and take on more responsibilities across the distinct profiles of volunteers.

The intrinsic motivators that drive volunteers to stay on the course of mission as well as the external/hygiene factors that do not necessarily increase volunteer motivations, but can cause dissatisfaction will be compared by volunteer profiles. The motivators and hygiene factors that show robust significance across different volunteer profiles should be prioritized, while the factors that are salient to certain profiles of volunteers will be presented for targeted actions. The intrinsic motivators consist of those satisfying the needs for autonomy, competence, and belongingness. The hygiene factors include recognition and rewards, volunteer safety and protection, volunteer policies, administration, and communication.

Review of literature suggests organizational ways of recognition may not be the preferred methods by volunteers, hence leading to volunteers feeling under-appreciated. Historically, many NS remunerate volunteers with per diem to reward and incentivize them to continue volunteering. As sub-objectives, this research aims to compare the existing ways of recognition and rewards with the volunteers' preferred methods.

OBJECTIVE 3

Provide actionable advice and recommendations to the IFRC Secretariat on strategic priorities and areas of engagement for improving NS volunteer development in Asia Pacific.

Based on an extensive review of volunteering trends, best practices in volunteer policies, engagement, and management, in conjunction with qualitative feedback and suggestions directly from the volunteers and key informants, evidenced by the quantitative survey data, this research will inform strategies to enhance volunteer engagement, effectiveness, and the overall impact of volunteering efforts across the diverse contexts within Asia Pacific. By leveraging these insights, the IFRC aims to reimagine and revitalize volunteering within the movement, ensuring that it remains a powerful force for good in a rapidly changing world.

57 "Human Development Index," UNDP, 20 December 2024, <https://hdr.undp.org/data-center/human-development-index#/indicies/HDI>

Methodology



Methodology

A large-scale volunteer survey

A large-scale quantitative survey of all NS volunteers (see Annex A) was conducted that can be self-administered online or interviewer-administered using the Kobo app. The survey was translated into 31 languages. 32 NS shared the survey with all of their volunteers and encouraged everyone to participate. The sampling at NS level was not systematic and was not “random”. The sampling method aimed to maximize sample size for statistical power. It was pragmatic and not designed to provide data “representative” of all volunteers in NS, or of all volunteers in Asia Pacific. A total of 7,637 respondents gave their consent and completed the survey from 17th March to 10th May, 2025. 7,422 were self-administered and 215 were interviewed.

The survey consists of 74 questions, of which 27 questions were from Motiro that asks respondents to rate how they feel about management and leadership, whether their needs for autonomy, belonging, and competence are met, and their mental well-being and engagement in the work/activities they do. The answers to these questions are benchmarked against everyone who responded via the same interface. Nevertheless, the mental well-being questions used different answer scales between this research (five-point scale from strongly agree to strongly disagree) and the IFRC Motiro survey (seven-point scale from never to every time). This analysis attempted to converge the scales but the comparison should be interpreted with a caveat.

Motiro Survey Questions

Management	Returns
	I have the opportunity to develop my social network in my volunteer activity. I have been able to learn interesting new skills on my volunteer activity.
	Rewards
Leadership	I am fairly rewarded considering the responsibilities I have. I am fairly rewarded for the work I do well.
	Status
	My family, friends and my neighborhood appreciate the work I do for the team. I feel my work has positive impact on other people.
Needs	Encourages
	My supervisor encourages me to ask questions.
	Understands
Well-Being	I feel understood by my supervisor.
	Listens
	My supervisor listens to how I would like to do things.
Engagement	Autonomy
	I feel like I can be myself at my volunteer activity. The tasks I do at my volunteer activity are in line with what I really want to do. I am free to express my ideas and opinions on the volunteer activity.
	Belongingness
Well-Being	I feel understood by my supervisor. At my volunteer activity, I feel part of a group. People at my volunteer activity care about me.
	Competence
	I really master my tasks at my volunteer activity. I feel competent at my volunteer activity.
Well-Being	Strong
	At my volunteer activity, I feel strong and vigorous.
	Drained
Engagement	I feel emotionally drained from my volunteer activity.
	Frustrated
	I feel frustrated by my volunteer activity.
Engagement	Satisfied
	Considering everything, I am satisfied with my volunteer activity.
	Stay
Engagement	If I could choose, I will be volunteering one year from now.
	Values
	The things that I value in life are very similar to the things that the team values.
Engagement	Ideas
	I share my ideas with others to improve the team.
	Meaning
	The team has a great deal of personal meaning for me.

Multiple-Correspondence Analysis, a principal component analysis method for categorical data,⁵⁸ was performed to identify statistically distinct clusters of volunteers considering 15 socio-demographic factors, each with several levels that result in numerous combinations. Multivariate modelling was performed to simultaneously compare 30 factors and identify those that significantly affected eight volunteering outcomes that we examined in this research:

Satisfied:	On a scale of 0-10 where 0 is not satisfied at all and 10 is completely satisfied, how satisfied are you with your volunteer experience with NS?
Appreciated:	On a scale of 0-10 where 0 is not feeling appreciated at all and 10 is feeling appreciated completely, how much do you feel appreciated for your volunteering work for NS?
Continue:	On a scale of 0-10 where 0 is not at all and 10 is completely, how likely are you to continue volunteering with NS?
Leadership:	If opportunities arise, would you be willing to take on more leadership roles (e.g., design and manage a project, train other volunteers, etc.) in your volunteering for NS? [definitely yes, probably yes, not sure, probably no, definitely no]
Safety:	How would you rate the volunteer safety and health measures in the activities you participate in? [excellent, good, fair, poor]
Equal:	Everyone is given the same level of opportunities to volunteer with NS. Do you... [strongly agree, agree, neutral, disagree, strongly disagree]
Well-Being:	Motiro score on volunteer's mental well-being based on three questions
Engagement:	Motiro score on volunteer's engagement based on five questions

Different types of multivariate models are used according to the distribution of each volunteering outcome. Generalized linear models with inverse gamma distribution was used for outcomes that showed a skewed distribution which are: Overall Satisfaction, Appreciated, Continue, Well-Being and Engagement. Ordinal logistic regression was used to model Leadership, Safety, and Equal which were measured on an ordinal likert scale.

Focus Group Discussions and Key Informant Interviews

NS were invited to conduct focus group discussions (FGDs) with their volunteers to gain in-depth insights into the reasons why they chose RCRC over other organizations, challenges they experienced, and suggestions for improvement in the areas of communication, engagement, recruitment, inclusiveness, safety, etc. (see Annex B for FGD questions). There were fourteen NS that facilitated and some conducted multiple FGDs, resulting in 185 participants from different genders and age groups as well as different durations of volunteering and different volunteer roles. Thirty participants came from indigenous minority groups, five came from migrant communities, two were PwDs, one belonged to LGBTQI, and two identified as belonging to an undisclosed marginalized group.

Volunteer management, particularly in ensuring the safety and well-being of volunteers, proper screening of volunteers, and integration of spontaneous volunteers are systemic issues that are better explained by NS staff who have served for a meaningful period of time. It is imperative to consult NS leadership on best practices and challenges remaining in these areas. Five key informant interviews (KIIs) were conducted via Microsoft Teams meetings with NS staff serving in leadership positions overseeing volunteer engagement and development (see Annex C for the KII questions).

58 Francois Husson, Sebastien Le, and Jérôme Pagès, *Exploratory Multivariate Analysis by Example Using R* (Chapman and Hall, 2017), <https://doi.org/10.1201/b21874>

Findings



Findings

Respondent demographics

The demographics of the 7,637 respondents who participated in the 2025 Asia Pacific RCRC Volunteer Survey are shown as follows:

Sub-region		
East Asia	319	4.2%
South East Asia	3502	45.9%
South Asia	3259	42.7%
Pacific	557	7.3%

What is your gender?		
Female	3973	52.0%
Male	3579	46.9%
Non-binary/Other	85	1.1%

What is your age group?		
12–17	1258	16.5%
18–29	4258	55.8%
30–39	864	11.3%
40–49	669	8.8%
50–59	385	5.0%
60 and above	203	2.7%

What is your highest level of education?		
No formal education	80	1.0%
Primary school	164	2.1%
Some secondary/high school (but didn't complete)	439	5.7%
Secondary/high school	2416	31.6%
Vocational school/college/university/post-graduate school	4538	59.4%

Which of the following best describes your current employment status?		
Business owner	382	5.0%
Farmer (crops, livestock, etc.)/Fisherman	264	3.5%
Full-time employment	1386	18.1%
Not working a paid job (e.g., housewife, student, retired)	3311	43.4%
Temporary job	849	11.1%
Unemployed and looking for a job	1445	18.9%

Do you volunteer in urban or rural area or both?		
Both urban and rural	3760	49.2%
Rural	1467	19.2%
Urban		

Do you identify yourself as a person forcibly displaced from your home due to crisis?		
No	6545	(85.7%)
Yes	1092	14.3%

Has at least one functional disability:		
No	7002	91.7%
Yes	635	8.3%

How long have you been volunteering for the Red Cross Red Crescent National Society?		
Less than 1 year	2302	30.1%
1–3 years	2504	32.8%
4–5 years	1029	13.5%
6–10 years	834	10.9%
More than 10 years	968	12.7%

Are you also volunteering elsewhere?		
No	4214	55.2%
Yes	3423	44.8%

Have you volunteered for other organisations before?		
No	4011	52.5%
Yes	3626	47.5%

When was the last time you joined a Red Cross Red Crescent National Society activity?		
Less than a month ago	3499	45.8%
1–3 months ago	1581	20.7%
4–6 months ago	730	9.6%
7–12 months ago	447	5.9%
More than 12 months ago	669	8.8%
Only in times of emergency	711	9.3%

What roles have you volunteered for the Red Cross Red Crescent National Society? (select all that apply)		
Emergency, disaster response and recovery	4078	53.4%
Disaster risk reduction and climate change	2642	34.6%
Health and social services	4660	61.0%
Administrative and office support	1895	24.8%
Fundraising and resource mobilization	2020	26.5%
Digital engagement, social media and communication	1975	25.9%
Technical advisory role	930	12.2%
Youth and education programmes	3446	45.1%
Other	268	3.5%

Why volunteers chose RCRC over other organizations

A majority of volunteers chose RCRC over other organizations because they “want to acquire new skills and gain knowledge” or “RCRC has a good reputation.” However, those who cited “I’m interested in what I do with RCRC”, “I like the people working and volunteering with RCRC”, or “My personal beliefs match the purpose of RCRC” demonstrated a higher level of engagement, according to Motiro’s Engagement score, which was calculated based on responses to five questions. As explained by SDT, doing the work that individuals want to do satisfies their need for Autonomy. In good relationships with the people they are working with, it meets their need for Belongingness. Congruent personal beliefs and RCRC’s may contribute to both needs.

Correlation between Volunteer's Motivation and Engagement Score (n = 7,637)

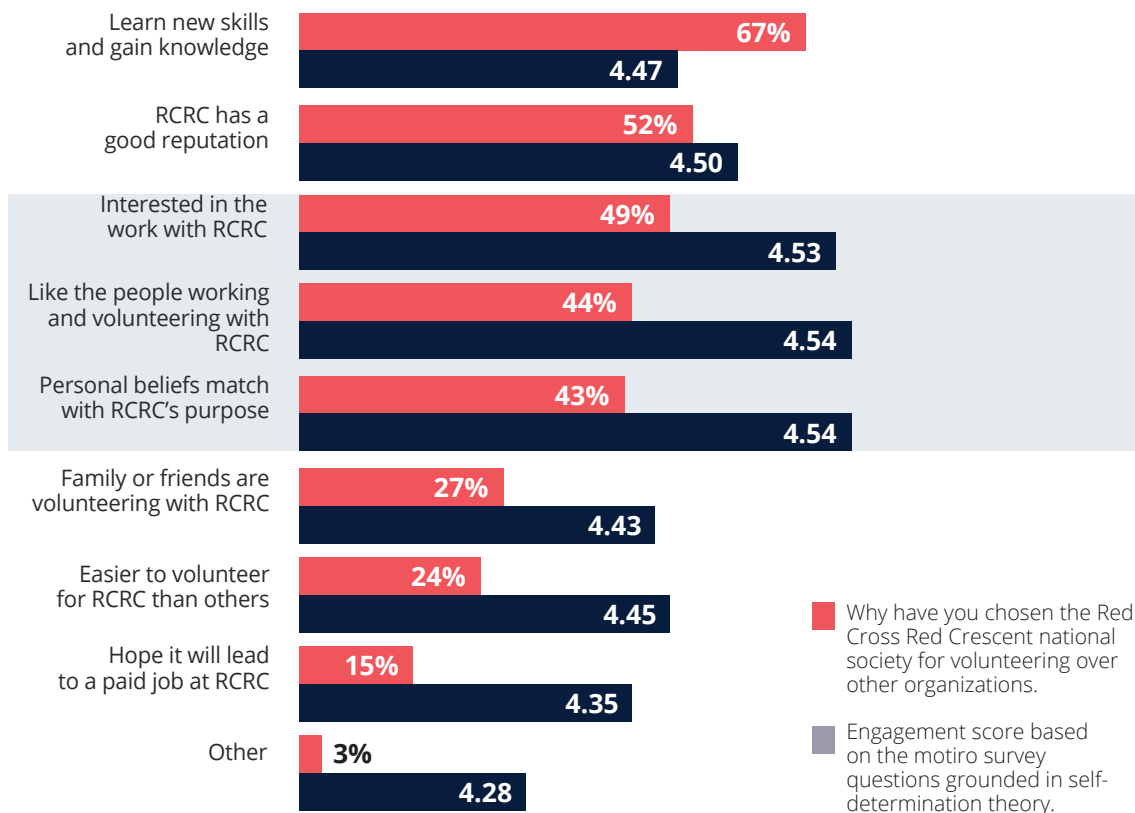


Figure 4. The ranking of reasons why volunteers choose RCRC over other organizations overlays with Motiro Engagement scores.

Which factors most significantly impact volunteering outcomes

Multivariate analysis that simultaneously compared 30 research and socio-demographic factors showed that “RCRC explains my volunteering role and responsibilities clearly every time” stood out to be the one factor that statistically significantly ($p < 0.01$) impact all eight volunteering outcomes examined in this research. Having clear communications and expectations is of paramount importance to keeping volunteers engaged and motivated. This avoids confusion so that volunteers can feel more confident and focus their efforts effectively. Uncertainty about roles or schedules can make volunteers feel disconnected. Proactively clarifying expectations helps them feel valued. When volunteers understand how their specific tasks contribute to the overall mission, their work feels more meaningful.

“Encountered a situation where you felt unsafe or unprotected while volunteering” and “experienced difficulty in obtaining the resources or tools needed to perform your volunteer tasks” negatively affected seven volunteering outcomes. On the contrary, respondents who were “trained on how to deal with potential security issues every time you volunteer with RCRC” showed a positive effect on five outcomes. Safety directly influences volunteers’ motivation, retention, and overall satisfaction. While the nature of RCRC work in disaster response can expose volunteers to danger, NS that prioritize duty of care and protection demonstrate they value their volunteers, which builds trust and loyalty.

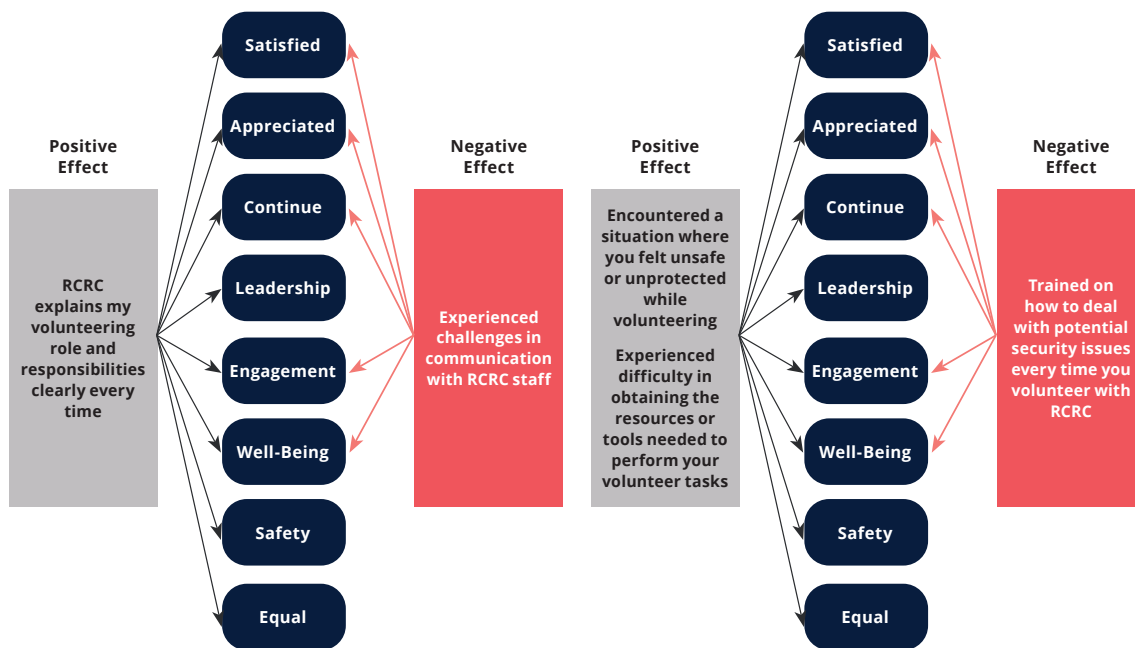


Figure 5. Communication has a significant impact on eight volunteering outcomes examined based on multivariate analysis of the 2025 Asia Pacific Volunteer Survey data (n = 7,637).

Figure 6. Lack of safety negatively affects seven volunteering outcomes, while training on how to deal with security issues positively affects five outcomes examined based on multivariate analysis of the 2025 Asia Pacific Volunteer Survey data (n = 7,637).

What volunteers say about communication

Volunteers shared in FGDs that communication came through multiple channels such as from the headquarters to branch and volunteers, from thematic leads directly to volunteers, etc. that are fragmented. Telegram and Whatsapp chat groups were good but could become too many and potentially cause confusion when the same volunteers are in multiple groups. One-way announcements are common and there was no channel for volunteers to give feedback or ask questions. Volunteers suggested replacing fragmented communication (e.g., individual calls/messaging) with centralized platforms (e.g., dedicated portals, WhatsApp groups) to streamline updates and reduce redundancy and creating two-way communication ensuring volunteer's voices reach leadership. Strengthening staff-volunteer relationships is important too. These may be achieved by:

- Creating a single hub for announcements (e.g., operations, volunteer needs, emergencies)
- Assigning focal persons per department/region to manage queries
- Standardising guidelines for digital tool usage (e.g., Telegram, email) to avoid confusion
- Implementing regular feedback sessions (e.g., monthly forums, informal gatherings)
- Involving volunteers in policy planning and debriefs post-activities
- Designating staff liaisons to address frontline concerns promptly
- Hiring friendly and approachable staff who are genuinely interested to listen to volunteers
- Staff should join volunteer activities to foster camaraderie

“

A centralized channel would inform volunteers about operations, emergencies, and required skills – instead of calling individuals, which consumes time and manpower.”

– Female, aged 29

“

Telegram is actually quite good, but the problem is that we have different groups and become confusion to some people.”

– Male, aged 35

“

We need updated contact directories and focal persons in every unit to bridge gaps.”

– Assistant RCY Development Officer

“

Staff participation in events would naturally improve communication.”

– Male, aged 18

“

Approachable staff make volunteers feel valued. Kindness matters.”

– Male, aged 19

What volunteers say about safety

There were 677 (9%) survey respondents who said they had encountered a situation where they felt unsafe or unprotected while volunteering. They were asked an open-ended question to describe what had happened and we classified their responses.

While one-fifth of the respondents experienced danger associated with the disaster which was an inevitable aspect of the mission to be mitigated, “Lack of safety equipment” and “insufficient safety protocols” were among the top-mentioned causes that

made them feel unsafe. In FGDs, volunteers also expressed concerns about the lack of basic safety gear, communication tools, and protective equipment. Volunteers sometimes had to buy their own. Another concern was that someone on the team was not following the safety protocol which put the team in danger. For example, a trailer hauling volunteers and heavy aid was crossing the flood zone that caused splashes that could hurt pedestrians walking by it

The majority (39%) of respondents chose not to explain the danger they experienced, which could indicate that the incident was sensitive, or a lack of trust to share given the perception that NS did not care enough about their safety and well-being.

What happened when you encountered a situation where you felt unsafe or unprotected while volunteering? [self-report, open-ended] (n = 677)

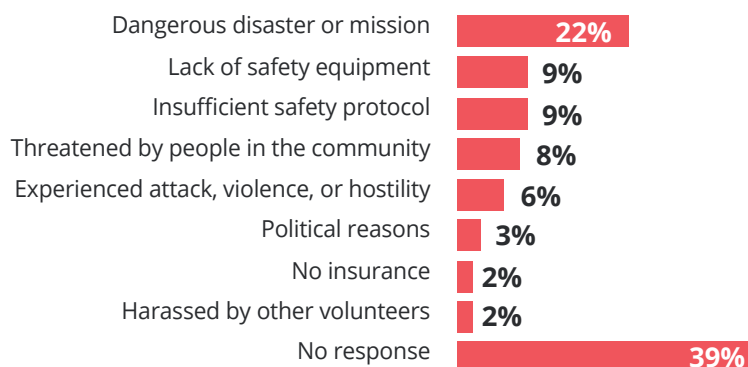


Figure 7. Self-reported situations that volunteers encountered where they felt unsafe or unprotected while volunteering (n = 677).

“

At that time there was no communication. Even there was no electricity, no mobile network. It is important to keep connection with the NHQ or another team. We don't have any alternative communication channel apart from mobile devices. Is it possible to work with the government to establish a radio network, for example, the amateur radio group connected to the satellite?"

– Female, aged 25-29

“

I think before we go to the flood area, we make briefing to volunteers what to endorse. For example, one time the driver thought he could cross the flood zone because the trailer was high. But the splash it caused could hurt the people walking by the road. He didn't have awareness of the danger."

– Former Youth Chief

“

In maritime rescue operations, the search area is vast, and we have to deal with large waves. This requires strong swimming skills and the ability to use specialized equipment. we need walkie-talkies for communication and specialized life jackets for sea rescues, as life jackets used on rivers have different buoyancy from those used at sea. Additionally, rescue boats should be specialized rescue canoes, equipped with integrated GPS and a signalling system to help us pinpoint the exact location of people in distress. Furthermore, when rescuing in flooded areas, the equipment must be suitable, as large canoes cannot reach narrow locations. In areas prone to flash floods or landslides, we also need basic tools to handle unexpected situations."

– Unnamed volunteer

Of the respondents who were involved in Emergency, Disaster Response and Recovery roles, 24% said they never had insurance to cover accidents and illness while volunteering with NS, and 31% said they did not know. Some of these respondents might be considering other roles (e.g., administrative, digital, fundraising, etc.) that they were also involved in when answering this question, but the percentage of uninsured is still alarming

Do you always have insurance to cover accidents and illness while volunteering with NS? (among respondents who are involved in Emergency, Disaster Response and Recovery, n = 4,078)

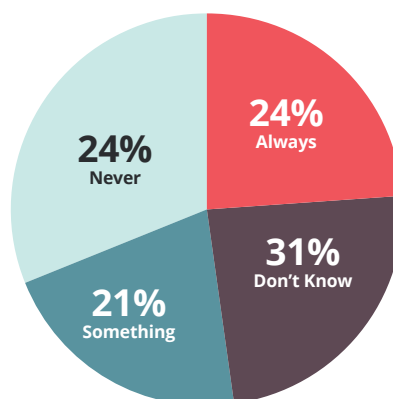


Figure 8. Respondents who were involved in Emergency, Disaster Response and Recovery roles that had insurance while volunteering with NS (n = 4,078).



Other factors significantly affect to volunteer engagement

The previous sections presented the most important factors that contribute to multiple volunteering outcomes, i.e., communication, safety, and having chosen RCRC because they are interested in the work, like the people, and their personal beliefs match with RCRC's. Additionally, multivariate analysis found the following significantly contributed to a higher level of engagement:

- **male** – the gender difference may be explained by some of the roles are intense and high risks
- **unemployed and looking for a job** – they can focus their energy and are motivated to perform well for a job recommendation later
- **involved in Youth and Education roles** – youth are inherently more engaged and have the energy to pursue their interests
- **first joined RCRC at the scene of a disaster and wanted to help** – these are people who have a strong sense of community and desire to help
- **concurrently volunteering elsewhere in addition to RCRC** – they have a lifestyle of and more experience in volunteering
- **felt a personal success from their involvement with RCRC when they could have a positive impact on the community and meet new people and improve relationships** – their volunteering has a personal meaning to them and satisfies their need for belongingness
- **wanted additional training in service delivery or disaster response skills specific to their volunteer role** – they desire to learn new skills and enhance their level of competence
- **based in a country with a high INFORM risk⁵⁹** – communities facing high risks, especially during emergencies or crises, tend to exhibit stronger tendencies towards mutual support and helping one another

59 <https://drmkc.jrc.ec.europa.eu/inform-index/INFORM-Risk>

While these factors showed negative effects on the level of engagement:

- **forcibly displaced from home due to crisis** – many cited “Lack of support from RCRC” as a barrier to them as a volunteer
- **involved in Emergency, Disaster Response and Recovery, or Disaster Risk Reduction and Climate Change roles** – these roles require a lot of coordination that may be lacking some missions
- **first learned about RCRC’s volunteering opportunities through a school or university** – there may be unmet expectations for youth recruited through a school or university
- **cited “Lack of time”, “Lack of support from RCRC”, and “Cannot commit to long-term volunteering” as barriers they were facing as volunteers** – while “Lack of time” is a universal barrier, volunteers who don’t feel supported tend to withdraw and eventually leave
- **did not feel any success in their involvement with RCRC** – their involvement with RCRC has no personal meaning to them
- **did not want additional training or wanted training in personal/family health** – not wanting to be trained is a sign of disinterest, and those who want training in personal/family health may be undergoing health issues that deter their engagement
- **cited “formal letter/certificate of recognition” as an important method of appreciation to them** – some NS may not be giving out certificates every time which result in unmet expectations
- **receiving per diem/daily allowance** – they may be motivated by the financial incentive rather than the volunteering work

investing their time and effort. More flexibility with the volunteering time satisfies the need for Autonomy, and the opportunity of making more friends satisfies the need for Belongingness as explained by SDT that would drive motivation.

What would encourage you to keep volunteering with the Red Cross Red Crescent National Society? (n = 676)

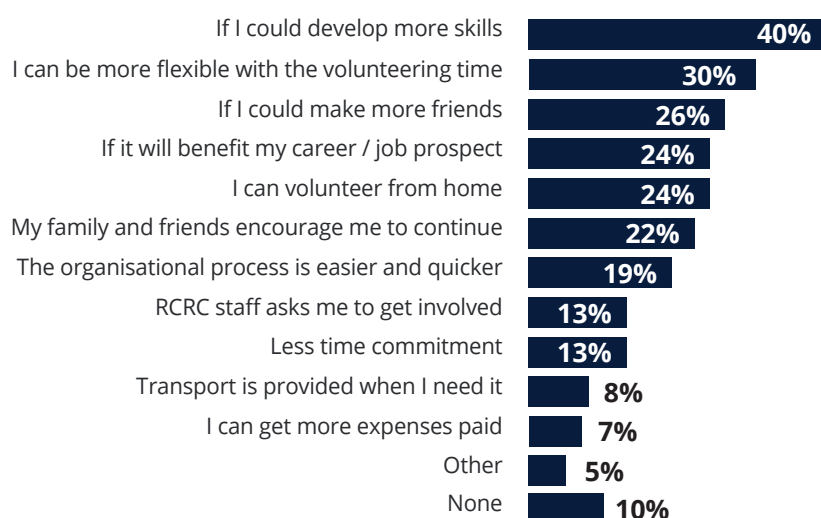


Figure 9. What would encourage volunteers to keep volunteering with NS (n = 676).

From FGDs, volunteers said they wanted tangible appreciation, social connection and belongingness, logistical and financial support, training and development, skill-matching roles, innovative and impactful activities, and ensuring youth and women in governance roles.



Triangulating the volunteer FGD input with NS leaders' perspectives, there were agreements on valuing recognition and rewards, training and development, and empowering youth. However, some NS had budget constraints that limited training and providing resources and tools especially at the branch/district level. A noticeable gap was found in terms of incorporating new volunteers who showed up at the scene of a disaster who were likely to be more engaged later on.

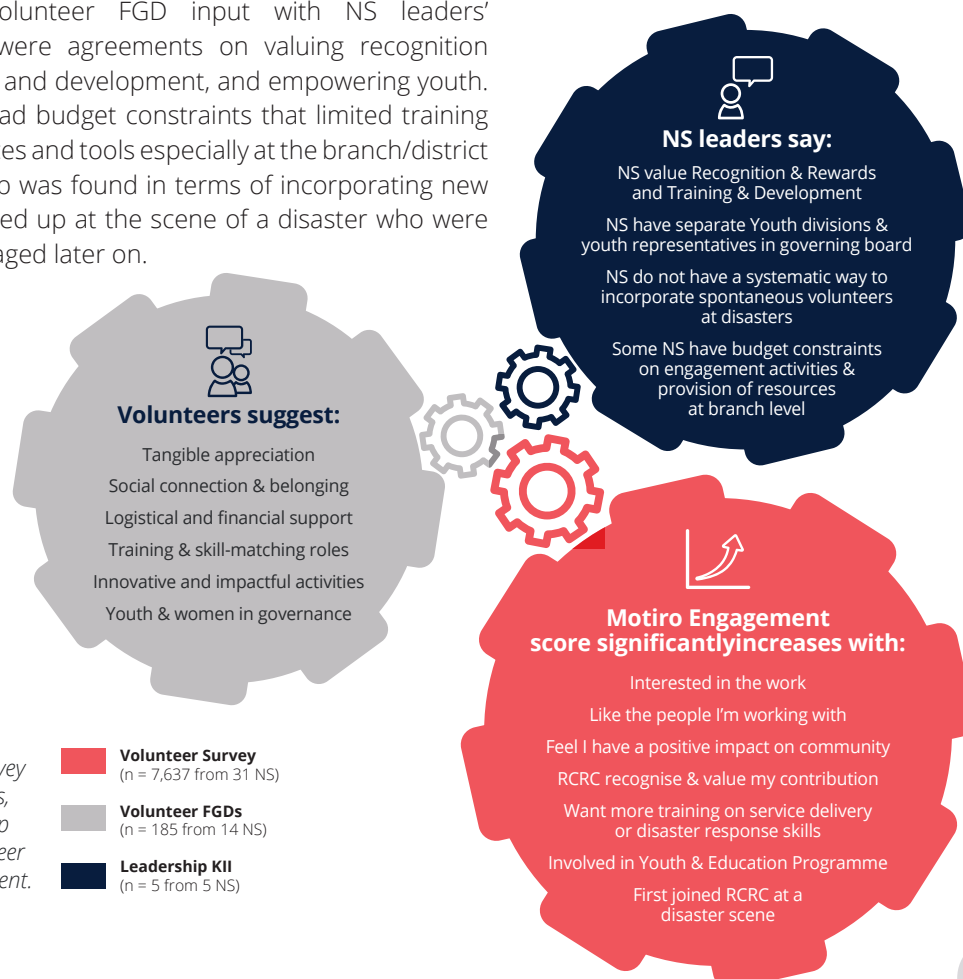


Figure 10. Triangulate survey data, FGDs with volunteers, and KIIs with NS leadership on how to improve volunteer engagement and recruitment.

Volunteer Survey
(n = 7,637 from 31 NS)

Volunteer FGDs
(n = 185 from 14 NS)

Leadership KII
(n = 5 from 5 NS)

Quantitative analysis showed that people who first joined RCRC at the scene of a disaster and wanted to help were more likely to become engaged volunteers. However, KIIs with NS leadership found a gap in lacking systematic ways to incorporate new volunteers at the scene of a disaster, while it should be seen as a momentous opportunity for recruitment.

IFRC has published recommendations to expand the duty of care to spontaneous volunteers:

Before	During	After
<p>Set a response system that will cater to the needs of spontaneous unaffiliated volunteers, involving first aid or pre-hospital care and psychosocial knowledge and experts.</p> <p>Plan two-way communication systems with spontaneous volunteers. Often the best solution is to use the channels already in use as Facebook groups of local communities, housing cooperations, the local scout or Red Cross organization.</p> <p>Train potential team leaders in the response organizations in psychological first aid (PFA) so they will be able to support spontaneous unaffiliated volunteers in the future. Train team leaders in psychosocial self-care so they will be able to take care of themselves while supporting the spontaneous unaffiliated volunteers.</p>	<p>Ensure the collection of contact data from spontaneous volunteers.</p> <p>Focus on clear communication structures, to give the volunteer the experience of knowing what is going on and being able to help in the best way.</p> <p>Support the front-line volunteers (e.g. with food, shelter and so on), as they could feel they are a part of the solution and improve their sense of belonging of a common effort to overcome the emergency.</p> <p>Make sure that spontaneous unaffiliated volunteers receive feedback on questions and comments.</p>	<p>Always make an effort to actively seek out local volunteers who might not have been registered.</p> <p>Ensure follow-up meetings for all spontaneous volunteers involved in the operation, both for providing emotional support and for a technical debriefing.</p> <p>Apply evaluation and perform surveys to assess the behaviour and expectations of organizations, spontaneous unaffiliated volunteers and persons affected by the crisis.</p> <p>Remember to provide communication to the public regarding the employment of spontaneous unaffiliated volunteers.</p>

Figure 11. Overall Recommendations for Supporting Spontaneous Unaffiliated Volunteers Before, During and After Events. Adjimal Dulloo et al., *New Ways of Volunteering: Challenges and Opportunities: A Working Paper and Toolbox for Care and Support for Spontaneous Unaffiliated Volunteers* (Geneva: IFRC, 2020), 24.





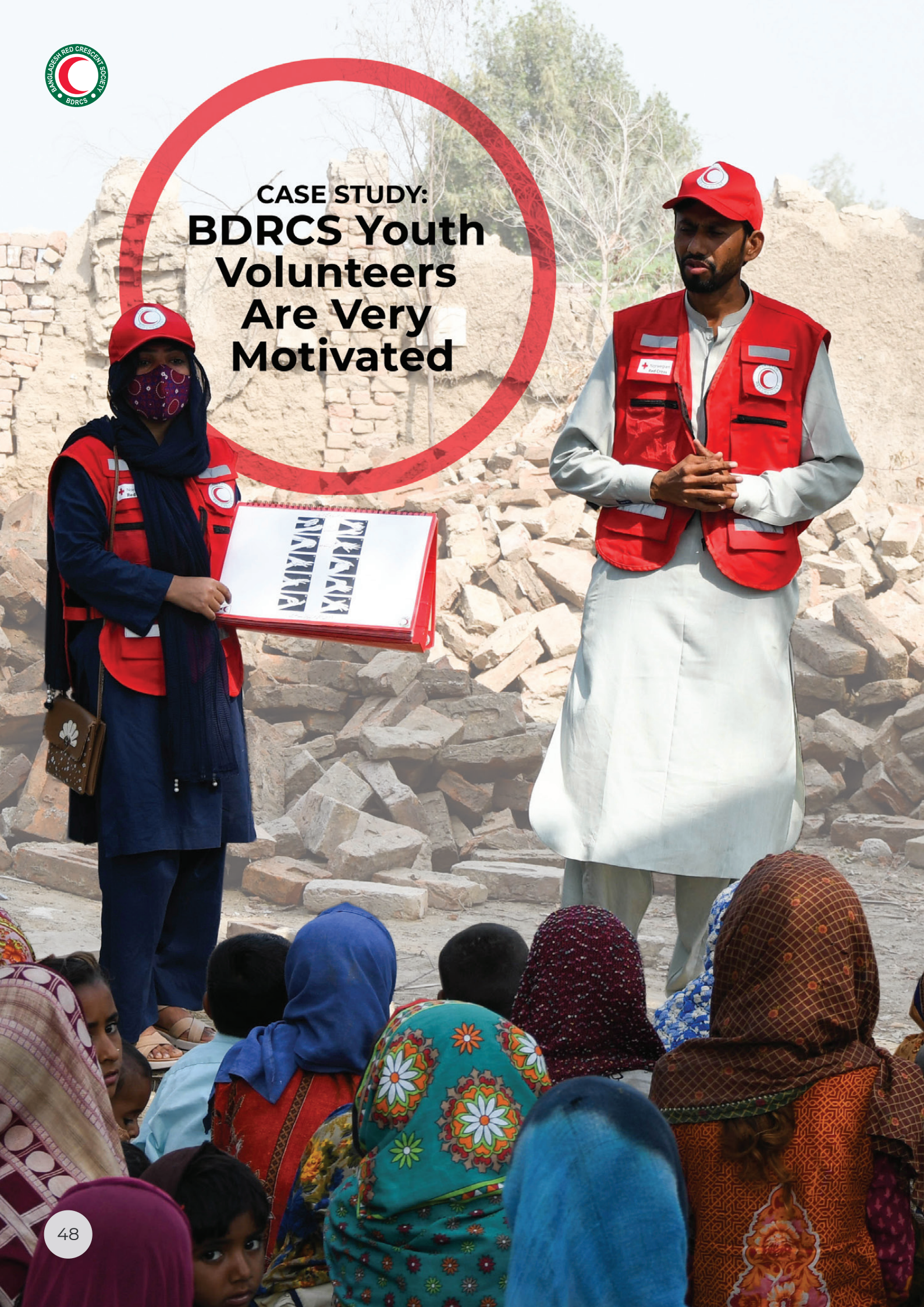
Do national societies use methods of appreciation their volunteers value

Survey respondents were asked “What methods of appreciation does NS use to recognize volunteers?” and “What methods of appreciation are important to you as a volunteer?” The answers were compared and about three-fourths of the time the two matched which was good but can be improved. NS should study what methods of appreciation their volunteers value and better align with what they offer.

	Respondents who said their NS uses this method:	Percent the method NS uses is important to the respondent:
Formal letter/certificate of recognition	4,443	76%
Thank in person on an ongoing basis	2,936	76%
Acknowledge the impact of individual volunteer work in front of other volunteers	2,840	75%
Nominate volunteers for awards	2,202	76%
Celebrate with informal gathering (e.g., afternoon tea)	1,955	79%
Write about individual volunteer impact in social media, internal newsletter, etc.	1,801	77%

Figure 12. The matching rate between the methods of appreciation that NS use to recognize volunteers and the methods that are important to the volunteers in the 2025 Asia Pacific Volunteer Survey.

CASE STUDY: **BDRCS Youth Volunteers Are Very Motivated**



Case Study: BDRCS Youth Volunteers Are Very Motivated

Self-Determination Theory (SDT)⁶⁰ explains why some management practices undermine motivation, performance and even mental wellbeing.⁶¹ IFRC developed the Motiro Survey⁶² for assessing how volunteers and staff perceive their NS or team's Management and Leadership, the degrees to which their three basic psychological needs, Autonomy, Belongingness, and Competence are met, and the effects on their mental Well-Being and the level of Engagement.

BDRCS youth volunteers (n = 2,171) showed the highest scores in their basic needs for Autonomy, Belonging, and Competence which in turns result in the highest Engagement score than 28 other NS that have more than 30 volunteers who responded to the survey. They rated very positively (average > 4.5 on a 5-point scale) with respect to their experience of BDRCS management, especially in "I have the opportunity to develop my social network in my volunteer activity" and "I have been able to learn interesting new skills on my volunteer activity" which indicate they are extremely satisfied with the return of investing their time and energy into volunteering with BDRCS.

Causal analysis shows a strong effect of perceived Returns from contributing their time and energy on meeting the three basic psychological needs: Autonomy, Belonging, and Competence. The fulfilment of Belongingness simultaneously leads to these youth volunteers more likely to be satisfied with their volunteering activity, identifying shared values with BDRCS, and seeing BDRCS has a great deal of

Motiro Survey Questions	
Management	Returns I have the opportunity to develop my social network in my volunteer activity. I have been able to learn interesting new skills on my volunteer activity.
	Rewards I am fairly rewarded considering the responsibilities I have. I am fairly rewarded for the work I do well.
	Status My family, friends and my neighborhood appreciate the work I do for the team. I feel my work has positive impact on other people.
Leadership	Encourages My supervisor encourages me to ask questions.
	Understands I feel understood by my supervisor.
	Listens My supervisor listens to how I would like to do things.
Needs	Autonomy I feel like I can be myself at my volunteer activity. The tasks I do at my volunteer activity are in line with what I really want to do. I am free to express my ideas and opinions on the volunteer activity.
	Belongingness I feel understood by my supervisor. At my volunteer activity, I feel part of a group. People at my volunteer activity care about me.
	Competence I really master my tasks at my volunteer activity. I feel competent at my volunteer activity.
Well-Being	Strong At my volunteer activity, I feel strong and vigorous.
	Drained I feel emotionally drained from my volunteer activity.
	Frustrated I feel frustrated by my volunteer activity.
Engagement	Satisfied Considering everything, I am satisfied with my volunteer activity.
	Stay If I could choose, I will be volunteering one year from now.
	Values The things that I value in life are very similar to the things that the team values.
	Ideas I share my ideas with others to improve the team.
	Meaning The team has a great deal of personal meaning for me.

60 Deci, E. L., & Ryan, R. M. (2000). The "what" and "why" of goal pursuits: Human needs and the self-determination of behavior. *Psychological Inquiry*, 11, 227-268.

61 Gagné, M., & Deci, E. L. (2005). Self-determination theory and work motivation. *Journal of Organizational Behavior*, 26, 331-362.

62 <https://motiro.com/faq>



personal meaning for them. We noticed this in other NS. Volunteers and staff alike seem to strongly identify with the RCRC's values and humanitarian mission.

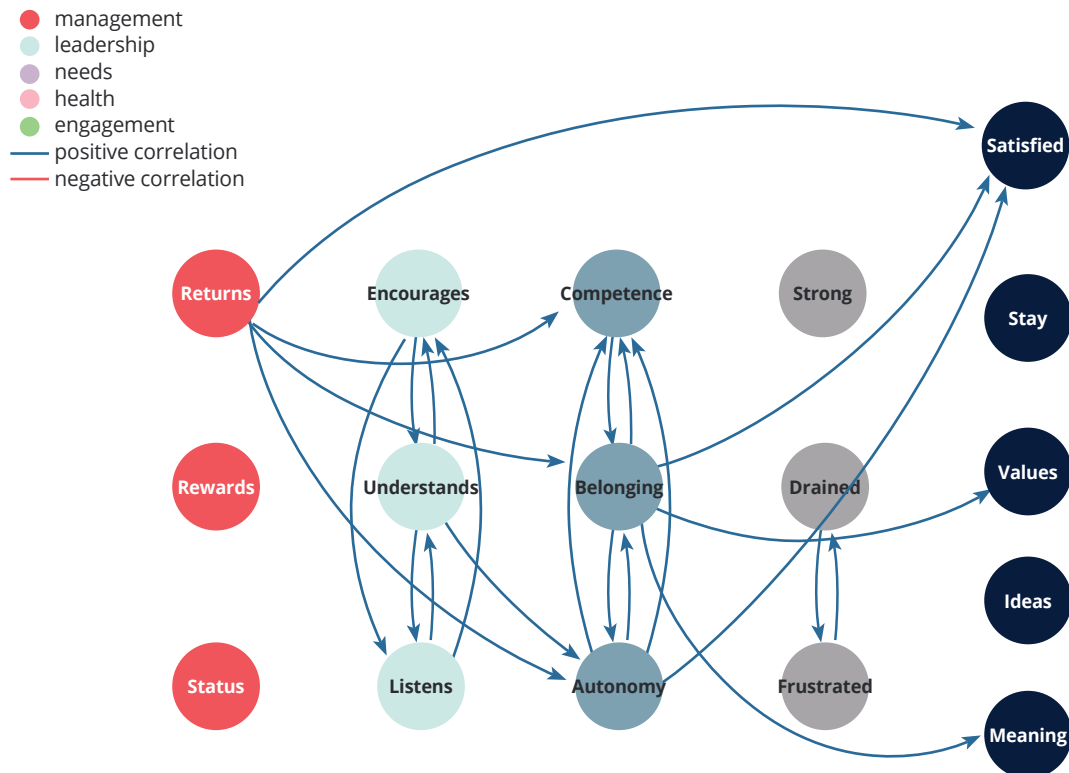
Returns are opportunities provided by the volunteering activity or position: access to training and skills development, opportunities to network and make friends. Making friends is about belonging, so it is likely that volunteers who work alone rather than in a group are less likely to satisfy their need to belong and therefore are less likely to be satisfied by their volunteering activity.

Satisfaction is largely dependent on one's expectation. If a youth comes with the hope of meeting friends or learning a new skill, and his hopes are frustrated, then it is likely that he will be less satisfied than a volunteer who did not expect to make friends or learn new skills. Volunteers whose expectations are met are therefore more likely to be satisfied than those who had perhaps higher expectations that were not met.

BDRCS has done well investing in training and team building activities and has good leadership and that together lead to their youth volunteers being among the most satisfied and engaged compared with RCRC globally.

However, FGD with volunteers reveal areas that still need improvement, especially in communication between staff and volunteers, providing tools and resources needed to perform volunteering activities, and ensuring briefing and enforcement of safety protocols to prevent danger happening to volunteers who are involved in emergency and disaster missions or health service delivery.

Bangladesh: Strongest correlations ($r < -0.6$ and $r > 0.6$; $n=2171$ volunteers)



IFRC (2025) / Motiro.com

Benchmark Motiro results with global average

The Motiro survey is based on SDT which draws the causal pathways that Leadership and Management are some of the external factors that affect the satisfaction of three basic psychological needs or intrinsic motivators: Autonomy, Belongingness, and Competence which results in desirable motivational outcomes that include mental well-being and a high level of engagement. Note that Motiro focuses on the emotional states and behaviours that affect motivation, rather than on people's rationale about what they say motivates them.

Feeling a sense of choice is a fundamental psychological need that enhances the intrinsic desire to engage in a task. Autonomy is crucial to motivation because it fosters a sense of ownership, control, and self-direction, which drives engagement and persistence. When individuals have freedom to make choices, they are more likely to feel responsible for their work, align tasks with their personal values, and persist in the face of challenges.

The fundamental need to belong urges people to uphold positive social links and interpersonal relationships. It encourages us to get involved in social activities including clubs, sports teams, community organizations, and neighbourhood associations. Some people paradoxically prefer to be around strangers rather than by themselves because of how strong their need to belong is.

Individuals are attracted to participate in activities at which they feel competent. People who are successful when attempting new skills or tasks and receive positive reinforcement will internalize a self-reward system as well as a set of mastery goals. It is the ability to know what to pursue and what to avoid in order to become or remain highly motivated. Perceived confidence affects willingness to engage in the target task in the future.

Since launching Motiro in 2019, IFRC has collected 16,706 responses from volunteers globally. Data from 29 NS with 30 or more responses are used for the global benchmarks in this report (n = 15,369).

All ratings were based on respondents' perception rather than factual scoring. Respondents to the Asia Pacific Volunteer Survey showed a comparable or higher rating in all aspects of Motiro when benchmarked against the global average, except in the self-rated Competence and Mental Well-Being. Further analysis found that the low Competence score was driven by four NS that had particularly low ratings, while the remaining 15 NS had similar or higher ratings than NS in other geographical regions. These four NS may benefit from enhanced training and development and clear communication of roles and expectations that will boost volunteers' confidence.

For the Mental Well-Being questions, the Volunteer Survey administered them on a five-point scale while Motiro used a seven-point scale. A statistical conversion from five-point to seven-point rating was performed on the Volunteer Survey data which might have resulted in artificially lower Well-Being ratings.

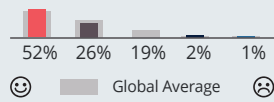


4.3

Competence

The degree to which we feel capable of successfully achieving a task or goal.

I really master my tasks at my volunteer activity.



I feel competent at my volunteer activity.

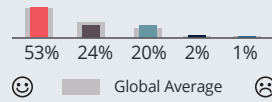


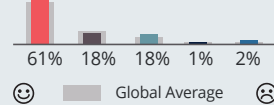
Figure 13. Self-rated competence on a five-point strongly agree to strongly disagree scale, comparing 2025 Asia Pacific respondents (n = 7,637) with the global average (n = 15,369).

4.3

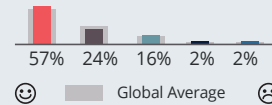
Autonomy

The degree to which we can decide how we perform our activities.

I feel like I can be myself at my volunteer activity.



The tasks I must do at my volunteer activity are in line with what I really want to do.



I am free to express my ideas and opinions on the volunteer activity.

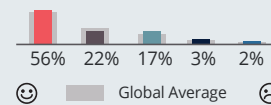


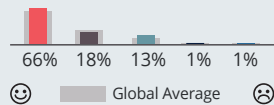
Figure 14. Self-rated autonomy on a five-point strongly agree to strongly disagree scale, comparing 2025 Asia Pacific respondents (n = 7,637) with the global average (n = 15,369).

4.4

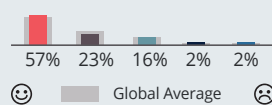
Belongingness

The degree to which we feel we're part of a cohesive group, where activities are conducted through meaningful, warm, and strong human relationships.

At my volunteer activity, I feel part of a group.



At my volunteer activity, I can talk with people about things that really matter to me.



People at my volunteer activity care about me.

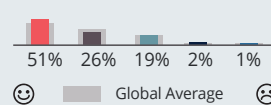


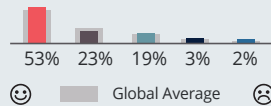
Figure 15. Self-rated belongingness on a five-point strongly agree to strongly disagree scale, comparing 2025 Asia Pacific respondents (n = 7,637) with the global average (n = 15,369).

4.2

Leadership

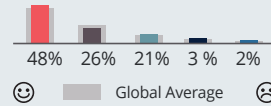
Internal motivation drivers: how does the leadership support our need for autonomy, belongingness and competency?

My supervisor listens to how I would like to do things.



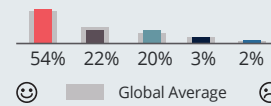
Listening Leaders learn and act on the feedback from their team; people feel their opinions are pondered and acted upon.

I feel understood by my supervisor.



Understanding Leaders demonstrate empathy, and sensitivity to the personal realities and circumstances of each team member.

My supervisor encourages me to ask questions.



Encouragement Leaders create an open, inclusive and safe space where team members are eager to share their ideas.

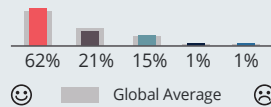
Figure 16. Rating on NS leadership on a five-point strongly agree to strongly disagree scale, comparing 2025 Asia Pacific respondents (n = 7,637) with the global average (n = 15,369).

4.3

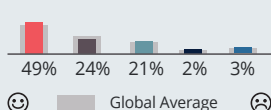
Management

External motivation drivers: How does our organization offer opportunities for us to learn, network, earn financial incentives, and personal recognition.

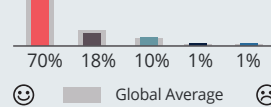
I have the opportunity to develop my social network in my volunteer activity.



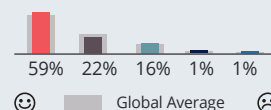
I am fairly rewarded for the work I do well.



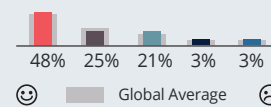
I have been able to learn interesting new skills on my volunteer activity.



My family, friends and my neighborhood appreciate the work I do for the team.



I am fairly rewarded considering the responsibilities I have.



I feel my work has positive impact on other people.

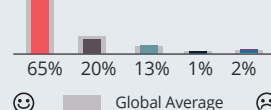


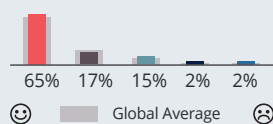
Figure 17. Rating on NS management on a five-point strongly agree to strongly disagree scale, comparing 2025 Asia-Pacific respondents (n = 7,637) with the global average (n = 15,369).

4.4

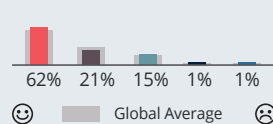
Engagement

How motivated and engaged are we?

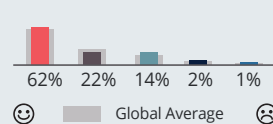
If I could choose, I will be volunteering one year from now.



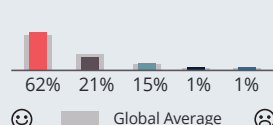
The team has a great deal of personal meaning for me.



Considering everything, I am satisfied with my volunteer activity.



I share my ideas with others to improve the team.



The things that I value in life are very similar to the things that the team values.

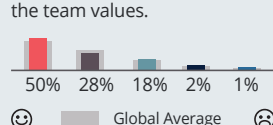


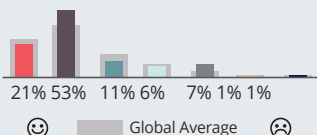
Figure 18. Self-rated engagement on a five-point strongly agree to strongly disagree scale, comparing 2025 Asia Pacific respondents (n = 7,637) with the global average (n = 15,369).

3.6

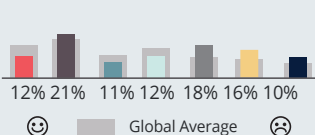
Well-being

How do we really feel?

At my volunteer activity, I feel strong and vigorous.



I feel emotionally drained from my volunteer activity.



I feel frustrated by my volunteer activity.

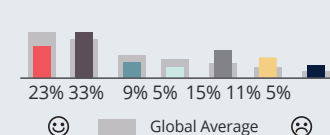


Figure 19. Self-rated mental well-being on a seven-point frequency scale from never to every time, comparing 2025 Asia Pacific respondents (n = 7,637) with the global average (n = 15,369).

The Well-Being scores were substantially lower in Asia Pacific when compared with the global average. This was at least partly due to the differences in the Likert-scale as the 2025 Asia Pacific Volunteer Survey administered these questions on a five-point scale from strongly agree to strongly disagree, while the Motiro survey uses a seven-point frequency scale: never, almost never, rarely, sometimes, often, very often, and every time. A statistical conversion from five-point to seven-point was performed on the Volunteer Survey data and might have resulted in artificially lower ratings. The comparisons with these converted ratings should be interpreted with caution.

NS leadership and management strongly affect engagement

There are extremely strong correlations between Motiro's Engagement scores and ratings NS Leadership (Pearson $r = 0.91$) and Management (Pearson $r = 0.96$). Leaders who listen to and try to understand volunteers and management that rewards and develops volunteers can substantially improve their levels of engagement. Volunteers who are heard by leadership to feel valued, respected,

and that their contributions matter. When leaders listen, it shows a genuine interest in their ideas and perspectives, creating a more positive and respectful environment. Sharing ideas and having them considered helps volunteers connect their work to a larger purpose. Therefore, NS should incorporate active listening and empathy into their leadership development agenda.

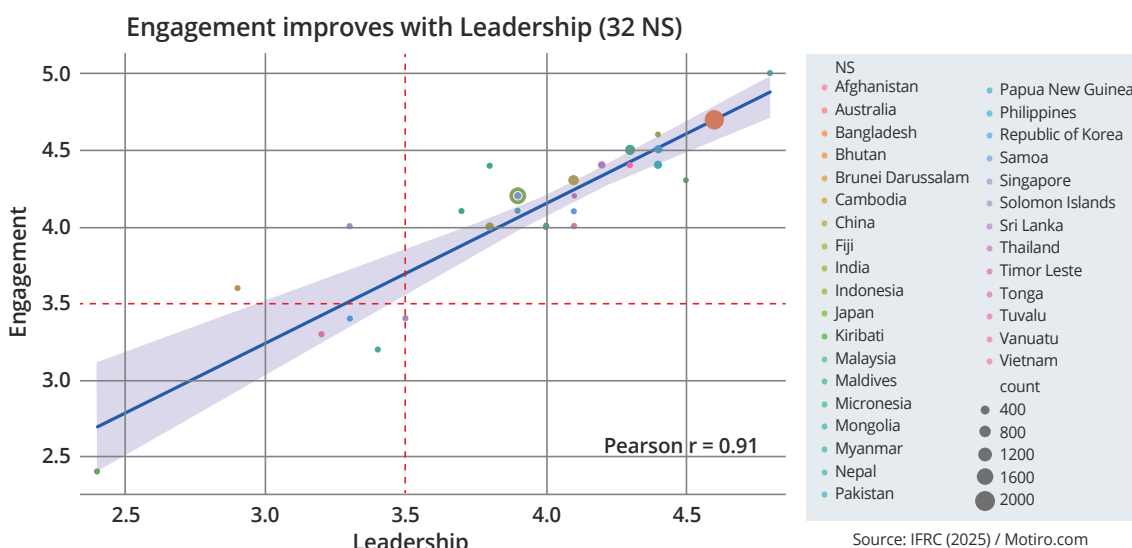


Figure 20. Correlation between NS Leadership rating and Motiro's Engagement score for the 32 NS that participated in the 2025 Asia Pacific Volunteer Survey. The bubble size indicates the number of respondents within each NS.

Management captures external motivators, such as how well NS provides volunteers with learning, networking, reward, and recognition opportunities. Their social network is widened through training and development, meeting local leaders, and forming bonds with other volunteers. One type of reward that encourages volunteers and lowers certain financial barriers to volunteering is per diem. There are also emotional rewards that come from receiving recognition for their contributions and witnessing the positive impact of their labour in the community.

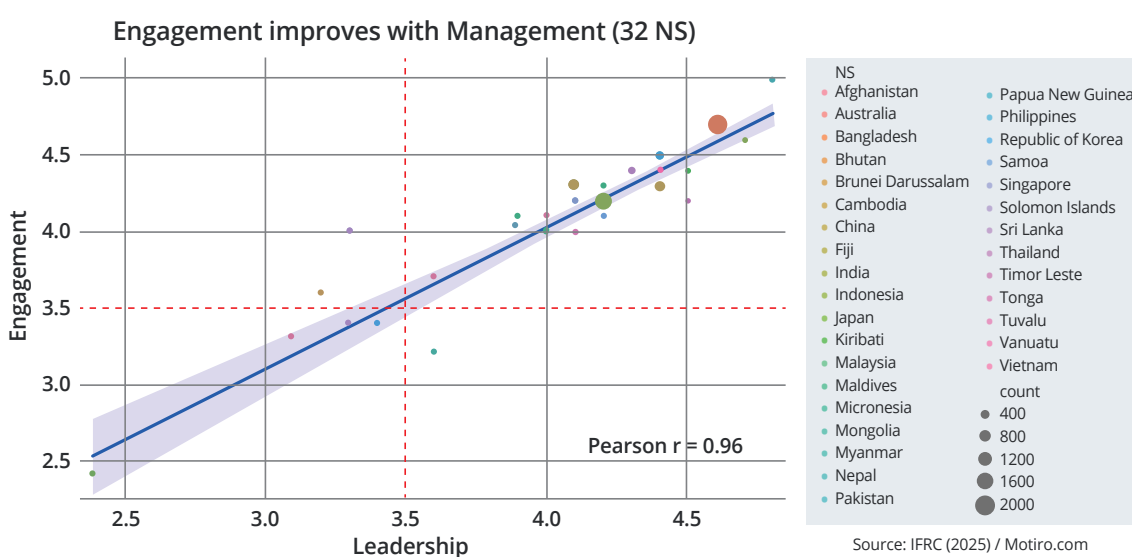


Figure 21. Correlation between NS Management rating and Motiro's Engagement score for the 32 NS that participated in the 2025 Asia-Pacific Volunteer Survey. Note that the unit of analysis in the graph are the NS, and not individual volunteers. The bubble size indicates the number of respondents within each NS.

Marginalized groups are less motivated

In multivariate analysis, PwDs and respondents who identified themselves as forcibly displaced from home due to crisis had a significantly ($p < 0.01$) lower Motiro Well-Being score and were less likely to continue volunteering or take on leadership roles. PwDs were less likely to say they were satisfied with their volunteer experience with NS. The forcibly displaced also had a significantly lower Motiro Engagement score and were less likely to agree with “Everyone is given the same level of opportunities to volunteer with NS.”

Of the respondents who disagreed with “Everyone is given the same level of opportunities to volunteer with NS,” 42% of those ages 50 and above as compared with 28% of those ages below 50 cited the elderly having less opportunities to volunteer with RCRC.

These historically marginalized groups are not as satisfied or engaged or confident in taking on leadership, and may experience discrimination when it comes to opportunities to volunteer.

PwDs and the forcibly displaced respondents gave a better rating in RCRC’s safety and health measures, which could be partly due to their low expectation, having experienced more unsafe situations than the general population.

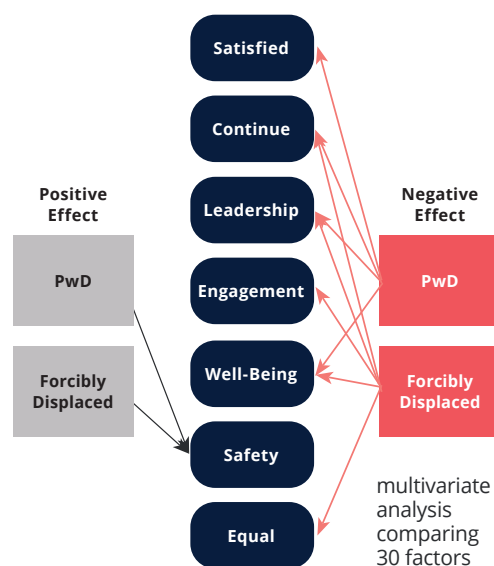


Figure 22. PwDs and the forcibly displaced respondents had lower scores compared to the others in several volunteering outcomes based on multivariate analysis of the 2025 Asia-Pacific Volunteer Survey data ($n = 7,637$).

From your experience, what kinds of volunteers may have less opportunities to volunteer with the Red Cross Red Crescent National Society? (n = 592)

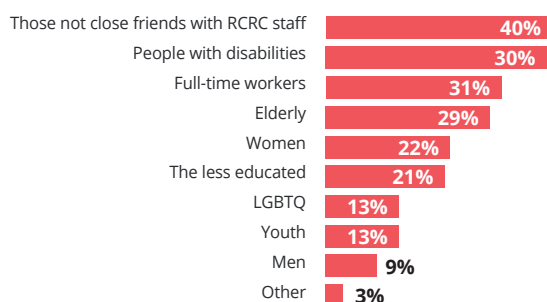


Figure 23. What kinds of volunteers may have less opportunities, a followed-up question to respondents who disagreed or strongly disagreed with everyone is given the same level of opportunities to volunteer with NS to volunteer with NS ($n = 592$).

There were 19% of the survey respondents who rated neutral, and 8% who disagreed or strongly disagreed with “Everyone is given the same level of opportunities to volunteer with NS.” So, about a quarter do not affirm that NS give equal opportunities to all volunteers to serve as they wish.

Those who disagreed ($n = 592$) were asked what kinds of volunteers might have less opportunities. PwDs was among the most mentioned. Volunteers who were not close friends with RCRC staff was at the top. Nepotism was a concern in some NS.

While “Lack of time” was a universal barrier that all volunteers were facing, “Lack of support from RCRC” and “Not enough knowledge or skills” were among the top-cited barriers that the forcibly displaced and PwDs were facing as a volunteer. These showed the needs for more accommodation and targeted capacity building in ways that suit them.

**What are the main barriers you currently face as a volunteer?
(Forcibly Displaced, n = 1,092)**

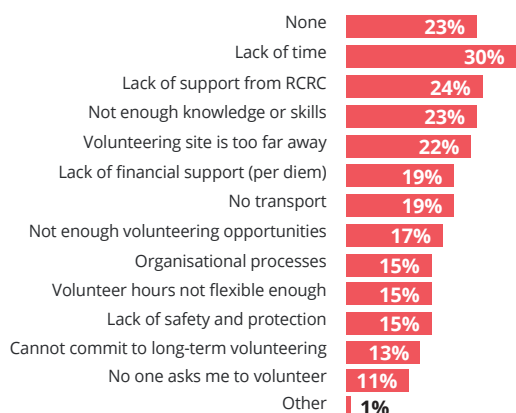


Figure 24. What are the main barriers the forcibly displaced currently face as a volunteer? (n = 1,092)

**What are the main barriers you currently face as a volunteer?
(PwDs, n = 635)**

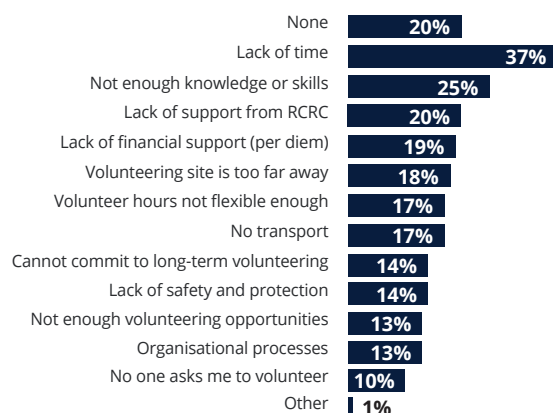


Figure 25. What are the main barriers PwDs currently face as a volunteer? (n = 635)

Among respondents aged 50 and older, the most often mentioned obstacles to volunteering were “lack of time,” “lack of knowledge or skills,” and “lack of volunteering opportunities.” These suggest the need for training and development in a format and pace that suits them. The aging baby boomers are a valuable source of volunteers, and many volunteer at higher rates than previous generations did due to a strong sense of civic duty and diligent work ethic. They can offer special advantages to the organizations and communities they serve by sharing their wealth of experience, acquired knowledge, and wisdom.

**What are the main barriers you currently face as a volunteer?
(ages 50 and above, n = 588)**



Figure 26. What are the main barriers the older age group 50 and above currently face as a volunteer? (n = 588)

**What additional training for volunteers would you like to receive through the Red Cross Red Crescent National Society?
(ages 50 and above, n = 588)**



Figure 27. Additional trainings that the older age group 50 and above would like to receive (n = 588).

In KIIs, all NS leaders said their organizations were enforcing inclusive policies and providing practical support to marginalized groups despite financial constraints. But the survey data found gaps in how much the forcibly displaced, PwDs, and older volunteers felt supported by NS, or agreed that they had equal opportunities to volunteer.

To better engage and recruit marginalized groups to volunteer, in FGDs, volunteers suggested providing targeted trainings that address language barriers, accessibility, and skill-building that are specially designed to enhance their capacities effectively. They also recommended raising awareness in the community about inclusivity. This could be achieved by frequent communication of curated information about the cultures and needs of marginalized groups, and demonstrating it through leadership and equitable practices. NS could set quotas for inclusive volunteer recruitment and ensure that representatives from different marginalized groups are in leadership and have a voice in decision-making. Practical support in terms of designing facilities and information to be accessible to various groups is important.

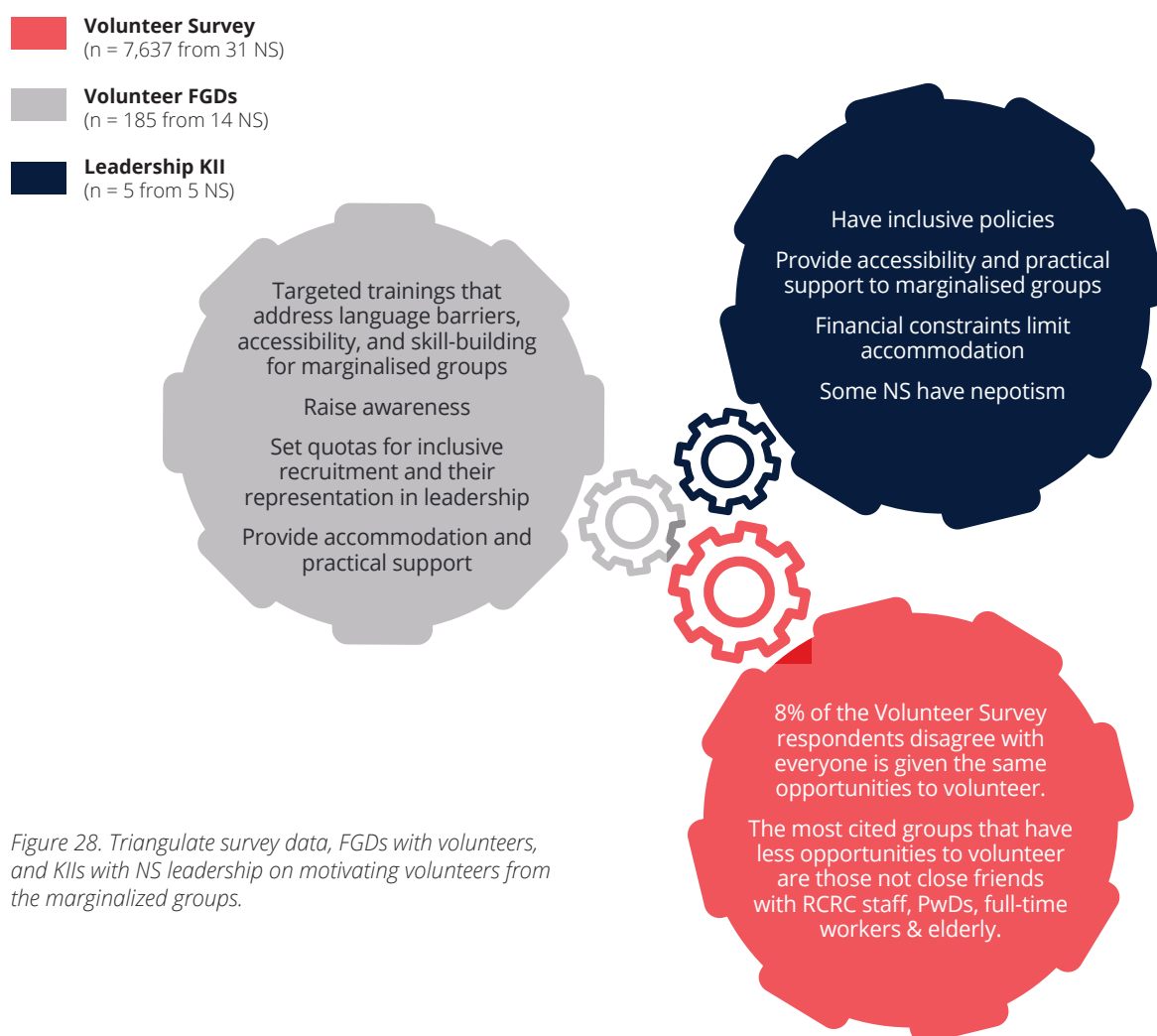


Figure 28. Triangulate survey data, FGDs with volunteers, and KIs with NS leadership on motivating volunteers from the marginalized groups.

What the data tell us about per diem

82% of the survey respondents were not receiving per diem from NS, 10% were willing and able to volunteer without per diem paid, and another 4% said they could volunteer without per diem paid but had to slightly reduce their volunteering time.

FGDs with volunteers showed mixed results. On the one hand, per diem was important for student volunteers who needed financial support. Some used per diem to purchase equipment and tools needed to perform their volunteer services. Besides, per diem is a tangible appreciation. Others argue that they used to volunteer solely out of goodwill before per diem was introduced. Per diem may be replaced by providing logistical support (e.g., transportation, meals, resources and tools), additional training and development, and other forms of tangible appreciation.

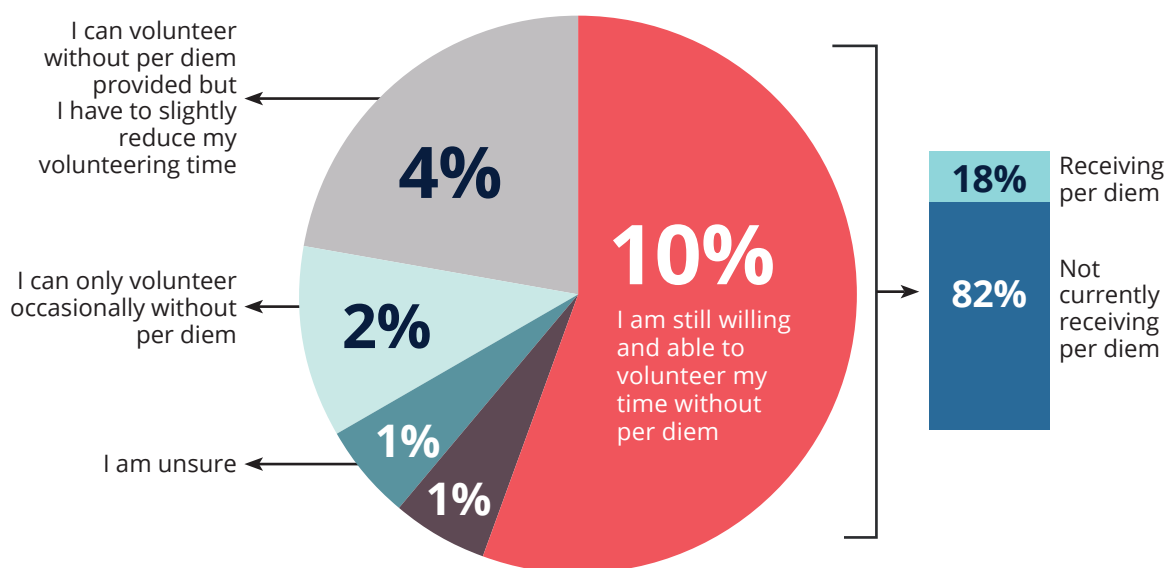


Figure 29. How does per diem affect ability and willingness to volunteer (n = 7,637).

Multivariate analysis also found a negative effect of receiving per diem on Motiro Engagement score, when all other factors in the analysis are assumed to be the same using a statistical modelling approach. Volunteers who give their time and energy without financial incentive are intrinsically motivated and may be the most engaged.

“

Before I used to think about per diem, but when I re-think it again about the advantage of volunteer work helps me build many abilities... I stop focusing on per diem.”

– Unnamed volunteer

“

If they got training, it could be their motivation. And when they're not getting proper training... they should get something.”

– Manager of Youth Volunteer Department

“

If the Red Cross provides per diem, it is good for encouraging youth to do volunteer work in the community, because many of the youth are students. We need some per diem to conduct volunteer work.”

– Youth volunteer

Clustering of volunteers into subgroups for targeted engagement

Multiple-correspondence analysis, a principal component analysis for categorical data, was performed on the volunteer survey data to identify statistically distinct clusters of volunteers considering 15 socio-demographic factors, each with several levels that result in numerous combinations. The results showed 50 statistically distinct clusters of volunteers among the 7,637 who responded to the survey. This means volunteers are too diverse to be classified into a few.

Many NS have a separate youth volunteer division and disaggregate volunteers by the types of service (e.g., disaster response, health and social services, digital and social media, etc.) or roles (e.g., technical advising, service delivery, etc.) they are involved in. Recent volunteering trends consider volunteer entries (e.g., corporate, school/university, government campaign, etc.), intensity (e.g., regular vs. episodic), structure (i.e., affiliation with an organization), and lifestyle (e.g., volunteer tourism). All disaggregation may result in statistically distinct volunteer profiles as people are genuinely diverse.

Recognizing the diverse nature of volunteers should prompt NS to ensure management systems remain flexible, inclusive, and responsive to the varied ways people choose to contribute. Letting volunteers opt-in to small teams and allowing team-based management and engagement that can be flexible and highly customized to the volunteers' interests, roles, and availability would be ideal. The Motiro app facilitates this team-based approach by collecting motivation data at the team level and then engage the team to discuss how to improve volunteer engagement based on their team's data.

On the other hand, there are universal engagement factors that matter to all volunteers, such as clear communication, recognition, inclusion, learning, and safety that management systems should emphasize, while adopting targeted strategies for groups who face barriers to participation, such as marginalized populations or spontaneous volunteers.

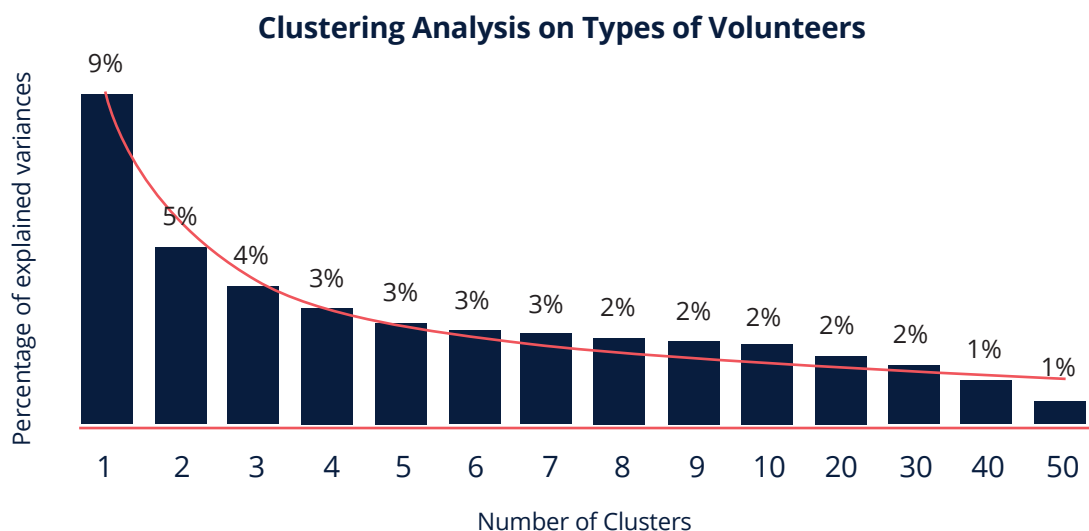


Figure 30. Multiple correspondence analysis on the respondents returned 50 statistically distinct clusters of ($n = 7,637$). The scree plot shows the percentage of variances in the data that each cluster accounts for. The variances for clusters 11-19, 21-29, 31-39, and 41-49 are hidden. The total variances sum to 100%.

A person wearing a blue helmet and a red jacket with a white PMI logo and a red cross on the back is standing on a rooftop. They are holding a white hose that curves over the edge of the roof. The background shows a building with arched windows and a sign that reads "KORPRIKORAN KOTA DEKASA".

Recommendations

KAP 4500

TANKI AIR

Recommendations

The following recommendations aim to strengthen volunteer engagement, motivation, and well-being across NS in the Asia Pacific region. They are derived from the findings of the quantitative surveys, Motiro measurement, FGDs, and KIIs. Each recommendation connects evidence from the analysis to practical actions that NS can take to improve volunteer management systems, leadership, and overall organizational culture.

01 Operationalize a Culture of Open, Two-Way Communication

- 1.1. Effective communication is one of the strongest predictors of volunteer engagement. NS should move beyond one-way information sharing to establish a culture of dialogue where volunteers feel informed, heard, and valued.
- 1.2. Structured communication systems should be established at branch level, including official online groups or messaging platforms managed by a designated volunteer liaison to ensure two-way communication.
- 1.3. Regular listening sessions should be organized to gather feedback and discuss challenges faced by volunteers and staff.
- 1.4. NS should develop clear communication guidelines outlining expectations, tone, and escalation pathways to ensure transparency and consistency.
- 1.5. Staff and volunteer leaders should be trained in active listening, empathy, and constructive feedback. Leadership performance evaluations should include indicators on communication quality and responsiveness to volunteer concerns.
- 1.6. Utilize a centralized digital platform if it will enhance clear communication.

02 Strengthen Duty of Care and Well-Being

- 2.1. Volunteer safety and well-being are fundamental to sustaining engagement and trust. The data show that volunteers who feel unsafe or under-supported report lower satisfaction and motivation. NS should adopt a structured, proactive approach to duty of care and integrate it into all operations and leadership responsibilities.
- 2.2. Supervisors or branch coordinators should conduct regular well-being check-ins and ensure that volunteer safety, mental health, and psychosocial support are embedded in emergency planning, deployment, and debriefing.
- 2.3. NS should train focal persons or peer supporters to provide basic psychosocial support and referrals. Volunteers must have access to safe spaces and channels to raise well-being concerns.
- 2.4. Duty of care must go beyond insurance coverage. Leaders should be held accountable for volunteer safety and welfare, with annual branch reporting on well-being measures and safety actions taken.

03 Ensure Resources, Tools, and Accessibility

- 3.1. Volunteers need access to tools and resources to perform effectively. NS should decentralize the provision of materials, equipment, and logistical support to branch and district levels.
- 3.2. Bureaucratic processes for requesting resources should be simplified to avoid unnecessary delays in volunteer operations.
- 3.3. Budgets for volunteer equipment, safety materials, and training should be included in annual plans and donor proposals.
- 3.4. Accessibility should be prioritized across all activities. Venues, information, and training must be inclusive of persons with disabilities, different languages, and literacy levels.
- 3.5. Investing in accessibility demonstrates the NS's commitment to equity, participation, and inclusive humanitarian action.

04 Diversify Recognition and Motivation Systems Beyond Per Diem

- 4.1. Per diem plays a practical role in enabling participation but is not the main driver of motivation. The most engaged volunteers are those who feel recognized, supported, and connected to the mission of their work.
- 4.2. NS should strengthen recognition systems that combine formal and informal approaches. Structured recognition mechanisms should include certificates, awards, learning grants, public acknowledgment at events, and leadership opportunities.
- 4.3. Informal appreciation by staff, such as personal messages, thank-you notes, and recognition in meetings or on social media, can greatly boost morale and motivation.
- 4.4. NS should allocate budgets for volunteer recognition and development, including training scholarships, symbolic awards, and logistical support to facilitate participation.
- 4.5. Recognition should be tailored to different volunteer groups. For example, students may value professional exposure, while long-term volunteers may appreciate greater responsibility or involvement in leadership.
- 4.6. Per diem practices should remain fair, transparent, and appropriate to context, while being complemented by other motivators such as mentorship, learning opportunities, and consistent feedback that reinforce belonging and purpose.

05 Create Meaningful and Flexible Volunteer Opportunities

- 5.1. Volunteers are most engaged when they find personal meaning in their work, feel part of a shared purpose, and see the link between their contribution and the humanitarian impact of the NS. NS should review and redesign volunteer roles to emphasize purpose, relevance, and learning rather than routine tasks. Each volunteer should clearly understand how their work contributes to the organization's mission, fundamental principles, and community outcomes.
- 5.2. NS should develop flexible and inclusive entry pathways to attract a wider range of volunteers. Short-term, virtual, and skills-based roles can engage professionals, students, retirees, forcibly displaced persons, and persons with disabilities.
- 5.3. NS should establish a volunteer competency framework that defines the skills and behaviours required for various roles, including technical, leadership, and community engagement functions.
- 5.4. Branch-level profiling exercises should be conducted to understand volunteers' motivations, skills, and availability. This helps match volunteers with suitable roles aligned with their preferences.
- 5.5. Peer and cross-branch networks should be facilitated to strengthen teamwork, learning, and belonging among volunteers. Building these connections enhances retention and supports the development of a strong volunteer culture.

06 Mainstream Accommodation for Inclusivity

- 6.1. NS should consistently invest in making information, venues, and activities accessible to marginalized groups.
- 6.2. Provide tailored training in the languages and formats they need. For older volunteers, map out activities that they are physically and mentally capable to perform and enhance their confidence by with additional capacity building.
- 6.3. Proactively listen to them and gather feedback, and include representatives from various marginalized groups in leadership.
- 6.4. Inclusivity should be tracked systematically by monitoring participation of marginalized and diverse volunteer groups and addressing barriers through targeted action.

07 Design a System to Recruit New Volunteers at the Disaster Scenes

- 7.1. Establish a policy on how to register new volunteers at the scenes of disasters where NS participate in delivering the response.
- 7.2. Have trainers on standby to provide onboarding training or a rapid orientation to these new volunteers.
- 7.3. Ensure the new volunteers can be enrolled for insurance coverage immediately so that they are ready to be deployed.

08 Implement a Team-Based, Customized Volunteer Management

- 8.1. Volunteers are not a homogeneous group. NS should adopt flexible management systems that reflect diverse volunteering modalities.
- 8.2. Volunteer management can be decentralized into smaller, empowered teams, allowing flexibility to adapt strategies based on the needs, interests, and availability of volunteers.
- 8.3. Let volunteers opt-in to teams based on their interests, roles, and availability.
- 8.4. Discuss survey findings such as Motiro results within respective teams to co-design improvements, and create safe, confidential feedback channels to strengthen accountability and trust.

09 Strengthen Leadership Engagement and Accountability

- 9.1. Leadership plays a decisive role in volunteer motivation. NS leaders who actively listen, show empathy, and provide encouragement foster higher engagement and retention.
- 9.2. NS should strengthen leadership engagement by equipping leaders with mentoring, coaching, and communication skills.
- 9.3. Leaders should maintain visibility by visiting branches, participating in volunteer activities, and publicly acknowledging volunteer contributions.
- 9.4. Branch and field leaders should be trained in motivation, conflict resolution, supervision, and inclusive leadership to effectively support volunteer teams.
- 9.5. Volunteer engagement and satisfaction indicators should be included in leadership performance evaluations to ensure accountability for fostering a positive volunteer culture.

10 Translate Volunteering Policies into Consistent Practice

- 10.1. While most NS have volunteering policies, implementation and monitoring are often inconsistent. Policies should be translated into clear systems for practice, review, and feedback.
- 10.2. NS should institutionalize a Volunteer Engagement Review every two years to assess satisfaction, motivation, and inclusion levels across branches.
- 10.3. Training and learning opportunities should be mapped to this competency framework so volunteers can build their capacities progressively and see clear pathways for growth.
- 10.4. NS should establish a structured feedback-to-action cycle where volunteer feedback is analysed, shared, and acted upon transparently to build trust and accountability.
- 10.5. Volunteer management should be treated as a strategic and cross-sectoral responsibility. Volunteer management responsibilities should be integrated across departments to ensure that each unit includes volunteer support and capacity-building measures in their annual work plans and budgets.

Annexes



Annex A: Volunteer Survey Questionnaire

Consent:

You are about to start an Asia Pacific Volunteer Survey that will help the Red Cross Red Crescent National Society to improve the support given to volunteers. This survey will take 20-30 minutes to complete. Your participation in this survey is voluntary and will not affect your role at the Red Cross Red Crescent National Society. Your answers are anonymous and only aggregate results will be shared for research purposes.

Can we proceed with the survey?

- ☐ Yes
- ☐ No

Overall Satisfaction, Feeling Appreciated, and Likelihood to Continue:

1. On a scale of 0-10 where 0 is not satisfied at all and 10 is completely satisfied, how satisfied are you with your volunteer experience with the Red Cross Red Crescent National Society?
 - ☐ 0 – not satisfied at all
 - ☐ 1
 - ☐ 2
 - ☐ 3
 - ☐ 4
 - ☐ 5
 - ☐ 6
 - ☐ 7
 - ☐ 8
 - ☐ 9
 - ☐ 10 – completely satisfied
2. On a scale of 0-10 where 0 is not feeling appreciated at all and 10 is feeling appreciated completely, how much do you feel appreciated for your volunteering work for the Red Cross Red Crescent National Society?
 - ☐ 0 – not feeling appreciated at all
 - ☐ 1
 - ☐ 2
 - ☐ 3
 - ☐ 4
 - ☐ 5
 - ☐ 6
 - ☐ 7
 - ☐ 8
 - ☐ 9
 - ☐ 10 – feeling appreciated completely

3. On a scale of 0-10 where 0 is not at all and 10 is completely, how likely are you to continue volunteering with the Red Cross Red Crescent National Society a year from now?
- ☐ 0 – not at all
 - ☐ 1
 - ☐ 2
 - ☐ 3
 - ☐ 4
 - ☐ 5
 - ☐ 6
 - ☐ 7
 - ☐ 8
 - ☐ 9
 - ☐ 10 – completely
- 3.1. [If rating 0-5 in Q3] What would encourage you to keep volunteering with the Red Cross Red Crescent National Society? [choose all that apply]
- ☐ None
 - ☐ Less time commitment
 - ☐ I can be more flexible with the volunteering time
 - ☐ I can volunteer from home
 - ☐ The organizational process is easier and quicker
 - ☐ Red Cross Red Crescent staff asks me to get involved
 - ☐ My family and friends encourage me to continue
 - ☐ I can get more expenses paid
 - ☐ Transport is provided when I need it
 - ☐ If I could develop more skills
 - ☐ If it will benefit my career / job prospect
 - ☐ If I could make more friends
- 3.2. [If Other] Please specify:

Motivation:

4. I feel like I can be myself at my volunteer activity.
- ☐ Strongly disagree
 - ☐ Somewhat disagree
 - ☐ Neutral
 - ☐ Somewhat agree
 - ☐ Strongly agree
5. The tasks I do at my volunteer activity are in line with what I really want to do.
- ☐ Strongly disagree
 - ☐ Somewhat disagree
 - ☐ Neutral
 - ☐ Somewhat agree
 - ☐ Strongly agree
6. I am free to express my ideas and opinions on the volunteer activity.
- ☐ Strongly disagree
 - ☐ Somewhat disagree
 - ☐ Neutral
 - ☐ Somewhat agree
 - ☐ Strongly agree

7. I really master my tasks at my volunteer activity.
 - ☐ Strongly disagree
 - ☐ Somewhat disagree
 - ☐ Neutral
 - ☐ Somewhat agree
 - ☐ Strongly agree
8. I feel competent at my volunteer activity.
 - ☐ Strongly disagree
 - ☐ Somewhat disagree
 - ☐ Neutral
 - ☐ Somewhat agree
 - ☐ Strongly agree
9. I have been able to learn interesting new skills on my volunteer activity.
 - ☐ Strongly disagree
 - ☐ Somewhat disagree
 - ☐ Neutral
 - ☐ Somewhat agree
 - ☐ Strongly agree
10. At my volunteer activity, I feel part of a group.
 - ☐ Strongly disagree
 - ☐ Somewhat disagree
 - ☐ Neutral
 - ☐ Somewhat agree
 - ☐ Strongly agree
11. At my volunteer activity, I can talk with people about things that really matter to me.
 - ☐ Strongly disagree
 - ☐ Somewhat disagree
 - ☐ Neutral
 - ☐ Somewhat agree
 - ☐ Strongly agree
12. People at my volunteer activity care about me.
 - ☐ Strongly disagree
 - ☐ Somewhat disagree
 - ☐ Neutral
 - ☐ Somewhat agree
 - ☐ Strongly agree
13. Considering everything, I am satisfied with my volunteer activity.
 - ☐ Strongly disagree
 - ☐ Somewhat disagree
 - ☐ Neutral
 - ☐ Somewhat agree
 - ☐ Strongly agree
14. The team has a great deal of personal meaning for me.
 - ☐ Strongly disagree
 - ☐ Somewhat disagree
 - ☐ Neutral
 - ☐ Somewhat agree
 - ☐ Strongly agree

15. If I could choose, I will be volunteering one year from now.
 - ☐ Strongly disagree
 - ☐ Somewhat disagree
 - ☐ Neutral
 - ☐ Somewhat agree
 - ☐ Strongly agree
16. I share my ideas with others to improve the team.
 - ☐ Strongly disagree
 - ☐ Somewhat disagree
 - ☐ Neutral
 - ☐ Somewhat agree
 - ☐ Strongly agree
17. The things that I value in life are very similar to the things that the team values.
 - ☐ Strongly disagree
 - ☐ Somewhat disagree
 - ☐ Neutral
 - ☐ Somewhat agree
 - ☐ Strongly agree
18. I feel understood by my supervisor.
 - ☐ Strongly disagree
 - ☐ Somewhat disagree
 - ☐ Neutral
 - ☐ Somewhat agree
 - ☐ Strongly agree
19. My supervisor encourages me to ask questions.
 - ☐ Strongly disagree
 - ☐ Somewhat disagree
 - ☐ Neutral
 - ☐ Somewhat agree
 - ☐ Strongly agree
20. My supervisor listens to how I would like to do things.
 - ☐ Strongly disagree
 - ☐ Somewhat disagree
 - ☐ Neutral
 - ☐ Somewhat agree
 - ☐ Strongly agree
21. I have the opportunity to develop my social network in my volunteer activity.
 - ☐ Strongly disagree
 - ☐ Somewhat disagree
 - ☐ Neutral
 - ☐ Somewhat agree
 - ☐ Strongly agree
22. People I work with are friendly.
 - ☐ Strongly disagree
 - ☐ Somewhat disagree
 - ☐ Neutral
 - ☐ Somewhat agree
 - ☐ Strongly agree

23. The team could do more for me.
- ☐ Strongly disagree
 - ☐ Somewhat disagree
 - ☐ Neutral
 - ☐ Somewhat agree
 - ☐ Strongly agree
24. My family, friends and my neighborhood appreciate the work I do for the team.
- ☐ Strongly disagree
 - ☐ Somewhat disagree
 - ☐ Neutral
 - ☐ Somewhat agree
 - ☐ Strongly agree
25. I am fairly rewarded considering the responsibilities I have.
- ☐ Strongly disagree
 - ☐ Somewhat disagree
 - ☐ Neutral
 - ☐ Somewhat agree
 - ☐ Strongly agree
26. I am fairly rewarded for the work I do well.
- ☐ Strongly disagree
 - ☐ Somewhat disagree
 - ☐ Neutral
 - ☐ Somewhat agree
 - ☐ Strongly agree
27. I feel my work has positive impact on other people.
- ☐ Strongly disagree
 - ☐ Somewhat disagree
 - ☐ Neutral
 - ☐ Somewhat agree
 - ☐ Strongly agree
28. At my volunteer activity, I feel strong and vigorous.
- ☐ Strongly disagree
 - ☐ Somewhat disagree
 - ☐ Neutral
 - ☐ Somewhat agree
 - ☐ Strongly agree
29. I feel emotionally drained from my volunteer activity.
- ☐ Strongly disagree
 - ☐ Somewhat disagree
 - ☐ Neutral
 - ☐ Somewhat agree
 - ☐ Strongly agree
30. I feel frustrated by my volunteer activity.
- ☐ Strongly disagree
 - ☐ Somewhat disagree
 - ☐ Neutral
 - ☐ Somewhat agree
 - ☐ Strongly agree

Volunteer Experience and Motivation:

31. How long have you been volunteering for the Red Cross Red Crescent National Society?
- ☐ Less than 1 year
 - ☐ 1-3 years
 - ☐ 4-5 years
 - ☐ 6-10 years
 - ☐ More than 10 years
32. Are you also volunteering elsewhere?
- ☐ Yes
 - ☐ No
33. When was the last time you joined a Red Cross Red Crescent National Society activity?
- ☐ Less than a month ago
 - ☐ 1-3 months ago
 - ☐ 4-6 months ago
 - ☐ 7 -12 months ago
 - ☐ More than 12 months ago
 - ☐ Only in times of emergency
34. What roles have you volunteered for the Red Cross Red Crescent National Society? [choose all that apply]
- ☐ Emergency, disaster response and recovery
 - ☐ Disaster risk reduction and climate change
 - ☐ Health and social services
 - ☐ Administrative and office support
 - ☐ Fundraising and resource mobilization
 - ☐ Digital engagement, social media and communication
 - ☐ Technical advisory role
 - ☐ Youth and education programmes
 - ☐ Other
- 34.1. [If Other] Please specify:
35. If opportunities arise, would you be willing to take on more leadership roles (e.g., design and manage a project, train other volunteers, etc.) in your volunteering for the Red Cross Red Crescent National Society?
- ☐ Definitely yes
 - ☐ Probably yes
 - ☐ Not sure
 - ☐ Probably no
 - ☐ Definitely no
36. Have you volunteered for other organizations before?
- ☐ Yes
 - ☐ No

37. Why have you chosen the Red Cross Red Crescent National Society for volunteering over other organizations? [choose all that apply]
- ☐ Red Cross Red Crescent has a good reputation
 - ☐ My family or friends are volunteering with Red Cross Red Crescent
 - ☐ I'm looking for opportunities to learn new skills and gain knowledge
 - ☐ I hope it will lead to a paid job at Red Cross Red Crescent
 - ☐ I'm interested in the work I do with Red Cross Red Crescent
 - ☐ I like the people working and volunteering with Red Cross Red Crescent
 - ☐ My personal beliefs match with Red Cross Red Crescent's purpose
 - ☐ It's easier to volunteer for Red Cross Red Crescent than other organizations
 - ☐ Other
- 37.1. [If Other] Please specify:
38. Did you first join the Red Cross Red Crescent National Society when you were at the scene of a disaster and wanting to help?
- ☐ Yes
 - ☐ No
39. How did you learn about volunteer opportunities with the Red Cross Red Crescent National Society? [choose all that apply]
- ☐ Through family or friends
 - ☐ Social media
 - ☐ School or University
 - ☐ Workplace
 - ☐ Red Cross Red Crescent website
 - ☐ TV, newspaper or radio
 - ☐ Community events or Red Cross Red Crescent activities
 - ☐ Place of worship (church, mosque, temple, etc.)
 - ☐ Other
- 39.1 [If mentioned workplace, school or university] Did you volunteer as part of your workplace or university program that encourages their members to give back to the community?
- ☐ Yes
 - ☐ No
- 39.2. [If Other] Please specify:
40. What make your involvement with the Red Cross Red Crescent National Society a personal success? [choose all that apply]
- ☐ I don't feel any success
 - ☐ I feel I have a positive impact on the community
 - ☐ I learn new skills
 - ☐ I have new experiences
 - ☐ I meet new people and improve relationships
 - ☐ People in Red Cross Red Crescent recognize and value my contribution
 - ☐ I have been offered a job either from or through my Red Cross Red Crescent network
 - ☐ Other
- 40.1. [If Other] Please specify:

41. What is the best aspect of your volunteer experience with the Red Cross Red Crescent National Society?
- ☐ Support from the organization
 - ☐ Training provided
 - ☐ Opportunity to help and serve others
 - ☐ Gaining a sense of community and teamwork
 - ☐ Personal skills development
 - ☐ Professional skills development
 - ☐ Other
- 41.1. [If Other] Please specify:
42. What additional training for volunteers would you like to receive through the Red Cross Red Crescent National Society? [choose all that apply]
- ☐ None
 - ☐ More service delivery or disaster response skills specific to my volunteer role
 - ☐ Self-awareness
 - ☐ Leadership skills
 - ☐ Communication and presentation skills
 - ☐ Project management
 - ☐ Computer/IT skills
 - ☐ Personal financial management
 - ☐ Career planning
 - ☐ Personal/family health
 - ☐ Teamwork
 - ☐ Other
- 42.1. [If Other] Please specify:

Safety and Protection:

43. How would you rate the volunteer safety and health measures in the activities you participate in?
- ☐ Excellent
 - ☐ Good
 - ☐ Fair
 - ☐ Poor
44. Have you ever encountered a situation where you felt unsafe or unprotected while volunteering?
- ☐ Yes
 - ☐ No
- 44.1. [If yes] Please explain:
45. Do you know whom to contact for security issues while volunteering with the Red Cross /Red Crescent Society?
- ☐ Yes
 - ☐ No
46. Were you trained on how to deal with potential security issues every time you volunteer with the Red Cross /Red Crescent Society?
- ☐ Yes
 - ☐ No

47. Do you always have insurance to cover accidents and illness while volunteering with the Red Cross Red Crescent Society?
- ☐ Always
 - ☐ Sometimes
 - ☐ Never
 - ☐ Don't know
- 47.1 [If always or sometimes] Is the insurance provided by the Red Cross Red Crescent National Society?
- ☐ Yes
 - ☐ No
 - ☐ Don't know

Barriers and Challenges:

48. What are the main barriers you currently face as a volunteer? [choose all that apply]
- ☐ None
 - ☐ Lack of time
 - ☐ Lack of support from Red Cross Red Crescent
 - ☐ Not enough knowledge or skills
 - ☐ Volunteering site is too far away
 - ☐ No transport
 - ☐ Lack of safety and protection
 - ☐ Organizational processes and requirements (paperwork, registration, etc.)
 - ☐ Volunteer hours not flexible enough
 - ☐ Cannot commit to long-term volunteering
 - ☐ Lack of financial support (per diem)
 - ☐ Not enough volunteering opportunities
 - ☐ No one asks me to volunteer
 - ☐ Other
- 48.1. [If Other] Please specify:
49. How often do you experience challenges in communication with the Red Cross Red Crescent staff?
- ☐ Often
 - ☐ Sometimes
 - ☐ Rarely
50. How often have you experienced difficulty in obtaining the resources or tools needed to perform your volunteer tasks?
- ☐ Often
 - ☐ Sometimes
 - ☐ Rarely
51. The Red Cross Red Crescent National Society explains my volunteering role and responsibilities clearly every time. Do you...
- ☐ Strongly agree
 - ☐ Agree
 - ☐ Neutral
 - ☐ Disagree
 - ☐ Strongly disagree

52. There are cultural or language barriers that affect my volunteering with the Red Cross Red Crescent National Society. Do you...
- ☐ Strongly agree
 - ☐ Agree
 - ☐ Neutral
 - ☐ Disagree
 - ☐ Strongly disagree
53. Everyone is given the same level of opportunities to volunteer with the Red Cross Red Crescent National Society. Do you...
- ☐ Strongly agree
 - ☐ Agree
 - ☐ Neutral
 - ☐ Disagree
 - ☐ Strongly disagree
- 53.1 [If disagree or strongly disagree] From your experience, what kinds of volunteers may have less opportunities to volunteer with the Red Cross Red Crescent National Society? [choose all that apply]
- ☐ People with disabilities
 - ☐ Woman
 - ☐ Men
 - ☐ Elderly
 - ☐ Youth
 - ☐ LGBTQ
 - ☐ Full-time workers
 - ☐ The less educated
 - ☐ Those not close friends with the Red Cross Red Crescent staff
 - ☐ Other
- 53.2. [If Other] Please specify:

Recognition and Rewards:

54. What methods of appreciation does the Red Cross Red Crescent National Society use to recognize volunteers? [choose all that apply]
- ☐ None
 - ☐ Formal letter/certificate of recognition
 - ☐ Celebrate with informal gathering (e.g., afternoon tea)
 - ☐ Acknowledge the impact of individual volunteer work in front of other volunteers
 - ☐ Write about individual volunteer impact in social media, internal newsletter, etc.
 - ☐ Thank in person on an ongoing basis
 - ☐ Nominate volunteers for awards
 - ☐ Material or financial gift
 - ☐ Other
- 54.1. [If Other] Please specify:

55. What methods of appreciation are important to you as a volunteer? [choose all that apply]
- ☐ Formal letter/certificate of recognition
 - ☐ Celebrate with informal gathering (e.g., afternoon tea)
 - ☐ Acknowledge the impact of individual volunteer work in front of other volunteers
 - ☐ Write about individual volunteer impact in social media, internal newsletter, etc.
 - ☐ Thank in person on an ongoing basis
 - ☐ Nominate volunteers for awards
 - ☐ Material or financial gift
 - ☐ Other
- 55.1. [If Other] Please specify:
56. What material support do you currently receive during your volunteering with the Red Cross Red Crescent National Society? [choose all that apply]
- ☐ None
 - ☐ In-kind or non-financial support (e.g., t-shirts, safety equipment, transportation, meals)
 - ☐ Reimbursement of costs
 - ☐ Per diem or daily allowance
 - ☐ Certificates and other forms of awards
 - ☐ Other
- 56.1. [If Other] Please specify:
57. [Mentioned per diem or daily fee in #48] If in-kind support or reimbursement of costs are given by the Red Cross Red Crescent National Society but daily allowances (per diems) are not paid, how does this affect your ability and willingness to volunteer?
- ☐ I am unable to volunteer without per diem paid
 - ☐ I can only volunteer occasionally without per diem
 - ☐ I can volunteer without per diem provided but I have to slightly reduce my volunteering time
 - ☐ I am still willing and able to volunteer my time without per diem paid
 - ☐ I am unsure

Demographics:

58. Which Red Cross Red Crescent National Society do you belong? [Obtain answer choices from IFRC]
59. Which branch/chapter do you primarily volunteer? [Obtain answer choices from NS]
60. Do you volunteer in urban or rural area or both?
- ☐ Urban
 - ☐ Rural
 - ☐ Both
61. What is your gender?
- ☐ Female
 - ☐ Male
 - ☐ Non-binary
 - ☐ Other

62. What is your age group?
- ☐ 12-17
 - ☐ 18-29
 - ☐ 30-39
 - ☐ 40-49
 - ☐ 50-59
 - ☐ 60 and above
63. What is your highest level of education?
- ☐ No formal education
 - ☐ Primary school
 - ☐ Some secondary/high school (but didn't complete)
 - ☐ Secondary/high school
 - ☐ Vocational school/college/university/post-graduate school
64. Which of the following best describes your current employment status?
- ☐ Not working a paid job (e.g., housewife, student, retired)
 - ☐ Unemployed and looking for a job
 - ☐ Farmer (crops, livestock, etc.)/Fisherman
 - ☐ Business owner
 - ☐ Temporary job
 - ☐ Full-time employment
65. Do you identify yourself as one of the indigenous people in your country?
- ☐ Yes
 - ☐ No
66. Do you identify yourself as a person forcedly displaced from your home due to crisis?
- ☐ Yes
 - ☐ No
67. Do you have difficulty seeing, even if wearing glasses?
- ☐ No - no difficulty
 - ☐ Yes – some difficulty
 - ☐ Yes – a lot of difficulty
 - ☐ Cannot do at all
68. Do you have difficulty hearing, even if using a hearing aid?
- ☐ No - no difficulty
 - ☐ Yes – some difficulty
 - ☐ Yes – a lot of difficulty
 - ☐ Cannot do at all
69. Do you have difficulty walking or climbing steps?
- ☐ No - no difficulty
 - ☐ Yes – some difficulty
 - ☐ Yes – a lot of difficulty
 - ☐ Cannot do at all
70. Do you have difficulty remembering or concentrating?
- ☐ No - no difficulty
 - ☐ Yes – some difficulty
 - ☐ Yes – a lot of difficulty
 - ☐ Cannot do at all

71. Do you have difficulty with self-care such as washing all over or dressing?
- ☐ No - no difficulty
 - ☐ Yes – some difficulty
 - ☐ Yes – a lot of difficulty
 - ☐ Cannot do at all
72. Using your usual (customary) language, do you have difficulty communicating, for example understanding or being understood?
- ☐ No - no difficulty
 - ☐ Yes – some difficulty
 - ☐ Yes – a lot of difficulty
 - ☐ Cannot do at all
- 72.1 [If answered a lot of difficulty or cannot do at all to any of the above questions]
How do you rate the Red Cross Red Crescent National Society support to assist your participation, access, and communication?
- ☐ Excellent
 - ☐ Good
 - ☐ Fair
 - ☐ No support
73. Do you have suggestions on how the Red Cross Red Crescent National Society can be more inclusive and improve accessibility for volunteers with a disability?
- ☐ Yes
 - ☐ No
- 73.1. [If yes] Please explain:
74. Did you answer this survey yourself or being interviewed by other?
- ☐ Self
 - ☐ Interviewed

Annex B: Volunteer FGD Questions

Introduction:

Good morning/afternoon, I'm _____, the facilitator for today's focus group for the volunteer research for the Asia Pacific region. You are invited to participate in this focus group to share your experience regarding volunteer motivation, engagement, and participation. Your input is very valuable for the national societies to better take care and engage their volunteers. Participation in this focus group is voluntary and will not affect your role in the national society. There is no obligation to respond, you can stop at any point. No personal data will be shared with others and the information provided will be analysed anonymously and used confidentially.

Do you have any questions?

CONSENT: Do you provide consent to record this focus group discussion and document, use, store and share the information provided for research and communication purposes?

☐ YES ☐ NO (if no, say thanks and excuse the volunteer to leave FGD)

1. We know you have many options when it comes to volunteering. What caused you to choose to volunteer with the Red Cross Red Crescent National Society over other organizations?
2. Could you describe the best aspect of your volunteer experience with the Red Cross Red Crescent National Society?
3. Could you explain some major challenges or issues while volunteering? What are your suggestions to deal with these issues? If you have taken actions to address these issues, could you share some details?
4. What are your suggestions to improve communication with the Red Cross Red Crescent staff?
5. What are your suggestions to Red Cross Red Crescent to improve volunteer engagement and participation?
6. What are your suggestions to Red Cross Red Crescent to improve volunteer training and development?
7. What would encourage you or your friends to volunteer more with the Red Cross Red Crescent National Society?
8. What are your suggestions to increase volunteering from marginalized groups such as women, elderly, people with disabilities, migrants, internally displaced people, LGBTQ, etc.?
9. Have you ever felt unsafe while volunteering with the Red Cross Red Crescent National Society? If yes, could you explain the details? How would you suggest the safety measures to be improved?
10. If per diem is removed and only basic needs such as transportation, food, phone data, etc. are provided directly from NS to volunteers or by reimbursement, how do you think it will affect the level of volunteering with the Red Cross Red Crescent National Society?
11. Have you been entrusted with leadership responsibilities, e.g., project management, championing a new way of accomplishing a mission, etc. in your volunteering experience with the Red Cross Red Crescent National Society? If yes, could you share some details?
12. Do you have any other feedback or suggestions that you would like the Red Cross Red Crescent National Society to know?

Annex C: NS Staff KII Questions

Introduction:

Good morning/afternoon, I'm Moh Yin Chang, the consultant hired by IFRC to conduct a comprehensive volunteer research in the Asia Pacific region. Thank you for your service to the NS. Your institutional knowledge is very valuable to help us understand the challenges and opportunities in recruiting and engaging volunteers. There is no obligation to respond, you can stop at any point. No personal data will be shared with others and the information provided will be analysed anonymously and used confidentially. .

Do you have any questions?

CONSENT: Do you provide consent to record this interview and document, use, store and share the information provided for research and communication purposes?

☐ YES ☐ NO (if no, say thanks and terminate the interview)

We understand you may need to look up documents to some of the questions below. You are welcome to answer questions 1-8 via email before or our scheduled interview.

1. When was the last time volunteer management, recruitment, and engagement was on the agenda in the governing board meeting? Roughly how often are these issues discussed in a board meeting?
2. How many full-time staff in your NS directly manage volunteers? Roughly how many active volunteers that they manage?
3. Does your NS set goals around volunteer recruitment and retention? If yes, what percentage increase in active volunteers, and the percentage of volunteer retention that your NS would like to achieve this year?
4. What on-boarding orientation and trainings that your NS give to new volunteers?
5. What are the ongoing trainings that you NS give to volunteers?
6. What are the volunteer safety and protection measures in place in your NS?
7. Are volunteers on mission provided with:
 - a. Life insurance [yes/no]
 - b. Health insurance [yes/no]
 - c. Safety protocol briefing [yes/no]
 - d. In-kind support, e.g., transportation, food, phone data, etc. [yes/no]
 - e. Per diem [yes/no]
8. Does your NS set a target for the number of youth volunteers led activities per year? If yes, how many?
9. How do you define volunteers in your NS? How are volunteers different from members?
10. Can you explain the different types of volunteering in your NS? Does volunteering include youth, corporate volunteers (organized by businesses), skill-based volunteers (health professionals, educators, chef, etc.), corps volunteers (people who serve in a volunteer program, e.g., the Peace Corps or the Army Volunteer Corps) and other groups of people.

11. What do you think your NS does well in terms of recruiting new volunteers? And how can it be improved?
12. What do you think your NS does well in terms of engaging and motivating volunteers to continue volunteering? And what areas can your NS improve?
13. What kinds of recognitions or reward that your NS give to volunteers? If your NS have established standards for volunteer recognition, could you explain?
14. Could you explain some major challenges or issues in your NS volunteer management? What are your suggestions to deal with these issues?
15. What accommodation or support that your NS provide to encourage volunteering from marginalized groups such as women, elderly, people with disabilities, immigrants, internally displaced people, LGBTQ, etc.?
16. How youth involved in leadership and governance impact the communities?
17. Does your NS have a policy or plan to integrate spontaneous volunteers (i.e., volunteers unaffiliated with any organization) at the scene of a disaster? If yes, could you share more details? If no, how did your NS communicate that it was not in the position to accept spontaneous volunteers?
18. [For NS that has a volunteer management system] Who maintains your NS volunteer management system? How does it help your NS to make sure the volunteer base reflects the diversity of the community you serve?
19. In your opinion, does your NS allocate sufficient budget and human resources for volunteer recruitment, engagement, training, protection, recognition, and record-keeping activities? If not, what would you like to see improved in resource allocation?
20. Do you have any other input or suggestions that you would like to share for this volunteer research?

Annex D : Volunteer FGD Summary

We know you have many options when it comes to volunteering. What caused you to choose to volunteer with the Red Cross Red Crescent National Society over other organizations?

1. Reputation and Trustworthiness

The organization's longstanding global reputation for transparency, effectiveness, and reliability makes it a trusted platform for volunteers seeking meaningful contributions.

- *"The Red Cross is an organization I have been aware of since childhood, frequently hearing about its activities in the news."*
 - *"Thai Red Cross Society is a highly credible organization with a long-standing commitment to humanitarian work. Its operations are guided by the Fundamental Principles of the International Red Cross – neutrality, independence, and impartial assistance."*
-

2. Alignment with Humanitarian Values and Principles

The Red Cross Red Crescent's commitment to neutrality, impartiality, and the Seven Fundamental Principles resonates deeply with volunteers, aligning with their personal values of fairness, kindness, and service to humanity.

- *"I love, especially since I've been a part of Red Cross, how everyone is treated equally no matter who they are or where they come from, and it's about kindness and fairness. I think that's what matters in all of this."*
 - *"Unlike many other institutions, the Red Cross operates without any political influence, focusing solely on human needs. Its identity as a purely social and humanitarian organization makes it a preferred choice for individuals looking to make a difference through unbiased, compassionate service."*
-

3. Opportunities for Personal Growth and Leadership

Volunteers are drawn to the Red Cross for its structured programs that foster skill development, leadership, and international engagement.

- *"Red Cross is the biggest humanitarian organization that can help me build capacity and leadership in humanitarian work." – male, aged 26*
 - *"Being a chairperson at my unit and also being in National Cadet Corps as an instructor, it has given me a chance to lead and learn and serve. It's not just about volunteering; for me, it's about making a difference."*
-

4. Community Impact and Active Involvement

The organization's visible role in emergencies (e.g., disasters, health crises) and its grassroots community programs inspire volunteers to join and contribute.

- *“During the Rana Plaza tragedy, I saw how the volunteers of Red Crescent were working tirelessly to help the affected people. It actually inspired me... I thought NS will help me build my leadership as well as support me to help others.”*
 - *“NS was the most active society in my district. We have so many programs, especially those focused on youth development and reaching out to undocumented migrants.”*
-

5. Sense of Belonging

Volunteers appreciate the Red Cross' culture that makes them feel valued and connected to a larger purpose.

- *“I feel that I belong to the organization. I don't feel left behind, especially since the RC143 is a community volunteering.”*
 - *“NS places great importance on youth participation... I do not see it as an organization that accepts volunteers, but as a space that truly values and welcomes the voices and contributions of children and young people.”*
-

6. Family or Peer Influence

Personal recommendations from family, friends, or role models often guide volunteers toward the Red Cross.

- *“My mother works with the Red Cross; she always took me to her office, so it made me love volunteer work.” – male, aged 20*
 - *“A friend suggested I volunteer with the Red Cross... Being obedient parents, we did. And it's the best thing that could have happened.”*
-

7. Structured and Diverse Volunteer Programs

The organization's clear mission, diverse initiatives (e.g., first aid, blood donation, disaster relief), and supportive framework attract volunteers with varied interests.

- *“NS provides clear guidelines and supportive conditions, enabling our team to carry out activities effectively in line with its defined functions and responsibilities.”*
 - *“NS offers a wide range of services... and has an application for tracking volunteer activities. It provides opportunities for everyone to volunteer according to their capabilities.”*
-

In summary, volunteers choose the Red Cross Red Crescent for its principled humanitarianism, trusted reputation, transformative opportunities, and inclusive community – making it a unparalleled platform for service.

Could you describe the best aspect of your volunteer experience with the Red Cross Red Crescent National Society?

1. Making a Direct Positive Impact

Volunteers cherished the opportunity to directly help individuals and communities during times of hardship, witnessing the tangible results of their efforts.

- *"The best part of my volunteering experience is the very opportunity to make a direct positive impact on people's lives. When I see a smile light up someone's face because of my small effort, or when someone finds comfort at a time of hardship, that feeling is truly extraordinary."*
 - *"During flood response in Malabon, Typhoon Carina (July 2024), the best reward we got was saving children and pregnant women and transferring them to safer areas. When they saw the Red Cross, they saw hope."*
-

2. Building Genuine Connections

Volunteers valued the relationships formed with fellow volunteers, staff, and community members, fostering a sense of belonging and mutual respect.

- *"I particularly enjoy the community engagement aspect, especially the chance to interact with people from various walks of life."*
 - *"What I value most is meeting volunteers from different professions or backgrounds. They bring unique perspectives, especially when we collaborate on projects."*
-

3. Personal Growth and Skill Development

Volunteering provided opportunities for learning, skill enhancement, and confidence-building, often through training and real-life applications.

- *"The best part of volunteering when I started 5 years ago was the opportunity to enhance my skills and meet people with the same interests."*
 - *"First aid training empowered us to respond quickly to accidents in the community, offering timely care and comfort. In many cases, we prevented unnecessary hospital visits."*
-

4. Community and Humanitarian Purpose

Volunteers felt a deep sense of purpose by contributing to humanitarian efforts, particularly during emergencies like disasters or pandemics.

- *"Participating in donation drives and distributing relief items to affected families brought immediate support to those in need and introduced a strong sense of humanitarian purpose within us."*
- *"During the COVID-19 pandemic, our project 'Volunteers Conquering COVID-19' included health awareness campaigns and first aid training. It strengthened our mission to serve vulnerable groups."*

5. Recognition and Gratitude

The appreciation expressed by beneficiaries and the broader community was a significant motivator for volunteers.

- *"The gratitude expressed by those we assist, even a simple 'thank you' and a smile, is incredibly rewarding."*
 - *"I've had two poems written to me by people I delivered meals to. It's the happiness I get out of it and the chance to talk to people that keeps me going."*
-

6. Youth Engagement and Empowerment

Young volunteers highlighted the value of programs like Youth as Agents of Behavior Change (YABC), which fostered leadership and social responsibility.

- *"The YABC program provided personal growth, new perspectives on empathy, and opportunities for networking and lifelong friendships."*
 - *"The best aspect is the exposure it gives to youngsters, especially through Junior Red Crescent programs in schools."*
-

7. Cross-Cultural Exchange and Diversity

Working with people from diverse backgrounds enriched volunteers' perspectives and strengthened community bonds.

- *"Being open to new experiences and different ethnicities—things quite different from everyday life—has been invaluable."*
 - *"I enjoyed having conversations with refugees about language and sharing jokes. It was heartwarming to see how welcoming the community was."*
-

8. Leadership and Teamwork

Volunteers appreciated the collaborative environment and the support from Red Cross leaders, especially during crises.

- **"During the COVID-19 lockdown, Red Cross leaders personally drove volunteers to their posts, provided snacks, and treated everyone as equals. That level of care was incredibly touching."**
 - *"The mutual respect among peers and the Red Cross's role in uniting people from diverse backgrounds is what I love most."*
-

Conclusion

The best aspects of volunteering with the Red Cross/Red Crescent National Society revolve around impact, connection, growth, and purpose. Whether through disaster response, community service, or youth programs, volunteers found fulfillment in serving others and being part of a global humanitarian mission.

"Volunteering has shaped me into a confident facilitator, built lifelong friendships, and given me a sense of unity with others who share the same humanitarian values." — A volunteer from CVTL.

Could you explain some major challenges or issues while volunteering? What are your suggestions to deal with these issues? If you have taken actions to address these issues, could you share some details?

1. High Volunteer Turnover

Issue: Volunteers often leave due to personal commitments (e.g., education, migration), lack of incentives, or recognition. During disaster seasons, the demanding hours exacerbate the problem.

Quote:

“University volunteers had to sacrifice their education with limited incentives and recognition.” – male, aged 46

Suggestion:

- Provide stipends, certificates, or public recognition to motivate volunteers.
- Offer flexible schedules to accommodate education/work commitments.

Action Taken: Some branches now organize appreciation events and integrate volunteer work with academic credits.

2. Lack of Funding and Logistical Support

Issue: Branches struggle with inadequate facilities (e.g., training spaces, toilets) and delayed support from headquarters.

Quote:

“One branch has 100 volunteers but only one toilet. We need basic equipment like laptops and projectors.” – Youth Chief

Suggestion:

- Decentralize resources and improve local fundraising.
- Partner with tech companies for equipment donations.

Action Taken: A few branches collaborated with universities to host trainings and sourced donated equipment.

3. Poor Coordination and Communication

Issue: Volunteers lack clear activity calendars or guidelines, leading to confusion and disengagement.

Quote:

“There’s no activity calendar for university volunteers. No guidance on future roles.” – Former Youth Chief

Suggestion:

- Develop centralized digital platforms for real-time updates.
- Assign local coordinators to streamline communication.

Action Taken: Some chapters now use WhatsApp groups and monthly newsletters.

4. Safety and Security Risks

Issue: Volunteers ignore protocols (e.g., night travel in unsafe areas), risking their safety.

Quote:

"Volunteers were sent to the field at night with no transport. No safety direction given." – Youth Chief

Suggestion:

- Mandate safety training and provide protective gear (e.g., life jackets).
- Partner with local authorities for security during operations.

Action Taken: A pilot program in flood-prone areas included pre-deployment safety briefings.

5. Administrative Bureaucracy

Issue: Delays in approvals for resources (e.g., funds, vehicles) hinder timely responses.

Quote:

"Approvals take too long. We waited months for volunteer allowances."

Suggestion:

- Simplify approval chains and pre-authorize emergency funds.
- Use digital tools for faster processing.

Action Taken: Action Taken: One district introduced a 24-hour hotline for urgent requests.

6. Language and Cultural Barriers

Issue: Dialects and beneficiary mistrust complicate service delivery.

Quote:

"Elderly residents couldn't understand us. We recruited local translators." – Student leader, aged 19

Suggestion:

- Recruit multilingual volunteers.
- Conduct cultural sensitivity training.

Action Taken: Teams in diverse regions now include local volunteers as liaisons.

7. Mental Stress and Burnout

Issue: Prolonged exposure to disasters causes emotional fatigue without support.

Quote:

"We see traumatic situations but have no debriefing sessions." – Volunteer, Cambodia

Suggestion:

- Implement peer-support systems and counseling.
- Recognize efforts through awards or breaks.

Action Taken: A chapter in New Zealand introduced monthly mental health check-ins.

8. Unrealistic Community Expectations

Issue: Beneficiaries question relief fairness, leading to conflicts.

Quote:

"Families accused us of favoritism. Political interference made it worse."

Suggestion:

- Publish transparent selection criteria.
- Involve community leaders in distributions.

Action Taken: Some teams now hold pre-distribution meetings to explain processes.

Representative Quotes on Additional Challenges

- **Time Constraints:** *"Balancing studies and volunteering is hard. Parents don't always support it."* – male, aged 26
- **Resource Shortages:** *"We use personal funds for meals and transport. It's unsustainable."* – female, aged 27
- **Role Clarity:** *"Volunteers join but don't know their tasks. Some leave quickly."* – male, aged 19

Key Solutions Implemented

1. **Flexible Volunteering:** Remote roles and weekend activities to accommodate schedules.
2. **Local Partnerships:** Universities and tech firms provide training spaces/equipment.
3. **Digital Tools:** Apps for slot bookings (e.g., blood drives) and feedback collection.

Addressing these challenges requires systemic improvements (e.g., funding, communication) and grassroots adaptations (e.g., local translators, safety gear). Volunteer feedback has been critical in shaping solutions.

What are your suggestions to improve communication with the Red Cross Red Crescent staff?

1. Establish Centralized and Structured Communication Channels

Replace fragmented communication (e.g., individual calls/messaging) with centralized platforms (e.g., dedicated portals, WhatsApp groups) to streamline updates and reduce redundancy. This may be achieved by:

- Creating a single hub for announcements (e.g., operations, volunteer needs, emergencies).
- Assigning focal persons per department/region to manage queries.
- Standardising guidelines for digital tool usage (e.g., Telegram, email) to avoid confusion.

Quotes:

"A centralized channel would inform volunteers about operations, emergencies, and required skills – instead of calling individuals, which consumes time and manpower." – female, 29

"Telegram is actually quite good, but the problem is that we have different groups and become confusion to some people. I just ask in the main group, and the main group will say, Oh, you're not in the group so you should join the group.' In 10 years' time, I think in my phone there is a lot of groups." – male, 35

"We need updated contact directories and focal persons in every unit to bridge gaps." – Assistant RCY Development Officer, 22

2. Enhance Two-Way Feedback Mechanisms

Shift from top-down communication to inclusive dialogue, ensuring volunteers' voices reach leadership. This includes:

- Implementing regular feedback sessions (e.g., monthly forums, informal gathering, anonymous surveys).
- Involving volunteers in policy planning and debriefs post-activities.
- Designating staff liaisons to address frontline concerns promptly.

Quotes:

"Frontline volunteers have no channel to voice input. Policymakers need to check in regularly." – Assistant RCY Development Officer, aged 22

"Communication is one-way. Platforms like LINE should enable interactive use." – male, aged 40

"Debriefings after activities resolve issues, but we need more proactive check-ins."

3. Strengthen Staff-Volunteer Relationships

Build trust through visibility and recognition. Staff should join volunteer activities to foster camaraderie. NS should publicly acknowledge contributions in reports/social media and share staff contact details with volunteers for direct access.

Quotes:

"Staff participation in events would naturally improve communication." – male, aged 18

"When staff change mid-project, workflows break. Standardize processes." – female, aged 18

"Approachable staff make volunteers feel valued. Kindness matters." – male, aged 19

4. Invest in Training and Capacity Building

Address skill gaps in communication and technology for both staff and volunteers by:

- Training volunteers on digital tools (e.g., MRChub navigation), conflict resolution, and Red Cross principles.
- Offering workshops for staff on active listening and inclusive engagement.
- Prioritizing mentorship programs pairing new volunteers with experienced peers.

Quotes:

"Many new volunteers lack basic skills, while seasoned ones struggle without support. Training – even online – would help."

"Young volunteers are digital natives; seniors aren't. Guidelines for social media use would ease tensions."

"Orientation on policies would help volunteers engage confidently." – female, aged 21

5. Promote Gender and Generational Inclusivity

Ensure diverse representation in communication processes by

- Reserving leadership roles for women and youth in meetings/trainings.
- Adapting communication styles (e.g., hybrid in-person/digital for age-diverse groups).
- Establishing safe spaces for marginalized groups to share feedback.

Quotes:

"Female volunteers need safe spaces to express views without hesitation."

"Youth Council setup is good, but management fears giving them too much power. Full support is needed."

"Migrants should be offered leadership roles to foster inclusivity."

6. Leverage Technology with Clear Guidelines

Optimize digital tools while mitigating overload, such as:

- Designating official platforms (e.g., NRCS website, WhatsApp for alerts) and limit redundant groups.
- Using SMS for areas with poor internet.
- Providing tech support for non-savvy users.

Quotes:

"The MRChub is great but hard to navigate for non-tech-savvy volunteers."

"Files shared via LINE expire. Improve document submission processes." – male, aged 18

"Use Facebook/WhatsApp for real-time updates, but standardize protocols."

Conclusion: Prioritize centralized systems, inclusive dialogue, training, and technology to bridge gaps. As one volunteer noted, *"Smooth coordination hinges on proactive communication – never assume, keep clarifying."*

What are your suggestions to Red Cross Red Crescent to improve volunteer engagement and participation?

1. Digital Transformation and Online Systems

Implementing online systems for enrollment, communication, and activity management can streamline processes and make volunteering more accessible.

- **Online Enrollment:** Replace manual paperwork with a digital platform for volunteer registration, reducing barriers to entry.
- **Centralized Calendar:** Use an online calendar to notify volunteers about trainings, events, and deadlines.
- **Feedback Platforms:** Create forums or apps for volunteers to share ideas and report issues.

Quotes:

"I'm suggesting... if we can start enrolling through an online system, anybody can apply for enrollment."
– male, aged 27

"Online activities engagement can also be considered nowadays."

"Sharing the event location via Google Maps on WhatsApp would be very helpful."

2. Recognition and Tangible Appreciation

Volunteers seek tangible appreciation and long-term incentives to sustain their commitment.

- **Certificates and Awards:** Regularly issue service certificates and host recognition ceremonies.
- **Career Development:** Link volunteering to academic credits, portfolios, or professional training.
- **Visibility Opportunities:** Showcase outstanding volunteers in international events or leadership roles.

Quotes:

"Recognition should always be provided... as simple as a certificate. [NS] hasn't been giving out certificates in recent years."

"Giving [young volunteers] opportunities to showcase themselves... makes a big difference." – Chair of Youth Network, aged 30

"For youth, emphasize building their portfolio (e.g., certificates); for adults, consider tax benefits." – male, aged 18

3. Training and Skill-Matching Roles

Volunteers want roles aligned with their skills and frequent capacity-building opportunities.

- **Skills Matching:** Assess volunteers' expertise and assign roles accordingly (e.g., medical training for doctors).
- **Advanced Workshops:** Offer "brutal training" (practical drills) and refresher courses (e.g., first aid).

- **Peer Coaching:** Leverage experienced volunteers to mentor newcomers.

Quotes:

"Untrained volunteers hesitate because they don't know what to do. A medical doctor wants to offer training but hasn't been asked."

"Innovate new ideas, programs, and trainings that can be interesting to volunteers"

"[Branch] excels in training... volunteers only serve after they're trained and insured." – Director of branch volunteers

4. Inclusive and Flexible Engagement

Adapt programs to diverse needs (e.g., youth, migrants, seniors) and offer flexible scheduling.

- **Diverse Campaigns:** Tailor activities for specific groups (e.g., migrant communities, seniors).
- **Flexible Timing:** Allow volunteers to choose shifts or short-term/project-based roles.
- **Social Events:** Organize team outings to build camaraderie.

Quotes:

"Innovate new ideas... some don't volunteer because it's the same old repetitive activities."

"An outing – everybody eats together... the engagement goes up a lot."

"Activities should be age-appropriate so volunteers enjoy and return." – female, aged 27

5. Coordination and Transparency

Clear, timely communication fosters trust and retention.

- **Dedicated Coordinators:** Assign staff to streamline recruitment and reduce delays (e.g., 3-month wait times).
- **Multi-Channel Updates:** Use social media, billboards, and community leaders for outreach.
- **Volunteer Input:** Involve volunteers in planning and decision-making.

Quotes:

"It took 3 months from application to volunteering... some never heard back." – Volunteer complaint

"Keep in touch via social media to create awareness." – female, aged 63

"Create small working groups (e.g., Line) for better coordination." – female, aged 74

Key Actions:

1. **Launch digital tools** (enrollment portals, calendars).
2. **Boost recognition** (certificates, ceremonies, career linkages).
3. **Expand skill-based training** (targeted roles, peer mentoring).
4. **Diversify engagement** (flexible schedules, social events).
5. **Improve coordination and transparency** (clear and timely, volunteer-led planning).

What are your suggestions to Red Cross Red Crescent to improve volunteer training and development?

1. Ensure Equal Access to Training Across All Branches

Many branches lack consistent training opportunities due to unequal support from partners or headquarters. Centralized planning and local fundraising initiatives can bridge this gap.

Suggestions:

- Implement a standardized annual training calendar with at least two mandatory sessions per branch.
- Encourage branches to raise funds locally for additional training, fostering self-sufficiency.
- Partner with NGOs to subsidize training for under-resourced units.

Quotes:

- *"Trainings should be given equally for all units around the year so that trainers and volunteers can work in their areas."* – Unit executive committee member
 - *"[NS] should take an initiative to make at least 2 trainings equally in every unit around the year."* – Unit executive committee member
 - *"Some states haven't provided enough training. The last training was first aid given two years ago."*
-

2. Diversify Training Formats for Inclusivity

Volunteers have varying preferences (digital, in-person, hard copies) and skill levels. Flexible formats ensure no one is excluded.

Suggestions:

- Offer hybrid training (online, in-person, and paper-based) to accommodate tech barriers.
- Design shorter, modular sessions with breaks to avoid fatigue.
- Include interactive methods like group discussions and simulations.

Quotes:

- *"Eliminating people who can't use the computer is not realistic."* – Emergency Services Volunteer Team Leader
 - *"It's much better to sit around as a group... we can talk about it and get a much better understanding."* – Branch President
 - *"Extend training days to include more rest and entertainment for better focus."* – Vice Chair of Youth Committee
-

3. Strengthen Volunteer Retention and Pathways

High turnover (e.g., students leaving after 1–2 years) and age-based exclusions disrupt continuity. Structured pathways can retain experienced volunteers.

Suggestions:

- Create alumni networks or advisory roles for former volunteers.
- Establish age-specific units (e.g., Junior, Youth, Adult) with progressive training.
- Offer leadership roles and mentorship programs to keep volunteers engaged.

Quotes:

- *"Even if someone steps down from leadership, they remain part of our campus Red Cross community."* – University RCSC President
 - *"[NS] uses units for phased training... to address post-youth dropouts."* – Red Cross Youth Executive
 - *"Training should not end without further engagement. Assign work and facilitate networking."* – male, aged 74
-

4. Modernize Content and Methods

Outdated curricula and packed schedules reduce effectiveness. Practical, localized, and tech-integrated training is needed.

Suggestions:

- Update modules (e.g., climate change, digital tools) and include local case studies.
- Use videos (e.g., first-aid demos) for on-demand learning.
- Incorporate emotional intelligence and leadership training.

Quotes:

- *"Create a short video clip of First-Aid so volunteers can review anytime."*
 - *"Training content should reflect current situations, like disaster response."* – male, aged 27
 - *"We urgently need systematic training and proper equipment for rescue work."*
-

5. Enhance Recognition and Community Building

Volunteers seek appreciation and peer connections to stay motivated.

Suggestions:

- Issue participation certificates and host volunteer summits/conventions.
- Organize skill-sharing clinics or monthly volunteer days.
- Pair new volunteers with mentors for guidance.

Quotes:

- *"CRC should give certificates for every event."*
 - *"Suggest a volunteer summit or supercamp for peer learning."*
 - *"More extracurricular activities would strengthen bonds among volunteers."* Conclusion
-

Training should be conducted more frequently to ensure volunteers stay engaged, motivated, and well-equipped. Key improvements include **equalising access, diversifying formats, retaining talent, modernizing content,** and **fostering community.** Representative feedback highlights the urgency of these changes to build a skilled, inclusive, and motivated volunteer workforce.

What would encourage you or your friends to volunteer more with the Red Cross Red Crescent National Society?

1. Recognition and Appreciation

Volunteers are more likely to engage when their efforts are acknowledged. Public recognition, awards, and certificates validate their contributions and foster long-term commitment..

- *"When volunteers feel valued and acknowledged for their efforts – whether through awards, public recognition, or words of encouragement – it boosts their morale and deepens their commitment."*
 - *"Smiles and receiving certificates for portfolios are motivating factors." – male, aged 18*
 - *"Something kind of appreciation [is given]... that means the person [volunteer] will be happy. He will go and do some kind of things like marketing [of what the volunteer is doing]." – male, aged 46*
-

2. Flexible and Accessible Opportunities

Flexible schedules, diverse roles, and localized activities make volunteering feasible for students, professionals, and remote communities.

- *"Flexible volunteer hours for working and for students."*
 - *"There should be clear information about what volunteers can do and where the limitations are." – female, aged 63*
 - *"Many other organizations don't have any good opportunities... but BDRCS gives very good freedom or we can get involved easily." – male, aged 25*
-

3. Skill Development and Growth

Training, leadership roles, and hands-on experiences attract volunteers seeking personal and professional growth.

- *"Opportunities to learn new skills through training, seminars, and working on volunteer-led projects are important motivators." – female, aged 18*
 - *"The networking skill of the volunteers increases, good speaking experience is created, which are useful in our studies and in our real-life experience." – male, aged 46*
 - *"Seeing tangible outcomes from volunteer work—such as solving problems and improving people's lives—reinforces continued participation." – female, aged 18*
-

4. Social Connection and Belonging

A sense of belonging, peer recommendations, and team-building activities enhance engagement.

- *"A volunteer should feel the sense of belonging to the community. So, when we have that, we obviously tend to do more." – female, aged 24*
 - *"Positive peer experiences, attracting activity forms, and appropriate incentives all help encourage friends and family to join."*
 - *"Sharing impactful experiences and the sense of fulfillment we gain is a natural way to encourage others to join."*
-

5. Financial and Logistical Support

Allowances, transportation aid, and per diems remove barriers for those with limited resources.

- *“Realistically, increasing the allowance would attract more volunteers. Many people are willing to help, but financial support can make a big difference, especially for a student like me.”*
 - *“If VNRC offered more supportive policies for volunteers, such as transportation, meals, or per diems, it would further encourage long-term involvement.”*
 - *“Many people want to help but are in need of financial support.”*
-

6. Innovative and Impactful Activities

Creative, relevant, and high-impact initiatives (e.g., disaster relief, digital campaigns) attract youth and sustain interest.

- *“Make it more unique and improved so that it’s not repetitive. Innovative activities make it sociable for volunteers.”*
 - *“Activities need to be appealing—I’ve seen schools incorporate Red Cross knowledge into escape rooms or card games, which makes learning more interesting.” – male, aged 30*
 - *“TikTok should be considered as a channel, especially with youth involvement, as it’s currently very popular.” – male, aged 35*
-

Key Actions:

To attract new volunteers, the Red Cross should:

- Recognize contributions visibly (awards, certificates).
- Offer flexible roles and remote opportunities.
- Provide skill-building and leadership training.
- Foster community through peer networks and social media.
- Address financial/logistical barriers.
- Design innovative, youth-centric activities.

What are your suggestions to increase volunteering from marginalized groups such as women, elderly, people with disabilities, migrants, internally displaced people, LGBTQ, etc.?

1. Tailored Training and Capacity Building

Develop specialized training modules addressing language barriers, accessibility, and skill-building for marginalized groups. Include leadership development and rights awareness.

- *“Considering our countrywide network... we include organizations like the Centre for Disability Department... to customize training modules.”* – male, aged 46

Action Steps:

- Partner with disability organizations, migrant networks, and LGBTQ+ groups to co-create training.
 - Offer multilingual materials and sign language interpreters.
-

2. Inclusive Recruitment and Quotas

Set minimum participation quotas for women, elderly, and minorities in volunteer programs to ensure representation.

- *“Our respective units... need to ensure 1/3 female volunteers... develop the policy to engage more marginalized groups.”* – male, aged 27
- *“We try to encourage women, elderly, people with disabilities... to join by highlighting the advantages of volunteering.”* – male, aged 20

Action Steps:

- Advertise roles through marginalized community leaders.
 - Highlight flexible roles (e.g., remote tasks for caregivers).
-

3. Community Partnerships and Outreach

Collaborate with grassroots organizations (e.g., Multicultural Councils, LGBTQ+ alliances) to build trust and recruit volunteers.

- *“Partner with the Multicultural Council... provide pamphlets to encourage volunteering in the Connected Women Program.”*
- *“Recruit Community Help Volunteers (CHV) from stateless communities... they act as frontline communicators.”*

Action Steps:

- Host joint awareness events with local NGOs.
 - Use culturally sensitive messaging (e.g., avoid red branding if it deters some groups).
-

4. Accessibility and Practical Support

Address physical, economic, and social barriers (e.g., transport, childcare, flexible schedules). Adjust timing for caregivers with children and make meeting venues physically accessible.

- *“For migrants, start with activities like art or sports to foster inclusion.” – female, aged 74*

Action Steps:

- Provide stipends for transport or childcare.
 - Offer hybrid (online/in-person) volunteering options.
-

5. Safe Spaces and Anti-Discrimination Measures

Implement zero-tolerance policies for discrimination and create safe environments (e.g., Psychological First Aid training).

- *“Establish safe spaces where marginalized groups can express themselves without fear.” –female, aged 27*
- *“A volunteer felt uncomfortable due to rude behavior... grievance processes must be clearer.”*

Action Steps:

- Train staff on inclusive conduct.
 - Designate diversity officers in volunteer teams.
-

6. Leadership and Representation

Involve marginalized groups in decision-making and highlight their roles as leaders by engaging them from planning to feedback to create responsive systems.

- *“They’re not just recipients—they’re educators in ‘Living Libraries’ and artisans gaining skills.” (Community Resilience Instructor, aged 22)*

Action Steps:

- Create advisory boards with marginalized volunteers.
 - Showcase success stories (e.g., disabled volunteers training others).
-

Have you ever felt unsafe while volunteering with the Red Cross Red Crescent National Society? If yes, could you explain the details? How would you suggest the safety measures to be improved?

1. Disaster Risks

Concerns: Volunteers face dangers from cyclones, floods, and other environmental hazards or health risks from infectious diseases, often without adequate training or equipment.

Quotes:

“During cyclone, there are also some risks. We have seen sometimes volunteers are in the hospital area right before the cyclone hits, so they don't know actually how long they can stay or how far they can keep themselves in the cyclone.” – Unit Executive Committee Member

“We were in a hotel which was nearby a river and suddenly there was a flood. We were at the 1st floor and the ground floor was underwater. We were even thinking of maybe we could also go underwater, so this kind of experience was very much terrible. And there was a high chance of being fallen from the building to the river.” – Former Youth Chief

“When helping people in distress, especially those with infectious diseases, I sometimes feel afraid of being infected.” – female, aged 18

Suggestions for Improvement:

- Provide **targeted training** on disaster preparedness (e.g., cyclone safety, flood response) and health risks prevention.
 - Equip volunteers with **specialized gear** (e.g., life jackets, GPS devices, rescue boats) and protective health accessories (e.g. masks, sanitizer, gloves, etc.)
 - Conduct **pre-deployment hazard assessments** to identify risks in operational areas.
-

2. Violence and Conflict Situations

Concerns: Volunteers encounter violence during political unrest or community conflicts, sometimes without proper protection or coordination with authorities.

Quotes:

“We were working the first aid service in the other islands where conflicts were happening with the police, the political parties or political parties between political parties. Sometimes the volunteers were at risk. Situations of violence are in all major cities, so we need to train our volunteers for safer access, more and more how to engage themselves, how to get in, how to get out, how to keep themselves safe.” – Unit Executive Committee Member

Suggestions for Improvement:

- Implement **mandatory conflict-sensitivity training** and de-escalation techniques and strictly adhere to the safety protocol.
- Strengthen **coordination with local authorities** to ensure volunteer safety in volatile areas.
- Provide **protective gear** (e.g., vests, ID cards) and secure communication tools (e.g., satellite radios).

3. Lack of Equipment and Resources

Concerns: Volunteers often lack basic safety gear, communication tools, and protective equipment.

Quotes:

"Protective equipment is not always provided, and volunteers sometimes have to buy their own."

"At that time there was no communication. Even there was no electricity, no mobile network. It is important to keep connection with the NHQ or another team. We don't have any alternative communication channel apart from mobile devices. Is it possible to work with the government to establish a radio network, for example, the amateur radio group connected to the satellite?" – Former Youth Chief

"In maritime rescue operations, the search area is vast, and we have to deal with large waves. This requires strong swimming skills and the ability to use specialized equipment. we need walkie-talkies for communication and specialized life jackets for sea rescues, as life jackets used on rivers have different buoyancy from those used at sea. Additionally, rescue boats should be specialized rescue canoes, equipped with integrated GPS and a signaling system to help us pinpoint the exact location of people in distress. Furthermore, when rescuing in flooded areas, the equipment must be suitable, as large canoes cannot reach narrow locations. In areas prone to flash floods or landslides, we also need basic tools to handle unexpected situations."

Suggestions for Improvement:

- Ensure **access to safety equipment** (e.g., first aid kits, uniforms).
- Invest in **specialized equipment** for rescue missions.
- Invest in **reliable communication systems** (e.g., satellite radios) for areas with poor networks.

4. No Insurance

Concerns: Volunteers don't have insurance, leaving them vulnerable.

Quotes:

"The rescue volunteer team does not have health insurance, and there is no support fund in case of an incident."

"Volunteers who are going to join the program must have insurance, and without insurance no volunteer will be allowed to go for the program." – Unit Executive Committee Member

Suggestions for Improvement:

- Ensure **all volunteers have insurance** or access to a **volunteer support fund** for medical emergencies or accidents.

5. Transportation and Logistics Risks

Concerns: Unsafe travel conditions, lack of transportation support, and not adhering to safe access protocol.

Quotes:

"I think before we go to the flood area, we make briefing to volunteers what to endorse. For example, one time the driver thought he could cross the flood zone because the trailer was high."

But the splash it caused could hurt the people walking by the road. He didn't have awareness of the danger.” – female, aged 25-29

“When working in border areas, I worry about safety and face travel difficulties, such as riding motorbikes.” – male, aged 35

“Concern with the traffic accident while going to join the event.”

“In certain remote areas, we travel by boat or motorbike, which may not be 100% safe.” – female, aged 74

Suggestions for Improvement:

- Provide **safe transportation options** (e.g., Red Cross vehicles) for volunteers in high-risk areas.
 - Conduct **travel safety briefings** and enforce protocols for risky routes.
-

6. Psychological and Emotional Safety

Concerns: Volunteers experience stress and emotional strain from hostile interactions. A participant expressed that they felt uncomfortable during an activation due to experiencing rude behaviour from other volunteers. The volunteer followed the feedback and grievance process but felt that the process was not communicated clearly.

Quotes:

“While volunteering at the hospital, I sometimes feel emotionally unsafe. Some patients might respond negatively if I work too slowly.”

“For fighting with stress, it is important to provide them stress management training. It will be PSS support for them.”

Suggestions for Improvement:

- Offer **Mental Health and Psychosocial Support (MHPSS)** training and counseling services.
 - Introduce **Psychological First Aid (PFA)** for volunteers to manage stress and interpersonal conflicts.
 - Establish **confidential reporting channels** for emotional or psychological concerns.
-

Conclusion

Volunteers need to be resilient because anything can happen during rescue operations. However, currently, there is limited attention given to their safety. To enhance volunteer safety, NS should prioritize **context-specific training, better equipment, psychosocial support, and stronger coordination with local stakeholders**. Addressing these gaps will empower volunteers to operate more securely and effectively in challenging environments. By implementing these measures, NS can foster a safer, more supportive environment for its volunteers.

If per diem is removed and only basic needs such as transportation, food, phone data, etc. are provided directly from NS to volunteers or by reimbursement, how do you think it will affect the level of volunteering with the Red Cross Red Crescent National Society?

1. Positive Impact: Upholding Core Values of Volunteerism

Many volunteers are motivated by humanitarian values rather than financial gain. Removing per diem could reinforce the spirit of volunteerism and align with the organization's principles. Volunteers who prioritize service over compensation may remain engaged, especially if the NS ensures their basic needs are met. This approach could attract individuals genuinely committed to humanitarian work

Quotes:

"No per diem is ok for me. I love volunteer work. I continue to volunteer with the Red Cross."

"We do volunteer work by heart, per diem is just a small benefit when we spend our time and energy to help vulnerable people in the community. If no per diem, it is fine for me."

"Before I used to think about per diem, but when I re-think it again about the advantage of volunteer work helps me build many abilities... I stop focusing on per diem."

2. Negative Impact: Reduced Participation Among Certain Groups

Some volunteers, particularly students or those from low-income backgrounds, rely on per diem to offset personal expenses. Removing it may discourage their participation. This may affect more the longer-term emergency deployments that involve students and temporarily unemployed individuals.

Quotes:

"If the Red Cross provides per diem, it is good for encouraging youth to do volunteer work in the community, because many of the youth are students. We need some per diem to conduct volunteer work." – youth volunteer

"If [per diem] is removed, the volunteers may feel that they are not valued by [NS], hence they don't really join activities anymore."

"The per diem given to our volunteers... is actually not enough to give them a proper safe and sound working environment... but when we give more per diem, we engage them for a longer period of time." – female, aged 29

3. Practical Challenges: Logistics and Fairness

Reimbursement systems must be efficient and transparent to avoid creating financial stress or perceptions of favoritism. Poor implementation could deter volunteers. Transportation is the primary concern, particularly in remote areas.

Quotes:

"They should be given their proper transportation allowance... There should be a structured way." – female, aged 29

"Transportation is the primary concern... if that is covered, they consider it to be enough to participate."

4. Alternative Solutions: Non-Financial Incentives

Theme: Non-monetary rewards (e.g., certificates, training, leadership roles) could mitigate the loss of per diem and sustain motivation. Investing in skill development and recognition programs can help retain volunteers who value personal growth over monetary compensation.

Quotes:

"If they got training, it could be their motivation. And when they're not getting proper training... they should get something." – Manager of Youth Volunteer Department

Conclusion

The impact of removing per diem will vary:

- **Positive:** Strengthens the ethos of volunteerism for those motivated by service.
- **Negative:** Risks losing volunteers who rely on financial support, especially youth and low-income participants.
- **Critical Factors:**
 - o Transparent and timely reimbursement systems.
 - o Clear communication about policy changes.
 - o Balancing basic needs coverage with non-financial incentives.

This reflects the overarching sentiment that while financial support matters, the core motivation to serve remains strong—provided the NS addresses practical barriers fairly. With regards to per diem, they also state that it should be context-dependent, as these provisions can significantly affect volunteer motivation and participation. And they noted that removing per diem without considering individual situations could negatively impact volunteer engagement.

Have you been entrusted with leadership responsibilities, e.g., project management, championing a new way of accomplishing a mission, etc., in your volunteering experience with the Red Cross Red Crescent National Society? If yes, could you share some details?

1. Project and Event Management

Volunteers often lead the planning and execution of events, ensuring meticulous organization and teamwork.

- *"My biggest takeaway as a department manager and coordinator is the need for meticulous attention to detail and comprehensive planning. For instance, when organizing our Red Cross cultural gala, we had to consider everything from performer invitations to crowd guidance. Strong teamwork and seamless communication are crucial—it's through collective effort that we refine our plans."* – President of a university RCSC branch, female, 22
 - *"Before launching any activity, we must anticipate potential scenarios, prepare contingency plans, and clearly define each volunteer's responsibilities. Implementing a squad leader system helps with decentralized management."* – student leader of a medical school service team, female, 19
 - *"As a Red Cross Youth Club leader, I am responsible for writing proposals and programs for events. Utilizing checklists ensures effective management."* – university volunteer
-

2. Training and Mentorship

Many volunteers lead training sessions, empowering others with skills and confidence.

- *"I trained volunteers to develop the 3 S's: Skill, Smart, and Strong. Smart means having a positive mindset and inspiring others. I focus on what volunteers can contribute, not what they receive."* – female trainer, aged 63
 - *"I've served as a lead trainer and activity organizer, gaining experience in communication and collaboration. Leadership is about guiding others while learning from them."* – male, aged 40
 - *"Serving as a youth chairperson deepened my commitment. Leadership is collaboration – listening to peers and creating positive change."*
-

3. Emergency Response and Coordination

Volunteers step up during crises, managing teams and ensuring efficient aid delivery.

- *"During Immediate Rapid Assistance mobilizations, I coordinated volunteers and ensured support reached affected communities. This taught me rapid decision-making and team management."*
 - *"As a COVID response team member, I collected vaccination data, saving time for health authorities. Our work was critical when manpower was limited."*
 - *"They trusted me to be a disaster operations leader – attending meetings, managing data, and coordinating with companies."*
-

4. Advocacy and Governance

Some volunteers champion inclusivity or represent peers in decision-making.

- *“After 10 years of grassroots work, I joined governance to inspire youth. It’s rewarding to be seen as a role model.”* – female, aged 37
 - *“I promoted gender inclusivity in district committees, strengthening representation for underrepresented groups.”*
 - *“I represented the Thai Red Cross at an international youth camp, broadening my perspective and building global friendships.”* – female, aged 18
-

These examples illustrate how leadership in the RCRC fosters personal growth, community impact, and operational excellence. Volunteers emphasize collaboration, adaptability, and trust as pillars of their roles. Continued support through training and recognition can further strengthen this leadership pipeline.

Key Takeaways:

- Leadership roles span project management, mentorship, crisis response, and advocacy.
- Volunteers value trust, teamwork, and opportunities to inspire others.
- Structured programs (e.g., squad leader systems, training modules) enhance effectiveness.

Annex E: NS Leadership KII Summary

1. How do you define volunteers in your NS? How are volunteers different from members?

Many NS still differentiate between members who pay a fee and have voting rights and non-members who can volunteer their time and energy. The membership governance is in the constitution established long ago.

2. Can you explain the different types of volunteering in your NS? Does volunteering include youth, corporate volunteers (organized by businesses), skill-based volunteers (health professionals, educators, chef, etc.), corps volunteers (people who serve in a volunteer program, e.g., the Peace Corps or the Army Volunteer Corps) and other groups of people.

NS tend to have a separate youth volunteers division and categorize volunteers by their skills and professions (e.g., health workers, educators, lawyers, engineers, etc.). NS also segregate volunteers by the programs (e.g., resilience, climate change, first aid, communications, health and hygiene, and disasters programs) they are involved in. Some NS categorize blood donors as a unique group of volunteers. One NS mentioned engaging senior citizens to fulfil the basic needs of other senior citizens. Corporate volunteers are not a formally recognized group and there is no mention of corps volunteers.

3. What do you think your NS does well in terms of recruiting new volunteers? And how can it be improved?

Many NS mentioned their **good reputation** within the communities attract volunteers. Other recruitment strategies implemented include:

- Strategic Partnerships: Collaborations with UNFPA, governments, and workplaces (e.g., mandatory first aid roles) help recruit volunteers.
- Diverse & Impactful Programs: Programs like sexual education, disaster risk management, and first aid training appeal to different demographics (e.g., out-of-school youth, community members).
- Certifications (e.g., training diplomas) add value for volunteers, enhancing motivation.
- Digital Recruitment Systems: Using mobile apps, websites, and online applications streamline volunteer sign-ups, making it accessible.
- Branch Expansion & Local Engagement: Establishing new branches (e.g., in outer islands) has directly increased volunteer recruitment by fostering local ownership and visibility.
- Inclusive Recruitment Practices: Proactive efforts to include diverse backgrounds (caste, ethnicity, gender, geography) through structured processes (applications, interviews).
- Youth Engagement: Efforts are made to recruit school leavers, who may have more time and enthusiasm to contribute. Schools are targeted as a key recruitment ground to sustain volunteer numbers.

Areas for Improvement:

- Aging populations and declining birthrates weaken traditional volunteer pools (e.g., women's associations).
- Reaching Marginalized Groups: Remote communities face access barriers due to poverty, migration, or lack of infrastructure.
- Emergency Recruitment Shortcuts: During disasters, volunteers may be deployed without proper training or gear, risking safety and effectiveness.
- Retention & Volunteer Support: Labor migration and poverty may limit long-term commitment.
- Balancing Scale & Quality: Rapid branch expansion risks uneven volunteer management.

4. What do you think your NS does well in terms of engaging and motivating volunteers to continue volunteering? And what areas can your NS improve?

NS utilize the following strategies to engage and motivate volunteers:

- Recognition and Appreciation: Volunteers, including blood donors, are acknowledged during special days like International Volunteer Day or Blood Donor Day. Outstanding service, hours contributed, or frequent blood donations are highlighted, reinforcing their value.
- Training and Team Building: Annual camps or gatherings are organized, combining training sessions with team-building activities. Funding from specific programs is utilized to support these events, fostering skills development and camaraderie.
- Community Engagement and Learning: Debriefing sessions after field activities help volunteers and staff align with community priorities. Feedback from both volunteers and communities is actively gathered to improve engagement strategies.
- Event Participation and Rotational Systems: During large events, volunteers work in rotating teams, which keeps their involvement dynamic and motivating. Extended community engagements (e.g., week-long stays) include evening activities like puppet shows or dramas, making the experience enjoyable.
- Professional Development Opportunities: Volunteers are involved in decision-making, assigned meaningful tasks, and invited to attend conferences and seminars at national and international levels. Specialized trainings (e.g., flood response) and social events with educational elements (e.g., forums, gatherings) are regularly offered.
- Disaster Preparedness Advocacy: In disaster-prone areas, volunteers are kept motivated through trainings and seminars that emphasize the importance of preparation, mitigation, and lifesaving roles, even during peace times.
- Support for Volunteer Welfare: Practical support, such as providing meals during activities, is prioritized. Volunteers are matched with roles that suit their skills, and their safety and well-being are considered when engaging with external stakeholders.
- Structured Volunteer Management: Clear plans for recruitment, deployment, and training are in place, along with periodic reviews of volunteer programs. Volunteers are equipped with necessary tools and safety nets, and high-performing individuals are selected for national-level events.

Areas for Improvement:

- **Sustaining Motivation During Peace Time:** Keeping volunteers engaged when there are no immediate crises or events remains a challenge. More initiatives, such as regular skill-refreshers or community projects, could help maintain interest.
- **Resource Allocation for Volunteer Activities:** Dependence on program-specific funding for camps or gatherings may limit consistency. Exploring diversified funding streams could ensure these activities are sustained annually.

5. What kinds of recognition or reward that your NS gives to volunteers? If your NS has established standards for volunteer recognition, could you explain?

NS provide certificates to volunteers for completing a training or participation in a mission. Volunteers may receive recommendation letters for their job application. Some NS provide recognition for continual volunteering for five, ten, and twenty years of service. Others nominate volunteers for awards based on certain criteria and the awardees receive medals, cash, leadership roles, and opportunities to attend national or international conferences.

6. Could you explain some major challenges or issues in your NS volunteer management? What are your suggestions to deal with these issues?

Branch offices have resource constraint that causes insufficient staff for coordinating programs and managing volunteers, poor facilities and small meeting/training venues. Volunteer retention is a constant challenge. Volunteers face many hardships that they require compensation or awards as recognition for their good work. The overall suggestion is to strengthen fundraising and local resource mobilization. Ensuring inclusivity is a challenge for the female gender especially from the ethnic and uneducated people. There is a favoritism and nepotism among the governance or leadership when it comes to opportunities.

Challenges:

- **Retention and Motivation:** Volunteers face hardships and often require compensation or awards as a form of recognition or validation. Retention is further challenged by inadequate team-building activities and social engagement.
- **Resource and Budget Constraints:** Limited funding restricts the ability to provide allowances, reimbursements, or necessary resources (e.g., transportation, lodging) for volunteers, especially those from marginalized communities.
- **Inclusivity Barriers:** Female volunteers and those from ethnic or uneducated backgrounds often miss opportunities due to lack of support like transportation or food. Remote communities are particularly disadvantaged.
- **Staff Shortages:** Small teams struggle to manage large volunteer numbers, leading to poor coordination, outdated databases, and untrained volunteers. Skilled facilitators are scarce at local levels.
- **Governance and Favoritism:** Nepotism and favoritism in leadership roles undermine fairness, while outdated guidelines and poor communication systems hinder effective volunteer management.
- **Behavioural Issues Among Volunteers:** Some volunteers exhibit unacceptable behaviors like theft or violence, which disrupts harmony and requires intervention, including legal action in severe cases.

Suggestions to Address These Issues:

- **Local Resource Mobilization:** Empower branches to fundraise locally and leverage community resources (e.g., venues, supplies). Partner with local businesses for sponsorships or in-kind donations to offset costs.
- **Enhancing Retention:** Implement recognition systems (e.g., awards, public appreciation) to validate volunteers' contributions. Allocate budgets for volunteer allowances, reimbursements, and field resources (e.g., ice, transportation). Organize frequent team-building activities and social events to foster camaraderie.
- **Promoting Inclusivity:** Tailor outreach programs to include marginalized groups, offering targeted support (e.g., travel stipends, childcare). Address favoritism through clear policies and accountability measures.
- **Improving Governance and Communication:** Update volunteer management guidelines and ensure transparent recruitment processes. Allocate budget for digital tools (e.g., apps, SMS) for timely communication and database management.
- **Behavioral Training Programs:** Expand initiatives like the Youth as Agents of Behavioural Change (YABC) to instill respect and teamwork and conduct regular camps and workshops to reinforce positive behavior and practice conflict resolution.

7. What accommodation or support that your NS provide to encourage volunteering from marginalized groups such as women, elderly, people with disabilities, immigrants, internally displaced people, LGBTQ, etc.?

While small NS may not provide accommodation to the marginalized group due to financial constraints. NS have inclusive policies and abide to non-discrimination as one of the fundamental principles. NS generally are investing in accommodation for the marginalized group to volunteer. There are facilities for people with disabilities and breastfeeding women, and opportunities for people with HIV to work. NS tries to target their activities within the location where the marginalized people are based and improve their branch facilities to be accessible to people with disabilities. They use the branch vehicle to drive the elderly volunteers, and provide transportation costs and caretaker services for mothers with children. An NS even does assessments of them and their families to understand their background to offer support according to their needs.

8. How youth involved in leadership and governance impact the communities?

NS establish a separate youth division and have youth representatives in the governing board. Some NS have representatives who are also in the National Youth Council that liaise between the NS and the government ministry or represent the NS to join international missions. In contrast, another NS mentioned their constitution makes it difficult for youth to be in the governing body, and recommends revising the constitution. Youth bring different perspectives that best influence their peers in the communities, such as the right messaging for an anti-drug program to young people. The new technology that youth volunteers are bringing into our daily activities will surely impact the communities.

9. Does your NS have a policy or plan to integrate spontaneous volunteers (i.e., volunteers unaffiliated with any organization) at the scene of a disaster? If yes, could you share more details? If no, how did your NS communicate that it was not in the position to accept spontaneous volunteers?

Many NS do not have a policy or a systematic way to integrate spontaneous volunteers who show up at the scene of a disaster and want to help. When a disaster strikes, NS deploy volunteers who are already trained and prioritize those who have been volunteering in the vicinity of the disaster.

For NS that integrates spontaneous volunteers, they assign a volunteer manager or volunteer supervisor to give a half-to-one-day training on the fundamental principles of RCRC, the things they can and cannot do and maybe the safety elements, the distribution process, and PPE, and then deploy them. The NS maybe selective in terms spontaneous volunteers and accept health professionals while only assign backend tasks (e.g., packaging, cooking) for unskilled individuals.

In some countries, the government coordinates the disaster response from all NGOs, including basic training to volunteers supporting that particular disaster.

10. [For NS that has a volunteer management system] Who maintains your NS volunteer management system? How does it help your NS to make sure the volunteer base reflects the diversity of the community you serve?

Many NS use Excel to record volunteer data and some have a Volunteer Management database. The National Society Development Department or Information Management (if available) usually manages the volunteer data. One NS has used the database to track volunteer diversity and quantify their successful efforts in inclusive recruitment and increasing diversity of their volunteers. But the staff capacity hinders record keeping, regularly updating, and generating reports from the data, hence the data quality and usage are limited.

11. In your opinion, does your NS allocate sufficient budget and human resources for volunteer recruitment, engagement, training, protection, recognition, and record-keeping activities? If not, what would you like to see improved in resource allocation?

Some NS has no dedicated budget for volunteer development, while others have consistent budget for volunteer management and development. Even with budget constraint, NS tries to provide training and volunteer development by leveraging funding for missions and other sources. One or two staff would travel to the branches to provide a little support such as trainings and basic equipment. They advocate for branches to enhance logistics and provision of safety gear. Reading materials and reference documents are shared via emails or messaging apps.

12. Do you have any other input or suggestions that you would like to share for this volunteer research?

Each NS leader gave different suggestions as follows:

- More study and recommendations on volunteer retention and fundraising
- Financial support for continuing volunteer engagement programs and secure meeting venues for volunteers to gather and do activities
- Provide individual NS reports on the research findings if feasible

Annex F: Multivariate Analysis Results

Comparisons by Socio-Demographics and Research Factors - All National Societies

green indicates statistically better score and red indicates statistically lower score at $p < 0.01$ when holding all other factors constant using generalized linear modeling or ordinal regression analysis

	n	Satisfied	Feeling Appreciated	Continue Volunteering	Volunteer Safety and Health	Take on more leadership	Same Opportunity to Volunteers	Motiro Wellbeing	Motiro Engagement
		mean of 10-pt scale			mean 4-pt	mean 5-pt scale			
Total	7637	8.65	8.54	8.77	3.21	4.40	4.02	3.77	4.37
How long have you been volunteering for the Red Cross Red Crescent National Society?									
Less than 1 year	2302	8.53	8.52	8.49	3.21	4.21	4.07	3.72	4.25
1-3 years	2504	8.72	8.61	8.79	3.25	4.43	4.04	3.78	4.40
4-5 years	1029	8.75	8.64	8.83	3.21	4.54	3.96	3.83	4.44
6-10 years	834	8.64	8.44	8.98	3.22	4.54	3.95	3.84	4.46
More than 10 years	968	8.64	8.38	9.12	3.10	4.51	3.98	3.70	4.45
Are you also volunteering elsewhere?									
No	4214	8.67	8.52	8.69	3.19	4.34	4.06	3.79	4.35
Yes	3423	8.63	8.57	8.87	3.23	4.48	3.96	3.74	4.40
Have you volunteered for other organisations before?									
No	4011	8.69	8.55	8.68	3.18	4.32	4.07	3.77	4.35
Yes	3626	8.61	8.53	8.87	3.24	4.49	3.96	3.77	4.40
When was the last time you joined a Red Cross Red Crescent National Society activity?									
Less than a month ago	3499	8.79	8.67	8.96	3.22	4.52	4.07	3.84	4.46
1-3 months ago	1581	8.60	8.52	8.73	3.22	4.36	4.03	3.76	4.34
4-6 months ago	730	8.45	8.39	8.57	3.23	4.25	3.96	3.73	4.28
7 -12 months ago	447	8.48	8.33	8.47	3.18	4.26	3.90	3.68	4.21
More than 12 months ago	669	8.37	8.21	8.41	3.22	4.31	3.89	3.64	4.25
Only in times of emergency	711	8.65	8.55	8.65	3.14	4.23	3.98	3.62	4.33

	n	Satisfied	Feeling Appreciated	Continue Volunteering	Volunteer Safety and Health	Take on more leadership	Same Opportunity to Volunteers	Motiro Wellbeing	Motiro Engagement
What roles have you volunteered for the Red Cross Red Crescent National Society? (select all that apply)									
Emergency, disaster response and recovery	4078	8.71	8.57	8.88	3.24	4.53	4.02	3.80	4.42
Disaster risk reduction and climate change	2642	8.76	8.62	9.02	3.24	4.62	4.01	3.81	4.46
Health and social services	4660	8.75	8.61	8.89	3.23	4.48	4.05	3.83	4.43
Administrative and office support	1895	8.69	8.51	8.98	3.19	4.62	3.97	3.77	4.44
Fundraising and resource mobilization	2020	8.81	8.63	9.04	3.24	4.59	4.07	3.81	4.48
Digital engagement, social media and communication	1975	8.77	8.60	8.95	3.24	4.57	4.06	3.77	4.46
Technical advisory role	930	8.85	8.66	9.01	3.25	4.64	4.00	3.70	4.48
Youth and education programmes	3446	8.81	8.67	8.97	3.22	4.55	4.02	3.81	4.48
Other	268	8.66	8.62	8.88	3.15	4.46	3.87	3.77	4.35
Do you volunteer in urban or rural area or both?									
Both urban and rural	3760	8.76	8.67	8.94	3.23	4.55	4.03	3.82	4.46
Rural	1467	8.43	8.37	8.45	3.12	4.22	4.01	3.65	4.25
Urban	2410	8.61	8.44	8.70	3.24	4.28	4.00	3.75	4.32
What is your gender?									
Female	3973	8.61	8.52	8.66	3.19	4.26	4.04	3.76	4.29
Male	3579	8.72	8.61	8.93	3.24	4.57	4.01	3.79	4.48
Non-binary/Other	85	7.15	6.88	7.39	3.04	3.84	3.20	3.23	3.74
What is your age group?									
12-17	1258	8.74	8.56	8.54	3.17	4.14	4.07	3.70	4.24
18-29	4258	8.64	8.60	8.74	3.23	4.48	4.00	3.78	4.41
30-39	864	8.68	8.41	8.89	3.20	4.44	4.03	3.69	4.34
40-49	669	8.65	8.48	9.04	3.24	4.50	4.09	3.81	4.45
50-59	385	8.48	8.38	8.97	3.08	4.32	3.96	3.90	4.37
60 and above	203	8.40	8.32	8.97	3.25	4.01	3.94	3.91	4.39

	n	Satisfied	Feeling Appreciated	Continue Volunteering	Volunteer Safety and Health	Take on more leadership	Same Opportunity to Volunteers	Motiro Wellbeing	Motiro Engagement
What is your highest level of education?									
No formal education	80	8.29	8.44	8.31	3.29	4.14	3.83	3.67	4.10
Primary school	164	7.81	7.86	7.97	3.19	4.06	3.91	3.60	4.04
Some secondary/high school (but didn't complete)	439	8.41	8.32	8.57	3.15	4.36	3.94	3.82	4.40
Secondary/high school	2416	8.76	8.63	8.77	3.20	4.32	4.10	3.75	4.34
Vocational school/college/university/post-graduate school	4538	8.65	8.54	8.83	3.22	4.46	3.99	3.78	4.41
Which of the following best describes your current employment status?									
Business owner	382	8.41	8.28	8.49	3.16	4.44	3.95	3.71	4.25
Farmer (crops, livestock, etc.)/Fisherman	264	8.37	8.31	8.54	3.17	4.30	3.90	3.62	4.21
Full-time employment	1386	8.74	8.52	9.00	3.21	4.38	4.10	3.71	4.37
Not working a paid job (e.g., housewife, student, retired)	3311	8.63	8.57	8.70	3.24	4.33	4.05	3.82	4.37
Temporary job	849	8.71	8.51	8.83	3.17	4.37	4.01	3.70	4.32
Unemployed and looking for a job	1445	8.68	8.62	8.78	3.19	4.60	3.92	3.78	4.50
Do you identify yourself as a person forcedly displaced from your home due to crisis?									
No	6545	8.71	8.60	8.85	3.20	4.42	4.06	3.83	4.41
Yes	1092	8.30	8.19	8.31	3.27	4.28	3.79	3.40	4.17
Has at least one functional disability:									
No	7002	8.71	8.60	8.84	3.21	4.44	4.05	3.80	4.40
Yes	635	7.97	7.92	7.95	3.22	4.00	3.66	3.40	4.06
Why have you chosen the Red Cross Red Crescent National Society for volunteering over other organisations? (select all that apply)									
Red Cross Red Crescent has a good reputation	3947	8.74	8.63	8.92	3.29	4.53	4.03	3.79	4.45
My family or friends are volunteering with Red Cross Red Crescent	2070	8.77	8.70	8.92	3.27	4.54	4.06	3.80	4.46
I'm looking for opportunities to learn new skills and gain knowledge	5140	8.75	8.64	8.88	3.24	4.49	4.06	3.82	4.42

	n	Satisfied	Feeling Appreciated	Continue Volunteering	Volunteer Safety and Health	Take on more leadership	Same Opportunity to Volunteers	Motiro Wellbeing	Motiro Engagement
I hope it will lead to a paid job at Red Cross Red Crescent	1122	8.68	8.57	8.83	3.25	4.60	3.97	3.69	4.41
I'm interested in the work I do with Red Cross Red Crescent	3747	8.88	8.77	9.07	3.25	4.57	4.07	3.87	4.52
I like the people working and volunteering with Red Cross Red Crescent	3376	8.93	8.82	9.10	3.29	4.58	4.10	3.88	4.53
My personal beliefs match with Red Cross Red Crescent's purpose	3281	8.86	8.71	9.12	3.25	4.61	4.08	3.90	4.53
It's easier to volunteer for Red Cross Red Crescent than other organisations	1812	8.86	8.72	8.98	3.29	4.55	4.10	3.80	4.48
Other	225	8.32	8.27	8.68	3.17	4.37	3.91	3.81	4.33
How did you learn about volunteer opportunities with the Red Cross Red Crescent National Society? (select all that apply)									
Through family or friends	3266	8.74	8.64	8.94	3.26	4.53	4.08	3.84	4.46
Social media	3082	8.78	8.68	8.98	3.26	4.51	4.08	3.82	4.45
School or University	4481	8.73	8.60	8.76	3.20	4.41	4.05	3.76	4.37
Workplace	1003	8.80	8.63	8.93	3.27	4.43	4.05	3.67	4.39
Red Cross Red Crescent website	1821	8.91	8.83	9.10	3.30	4.61	4.13	3.81	4.51
TV, newspaper or radio	1193	8.91	8.79	9.11	3.28	4.58	4.12	3.83	4.50
Community events or Red Cross Red Crescent activities	2352	8.85	8.72	9.07	3.29	4.59	4.09	3.86	4.51
Place of worship (church, mosque, temple, etc.)	325	8.82	8.71	8.72	3.38	4.49	4.07	3.43	4.32
Other	69	7.83	7.84	8.09	3.19	4.01	3.58	3.75	4.20
Did you first join the Red Cross Red Crescent National Society when you were at the scene of a disaster and wanting to help?									
No	2812	8.48	8.30	8.65	3.19	4.25	4.01	3.78	4.28
Yes	4825	8.75	8.68	8.84	3.22	4.49	4.02	3.76	4.43
What make your involvement with the Red Cross Red Crescent National Society a personal success? (select all that apply)									
I don't feel any success	368	7.60	7.49	7.71	3.18	4.29	3.82	3.38	3.93
I feel I have a positive impact on the community	4509	8.79	8.67	8.98	3.26	4.55	4.09	3.85	4.48
I learn new skills	5407	8.77	8.64	8.87	3.24	4.47	4.05	3.82	4.43
I have new experiences	5568	8.77	8.64	8.90	3.23	4.46	4.06	3.82	4.43

	n	Satisfied	Feeling Appreciated	Continue Volunteering	Volunteer Safety and Health	Take on more leadership	Same Opportunity to Volunteers	Motiro Wellbeing	Motiro Engagement
I meet new people and improve relationships	4736	8.83	8.69	8.99	3.26	4.51	4.08	3.84	4.47
People in Red Cross Red Crescent recognise and value my contribution	3250	8.99	8.91	9.15	3.33	4.63	4.15	3.86	4.56
I have been offered a job either from or through my Red Cross Red Crescent network	1065	8.99	8.79	9.12	3.31	4.57	4.12	3.64	4.49
Other	75	8.24	7.69	8.43	3.08	4.07	3.77	3.65	4.18
What is the best aspect of your volunteer experience with the Red Cross Red Crescent National Society?									
Gaining a sense of community and teamwork	1342	8.67	8.51	8.67	3.19	4.30	4.02	3.75	4.33
Opportunity to help and serve others	3396	8.77	8.70	8.98	3.22	4.47	4.08	3.86	4.45
Personal skills development	772	8.42	8.25	8.40	3.13	4.33	3.83	3.69	4.30
Professional skills development	507	8.67	8.36	8.76	3.25	4.49	4.05	3.69	4.42
Support from the organisation	469	8.37	8.23	8.39	3.29	4.30	4.02	3.53	4.22
Training provided	1121	8.54	8.52	8.69	3.21	4.37	3.95	3.70	4.30
Other	30	8.03	7.87	8.50	3.10	3.79	3.70	3.50	4.25
What additional training for volunteers would you like to receive through the Red Cross Red Crescent National Society? (select all that apply)									
None	379	7.63	7.60	7.66	3.13	3.71	3.74	3.50	3.85
More service delivery or disaster response skills specific to my volunteer role	4653	8.77	8.65	8.97	3.25	4.55	4.09	3.85	4.46
Self-awareness	2887	8.76	8.64	8.94	3.27	4.54	4.04	3.80	4.44
Leadership skills	3931	8.76	8.64	8.96	3.24	4.60	4.04	3.84	4.46
Communication and presentation skills	3738	8.79	8.65	8.98	3.25	4.56	4.05	3.84	4.46
Project management	2489	8.73	8.62	9.02	3.24	4.68	3.98	3.85	4.48
Computer/IT skills	2396	8.71	8.64	9.01	3.21	4.65	3.99	3.86	4.49
Personal financial management	1380	8.64	8.55	8.94	3.24	4.64	3.93	3.76	4.44
Career planning	2077	8.73	8.59	8.97	3.23	4.63	3.95	3.80	4.46
Personal/family health	2669	8.76	8.65	8.92	3.27	4.48	4.08	3.78	4.39
Teamwork	3680	8.86	8.73	8.98	3.24	4.52	4.08	3.82	4.45
Other	80	8.13	8.36	8.69	3.06	4.30	3.64	3.60	4.27

	n	Satisfied	Feeling Appreciated	Continue Volunteering	Volunteer Safety and Health	Take on more leadership	Same Opportunity to Volunteers	Motiro Wellbeing	Motiro Engagement
Have you ever encountered a situation where you felt unsafe or unprotected while volunteering?									
No	6960	8.72	8.62	8.82	3.24	4.40	4.06	3.79	4.39
Yes	677	7.94	7.77	8.27	2.92	4.40	3.54	3.53	4.19
Do you know whom to contact for security issues while volunteering with the Red Cross /Red Crescent Society?									
No	1489	8.17	8.09	8.30	3.00	4.21	3.79	3.61	4.19
Yes	6148	8.76	8.65	8.88	3.26	4.45	4.07	3.81	4.42
Were you trained on how to deal with potential security issues every time you volunteer with the Red Cross /Red Crescent Society?									
No	1689	8.06	7.98	8.44	3.01	4.30	3.72	3.72	4.22
Yes	5948	8.82	8.70	8.86	3.27	4.43	4.10	3.78	4.42
Do you always have insurance to cover accidents and illness while volunteering with the Red Cross Red Crescent National Society?									
Don't know	2676	8.69	8.62	8.80	3.17	4.38	4.01	3.87	4.38
Never	1746	8.51	8.40	8.65	3.10	4.40	3.87	3.83	4.36
Sometimes	1491	8.41	8.27	8.50	3.13	4.34	3.92	3.60	4.26
Always	1724	8.93	8.81	9.09	3.44	4.48	4.26	3.68	4.48
What are the main barriers you currently face as a volunteer? (select all that apply)									
None	1884	9.04	8.94	9.03	3.35	4.47	4.25	3.85	4.48
Lack of time	2651	8.63	8.47	8.65	3.23	4.34	4.07	3.74	4.31
Lack of support from Red Cross Red Crescent	979	7.99	7.84	8.51	3.07	4.52	3.61	3.61	4.25
Not enough knowledge or skills	1984	8.44	8.34	8.66	3.15	4.34	3.98	3.77	4.33
Volunteering site is too far away	1271	8.59	8.43	8.73	3.21	4.44	4.02	3.73	4.34
No transport	1115	8.48	8.39	8.71	3.13	4.50	3.87	3.74	4.34
Lack of safety and protection	759	8.25	8.04	8.61	2.95	4.49	3.76	3.61	4.28
Organisational processes and requirements (paperwork, registration, etc.)	693	8.25	8.11	8.69	3.09	4.48	3.71	3.62	4.28
Volunteer hours not flexible enough	905	8.47	8.31	8.70	3.20	4.40	3.93	3.69	4.29
Cannot commit to long-term volunteering	930	8.49	8.29	8.51	3.18	4.32	3.97	3.69	4.27

	n	Satisfied	Feeling Appreciated	Continue Volunteering	Volunteer Safety and Health	Take on more leadership	Same Opportunity to Volunteers	Motiro Wellbeing	Motiro Engagement
Lack of financial support (per diem)	1400	8.42	8.20	8.81	3.11	4.57	3.86	3.74	4.37
Not enough volunteering opportunities	1264	8.40	8.31	8.82	3.15	4.51	3.80	3.78	4.37
No one asks me to volunteer	509	8.22	8.17	8.55	3.14	4.39	3.58	3.62	4.31
Other	92	7.67	7.89	8.59	3.07	4.10	3.58	3.73	4.27
How often do you experience challenges in communication with the Red Cross Red Crescent staff?									
Often	760	8.29	8.11	8.46	3.25	4.51	3.95	3.52	4.26
Sometimes	3055	8.40	8.25	8.54	3.15	4.30	3.87	3.64	4.24
Rarely	3822	8.92	8.86	9.02	3.25	4.46	4.15	3.92	4.50
How often have you experienced difficulty in obtaining the resources or tools needed to perform your volunteer tasks?									
Often	838	8.18	7.91	8.46	3.11	4.52	3.82	3.61	4.29
Sometimes	3401	8.46	8.32	8.60	3.14	4.32	3.90	3.66	4.27
Rarely	3398	8.95	8.92	9.01	3.30	4.45	4.19	3.91	4.50
The Red Cross Red Crescent National Society explains my volunteering role and responsibilities clearly every time. Do you...									
Strongly agree	2642	9.31	9.18	9.32	3.52	4.63	4.66	3.88	4.68
Agree	2939	8.64	8.56	8.79	3.12	4.37	3.97	3.79	4.37
Neutral	1688	7.82	7.68	7.98	2.94	4.08	3.39	3.58	3.91
Disagree	164	7.05	6.88	8.01	2.75	4.32	2.74	3.72	4.09
Strongly disagree	204	8.37	8.55	8.60	3.07	4.46	2.54	3.66	4.47
What methods of appreciation are important to you as a volunteer? (select all that apply)									
Not needed	20	8.8	9.15	9.6	3.05	4.3	4.2	4.07	4.41
Formal letter/certificate of recognition	4691	8.71	8.56	8.85	3.25	4.44	4.06	3.78	4.38
Celebrate with informal gathering (e.g., afternoon tea)	1857	8.66	8.53	8.88	3.27	4.51	4.01	3.75	4.41
Acknowledge the impact of individual volunteer work in front of other volunteers	3240	8.77	8.68	8.93	3.22	4.57	4.02	3.83	4.48
Write about individual volunteer impact in social media, internal newsletter, etc.	2369	8.65	8.50	8.91	3.23	4.56	3.96	3.80	4.44

	n	Satisfied	Feeling Appreciated	Continue Volunteering	Volunteer Safety and Health	Take on more leadership	Same Opportunity to Volunteers	Motiro Wellbeing	Motiro Engagement
Thank in person on an ongoing basis	3114	8.77	8.65	8.87	3.22	4.47	4.07	3.81	4.44
Nominate volunteers for awards	2849	8.73	8.62	9.01	3.21	4.59	3.98	3.87	4.48
Other	115	8.02	7.71	8.13	3.05	4.10	3.69	3.59	4.12
What material support do you currently receive during your volunteering with the Red Cross Red Crescent National Society? (select all that apply)									
None	1602	8.31	8.19	8.48	3.11	4.36	3.89	3.72	4.28
In-kind or non-financial support (e.g., t-shirts, safety equipment, transportation, meals)	4130	8.78	8.69	8.93	3.25	4.45	4.08	3.81	4.43
Reimbursement of costs	1418	8.66	8.44	8.82	3.27	4.51	4.07	3.74	4.40
Per diem or daily allowance	1361	8.61	8.40	8.82	3.23	4.46	3.96	3.70	4.32
Certificates and other forms of awards	3463	8.88	8.77	8.96	3.28	4.47	4.12	3.80	4.44
Other	78	7.87	7.82	8.01	2.90	3.85	3.53	3.55	4.07
INFORM Risk Class by Country									
Very High	10	6.30	8.30	6.00	3.30	4.60	3.70	3.55	3.78
High	2676	8.86	8.87	9.00	3.26	4.74	3.98	3.95	4.64
Medium	4146	8.58	8.36	8.64	3.15	4.22	4.05	3.63	4.23
Low	657	8.40	8.50	8.75	3.34	4.22	4.04	3.85	4.31
Very Low	148	8.14	7.93	8.53	3.45	4.27	3.79	3.76	4.12
Human Development Index by Country									
Very High	303	7.82	7.65	8.27	3.32	4.11	3.77	3.70	4.07
High	3358	8.63	8.38	8.65	3.26	4.17	4.12	3.69	4.31
Medium	3752	8.75	8.79	8.93	3.14	4.61	3.97	3.84	4.65
Low	224	8.33	8.13	8.58	3.46	4.69	3.64	3.79	4.51

THE FUNDAMENTAL PRINCIPLES OF THE INTERNATIONAL RED CROSS AND RED CRESCENT MOVEMENT

Humanity

The International Red Cross and Red Crescent Movement, born of a desire to bring assistance without discrimination to the wounded on the battlefield, endeavours, 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 amongst all peoples.

Impartiality

It makes no discrimination as to nationality, race, religious beliefs, class or political opinions. It endeavours 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 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 National 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 be only one Red Cross or Red Crescent Society in any one country. It must be open to all. It must carry on 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 each other, is worldwide.



The International Federation of Red Cross and Red Crescent Societies (IFRC)

is the world's largest humanitarian network, with 192 National Red Cross and Red Crescent Societies and around 14 million volunteers. Our volunteers are present in communities before, during and after a crisis or disaster. We work in the most hard to reach and complex settings in the world, saving lives and promoting human dignity. We support communities to become stronger and more resilient places where people can live safe and healthy lives, and have opportunities to thrive.

Follow us:

www.ifrc.org | twitter.com/ifrc | facebook.com/ifrc | instagram.com/ifrc | youtube.com/user/ifrc | tiktok.com/@ifrc