

**COMBINED STRATEGIC AND TRANSFORMATIONAL LEADERSHIP
PARADIGM FOR RED CROSS/RED CRESCENT ORGANISATIONS TO
INCREASE AGE DIVERSITY AMONG VOLUNTEERS**

**Thesis submitted in accordance with the requirements of the University of
Liverpool for the degree of Doctor of Business Administration by Drina
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Abstract

National Red Cross and Red Crescent organisations represent one of the bigger and more widely spread networks in the world. Having such a character, they also have the potential to contribute to any global initiative, under condition that it is in line with their mission.

The services and activities of the national Red Cross and Red Crescent organisations are traditionally implemented by their volunteers. Currently, 17 million Red Cross and Red Crescent volunteers worldwide provide support to vulnerable people. However, it is observed that volunteers in a lot of the national Red Cross and Red Crescent organisations belong to one major age group, or are of similar age: either the volunteers are only young people or they are mainly senior citizens. The leadership of these organisations are aware of this issue and show interest in improving age diversity among the organisations' volunteers.

The research studied this particular situation and came up with recommendations as to how leadership can reach or improve age diversity among volunteers associated with their organisations. The study included an action research, which involved 30 individuals—leaders of different national Red Cross or Red Crescent organisations, who shared their stories on the age diversity among their volunteers and offered their recommendations on how to achieve it, increase it and sustain it.

With age diversity achieved among its volunteers, national Red Cross or Red Crescent organisations will be able to provide a better quality service delivered to the most vulnerable, and consequently will contribute to the social sustainability of their organisations in their national contexts, which will further influence and add to global social sustainability due to the Movement's global character. Age diversity among the volunteers of national Red Cross or Red Crescent organisations will increase the ability of the organisations to recognise real problems and vulnerabilities, and to design appropriate programmes which will address and contribute to solving them.

Based on the research findings, the results of the literature review, and the personal knowledge and experience of the author, guidelines for the leadership of Red Cross and Red Crescent organisations aimed at increasing and achieving age diversity among volunteers of their organisations were developed. The guidelines include seven guiding principles. In addition, the research recommends that the combined model of strategic and transformational leadership paradigms should be practised by national Red Cross and Red Crescent organisations' leadership in their work with volunteers. The third recommendation is related to the guidance for National Society statutes, which is currently being revised. It is suggested that a set of new standards related to volunteers, including on the age diversity of volunteers, are included in the final document, which will then be utilised by the leaders of national Red Cross or Red Crescent organisations. Action undertaken in relation to these recommendations showed how age diversity among volunteers of national Red Cross or Red Crescent organisations can be increased if the suggested action is followed and implemented by the leadership of these organisations.

Keywords: volunteers, voluntarism, diversity, age diversity, sustainability, social sustainability, leadership, Red Cross and Red Crescent organisations, guidance for leadership, strategic and transformational leadership

Chapter 1. INTRODUCTION

1.1 Introduction

The introductory chapter provides an opening to the thesis. It starts by introducing the author of the research, her background and the current place in her career. The chapter further includes several elements which aim to set the scene, starting with an explanation of how the author coincidentally received several pieces of interrelated information concerning the age diverse volunteer groups of a few national Red Cross or Red Crescent organisations. This led to her further interest in how age diverse volunteer groups influence the work of the respective national Red Cross or Red Crescent organisations and widened her interest in the topic within other national Red Cross or Red Crescent organisations. This journey ended with the development of her research around it: in short, the beginning of this chapter explains how the story began and why the author decided to research this topic.

The core categories of the research are volunteers (both volunteers in general and volunteers in national Red Cross or Red Crescent organisations), sustainability, age diversity and leadership. These categories will be discussed further throughout the thesis in detail; however, they are briefly introduced in this chapter.

The final two elements included in Chapter 1 are the purpose and objectives of the research and the structure of the thesis. The ambition of these two elements is to clarify what is the question behind the research, what the research must achieve, and how the thesis has been developed and presented in this respect.

1.2 The author of the research

The author of this research has been actively associated with the Red Cross and Red Crescent in different roles for the last 21 years, and as a volunteer more than 50 years. The author joined the International Federation of Red Cross and Red Crescent Societies (IFRC) delegation for Bosnia and Herzegovina in November 1996. In 2000, the author started her international career with a mission in Azerbaijan, which included engagement in several projects implemented by the Azerbaijan Red Crescent Society and in some regional projects which were implemented in Armenia and Georgia by all three National Societies, the Armenian Red Cross Society, the Azerbaijan Red Crescent Society and the Georgian Red Cross, as well as some partner/sister National Societies. From the Caucasus, the author moved to the Central Asia region, working for the same organisation with the following five National Societies: Kazakhstan Red Crescent

Society, Kyrgyzstan Red Crescent Society, Tajikistan Red Crescent Society, Turkmenistan Red Crescent Society and Uzbekistan Red Crescent Society. This time the job included work to support the leadership of the aforementioned National Societies. The same type of work was conducted during the author's mission to Ukraine, working with the Ukrainian Red Cross, the Belarusian Red Cross and Moldovan Red Cross during a mission that lasted one year. After another mission of three years, holding the position of Head of Regional Delegation for Central Asia, the author settled at the IFRC Headquarters in Geneva in the department providing support to the IFRC Governance as a Senior Officer responsible for the legal base of National Societies and policy oversight.

During this time, the author learned about the enormous possibilities and influence that the IFRC and the International Red Cross and Red Crescent Movement (the Movement), including 190 Red Cross or Red Crescent organisations, have due to their widespread presence on the global, regional or national (extending to the community) level in diverse areas, mainly related, but not limited, to traditional Red Cross or Red Crescent activities.

Through her work with the IFRC, the author became aware of different newly emerging trends which complement and influence the already existing realities described in the United Nations (UN) 2030 Agenda for Sustainable Development (UN, 2016).

The main stakeholders on the national level (for example, governments, corporative sector, national Red Cross or Red Crescent organisations, academia, national non-government organisations and communities themselves), supported by the international stakeholders (for instance, the UN, including its different bodies, organisations or programmes; the corporative sector working globally; the International Red Cross and Red Crescent Movement) and international organisations continuously make efforts to address these issues and to work towards their resolution.

Point 28 of the New Agenda of the 2030 Agenda for Sustainable Development (UN, 2016) is about the ways in which stakeholders in global and national society will improve their performance in relation to the production and consumption of goods and services. If the world is serious and is to deliver on its plans, every individual or organised group will have to make an effort to contribute to it, because each contribution will count. The Movement is one such stakeholder that has enormous potential to influence its members and then, both nationally and globally, contribute by its members meeting this agenda. This could be done through the performance of its staff, members and volunteers, which will contribute to increased social

sustainability; and, further down the line, through the performance of the communities and individuals served by different components of the Movement.

1.3 The problem: beginning the story

Several related incidents that happened since the beginning of the author's international career greatly influenced the main theme of this research. The first incident happened while working with the aforementioned Red Cross and Red Crescent organisations in Eastern Europe. During that time, it became obvious to the author that most of the volunteers in these organisations were young people—i.e. university students, young unemployed professionals or secondary school students. These organisations, while they were part of a bigger organisation (the former Soviet Union Red Cross Association), had a programme related to dissemination of the Fundamental Principles. The programme was implemented in secondary schools and in some universities (Law School, Political and International Relations University and similar). The practice of implementing this programme with similar audiences continued after the collapse of the Soviet Union and the establishment of independent countries and independent national Red Cross or Red Crescent organisations. The Red Cross or Red Crescent organisations have mobilised their volunteers from these groups, a result of which is that the volunteers are mainly young people. At the same time, there are a few volunteers from other age groups—e.g. middle aged or senior age groups.

The second incident happened during the same period. A colleague of the author told her a story about volunteers from the Red Cross or Red Crescent organisation from which she had come: the Red Cross or Red Crescent organisation had a situation that most of its volunteers were quite senior citizens. She explained that these volunteers joined the Red Cross or Red Crescent organisation at the end of World War II and had since stayed with the organisation. At the same time, the Red Cross or Red Crescent organisation had almost no young people as volunteers.

The third incident happened when the author was considering this theme for the research and shared her idea with one of her colleagues who was also associated with a national Red Cross or Red Crescent organisation. The colleague said that her organisation was suffering from a lack of volunteers from the middle aged group of people. She said that middle-aged people often suffer from a lack of time to volunteer and instead choose to donate money. However, the absence of this age group among the volunteers had resulted in this Red Cross or Red Crescent organisation developing programmes targeting only the younger or older population, excluding the middle-aged population as beneficiaries of its programmes and services.

In all these and similar cases, staff and leadership of those Societies with whom the author had been working closely raised their concerns and aspirations for greater diversity, including age diversity among their volunteers. Their concerns were related to limitations in the types of programme and service that the respective national Red Cross or Red Crescent organisations were implementing and limitations in the organisations related to the absence of age diversity among volunteers. These limitations affected the relevance of their organisations in certain communities.

Since then, the author has been involved in continuous reflection and discussion with her colleagues on how to address this issue and how to support the Movement and its components to ensure diversity, and in particular age diversity, among the volunteers associated with different national Red Cross or Red Crescent organisations. The wish to better understand how this complex problem, as well as other related issues and problems, can be addressed and possibly rectified, and what knowledge and practices already exist in this respect and can be used, motivated the author to embark on study and to join the Doctor of Business Administration (DBA) programme at the University of Liverpool in partnership with Laureate Online Education. In line with the explanation given by Bourner, Ruggeri-Stevens and Bareham (2000: 483) that the nature of a DBA study and its end product—the research—is to identify a situation or a problem within the researcher's practice and, through the process of research, to come up with an appropriate action to resolve the problem or the situation and adjust the current management system, the author selected the part of her work related to the abovementioned theme to become the centre of her research.

Application to the DBA study coincided with the author moving to the headquarters of the IFRC. Working at the headquarters of such a big international organisation provided an opportunity for the author to understand better the role of the headquarters in the organisation. That role is to translate the vision and the long-term strategic direction of the organisation (IFRC, 2010a) into policies, standards and procedures or in other words, to develop a mechanism which will assist the management in its function. Using this opportunity of working for the headquarters and doing her studies/gaining theoretical knowledge that accompanied the knowledge and experience gained through her practice in parallel, the author has been able to separate the global view on the organisation and its goals/activities from her earlier approach, which was always contemplated through the prism bounded by different programmes or projects or regions. The ability to understand the global picture benefited from contacts and work with colleagues from different national Red Cross or Red Crescent organisations or from

contact with IFRC colleagues working directly with national Red Cross or Red Crescent organisations at the regional or country level. This changed view on the powers of the big organisation and the Movement led the author to choose the earlier interest and discussions related to volunteers. The problem identified through the above listed 3 examples from author's practice is that national Red Cross and Red Crescent organisations have volunteers who are not age diverse (Pedler, 2008). It means that they have either groups, composed of only young volunteers, or groups composed of only older (almost senior citizens) volunteers, but no groups of volunteers which are age mixed/diverse. With this research the author wishes to provide answers to the problem in the area of managing volunteers—more specifically: increasing age diversity among volunteers—and to provide a “substantive contribution” (Easterby-Smith, Thorpe & Jackson, 2008: 315). This contribution will be implemented through an action plan to influence the current management and to offer improvement. Volunteers are the fundament of national Red Cross or Red Crescent organisations (IFRC, 2011): they do the work and provide the services, but they also contribute when the work and services are planned. If the volunteer body of a national Red Cross or Red Crescent organisation is age diverse, it will be more relevant in its work and services. An age diverse body contributes to increased diversity in general, and increased diversity affects social sustainability.

For that reason, the research question is defined as what support the leadership of different Red Cross and Red Crescent organisations should provide to their organisations in order to increase age diversity among their volunteers and so increase the social sustainability of their organisations and, accordingly, support an increased sustainability agenda worldwide.

The literature review, summary of which will be presented in the next section, and elaborated in detail in Chapter 2, focuses on the main categories of the research: volunteers, sustainability, leadership, aged diversity and interconnections between all these categories in national Red Cross and Red Crescent organisations. While the author was able to identify considerable research undertaken for the above mentioned categories, little was found in the literature related to interconnections between volunteers, sustainability, age diversity and leadership of the Red Cross and Red Crescent either nationally and globally. Even researching the policy literature, available in the IFRC, the Movement and different Red Cross and Red Crescent organisations, very little was found in relation to the main categories of the research. It was felt there is a gap to be filled.

In line with the action research paradigm, the author of the research is an insider researcher. The notion of insider research is fundamental to action research (Coghlan & Brannick, 2010: xi). The construct of the insider researcher has been intensively elaborated through literature related to management and organisational studies over the past decade. It refers to an individual who is conducting research in her/his own organisation while still working for the same organisation (Coghlan & Brannick, 2010). Through the above elaborated career path of the author, it is shown that she possesses extensive knowledge of the organisation from several angles related to the research topic. Coghlan and Brannick (2010) refer to this knowledge as preunderstanding. It not only comprises knowledge on the different topics, but also knowledge on the internal dynamics and politics within the organisation. Another element associated with the insider researcher is access (Coghlan & Brannick, 2010). The author is currently working in the organisation where the research is being conducted and automatically has primary access. This includes access to all papers and documents on the IFRC's public web site, as well as on the FedNet, this being a safe intranet site which the IFRC has set up for its members, staff and volunteers (IFRC, 2017a) and which is where all official materials or documents are placed, as well as acting as a communication and collaboration tool. However, in addition to primary access, the author was also able to gather data which are not available online but rather within documents presented in different meetings or different legal documents of the national Red Cross or Red Crescent organisations, namely their Red Cross or Red Crescent laws or statutes/constitutions. This access was available through obtaining secondary access (Coghlan & Brannick, 2010), which also includes access to the interviewed leaders of the national Red Cross and Red Crescent organisations.

The third element of the insider researcher is role duality (Coghlan & Brannick, 2010), referring to the dual roles of being a member or an employee in an organisation and at the same time being a researcher of a topic in the same organisation, and managing these two roles in the best way. From the beginning of the research, the author tried to be conscious of when she was in the role of the researcher and when in her staff role at the IFRC, as well as when she was performing the two roles in parallel (Coghlan & Brannick, 2010). It proved not to be easy, since her work on the research included communication and contact not only with her colleagues, but also with friends on one side or supervisors on the other. However, the three following elements contributed to the author's feeling that the role duality was appropriately managed: (i) she obtained approval for the research; (ii) the topic of the research was not controversial and therefore did not cause anyone involved to feel questions or comments were personal; and (iii)

the author's approach to the theme was to keep it global and positive. Nevertheless, the author endeavoured as far as possible to keep journals capturing elements of her own feelings, assumptions and thoughts, as well as those of the individuals included in the research, and used them within the research.

1.4 Subjects of the research: introduction

1.4.1 Volunteers

Volunteers and voluntarism represent a dimension frequently associated with the work of different humanitarian, charitable or not-for-profit organisations. Volunteering, and organisations which include volunteers, contribute to the notion that “[i]ts emphasis is not on what the state can do for you, or you for the state, but on what we can do for each other” (Norman, 2010: 187). The main feature of voluntarism is that the motivation is not related to any material reward, but to personal compassion and a desire to help or to be useful in a particular situation or environment (Clary et al., 1998). Volunteering is quite a well researched topic, especially from the perspective of what is considered volunteering, or from the perspective of volunteer motivation, which can further explain and influence volunteer management. The Red Cross and Red Crescent also invested a lot in creating knowledge about their volunteers and volunteering.

1.4.2 Voluntarism and volunteers in the Red Cross or Red Crescent

Along with the volunteers associated with different churches and religions, national Red Cross and Red Crescent organisations represent the biggest network of volunteers in the world. This research focuses on Red Cross and Red Crescent volunteers. It is reported that the network currently includes around 17 million volunteers globally (IFRC, 2016b), reaching around 97 million people worldwide, meaning that, on average, every eighth person in the world is somehow assisted by a Red Cross or Red Crescent volunteer. This gives an indication of the strength and power of the Red Cross and Red Crescent volunteer network, and how it can and should be used in support of achieving global goals related to worldwide sustainability, in addition to sustainability at the national level and organisational sustainability. The definition of a Red Cross or Red Crescent volunteer and how volunteerism is grounded in the Fundamental Principles is studied in detail below.

1.5 Social sustainability

Social sustainability interrelates with economic and environmental sustainability, the three comprising the triple bottom line developed by John Elkington in 1998 (McKenzie, 2004). The main idea behind the triple bottom line is that economic sustainability should be supported by environmental sustainability, and social sustainability should equally support both economic and environmental sustainability.

1.6 Diversity

There are several ways in which social sustainability can be achieved. One is to strive to reach reasonable diversity in as many areas as possible within an organisation or a corporation. The literature review confirms that there are many different definitions of diversity. One that includes different types of diversity and tries to put them in certain relationships is the definition provided by April & Shockley, (2006). It describes diversity in several layers. The first layer involves the primary elements of diversity, such as race, sex, age, nationality and disability. This is followed by the second layer, which involves the following secondary features of diversity: religious belief, sexual orientation, level and source of education, and language. The third or the tertiary component of diversity involves beliefs, approaches and assumptions. Some further elements of diversity can be found in different contexts, such as geographical or cultural diversity.

1.7 Age diversity

According to this definition, age diversity is positioned among the primary elements of overall diversity. Boehm, Kunze and Bruch (2014) pointed out that in terms of age diversity in contemporary organisations, almost four different generations could be found working together. Based on several different definitions of an age diverse working atmosphere, Boehm, Kunze and Bruch (2014: 671) described this working atmosphere as a practice that “covers members’ joint impression that their organisation favours an age diverse workforce and takes active steps to recruit, promote, and retain employees of all age groups”.

1.8 Leadership

Leadership is generally described as an action among a group of people in which one person (being a leader) influences other people who follow her/him (Dansereau et al., 2013). Leadership can be individual, performing its functions through positions such as President, Director, manager or similar, or it can be collective leadership, where bodies such as a

Governing Board or Board of Directors or similar serve as collective leadership (McHugh et al., 2016).

1.9 Why is age diversity among its volunteers important to national Red Cross or Red Crescent organisations?

Management of age diversity in terms of actively mobilising, recruiting and retaining workers of all ages in an organisation through its strategic and policy documents, as well as through its daily operations, is one of the responsibilities of the leadership of the organisation. Based on their experience in working with school leaders, Quong and Walker (2010: 24) found that strategic leaders tried to make sure that the strategies which worked for their organisations (schools) took into consideration “the diversity of the school and its community at large, their dreams and aspirations”, meaning that leaders took into account, among other types of diversity, the age diversity in their organisations, not only among the school employees but also in the environment and among the communities of people where the organisations (schools) were based.

The 2013 National Society Development Framework (IFRC, 2017b) adopted by the IFRC General Assembly considers volunteering as one of seven elements of operationalisation, included in the key aspects of National Societies’ functioning. The biggest portion of work and services performed by the National Societies globally is done by their volunteers. Some of the following national Red Cross or Red Crescent societies’ documents shows why diversity, and age diversity, is important for their proper functioning:

- The American Red Cross (2017) highlights the ambition of diversity among its staff and volunteers, aiming to be able to mirror the groups of beneficiaries and communities it supports.
- The British Red Cross (2017) seeks diversity among its volunteers and employees in order to make its support “relevant and accessible to all”.

These two examples show that national Red Cross and Red Crescent organisations are concerned about their capacity to be organisations equipped with knowledge and the ability to serve all who need their assistance, be it young, middle-aged or senior individuals.

The author considered the available reports and statistics, searching for data related to age diversity among national Red Cross and Red Crescent organisations, or if similar data were

available for the Movement. Unfortunately, it was not possible to find any such data for either the individual national Red Cross and Red Crescent organisations or for the IFRC. However, in line with the Global Review on Volunteering (IFRC, 2015b), one datum that is well known is that the IFRC, with its 190 members, currently has around 17 million volunteers worldwide.

1.10 The purpose and objectives of the research

The purpose of the research is to by using the action research approach to come up to the knowledge on what support the leaders of national Red Cross and Red Crescent organisations need to increase the age diversity among volunteers in their organisations, aiming to contribute to social sustainability at all levels, national and global.

The research has the following objectives.

Objective 1. By utilising action research approach, to collect and develop knowledge on how age diversity among volunteers of national Red Cross or Red Crescent organisations can be increased, preserved and improved.

Objective 2. By utilising action research approach, to collect and develop knowledge related to the type of leadership style that provides for increasing age diversity among organisational volunteers.

Objective 3. By utilising action research approach, to collect and develop knowledge on what support leaders of national Red Cross or Red Crescent organisations need to increase age diversity among volunteers of their organisations.

Based on the purpose of the research and its objectives, the research question asks:

What support should leadership of national Red Cross or Red Crescent organisations provide to increase the organisation's social sustainability in terms of better age diversity among its volunteers?

1.11 Structure of the thesis

The structure of the thesis is shown below graphically in Figure 1.

Chapter 1 provides an introduction to the thesis and its main topics. The thesis cascades down from the global picture to an explanation of how and why the author decided to do the research, starting with her story and describing her dual role. It continues by providing broad definitions

and descriptions of the Movement, the Fundamental Principles, national Red Cross and Red Crescent organisations and their volunteers, social sustainability, diversity, age diversity and leadership responsibilities in terms of social sustainability and age diversity. The final section in the introductory chapter is a description of the purpose, objectives and research question.

Chapter 2—the literature review—includes a detailed literature review on the main dimensions of the research: voluntarism and volunteers, sustainability, social sustainability, diversity, age diversity, leadership, leadership responsibilities, leadership responsibilities related to the aforementioned subjects, and the limitations of the literature review.

Chapter 3—the research design and methodology—is the first chapter related strictly to the research and includes a definition of action research as well as justification for how action research was appropriate considering the researcher's relationship with the topic of the thesis. Furthermore, it includes the purpose and objectives of the research, as well as a definition of action research as the methodology for creating knowledge in this thesis. The design of the interviews and the method of collecting data are explained. The last part of Chapter 3 is related to the coding of the collected data.

Chapter 4 analyses in detail the findings of the research, including the data collected through interviews. This is done by using an actionable framework. It establishes the foundation for developing the recommendations which are included in Chapter 5.

The sixth and final chapter is the discussion. It starts by justifying the objectives and provides answers to the research question. Furthermore, it lists the main recommendations for action to implement the recommendations. It summarises the contributions of the action research, implications for further research, limitations of the research and future work.

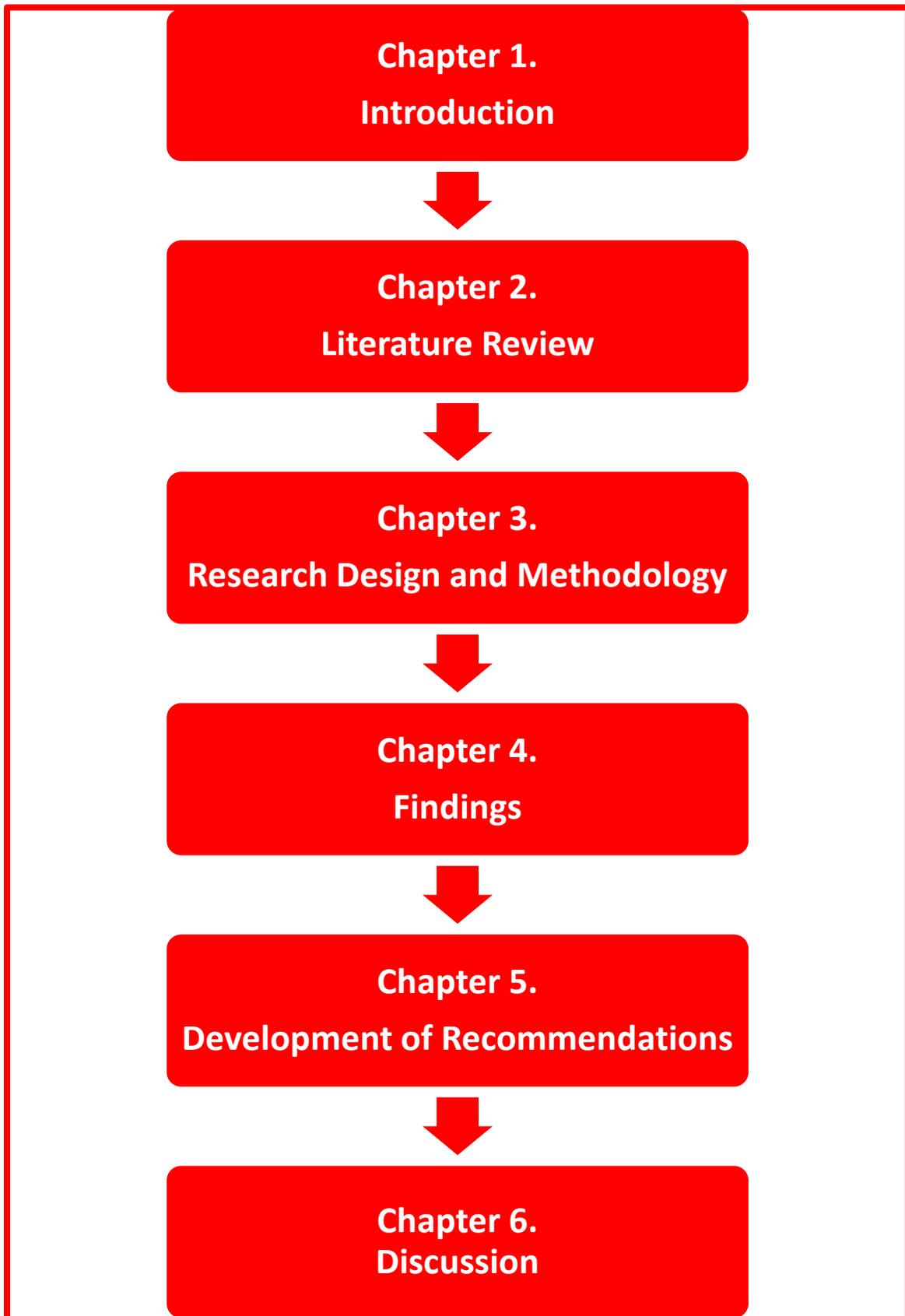


Figure 1. Outline of the thesis

At the end of the research, the references and the following five appendices are attached: the Fundamental Principles of the Movement, the e-mail message which was sent to the participants of the interviews, the participant consent information sheet, the list of questions asked during interviews, and an example of coding.

1.12 Summary

Chapter 1 introduces the theme of the thesis, titled ‘Combined strategic and transformational leadership paradigm for the leadership of a Red Cross or Red Crescent organisation to ensure increase of the organisation’s social sustainability in terms of better age diversity among its volunteers’. It starts by introducing the author of the research, correlating the work of her organisation to the new 2030 Agenda for Sustainable Development (UN, 2016) to give the big picture. This is followed by the beginning of the author’s story and an initial introduction to and definitions of the main categories included in the research: social sustainability, diversity, age diversity, leadership, leadership within the national Red Cross and Red Crescent organisations, volunteers, and Red Cross and Red Crescent volunteers. Based on this, the purpose of the research and the objectives are defined, and graphical and descriptive outlines of the thesis are provided.

Chapter 2. LITERATURE REVIEW

2.1 Introduction

This chapter presents the findings originating from the literature review that was centred on the main components of the theme of the thesis—voluntarism and volunteers, sustainability, social sustainability, diversity, age diversity and leadership—as well as their interconnections, sustainability being the central component. As explained in the introduction, the main idea behind the research was to study how the leadership of national Red Cross or Red Crescent organisations could increase age diversity among the body of volunteers within their organisations, and which leadership type would fulfil this task. Balanced age diversity contributes to balanced diversity among the volunteers in general. Diversity itself represents one of the categories of the social sustainability paradigm or, as McKenzie (2004) claims in his research, diversity is one among five principles by which social sustainability can be accomplished. Both diversity and voluntarism are elements of social sustainability, which is a category of sustainability. For this reason, the literature review targets the aforementioned categories as well as their interrelations. Data and available information related to the national Red Cross or Red Crescent organisations, their volunteers and leadership have been presented in more details in Chapter 4 of the thesis. However, this chapter contains an analysis and comparison of the aforementioned categories and the same categories within national Red Cross and Red Crescent organisations.

2.1.1 Source of data for the literature review

Each of the above listed categories was divided into its core elements and a review was conducted in two ways. The review was primarily undertaken using the following available means:

- Research in articles collected during the study
- Research in new articles
- Research in books
- Research in e-books

The sources listed above were accessed through

- Liverpool University Library
- Google Scholar

- IFRC Library, both virtual and actual
- Extensive web research
- The student's own library

Another source of data was the rich policy literature of the national Red Cross or Red Crescent organisations, of the IFRC and of the Movement. While the academic literature provides a broad source of data and knowledge, the policy literature is limited to very specific areas giving directions and instructions on how some targets and goals should be reached. However, the absence of data related to national Red Cross or Red Crescent organisations' voluntarism and leadership and to age diversity among volunteers of national Red Cross or Red Crescent organisations in academic resources encouraged the author to use both types of literature for the review and the thesis.

2.1.2 Structure of the literature review

The review related to voluntarism and volunteers includes various definitions. It further includes different types of volunteer, such as volunteers of national Red Cross or Red Crescent organisations, UN volunteers or volunteers associated with different religions, as these three groups represent the biggest volunteer bodies in contemporary societies, both nationally and globally.

The part of the literature review related to sustainability includes definitions of sustainability and social sustainability, as well as the triple bottom line approach within social sustainability. It offers an understanding of the main categories of sustainability in order to introduce diversity and different types of diversity. The section on diversity, as one of the many qualities of sustainability, provides a definition of diversity but also includes a definition, benefits and challenges of age diversity within the context of social sustainability.

The literature review on leadership reveals definitions of leadership and types of leadership, as well as the relationship between leadership and social sustainability. The leadership of national Red Cross or Red Crescent organisations are responsible for ensuring that the resources in their organisations (including human resources and thus volunteers) are sufficient to fulfil the mission and goals of their organisations. Different types of leadership focus on different elements of leading and managing organisations. The main purpose of the literature review related to leadership is to learn what type of leadership has the biggest impact on organisational sustainability. The national Red Cross or Red Crescent organisations' leadership is selected

through processes of elections, appointments or hiring. These processes are based on procedures which, among other requirements, include certain qualifications related to the field of expertise, experience and skills. Understanding and knowing what type of leadership contributes to increased diversity and sustainability is an important element to be researched within the literature and on which any action should be based.

Recommendations from the literature review should support the understanding of the findings presented in Chapter 4 and inform the planned action presented in Chapter 5 of the thesis.

2.2 Voluntarism and volunteers

2.2.1 Definitions

The numerous definitions of a volunteer reflect the following two main notions:

- (1) To do an activity by free will (Tavel, 1979)
- (2) To do it for no gain (material or financial)

The idea of voluntarism was originally associated with the military service (Karl, 1984). However, the idea of voluntarism later became related to benevolent or charitable activities. In the last few decades, development of the non-profit sector has become inextricably linked to volunteers and voluntarism, which has become one of its core pillars. Although the main object of this research is volunteers associated with national Red Cross or Red Crescent organisations, the notion of a volunteer or volunteerism is a well-known concept across the contemporary world (Musick & Wilson, 2008). Accordingly, the literature review includes findings related to voluntarism regardless of its specific context.

There are a lot of different definitions related to both voluntarism and volunteers. Cnaan, Handy and Wadsworth (1996) in their article alone reviewed eleven definitions of a volunteer. They looked at the definitions of a volunteer available at the time the article was prepared from the following four angles:

- (i) Type of voluntary activity
- (ii) Type of incentive the volunteers receive
- (iii) Settings in which the voluntary activities are implemented
- (iv) Beneficiaries of the voluntary activities

Following the findings of their research, it became clear that not everyone doing an activity by free will and without gain is perceived as a volunteer: for example, a teacher staying after work with his/her student who needs more attention is not seen as voluntary work, and an individual who applies for the voluntary service is not seen as a volunteer (Cnaan, Handy & Wadsworth, 1996). Equally, not all activities are perceived as voluntary activities: for example, the same teacher who presents a scientific paper at a conference which is related to his/her work with children is not perceived as performing a voluntary activity.

2.2.2. Volunteer management

For the purpose of this research, an understanding of how to motivate and attract volunteers, how to utilise their voluntary contribution and how to retain them with the organisation is of vital importance. In some national Red Cross or Red Crescent organisations, the majority of volunteers are young people, while in some other national Red Cross or Red Crescent organisations, the majority of volunteers are older people. To learn and understand how another age group of volunteers can be attracted and kept in the organisations would help the leadership of these organisations to manage volunteers better (Connors, 2012).

2.2.2.1 Strategies for volunteer management

The research undertaken by Brudney (1999) recommends the following seven strategies for volunteer management:

- Recognition activities
- Formal record keeping
- Basic training
- Written policies
- Active recruitment
- High level organisational support
- Job descriptions for volunteers

The same authors mention a shorter version of volunteer management—the result of a study by Australia Volunteering (2007)—which includes:

- Thorough preparation of volunteers
- Training for volunteers
- Evaluation of volunteers' performance

These volunteer management strategies are related to other organisational strategies such as “conflict theory, or social exchange theory” (Mazi, 2015: 66). However, research conducted by Stirling, Kilpatrick and Orpin (2011) states that the heavy and numerous rules, procedures and administration related to the mobilisation, activities and preservation of volunteers could affect volunteers’ willingness to stay and be associated with such organisations, suggesting that the right balance should be found in the implementation of volunteer management strategies.

2.2.2.2 Motivation of volunteers

The literature review revealed a lot of research related to the motivation of volunteers. Bang, Ross and Reio (2013) claim that the motivation of volunteers is one of the most significant elements which needs to be understood when working with volunteers, because their involvement in any activity does not include financial compensation.

The same authors mention that, due to difficulties in obtaining adequate financial means, voluntarism in the non-profit sector is extremely important because the majority of the work of such organisations rests on volunteering. According to Stirling, Kilpatrick and Orpin (2011), volunteers in Australia are critical for a number of social provisions. In 2006 Australia had 5.2 million volunteers out of a total population of 20.7 million (Australian Bureau of Statistics, 2016), comprising a quarter of the total population. Stirling, Kilpatrick and Orpin (2011) also highlight the importance of knowing what motivates volunteers in order to mobilise them, utilise their voluntary contribution in the best way and retain them.

2.2.2.2.1 What motivates people to volunteer?

Bang, Ross and Reio (2013: 98) included in their study the following volunteer functions that affect the motivation of volunteers associated with sports organisations: “values, understanding, social, career, protective, and enhancement”. They also claim that volunteers mark the following as elements of motivation: social contacts, the ability to get to know new people (colleagues) with whom they work, self- confidence, advancement in their profession, the activity in which they are involved, and the ability to interact with other people.

On the other hand, Alfes, Shantz and Bailey (2016) claim that one of the motivations of volunteers associated with non-profit organisations is their wish to decide for themselves the type of activity they will be involved in. Their research also found that the engagement of volunteers in an organisation is closely related to how they feel in that organisation: if they feel

good and happy their engagement will increase, while their engagement will decrease if they feel the opposite.

While the above listed researches elaborate on the motivations to volunteer applicable for all age groups, Mye and Moracco (2015) claim that motivation for older volunteers is directed towards the ability to do something worthwhile and the feeling of accomplishment that ensues. Eça de Abreu et al. (2015) mention altruism and empathy as the main motivations for volunteers. The same authors claim that a desire to help others is related to people's religious beliefs and tasks. Religious principles, including helping others, have been recognised as a driver for volunteering in many environments around the world.

Finally, another type of motivation is quite often found in volunteers mobilised among unemployed people, migrants and refugees. For these groups, the motivating factor is related to the opportunity to learn something (a language, a new skill). This enables them to gain new knowledge, experiences and skills which can create an opportunity to get, in the first place, a job, but also a better job and a better opportunity for career development (Nichols & Ralston, 2012).

Nichols and Ralston (2012: 2978) focused more on the benefits of volunteering and one of the most interesting benefits found in the research, which included 14 individuals, relates to “a linking to goals and purposes transcending those of the individual”. In contrast, Connolly and O’Shea (2015) found that the quality of life of elderly people who were included in some sort of volunteering was enhanced during and after their involvement in such activities. Research conducted by Mye and Moracco (2015) with the aim of reviewing the importance of the evaluation of work undertaken by volunteers asserted that the volunteers included in the research highly valued the experience they gained during the project implementation. The analyses included above reveal that a whole range of different factors motivate people to become volunteers and to willingly and freely give their time, skills, work or goods to other people/organisations or activities, but also make them stay and continue with their voluntary engagement, improving it and further developing it.

The research identified within this literature review category largely provides motivation for volunteering regardless of age of volunteers. Only Mye and Moracco (2015) and O’Shea (2015) focused in their research to a specific volunteers’ age group: elderly people.

2.2.2.3 Retention of volunteers

Culp (2014) argues that the retention of volunteers as an element of volunteer management has changed considerably in the last decades, because the body of volunteers has become quite diverse and each generation brings its own perspective on how long they believe they should volunteer for. As an example, Culp (2014) describes that volunteers born soon after World War II, in line with the (at that time) regular practice, saw themselves engaged as volunteers for a long period, while the generation of volunteers born in the 1970s and 1980s considers that the duration of any such type of engagement should not exceed five to six years. For that reason, Culp (2014) suggests that the whole retention of volunteers paradigm should be reconsidered from that perspective and recommends that the following five elements be revised: (1) consider a shorter time for the engagement of volunteers; (2) ensure that the work/services planned to be undertaken by volunteers will be within their areas of interest and positively provocative; (3) look for the appropriate volunteer profiles for the offered work/services; (4) try to create a number of opportunities for volunteers so that they can choose; and (5) design the work to be performed as a team effort.

2.2.2.4 Risks

Robinson (2014) suggests the following action for managers in order to evaluate possible risks while managing volunteers and avoid trouble:

- (1) Constantly observe volunteers and the programmes/services in which they are involved.
- (2) Ensure that your organisation develops and implements appropriate procedures (including for volunteers).
- (3) Make no exception to these procedures and general rules.
- (4) While observing volunteers' work and services, demand an explanation for any unclear issue.
- (5) Follow your own instincts.

2.2.3 Volunteers associated with different organisations and groups

Voluntarism and volunteers have been associated with a whole range of different organisations or movements, from not-for-profit organisations to non-governmental organisations, military service, religious organisations and groups, or sport-related organisations and groups (Connors, 2012).

2.2.3.1 Red Cross and Red Crescent volunteers

The IFRC Global Review on Volunteering report (IFRC, 2015b) recommends that voluntarism should be seen within the context of continuously changing and interconnected influences within culture, society, politics, economics and technology. It also recalls the definition of volunteering and volunteers that was included in the IFRC volunteering policy (IFRC, 2016b: 1): “A Red Cross Red Crescent volunteer is a person who carries out volunteering activities for a National Society, occasionally or regularly.”

2.2.3.2 UN volunteers

The UN Volunteers programme (2016) states that the justification for people to join UN Volunteers should be centred on their contribution and dedication to the global realisation of the millennium development goals (UN, 2016: 1). The UN Volunteers further encourage their volunteers to “inspire others”—those communities and people with whom they work and have been engaged—to become volunteers themselves and jointly contribute to the further development of their communities and societies.

2.2.3.3 Volunteers associated with different religious groups

A big volunteer group worldwide sees volunteers associated with different religions. Hustinx et al. (2015) found in their research that altruism, as one of the central postulates of any religion, serves as a fundamental motivation for volunteering. The authors also claim that there is a strong link between religion and volunteering, which explains the large number of volunteers connected to any and every religious group around the world.

2.2.4 Volunteers’ contribution in hard currency

As included in the above displayed sections 2.2.3.1 to 2.2.3.3, volunteers who have been associated with different global/national organisations/movement worldwide, essentially providing work for them, Connors (2012). In that respected, it is important the finding of Alfes, Shantz and Bailey (2016), who claim that volunteers and the work they implement are an important element in national and global economies, in the social sector and in politics. The work of volunteers represents a considerable element of the labour force in a number of counties around the world (Stirling, Kilpatrick & Orpin, 2011) and provides an enormous support to governments, substituting some of their work (Chen, Chen & Chen, 2010).

The number of volunteers, regardless of which organisations or groups they join, is of extreme importance when it comes to calculating their impact on the communities where they volunteer, or the societies or the big picture of the global community. Each of these volunteers gives her/his time, skills and experience to those who need it. Hustinx et al. (2015) include a case study on how a company from the Netherlands developed a method to calculate the volunteers' work, and came up with amounts expressed in hard currency. The purpose of this application was twofold:

- (i) To show in an understandable way what the volunteers of that organisation do and can do.
- (ii) To show in a very clear way to the volunteers themselves what their work means in financial terms and the figures related to their achievements.

2.3 Sustainability

2.3.1 Definitions

The literature review related to sustainability reveals many different definitions of sustainability. In their article related to sustainability and its definitions, Owens and Legere (2015) state that sustainability has been defined in many different ways, determined by the context of the sustainability. Johnston et al. (2007) claim that the definitions of sustainability currently in use are quite ambiguous and that they can be interpreted and misinterpreted by different individuals or groups in different situations. In order to avoid this, they suggest that a set of principles which define sustainability in all possible contexts should be developed, with the aim that those principles be universally applicable.

In the same article, Johnston et al. (2007: 62) restate the definition of sustainable development developed by the UN World Commission on Environment and Development in 1987 as being "development that meets the needs of the present without compromising the ability of future generations to meet their own needs". However, they explain that, at the time of writing their article, more than three hundred different definitions of sustainable development were available. The reason for this is that the UN definition is quite vague and it neither includes many aspects of sustainable development nor specifies any of the included elements.

In an attempt to come up with a simple definition of sustainability, Johnston et al. (2007) refer to sustainability as an approach to any activity to preserve its source and ensure that it is somehow replaced. Since this article was published in 2007, the number of newly developed or

further clarified definitions of sustainability or sustainable development has further increased, giving a clear indication of how the issue of sustainability has become an important concern for all and how much effort has been invested in explaining it, defining it, researching it, learning about it, and trying to find the most appropriate ways to tackle it and improve it. Lubk (2016: 14) presents another definition of sustainable development which “aims, in addition to international justice for present and future generations, to establish high ecological, economic and social-cultural standards respecting the limits of the environmental space.”

2.3.2 Forms of sustainability

Only a few years after the first definition of sustainable development was revealed, sustainability was viewed as “a new philosophy” (Grinde & Khare, 2008: 118), where several principles will have to be taken into account when discussing it. Those principles are:

- Futurity
- Global environment
- Biodiversity
- Right balance

The same author further discussed that sustainability has different forms in different fields: for example, sustainability in biology is about preserving biodiversity, or the totality of life on Earth. A different form of sustainability can be observed within sociology: this is related to protecting and improving the lives of individuals or groups affected by actions or decisions made by other individuals, groups or organisations, including exploitation of the environment in which these individuals, groups or organisations live, work or exist. Sustainability in economics is related to the ways in which any economy (starting with a small business and ending with the global economy) can advance but at the same time invest in protecting, preserving and renewing the resources and environment in which it operates. Sustainability in planning is about creating new or adjusted ways and spaces for people to live and work in by fitting better into their contextual, economic, environmental and social environment. This includes adapting or developing new cities and industrial, commercial, transport, health or other facilities, as well as small buildings. It also includes the way interiors or exteriors are designed and adapted for both people and the environment. Sustainability in the environment is related to the current resources and how they are exploited and used in a way such that they are protected and renewed (Exter, Grayson & Maher, 2013).

It is clear that different types and forms of sustainability are interconnected (Ahern, 2015). Ahern (2015) highlights that contemporary managers need to understand not only sustainability and its elements and forms, but also how they are related to each other and how this influences any business, because these foundations influence managers' motivation, future actions, performances and the way that managers design their work strategies. Ahern (2015) also warns that for better understanding of sustainability, it is important to be aware not only of its complex interconnectivity, but also of the philosophies of different interested parties and their divisions.

2.3.3 Social sustainability

Although social sustainability, mainly considered within the sustainability development agenda, has recently been more extensively researched, Missimer, Robért and Broman (2017) argue that this dimension of sustainability needs further development. In an attempt to analyse how different authors define social sustainability, a group of authors (Vallance, Perkins & Dixon, 2011: 343) listed the following factors that constitute social sustainability: “social homogeneity, equitable incomes and access to goods, services and employment”. This definition includes, among others, an important element for this thesis: equitable access to services. This is an area within which volunteer work/services is considered.

2.3.4 Triple bottom line

It is not possible to discuss sustainability or social sustainability without discussing the triple bottom line (3BL) concept. The concept was introduced by Elkington (1998) and it explores business from commercial, social and environmental angles, suggesting that they should be thoroughly interlinked. In other words, no business should have income as its only goal: the process of achieving income should be related to and should take into consideration the following groups of people:

- i. People who produce or provide products or services.
- ii. People who consume the products or services.
- iii. People who are affected by the products or services—for example, by living in the area where the products or services are being created, or in the area where the products or services are being used.

Similarly, the environment should be related to the previous two aspects: when making products or providing services, not only should people be taken into consideration, but also the

environment in which all these groups of people live and work. In this case, the environment includes both the biosphere and the resources that exist in the environment: how they can be preserved and how it will be ensured that they will not be exhausted, overproduced or polluted should be considered within the business processes. Similarly, Noble (2014) defines the 3BL as profit, people and planet, showing that the concept is about these three main categories and their interlinking. Noble (2014) also claims that the 3BL is missing a fourth element: planning. With it, the whole cycle would be completed and how it can work would be clarified from the earliest beginnings.

2.3.5 Social sustainability and leadership

The leadership of an organisation has various responsibilities, including (but not limited to) developing and formulating the organisation's mission and vision, strategy, plan of action and structure, and the working atmosphere to implement these plans (IFRC, 2010a). The same source provides that the leadership also initiate the development of policies, standards and procedures for work which serve as tools for the organisation to implement and meet its strategy, vision or mission. The leadership furthermore ensures that the organisation accomplishes its plans through a continuous change process. For these various tasks to be accomplished appropriately and with good results, the leadership utilises both financial and material resources which are not entirely owned by them; in return, the leadership is responsible to the organisation and the society, and should be held accountable for its actions (Waldman & Siegel, 2008).

If leaders in the positions described above are educated to understand and support social sustainability, they will be able to look for it and find appropriate solutions for their organisations that will not only strive to increase income, but also support both people and the planet. However, it is suggested that the leadership and owners (of organisations and companies) should have the same approach towards social sustainability if social and general sustainability are to work (Jensen & Meckling, 1976).

Although both sustainability and social sustainability have been recognised in the last decade as the prevailing standard, and it is expected that organisations will include them in their businesses or dealings, it is becoming apparent that if the leadership or management is aware, trained and well equipped with knowledge on sustainability and social sustainability, it is not necessarily the case that the rest of the organisation will follow and ensure smooth and easy implementation (Frandsen, Morsing & Vallentin, 2013). In their research paper, the same

authors recommend that the leadership and management, in addition to efforts to increase their own knowledge and skills related to sustainability and social sustainability, also invest in the training of staff and volunteers in their organisations on sustainability, different aspects of sustainability, and its importance and benefits for all, including encouraging and welcoming diversity, as well as understanding diversity and social diversity (Frandsen, Morsing & Vallentin, 2013). The research suggests that the following actions be targeted by the organisations' management and leadership (Frandsen, Morsing & Vallentin, 2013):

(1) That management or leadership should recognise that the establishment of sustainability in the organisation is an extremely complex and interrelated process.

(2) As a condition for engaging in sustainability, the management and leadership should display patience and acceptance of different but synchronised sustainability and social sustainability activities undertaken by the organisation's staff and others involved.

Ahern (2015: 495) suggests that engagement in and implementation of both sustainability and social sustainability are among the "biggest challenges" for contemporary leadership and management. He proposes that the following issues should be taken into account when considering "dilemmas which contemporary sustainability brings":

(a) The interrelation of different angles of sustainability.

(b) The divided principles of all involved in sustainability.

(c) The different views about how to achieve sustainability.

2.3.6 Social sustainability and leadership of national Red Cross and Red Crescent organisations

Among other equally pertinent issues related to sustainability that affect organisations, as listed above, the following issues might be of great relevance to national Red Cross and Red Crescent organisations and their leadership when considering social sustainability:

(a) Directing the organisational work towards "a universal, non-discriminatory approach to human welfare", Ahern (2015: 497).

(b) The existence of opposition to employ sustainability.

(c) “Deciding the mix between morally considerable and artificial sustainability” Ahern (2015: 500).

Pava (2008) suggests that social sustainability and the 3BL (triple bottom line) approach are a must in today’s world, since many organisations have become global, or at least international, having people and facilities deployed and placed in many countries or continents around the world. The national Red Cross or Red Crescent organisations, though national organisations, also have an international character through their involvement in different countries, the host and national Red Cross or Red Crescent organisations also being members of the Movement. For them, social sustainability and the 3BL comprise an approach that reflects their nature and the nature of their mandate. Being both national and international organisations makes it possible to reach a substantial number of communities worldwide and, by implementing their activities and strategies, national Red Cross and Red Crescent organisations have the opportunity to (i) do their work right, considering elements of the 3BL; and (ii) influence all their stakeholders in that direction.

2.3.7 Corporate social responsibility

Corporate social responsibility (CSR) has been described as an approach that “focuses on the role of business in society” and is concerned about the social responsibilities of business or the corporate sector (Galbreath, 2009: 109). It is closely related to social sustainability, and includes the elements of environmental consciousness, climate change, diversity, ethics, human rights, clean technology, renewable and alternative energy, voluntarism, etc. (Freeman & Hasnaoui, 2010). The same authors list community development, or assistance for those who are unable to help themselves, as an element of social sustainability. It is interesting to see that some of these components are already in the categories included in the values and activities of the national Red Cross or Red Crescent organisations, such as voluntarism or the Fundamental Principles (IFRC, 2016b). Moreover, support for vulnerable individuals and community development are among the core activities of national Red Cross or Red Crescent organisations.

2.3.7.1 Elements of corporate social responsibility

Rahdari and Rostamy (2015), after analysing 37 different definitions, came up with five elements of corporate social sustainability: the environment, the social aspect, the economic aspect, the aspect of the participants and the aspect of voluntarism. Likewise, Rahdari and Rostamy (2015: 764–766) arrived at 70 different sustainability indicators which can be used to

assess corporate sustainability. Among these 70 different indicators, only one is related to age diversity—indicator no. 57, labelled ‘Women and Minorities’, pertaining to the constitution of an organisation’s governance and management bodies and the structure of its staff in accordance with “gender, age group, minority group membership, and other indicators of diversity”. Sainty (2016) stated that although corporate social sustainability is the agenda for any modern organisation or corporation, the roles and tasks of the organisational leadership in that respect are not widely known. The author recommended several action points for boards of directors or the leadership of organisations which should be undertaken in order to increase and implement corporate social sustainability.

2.3.7.2 Corporate social sustainability and leadership of national Red Cross and Red Crescent organisations

For the purpose of this research and the topic relating to leadership of national Red Cross or Red Crescent organisations and increased age diversity among their volunteers, the following action points were found to be relevant (Sainty, 2016):

- Including a sustainability agenda in the current functions and tasks of different board committees—i.e. audit committee, nomination committee.
- Listing questions related to corporate social sustainability with which the boards should be concerned, such as priorities within sustainability; whether they are defined and, if so, whether they have been related to the organisational strategic documents; whether these priorities have been shared with all partners involved; and what resources are in place or are required to meet the sustainability goals.

The literature review revealed that sustainability has been defined in a number of different ways, however it also revealed that these different definitions depend on the context in which sustainability has been researched or determined. Equally, the literature review exposed that sustainability has been considered from different angles, e.g. sustainability in environment, sustainability in biology or sustainability in sociology, among others, all of them being related and interconnected. The sustainability in national Red Cross or Red Crescent organisations relates to social sustainability, due to the nature of Red Cross or Red Crescent establishment and purpose. The literature review on the social sustainability unfold that this form of sustainability only recently came into focus of research, and that it needs more research in the future. The author of the thesis considers this research as a contribution in that direction. Under

the social sustainability, the concept of triple bottom line was described, including Nobile's (2014) short definition of it as profit, people and planet. The review on the corporate social responsibility (CSR), as a form of social sustainability, includes voluntarism as one of its elements. These two last concepts of sustainability relate closely to national Red Cross or Red Crescent organisations functioning and the topic of the research.

2.4 Diversity

Kapoor (2011) rightly pointed out that diversity is everywhere around us, and includes us. When considering diversity in the organisational context, the term 'workforce diversity' has been used. Thomas (1990) contends that diversity can be seen from two different angles: firstly, as a need to ensure diversity in an organisational environment by hiring a diverse work force, but secondly by ensuring proper management of the diverse workforce. At the beginning of this century, intensive research related to diversity has been moving its focus from "diversity to inclusion" (Kapoor, 2011: 287): the focus is no longer on the initially highlighted diversity categories that included race, ethnicity, gender, age, religion, disability and sexual orientation, but rather on other elements that define individuals—i.e. how they communicate, how different individuals work, their economic status, their origin, Diversity Task Force (2001). DeMartine, Maffe and Saddam (2016) suggest that organisations profit in many ways when their leadership invests in developing an atmosphere to nurture diversity and increase engagement.

Another research (Pringle & Ryan, 2015: 471) developed a diversity framework that includes three stages: "macro, meso and micro levels". The macro level includes elements of regional geopolitics, such as historical background, sociological and economical structures, as well as employment in the light of diversity. The meso level involves the organisations, corporations and other similar bodies with their technicians and experts who implement diversity management, while the micro level comprises the different objectives, uniqueness and activities of each individual, related to their diversity, as well as interrelations between these aspects of different individuals.

Studies related to diversity agree that diversity, if achieved in the work force, influences "creativity, innovation, and problem solving" (Hertel et al., 2013: 858) because of the various points of view, understanding and background which different people bring. At the same time, if diversity is already achieved and exists in an organisation or a corporation, it requires a different level of "communication, coordination, and conflict management" (Hertel et al., 2013: 858) because of different expectations, different operational styles and generally different

standards. For that reason, organisations where environments are highly diverse require management which takes into consideration their interrelated and interconnected views and relationships.

2.4.1 Definitions

Literature agrees that diversity has come strongly into focus in recent years as an element of social sustainability. Research by Jackson, Joshi and Erhardt (2003: 802) presents a widely accepted and widely used description of diversity known as “diluted” diversity. This description includes three “attributes of interest” through which diversity among people in a group, a team or an organisation can be seen. The first is related to those attributes that become obvious immediately when meeting a person, such as age, race, sex, ethnicity and language. The second type of attribute can be detected only when one gets to know another person, and includes, for example, her/his character, ethics and knowledge. The third attribute is related to people’s education, position in the work place and similar aspects that people manage to attain.

Research by Kearney and Gebert (2009) found that organisations have become more attentive to diversity in age and nationality among their teams in the last decades due to globalisation and strong competition among other pressing and contemporary conditions of doing business. Another reason for this is that legislation, including human resource regulations, has changed and currently includes requirements for greater diversity in hiring staff.

Diversity has often been studied in relation to its impact on business, including how it can be measured and how it has been demonstrated (Choi & Rainey, 2010; Li et al., 2011). Another reason for its study is the focus on human resource tools which ensure diversity in an organisation (Bieling, Stock & Dorozalla, 2015).

2.4.2 Diversity in relation to national Red Cross and Red Crescent organisations

Looking at this issue from the perspective of national Red Cross or Red Crescent organisations, diversity is one of the Movement’s values (IFRC, 2016e). As in other industries, diversity in national Red Cross or Red Crescent organisations has two main paths:

- Respect for diversity when serving vulnerable people and delivering its services (IFRC, 2017b).
- Ensuring diversity among its members, staff and volunteers.

In order to ensure that diversity is understood and taken into account when designing, implementing and reporting on the activities of the organisation, the IFRC Competency Framework (IFRC, 2016d), as one of the tools for the organisation and its leadership, suggests to its staff, members and volunteers how to behave to meet respect for diversity and to measure it. The suggested behaviours include making efforts to understand and learn about different approaches and perspectives, avoiding stereotypes, etc.

The American Red Cross (2017: 1) defines diversity, through its Diversity and Inclusion Mission and Vision, as the inclusion of all appearances, knowledge and contextual impacts that create us as “unique individuals”, including:

- Gender
- Age
- Race
- Ethnicity
- Nationality
- Class
- Sexual orientation
- Religion
- Political opinion
- Work experience
- Marital status
- Type of employer organisation
- Seniority
- Geographical location
- Mother tongue
- Appearance
- Communications style
- Job position
- Management position
- Gender identification
- Physical and mental abilities
- Economic status or wealth
- Educational background
- Parental status

- Field of practice

2.4.3 Benefits and limitations of diversity

A literature review related to diversity in the work place undertaken by Choi and Rainey (2010) shows that early academic works revealed several benefits and limitations of diversity. The benefits include creating an environment where more and different views and perspectives on possible solutions support better organisational performance, while on the side of limitations, diversity sometimes causes conflict in teams, which results in managers needing to invest more in the work to synchronise and align groups. The same authors also suggest that some researches revealed an undesirable connection between organisational function and diversity (Chatman & Flynn, 2001; Chatman et al., 1998; Foldy, 2004; Gladstein, 1984; Jehn, 1995; Jehn, Northcraft & Neale, 1999).

2.4.4 Age diversity

Age diversity is a central topic in this research. In order to define age diversity and uncover the available knowledge related to the topic, further research was undertaken. Study of age diversity began with research on diversity as detailed above, and then moved to age diversity as detailed below.

2.4.5 Age diversity benefits

Like any other form of diversity (gender, language, geographical), it is important to achieve age diversity within modern organisations. Li et al. (2011: 250; see also Avery, McKay & Wilson, 2007; Peterson & Spiker, 2005) discuss that appropriate age diversity can “increase creativity and capabilities” in the organisation and lead to its better performance. Kunze, Boehm and Bruch (2013) state that a focus on age diversity within different management studies and theories came to light only a few years ago, although age diversity is a ubiquitous pattern that is regularly seen in groups such as family, neighbours, hobby-related teams, etc. Kunze, Boehm and Bruch (2013) consider age discrimination from both ends: young people suffering discrimination because of their age, and elderly people being discriminated against for their age. The authors demonstrate through their research that, among other management tools, HR policies regulating age diversity help in improving this type of diversity in an organisation as well as decreasing bias towards different age groups.

2.4.6 Tools used to increase age diversity

Another management tool that can be used to increase age diversity among the organisational work force is related to policies on appraisal and compensation (Bieling, Stock & Dorozalla, 2015). The authors establish that appropriate and fair appraisals which lead to fair compensation for all age groups of employees lead to the creation of an environment where employees feel valued and welcomed. Such a state influences employees' motivation and further influences the functioning of the organisation.

In relation to the age diversity of volunteers in national Red Cross or Red Crescent organisations, the point made in research (Avery, McKay & Wilson, 2007; Li et al., 2011; Peterson & Spiker, 2005), that homogenous groups are missing knowledge, experience and skills related to other age groups, is an extremely relevant argument, as the problem with national Red Cross or Red Crescent organisations which have either younger or older volunteers is similar: these volunteers lack some of the knowledge, experience and skills for the different population groups they may need to serve. Accordingly, they are missing grounds for innovation, creativity and capability, which then influences their performance and the organisational performance, thus limiting opportunities when planning programmes and activities.

The challenges mentioned above in relation to diverse teams are equally relevant to age diverse teams. This calls for appropriate management which should focus on managing different expectations and different values.

2.4.7 Age diversity challenges and disadvantages

The challenges of age diverse teams are many. They include the very different working styles, approaches and behaviour of older workers and younger workers, which can sometimes lead to different degrees of conflict, competition or inactivity (Beaver & Hutchings, 2005).

On the other hand, national Red Cross or Red Crescent organisations welcome and advocate diversity, and respect age diversity. Numerous studies and evaluations advocate mixing teams, including volunteer teams working directly with affected individuals and communities, in order to be able to provide a better understanding of the problem and appropriate solutions (IFRC, 2016b).

Hertel et al. (2013), in their paper which includes five different studies related to age diversity, provide recommendations on how to recognise and avoid accidental discrimination in the work environment by learning to identify age stereotyping and discrimination related to age diversity.

However, one of the limitations of research related to age discrimination is that little is available in relation to discrimination against younger volunteers, the majority of such literature focusing on discrimination against older workers as one of the fastest growing age groups in the last decades (Angeloni & Borgonovi, 2016).

2.5 Leadership

2.5.1 Leadership definitions and types

Numerous different definitions of leadership and leadership types can be found in the literature. Rost (1993) found 221 definitions of leadership in the 587 publications he examined. Furthermore, Kumar, Adhish and Deoki (2014) reveal that over 2,000 different books related to leadership were in print at the time their article was published. Some of the definitions of leadership are short and simple—for example, Summerfield (2014: 252) defines leadership through its main role, “to make things better”—while other definitions include the skills needed for executing leadership, or different models of leadership, as well as different leadership styles.

Raelin (2003) defines leadership as a collaboration of four main interrelated concepts:

- Setting the mission of an organisation or an activity
- Fulfilling goals
- Continuing to perform work/activity
- Countering changes

Leadership is positioned at the centre of this collaboration and deals with all four notions simultaneously in order to perform its task.

2.5.2 Leadership models

Raelin (2010) also defines the traditional model of leadership through the following four dimensions:

- Serial
- Individual
- Controlling
- Dispassionate

For years, senior leaders of different companies followed this model and remained in their jobs for long periods, leading and heading their organisations through centralised systems which

were based on control and ordering. However, management and leadership studies have recently been researching the leaderful practice model (Raelin, 2010), which includes the following dimensions:

- Concurrent
- Collective
- Collaborative and compassionate

This means that senior leaders of different organisations and companies have started to apply different types of leadership which value broad input and the specific expertise possessed by different individuals, and which can be applied when needed.

2.5.3 Leadership theories

In order to take a historical look at the development of different leadership theories, Khan (2015) presents the evolution of leadership theories, including situational leadership, which emerged in the 1970s. Situational leadership is described as having two important dimensions:

- Impact on work results
- Impact on people who involved in the particular work and who are interrelated.

Khan (2015: 354) also describes the full range model of leadership which emerged in the 1980s with its nine elements: “Individualised Consideration (IC), Idealised Inspiration (IIA), Idealised Inspiration (IIB), Inspirational Motivation (IM), Intellectual Stimulation (IS), Contingent Reward (CR), Management by Exception Active (MBE-A), Management by Exception Passive (MBE-P) and Laissez Faire (LF)”. Both of these leadership theories (situational leadership and the full range model of leadership) show how the leadership concept has moved from that which was common in the 1950s, which pictured leadership as a strong leading force that put all its efforts and strengths into doing things, getting things done and sorting out any problems that came its way (Hoch & Morgeson, 2014).

2.5.4 Transactional-transitional leadership

Lately, the focus of research related to leadership has been on transactional-transitional leadership, which was first mentioned in the late 1970s (Martin, 2016). Since then, it has been extensively studied and elaborated. Transactional leadership entails leadership responsibilities to ensure that the organisation achieves its goals by mobilising people related to the

organisation. This leadership style includes a component related to rewarding people who are involved in the business when they are performing well (Boseman, 2008).

2.5.5 Transformational leadership

Transformational leadership goes beyond this to include leadership's capacity to encourage input with the aim of having a "shared vision" with the people involved (Iqbal et al., 2015: 542), as well as the capacity of leadership to identify the best people to be involved in particular and specific tasks or areas of business. These skills empower leaders to understand better and more deeply the issues that exist within the organisation and its functioning, and to allow knowledge accumulated in people to be used for improvement of the organisational success. Such a leadership style is suitable for a time of crisis or when a change is needed.

2.5.6 Similarities and differences between transactional-transitional and transformational leadership

Some of the critics of this theory explain that the difference between these two types of leadership, transactional and transformational, can be compared to the difference between leaders and managers (Kent, Crotts & Azziz, 2001), where the leaders are more involved in long-term issues in their organisations, such as creating directions where and how their organisation will go, and in that respect designing the mission, vision and purpose of their organisations, while the managers are more concerned with doing things and finding how to do things in the most appropriate way. This direction of thinking provides a basis for the two distinct, but closely related, types of leadership commonly found within the Red Cross and Red Crescent: governance and management (IFRC, 2017a). The following sections will include more on these two types of leadership within the Red Cross and Red Crescent.

The challenges that Rowold (2014) associates with transactional and transformational leadership include the absence of a strong strategic perspective in both models, as well as their focus on exceptional leadership behaviour, which is important and motivating, but is not the most appropriate style for the regular, everyday leadership or management that exists in all types of organisation.

2.5.7 Transactional-transitional and transformational leadership and diversity

In terms of diversity, it is interesting to look at both of these models, since both have elements of behaviour that can support the initiation and implementation of age diversity among

volunteers. For example, the element of a shared vision, a characteristic of transitional leadership (Iqbal et al., 2015), could be a basis for recognising the need for an age diverse volunteer body and initiating an age diverse volunteer base. Such a base can share diverse knowledge, skills and experience in order to be able to widen the services and programmes of the respective national Red Cross and Red Crescent organisation and reach vulnerable individuals and communities more than any other national organisation.

2.5.8 Instrumental leadership

Another influential contemporary style of leadership is instrumental leadership. This type of leadership includes skills and expertise related to the “monitoring of the environment and of performance” and the execution of planned tasks, strategies and solutions (Antonakis & House, 2014: 749). According to the same authors, instrumental leadership behaviour and style includes elements which are related to the strategic goal(s) and implementation of the organisational strategy, with which transformational and transactional leadership are not concerned. While transformational and transactional leadership do not include these particular skills, instrumental leadership focuses on seeing the big picture. For the leadership to be able to see this big picture with all its important elements, however, it is important to have a well developed and realistic strategy for the organisation and to be continuously engaged with its updating, revising and renewing. The big picture concept is akin to the “holistic view” (Muyzenberg, 2014: 746), described as a Buddhist principle which, translated into management, represents the capacity of the manager to see the organisation as an interdependent system, not only within itself, but also with the closer and wider environment in which it exists.

2.5.9 Strategic leadership

Another type of leadership that is focused on achieving the organisation’s strategies, goals, vision or mission is strategic leadership (Antonakis & House, 2014). To be a strategic leader, a person needs to have, as a precondition, good knowledge and skills related to strategic thinking, planning, implementation and monitoring. At the same time, an important element of this expertise is a good knowledge and understanding of the environment in which the organisation exists and where it needs to prosper. Only with good knowledge and understanding will the leader be able to ensure that the organisational strategy is developed appropriately and that its implementation will take the right path.

2.5.10 Similarities and overlapping among different leadership types

The eight types of leadership elaborated above—traditional leadership, collective leadership, situational leadership, the full range model of leadership, transactional-transitional leadership, transformational leadership, instrumental leadership and strategic leadership—contain some overlapping traits. For example, both strategic leadership and transformational leadership include a focus on the firm's strategic foundation (Antonakis & House, 2014; Kent, Crotts & Azziz, 2001). In addition, transactional-transitional leadership, transformational leadership, instrumental leadership and strategic leadership could be at the same time collective leadership or individual (Mendez, Howell & Bishop, 2015; Raelin, 2010). The analysis of different leadership styles commonly found in the last decades in business and management studies and practice provides an overview of different styles matching different needs and contexts.

2.5.11 Leadership in non-for-profit associated organisations

National Red Cross and Red Crescent organisations are associated with the not-for-profit or charitable sector. Osula and Ng (2014) claim that not-for-profit organisations replicate the majority of management and leadership systems. Further, they list some of the differences which exist, and which influence both management and leadership styles in not-for-profit organisations. The most significant differences have been seen in the following areas: (i) not-for-profit organisations usually obtain a whole set of privileges for their work; (ii) the number and nature of partners/stakeholders of not-for-profit organisations pose different and numerous expectations; (iii) finally, the element of accountability towards partners, owners and donors—which are, as mentioned, diverse—may become too complicated and too dispersed. Therefore, management and leadership styles in national Red Cross and Red Crescent organisations have, and should continue to have, a lot in parallel with the management and leadership styles in not-for-profit or cooperative organisations. When applying a leadership style, the particular auxiliary status of the national Red Cross and Red Crescent organisation should be taken into consideration, or other aspects related to its regional or cultural context and identity. In such cases, appropriate adjustments should be made in order to contribute to the further development and strengthening of the national Red Cross or Red Crescent organisation, such as the theme of this thesis. Otherwise, the theories and practice related to leadership are equally applicable to the leadership associated with national Red Cross and Red Crescent organisations.

2.5.12 Individual and collective leadership

Leadership can also be seen as individual or collective. According to McHugh et al. (2016), collective leadership represents a subgroup of collectivistic leadership, together with other types, based on teams or multi-teams, networks, shared leadership and complexity leadership. The same group of authors describe collectivistic leadership as a situation where a group of people assume leadership responsibilities in an environment, such as an organisation, a collective or network, due to the fact that they, as a group, have better understanding and knowledge of the environment. As a result of that, they will be able to make decisions that will reflect that wider knowledge and understanding, offering context-related/applicable solutions.

2.5.13 Individual and collective leadership in national Red Cross and Red Crescent organisations

Both the IFRC itself and its members, the national Red Cross or Red Crescent organisations, exhibit some elements of this type of leadership. The most commonly displayed model of collective leadership across national Red Cross or Red Crescent organisations is collective governing bodies, such as the General Assembly, National Council or Governing Board at national, regional, district or branch level (IFRC, 2016b). This membership model of an organisation is defined by Teckchandani (2014) as a model which enables members of a certain group or community to come together and accomplish their particular goals or interests. Following this model, membership of national Red Cross or Red Crescent organisations at the lowest (branch) level elects its representatives in higher levels of the organisation, such a system ensuring that its bodies (the most common being the Governing Board and General Assembly) comprise a representative group of members making decisions for everyone (IFRC, 2010a). However, collective leadership is combined with individual leadership assumed by positions such as President of a national Red Cross or Red Crescent organisation, Chairperson of the General Assembly or other collective bodies, Presidents of the regional, district or branch Assemblies or Committees, Secretaries General and other similar positions (IFRC, 2010a).

2.5.14 Distributed and shared leadership

Mendez, Howell and Bishop (2015) divide collective leadership into two different approaches: distributed leadership roles and shared leadership roles. The distributed leadership approach suggests that leadership responsibilities are distributed between a few individuals according to their specific skills. The shared leadership approach suggests that all responsibilities of leadership are shared within a group or a team, and different roles and responsibilities can be changed from time to time in the same group.

2.5.15 Leadership: governance

Looking at the above descriptions of leadership, governance in an organisation—defined by Tihanyi, Graffin and George (2015) as the system that guides and controls organisations or companies—represents a combination of collective and individual leadership. While different responsibilities rest with different governing positions—e.g. responsibility for constitutional tasks or formulating the vision, mission and policies of the organisation—overall responsibility for the performance of the organisation lies in the majority of cases with the highest governing positions, being the President or Vice President (IFRC, 2010a).

However, the literature reveals that some scholars see governance more as a structure than as a leadership body which has its functions, duties and responsibilities (Pema, 2016). Although Carver (2006) defines governance's goal as being to fulfil what needs to be fulfilled using the available resources and avoiding inappropriate situations and activities, he still sees governance as a system, defining six criteria that governance has to satisfy in that respect: entirety (being concerned about the whole organisation), open systems, borders, contribution/production, feedback and multiple outcomes.

2.5.16 Governance of the IFRC and national Red Cross and Red Crescent organisations

The International Institute for Management Development (IMD) was contracted by the IFRC to pursue a governance review with the aim of analysing the IFRC governance and recommending how it could be strengthened. The report (IMD, 2013: 11) recommended that the IFRC undertake revision of its governance following the concept of “governance excellence”. The concept includes four pillars (p. 11):

- Pillar 1: the quality, focus and dedication of people
- Pillar 2: the structures and processes
- Pillar 3: the information architecture
- Pillar 4: the governance culture

These four pillars are interrelated and are built on the foundation of trust and voluntarism within the governance, as seen in Figure 2 below.

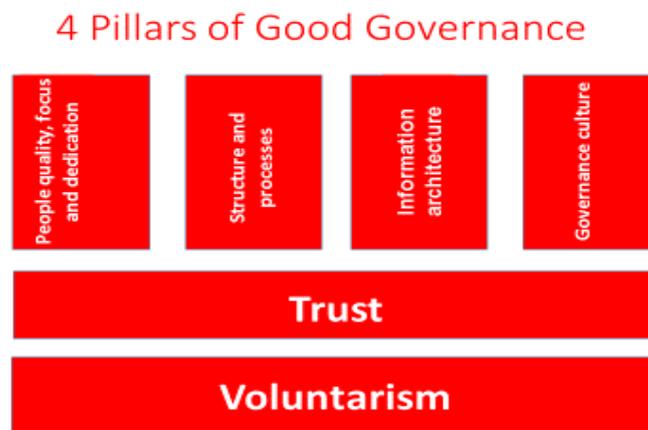


Figure 2. Four pillars of good governance

The report states that a lack of the following elements causes boards to be unsuccessful; in contrast, when they are fully taken into account and available, they contribute to successful governance in the form of:

- (1) Appropriate analysis and evolution of risks that the organisation is facing.
- (2) Suitable long-, medium- and short-term strategy.
- (3) Identification, selection and appointment of senior management and their teams, as well as proper support given to both by the board.
- (4) Prevention of fraud.

Although the abovementioned report was conducted for the IFRC and its governance, it is equally relevant for national Red Cross and Red Crescent organisations which, in most cases, organise their governance similarly to the IFRC. In order to be able to fulfil their tasks and responsibilities, governing bodies of national Red Cross and Red Crescent organisations at all levels need to invest in their own development, which should be carried out according to the steps described above. At the same time, they should pay close attention to those elements that might jeopardise their functioning and lead to failures. In this respect, any attempt of the leadership (governance) of national Red Cross and Red Crescent organisations to institute or to strengthen sustainability or social sustainability should follow the four pillars of good governance.

2.5.17 Governance of non-for-profit organisations

In his article, Cornforth (2012) claims that the current literature concerning governance of not-for-profit organisations has three main drawbacks: (i) the fact that the governance of an organisation is seen almost entirely through its board, while in reality individuals comprising boards have close working relationships with the staff/managers of their organisations who provide a lot of work and, with it, an equal quantity of ideas and influence; (ii) many contemporary not-for-profit organisations are structured as federative/decentralised organisations, so they have several levels, each having boards which function interactively; and (iii) as well as boards, governance includes several processes. In addition to this, Cornforth (2012) suggests that these three elements should be seen through the lens of constant change.

2.5.18 Leadership of national Red Cross and Red Crescent organisations: tasks and responsibilities

The Guidance for National Societies' Statutes (IFRC, 2010a) lists the main tasks of leadership of a national Red Cross or Red Crescent organisation as long-term planning, which includes defining the organisational vision, mission and policy; setting the organisational goals; creating systems, procedures and structures to implement the organisational goals; establishing a suitable environment to achieve these goals; managing change in the organisation; and evaluating performance and developing strategies and tools to improve it further. The IFRC Global Review of Red Cross Red Crescent Leadership (2017a) mentions that while performing their tasks and fulfilling their responsibilities, both individual and collective leadership have been continuously exposed to constant change in the external and internal environment, their own change (e.g. changes to the structure of the leadership, and professional and private changes that influence individual or collective work), and different expectations (related to the fulfilment of organisational goals and expectations from society, the global society, communities and individuals) (IFRC, 2017a).

Pearce, Manz and Akanno (2013) state that strengthening and increasing management skills supports improved organisational ability for sustainability. In the same article, the authors present the findings of their research claiming that practice shows that training provided for current and future leadership proves to be generally insufficient, one of the consequences for organisations being the development of an atmosphere where staff show a certain level of dissatisfaction with the leadership.

Different national Red Cross and Red Crescent organisations' public web sites reveal how the leaderships of those organisations around the world function and what their main roles and functions are. The British Red Cross (2016: 1), for example, defines the role of its governing body (the Board of Trustees) as “the general control and management of the administration of the Society”, as per the Royal Charter, while the Australian Red Cross (2016a) defines the functions of the national leadership team as providing high level advice and recommendations to the management related to key strategic and operational matters, and supporting the implementation of decisions taken by the Board and senior management team.

2.5.19 Volunteers leaders in Red Cross and Red Crescent

As indicated above, this section describes the leadership in national Red Cross and Red Crescent organisations. The reason for having a separate section related to leadership in national Red Cross and Red Crescent organisations is that, while it has similarities with leadership within any other organisation, it also has its own specificities. One responsibility of the leadership in national Red Cross and Red Crescent organisations is to ensure diversity among members, staff and volunteers in the organisation, and consequently allow for age diversity among the volunteers.

Volunteers currently comprise a large portion of the Red Cross or Red Crescent leadership worldwide (IFRC, 2010a). National Red Cross or Red Crescent organisations are largely membership-based. The members who come together in their communities and organise themselves through local branches form the basic units of bigger organisations, the national Red Cross or Red Crescent organisations. In order to ensure that the voices of communities are heard and taken into consideration when preparing strategic documents of their Red Cross or Red Crescent organisations, representatives from those branches have been elected into the higher governing bodies of their organisations. The Guidance for National Societies' Statutes (IFRC, 2010a) suggests that members of the governing bodies of national Red Cross or Red Crescent organisations execute their duties as volunteers of those organisations, meaning without any material or financial gain. Such status ensures their independence and further contributes to the leadership of national Red Cross or Red Crescent organisations performing their duties in an impartial and neutral manner, being representatives of all members of the national Red Cross or Red Crescent organisations. This model of leadership recommends that the profile of candidates for leadership positions includes, if and where possible, respected and reasonably prosperous community members.

This concept of leadership supports that the leadership included in the daily work of the national Red Cross or Red Crescent organisations should be, in contrast to the members of the governing bodies, paid employees. This includes the whole management structure of the national Red Cross or Red Crescent organisations, such as the CEO or Secretary General or Director General and her/his staff heading the main organisational units, including finance, human resources, logistics, programmes and projects, international cooperation, etc., as well as the staff working in such units (IFRC, 2010a).

In addition to the voluntarism that is integral to the Red Cross and Red Crescent, as explained above, the leadership of national Red Cross and Red Crescent organisations who are members of their governing bodies are volunteers. That is the central difference between the leadership in the national Red Cross and Red Crescent organisations and other not-for-profit or cooperative organisations, where the leadership are all paid. The leadership in national Red Cross and Red Crescent organisations has a long tradition of two components which work in synergy: governance and management. Governance is organised through the following bodies or individual leadership positions: Governing Boards, National Boards, General Assemblies, National Councils, different commissions and committees, and the positions of a President, chairperson(s), Vice President(s), vice chairperson(s), treasurer, chairperson of the finance commission, etc. The same structure is applicable for the IFRC, where the governance is elected from among its membership and performs its functions on a voluntary basis (IFRC, 2017a). The management leadership positions are usually realised, both in national Red Cross or Red Crescent organisations and in the IFRC, through the positions of Secretary General, CEO, Executive Vice President or similar. These positions are contracted and salaried.

The leadership of the national Red Cross and Red Crescent organisations associated with the governing bodies fits the collective leadership type. Friedrich et al. (2009) define collective leadership as a group of individuals who are gathered for a common goal, led by a formal leader(s), but in practice utilising the knowledge and particular skills accumulated in the group to make the most appropriate decisions. On the other hand, leadership associated with the management side of the national Red Cross and Red Crescent organisations fits the form of individual leaders—i.e. Secretaries General or CEOs. These positions might use and perform different leadership styles, but in general they represent individuals and not collective bodies.

As indicated at the beginning of the research and throughout the thesis, the topic of this study is how the leadership of national Red Cross and Red Crescent organisations can support their

organisations to reach age diversity among their volunteers. Different types of leadership were explored, considering their advantages and disadvantages in order to clarify how the research should be done and what should be the areas of focus during the research.

Since age diversity represents one dimension of social sustainability, and this is quite a recent issue in social, business or management studies, leadership traits such as monitoring of the internal and external environment, strategic thinking and skills, innovation and creativity are qualities that the leaders embarking on increasing age diversity should possess or be able to learn. Such leadership features are associated with both transformational leadership and strategic leadership. Transformational leadership assumes not only the ability to see the organisation in the future (vision), but also the ability to see it in the present moment and understand what is needed to bring it from that point to the future (Hacker & Roberts, 2003). At the same time, strategic leadership is described through four core elements: (1) knowing the external and internal environments where the organisation exists and coordinating between the two; (2) working in a complex and ambiguous context; (3) work that is a combination of several equally important functions; and (4) dependence on others who implement the work (Simsek et al., 2015).

2.6 Summary

Chapter 2, the literature review, has provided detailed definitions of the main categories of the research: volunteers, sustainability, diversity, age diversity and leadership. Since the research is in the first place about Red Cross and Red Crescent volunteers, their connection with the aforementioned categories was described. Leadership was researched from the angle of different types of leadership, including traditional leadership, instrumental leadership, strategic leadership, and transformational and transactional leadership, and what their principal responsibilities are. At the same time as the research is also about leadership in national Red Cross and Red Crescent organisations, available literature on leadership was extensively researched. It was considered as both a collective and individual responsibility and function. The perspective of the Red Cross or Red Crescent leadership, being volunteers themselves and understanding the volunteers' point of view, was explained in detail. This also provides a basis for further research that will focus on Red Cross and Red Crescent leaders and how they can contribute to overall increased social sustainability. Finally, the literature on sustainability was reviewed to provide theory related to sustainability in the form of definitions, as well as understanding related to elements of sustainability, e.g. diversity, or on available concepts, e.g.

triple bottom line. The review on sustainability also revealed connection between sustainability and leadership which is closely linked to the topic of the research. It further confirmed that sustainability, and in particular social sustainability and triple bottom line concept are seen as a must for the organisations which operate globally. As earlier described, national Red Cross and Red Crescent organisations operate locally, but come together in the global network through the IFRC and the Movement, and in that form have global influence power. Lastly the main categories of the literature review, as mentioned above volunteers, sustainability, diversity, age diversity and leadership were already defined through the identified problem and through the research objectives, elaborated under Chapter 1. How has the literature review informed and affected the design of the questions which were included in the interviews has been included under Appendix 1.

Chapter 3. RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

Chapter 3 will introduce how the research was designed and the methodology used to conduct it. Action research, as the chosen research methodology, is elaborated below. Based on the methodology, the research design is further explained. This includes a description of how the interviews were designed, starting with planning and designing questions for the interviews and identifying candidates for interview. Finally, the process of coding the collected data and the development of the main categories of codes, which would be used for further analysis, were elaborated.

3.2 Action research

When deciding on which approach to choose, the author initially thought about using grounded theory due to its emphasis on using information and data collected in practice. However, the grounded theory qualitative approach is basically theory that is established in the experience of research participants (Strauss & Corbin, 1990).

Other qualitative approaches for action research offered by Creswell (2007) include:

- Narrative research, the approach that focuses on individuals and their stories which include their experiences.
- Phenomenology, the qualitative approach which concentrates on understanding the experience shared by several individuals.
- Ethnography, the approach which develops and/or describes “the shared patterns of culture of a group” Creswell (2007: 79).
- Case study, the approach which establishes thorough analysis and explanation of one or multiple cases.

While analysing all five approaches, the author also took into account the following two important aspects:

- An extensive literature review was undertaken providing considerable understanding of the main categories of the research topic,
- The author of the research, as an insider, possessed sizeable knowledge and understanding of the context in which the problem existed.

As the research problem is not about an individual or a common culture sharing group the narrative research and ethnography were immediately excluded. The phenomenology approach was also quickly excluded as, usually it is used for characterising the basis of “a lived phenomenon” Creswell (2007:78). As mentioned the grounded theory approach was initially chosen as it establishes theory using knowledge and practice of research participants. However, taking into account her research problem (what support leadership of national Red Cross and Red Crescent organisations need to increase age diversity among volunteers of their organisations and which leadership style provides for diversity) and the above listed two additional elements of the research the author felt that the grounded theory was not the right approach. The case study’s approach was also considered due to its suggested forms of collecting data or its focus. However, as the case study is about researching an event or an activity (Creswell, 2007) it was also rejected, since the problem was not to study an existing activity, but to learn both from already existing knowledge (literature review) and knowledge and practice of participants of the review, in combination with the author’s own knowledge. For that reason, the author decided to utilise action research which includes qualitative interviews.

Susman and Evered (1978) advise that the notion of action research was first presented by Kurt Lewin, based on his interest in how to work and sort out social problems in the mid-1940s. Raelin (2009), on the other hand, claims that other individuals built the foundation for action learning and action research even before Lewin introduced it (for example, Reg Revans or John Dewey). In any case, it has since become a subject of thorough development and utilisation.

In their literature review, Hult and Lennung (1980) synthesise several definitions of action research into the following definition: action research is a research which has two parallel paths of (i) solving a real problem in practice, and (ii) by that action, contributing to the existing academic knowledge. The definition also includes an element of strengthening the skills of the researcher through his/her action in combined performance in relation to the problem by utilising learnings in a repetitive process. The process results in understanding the social environment and the change that is happening and is needed to solve the problem. For this action, the participants agree on the most suitable moral norms.

In this research, the author decided to apply a qualitative research approach which fits well with the action research paradigm. According to Creswell (2007), a qualitative research approach includes the following elements: (i) beginning the research, which includes identification of the problem and reviewing the related literature; (ii) the research itself, including asking questions

related to the topic of the research, collecting data and analysing the data; and (iii) finalisation of the research, which includes presenting the research. Creswell (2007: 78–79) also presents five different qualitative approaches: narrative research, phenomenology, grounded theory, ethnography and case study. Although many of the characteristics listed for each of the five mentioned approaches come close to the main topic of the research (e.g. the case study approach uses as a unit of analysis “studying an event, a programme, an activity, more than one individual”), many others were missing. For that reason, the author decided to conduct a simple qualitative research which includes a combination of interviews and analysis of data.

As already indicated above, the author is an insider researcher who has used her earlier gained knowledge as preunderstanding, who has easy access to data and who has a dual role (Coghlan & Brannick, 2010). Taking into consideration these aspects of the insider researcher, the author utilised procedures and methodologies for gathering and analysing qualitative data as explained below.

3.3 Interviews

3.3.1 Selection of candidates for interview

Taking into consideration the nature of the IFRC as a global organisation, the author decided to interview 30 leaders. Of that number, 20 participants were selected from different national Red Cross and Red Crescent organisations, five from each of four geographical areas defined by the IFRC Constitution as constitutional regions—Africa, the Americas, Asia and Pacific, and Europe (IFRC, 2017a), in addition to ten participants who had been staff of the IFRC. Of the ten IFRC participants, five had worked directly in the field and five had worked in the Secretariat in Geneva (the HQ level). The target group for the interviews was both current and former leadership from the selected national Red Cross and Red Crescent organisations, namely Presidents, Secretaries General or heads of international departments of their organisations.

In order to ensure geographical and language diversity among the candidates, as described above, leaders from five national Red Cross or Red Crescent organisations for each of the four constitutional regions were identified and selected. The participant selection was done randomly. Only one criterion was applied: accessibility. Good access, either through the internet or via telephone, was the only condition when choosing participants for interview.

In addition to the leadership of diverse national Red Cross and Red Crescent organisations, ten staff working for the IFRC were selected. Five were staff of the IFRC secretariat, located in

Geneva, and five had worked for the IFRC in the field. Such distribution was done in order to collect data from IFRC staff working on the global policy and strategy level (IFRC secretariat based in Geneva) and on the implementation of these policies and strategies directly with different national Red Cross and Red Crescent organisations.

In parallel to selecting participants for the research, a discussion was initiated with the author's manager who was aware from the beginning of the study that the author was conducting. The author asked permission to use the knowledge gained through her work for the organisation—the IFRC—as well as official information and data related to her work and the IFRC during the study. The manager discussed this issue with his supervisor, a member of the senior management team at that time, and obtained approval for it.

Once the list of candidates for the interviews was finished, a draft message was prepared. The message was complemented by a consent form and a list of interview questions (Appendices 3 and 4). Prior to finalising the text of the message, a test was conducted. Phone calls were made to several candidates and they were informed about the research, the interview process and the questions. Based on the feedback received in the testing phase, the final message was adjusted and issued to all 30 participants on the same day. The message was sent from the private e-mail account (g-mail) of the author. A copy of the e-mail message sent to all interview candidates and a copy of the consent form are attached as Appendices 2 and 3.

The purpose of the message was to:

- Inform each candidate about the research.
- State the full theme of the research to the candidates.
- Request an interview with the candidates.
- Explain the nature, duration and process of each interview.
- Clarify and ensure that each candidate understood that the research was undertaken and conducted as a private initiative, in private time and was financed from the author's personal funds.
- Clarify and ensure that each candidate understood that his or her name would not be displayed in any part of the interview and that all information and data gathered during the interviews would be anonymous and protected in order not to create any difficulty or a problem for the candidates in their work or private environment.
- Clarify that, for the reasons explained above, the consent form was attached and each candidate was asked to read it carefully.

- Thank each candidate for his/her time and contribution to the research.

After contacting selected candidates for interview, and based on their availability, the first 18 interviews were conducted at the beginning of 2015. In order to conduct all 30 planned interviews, a new round of messages was issued and the remaining 12 interviews were finalised during 2015.

3.3.2 Interview design

According to Thorpe and Holt (2008), an interview is defined as a conversation between the person who is conducting an interview and a respondent. During the interview, the person who is conducting it collects information and data from the respondent and his or her world that is related to the question or query, or to a whole theme in which the interviewer is interested.

The questions included in an interview conducted to collect qualitative data could be of different natures: structured, unstructured or semi-structured. Structured interviews include a series of questions well prepared and examined by the researcher to answer all her/his questions. For the structured type of interview, it is assumed that the researcher will ask the same questions of all interviewees using the same style and form of interview. Easterby-Smith, Thorpe and Jackson (2008) offer the market research interview as an example of this type of interview. In contrast, unstructured interviews allow interviewees to talk freely about the theme of the research and to bring up their opinions and their stories. Easterby-Smith, Thorpe and Jackson (2008) list ethnography as an example of this type of interview. Between the well structured and highly directed interview and the unstructured one are interviews where the questions are asked in a semi-structured way and where the researcher uses more open ended than closed ended questions. This methodology allows the researcher, in addition to answers led by the prepared list, to solicit some additional answers and opinions or points of view from the interviewees when the researcher feels that some elements should be discussed further or in more depth. The weakness of this method is that it is more difficult to do proper coding in the case of open ended questions or semi-structured interviews, as well as in some cases when additional answers and information do not relate closely to the topic of the interview, and it happens that in some cases this can mislead the researcher (Easterby-Smith, Thorpe & Jackson, 2008).

The interviews for this research were designed as semi-structured interviews, allowing the interviewees to tell their story. The questions selected for the research were designed as open ended questions. They were divided into two groups. The first group of questions, comprising

the first five questions, was related to the volunteers of each national Red Cross or Red Crescent organisation that was the subject of the interview. These targeted data related to the composition, structure, mechanisms and methods of attracting and retaining volunteers, as well as a description of whom these volunteers serve. It was expected that the answers would provide an understanding of why some of the national Red Cross or Red Crescent organisations have mainly young volunteers and some have mainly older volunteers. These questions were asked in order to provide understanding and knowledge concerning the impact of a diverse volunteer body on the work of the respective national Red Cross or Red Crescent organisation, and they were discussed in detail with interviewees from different national Red Cross or Red Crescent organisations. The same questions were addressed to the second group of interviewees, the IFRC staff (ten individuals), but in the form of optional questions. They could decide to answer these questions from the following perspectives:

- From the perspective of the national Red Cross or Red Crescent organisation with whom they worked or were working.
- From the perspective of the IFRC and its global volunteer body.
- From the perspective of their own national Red Cross or Red Crescent organisation (from their own country).

The same group could also decide not to reply to this group of questions if they did not feel competent to do so.

The second group of questions was related to the leadership of the national Red Cross or Red Crescent organisation and its role in the process of age diversification of the volunteer body. It was expected that answers to this group of four questions would provide an understanding of what action the leadership should undertake to increase the age diversity of the volunteers and how it would contribute to the social sustainability of the communities served by the national Red Cross or Red Crescent organisations. All interviewees were asked these questions. For a detailed list of questions, please see Appendix 5.

3.3.3 Conducting interviews

Two interviews were conducted during face to face meetings, while 28 interviews were done through Skype. Two interviews were conducted in Bosnian language (the mother tongue of the author) and 28 interviews were conducted in the English language. On average, interviews lasted 60–90 minutes and were structured as follows.

- 5–10 minutes on introduction of the theme and explanation of the issues included in the participant consent information sheet (i.e. anonymity, protection of data and information)
- 40–70 minutes on questions and answers
- 5–10 minutes on questions from the interviewees and/or wrap-up

Table 1 below shows the structure of the interviewees and statistics in terms of gender and geographical coverage.

Table 1. Interview statistics

No.	Description of position	F/M	Area
1	RC – member of the senior management team	M	Europe/Global
2	RC – member of the senior management team	F	Europe
3	RC – member of the senior management team	F	Asia
4	RC – member of the senior management team	F	Asia
5	RC – member of the senior management team	M	Africa
6	RC – staff	F	Americas
7	RC – staff	M	Europa
8	RC – member of the senior management team	M	Asia
9	IFRC – former member of the senior management team	F	Global
10	IFRC – former member of the senior management team	M	Global
11	IFRC – former member of the senior management team	M	Global
12	IFRC – staff	M	Global
13	IFRC – staff	M	Global
14	IFRC – staff	F	Global/Europe
15	IFRC – staff	F	Americas
16	RC – member of the senior management team	M	Europe
17	RC – member of the senior management team	M	Asia/Pacific
18	RC – member of the senior management team	F	Americas
19	RC – member of the senior management team	M	Africa
20	RC – member of the senior management team	F	Europe
21	RC – member of the senior management team	F	Europe
22	RC – member of the senior management team	M	Middle East

23	RC – member of the senior management team	M	Africa
24	RC – staff	F	Americas
25	RC – staff	M	Asia/Pacific
26	RC – staff	F	Africa
27	RC – staff	F	Africa
28	IFRC – staff	F	Global
29	IFRC – staff	M	Global
30	IFRC – staff	F	Global
<p>Total: 15 male (50%) + 15 female (50%)</p> <p>5 RC/RC from Asia (17%)</p> <p>6 RC/RC from Africa (20%)</p> <p>4 RC/RC from Americas (13%)</p> <p>5 RC/RC from Europe (17%)</p> <p>10 Global (33%)</p>			

During the interviews, the author noted answers in writing. When interviews were done through skype the notes were typed (using touch typing technique), while when interviews were done by meeting respondents face to face, the notes were taken by handwriting. Immediately after each interview the author added her remarks and comments. The interviews were neither audio nor video recorded, due to weak quality of several communications, that was known to the author from her earlier interactions. Once each interview was finished, either written notes, including answers, were typed, or the already typed notes were finalised, and electronic files were created.

In addition to the description of the author being an insider researcher with the role duality (Coghlan & Brannick, 2010) and which techniques she used to avoid her own biases and assumptions, as included under section 1.4 of Chapter 1, the author practices the following techniques prior, during and after each interview:

- “Rigorous introspection and reflection” related to her interaction with interview material, the notes taken during the interviews and the retyped notes following interviews, Coghlan (2007: 297).

- “First and second person practice” exercised with her colleagues and her manager throughout the process of data collection and processing, Coghlan (2007: 299).

After the electronic files were created, each file was titled in the following way:

- The reference number of the interview record
- The name and surname of the interviewee
- The reference to the leader of a national Red Cross or Red Crescent organisation or IFRC staff
- The current and/or past position of the interviewee
- The date and time when the interview was conducted and how long it lasted
- The type of interview (face to face or via Skype)
- The language used during the interview

In addition to the transcriptions capturing the answers to the questions, the author’s remarks were inserted using the revision mode function. As an example, please see the attached Appendix 6, a record of one of the interviews with the author’s notes, comments and recommendations.

The transcription with the answers were validated by the participants of the research.

3.3.4 Coding

Immediately after conducting each interview, and after compiling transcriptions, analysis of the respective transcriptions started. The analysis was done as follows. In each transcription, the text lines were marked and the text was re-read several times. While re-reading, the key words and notions in relation to the theme of the research were underlined and highlighted. A line by line analysis method was employed (Goulding, 2002), including analysing every word and every line of the respective transcription by the following methodology.

- Identifying major words or expressions related to the theme of the research and questions asked.
- While evaluating these words and notions, questions such as why, who, how, when and what for were asked to increase the author’s understanding of the data and to identify deeper meanings (Gibbs, 2007). While doing this, the author was also comparing and utilising the received material (in some cases the interviewed leaders provided different material related to the interview questions) or, in two cases, returning to the interviewed leaders to check unclear

meaning—the first time to check the notion of “selfishness of volunteers” and the second time to check “external sources to inform volunteers in the national Red Cross or Red Crescent organisations”.

This action was a first step in the process of coding. Gibbs (2007) defines coding as a process aiming to centralise thinking and understanding of the collected data and to find deeper meanings in them. Once the majority of data had been collected, the technique of open coding was used by asking the questions as explained above, but also by comparing words, meanings and answers. As Gibbs (2007) suggests, while doing the line by line analysis it is extremely important for the author to be conscious of her own knowledge and standpoint in relation to each word and notion so as not to influence (as far as this is realistic) the undergoing analysis of the collected data and establishment of codes. Gibbs (2007) also recommends doing this type of analysis carefully in order not to take every word or notion as it is said, as sometimes the real meanings might be different. For that reason, the analytical thinking and analysis were grounded by asking as many questions as possible. The established codes relate to the questions (and the theme of the research) asked during the interviews (for more detail on the questions included in the interviews, please see Appendix 5). These codes are presented in Table 2, rearranged in different categories.

After the line by line analysis was conducted and initial coding was saturated in all the compiled transcriptions, the initial categorisation was done. For the process of categorisation, codes related to similar categories were identified and grouped. Since the coding was done on paper (Gibbs, 2007), the following technique was employed: each transcription was done on a separate sheet of paper (several copies of each transcription were prepared) and papers were cut into smaller papers containing identified codes. Each of these smaller papers with individual codes were marked with a short reference to the person interviewed (initials), the date of the categorisation and the category where it belonged.

Gibbs (2007: 50) suggests that, within the open coding technique, the researcher should be looking beyond the words of the data to try to translate the descriptive meanings into “analytical and theoretical codes”. In that regard, the author translated the initial descriptive codes into several categories. This was done using the “concept-driven” technique (Gibbs, 2007: 44) in combination with open coding so as to focus on the key themes of the research and the interview questions; the volunteers, leaders, diversity and age diversity among volunteers; strategies for

leadership to increase age diversity; and national Red Cross and Red Crescent organisations and their contribution to sustainability.

The main categories developed were:

- What makes a national Red Cross or Red Crescent organisation strong, and the role of volunteers in it.
- The context in which the national Red Cross or Red Crescent organisations exist and operate, and how this relates to the theme of the research.
- Strategies for the leaders of national Red Cross or Red Crescent organisations to improve the age diversity of volunteers in their organisations.
- The outcomes expected to be achieved by increased age diversity among volunteers of national Red Cross or Red Crescent organisations.

Table 2 below includes the analytical codes developed within the main categories of the collected data and their brief interpretations. These categories will be further analysed in the next chapter and will form the basis for the actionable framework.

Table 2. Coding: list of the main categories and their interpretations

No.	Category	Short Interpretation
Strategies		
1	Professionalisation of volunteers	Whether it is needed; how to do it; who can do it
2	Importance of having well defined and clear particular tasks for volunteers	If there is no clarity about the activities or services in which volunteers will be involved or what exactly their tasks and roles are, volunteers will leave such programmes/organisations
3	Importance of having web sites dedicated to volunteers	Either a separate web site or a sub-site or a corner in the current web site where all important information or work can be posted
4	Volunteer-related national and international policies	Existence of policies related to volunteers; utilisation and further updating of such policies

5	Volunteer management	A set of rules and procedures established to deal with volunteers; existence, utilisation and further development and strengthening
6	Importance of the organisation's strategic documents, such as policies or strategies	Existence, development, use, revision, evaluation
7	Successful perspectives for volunteers	Diverse projects, programmes, training and, in some cases, incentives
8	Ensuring widespread education on the importance of diversity for all staff, members and volunteers in a national Red Cross or Red Crescent organisation	How it is done, and what the elements of success are
9	Walk the walk	A foundation of good management
Relationships – Interactions		
10	Relationship between volunteers and the programmes in which they are involved	Existence of some sort of terms of reference or job description; professionalisation of volunteers
11	Spontaneous volunteers	Occurrence of spontaneous volunteers and how national Red Cross and Red Crescent organisations are prepared to deal with such cases
12	Importance of including resources from outside the Movement	When creating knowledge related to volunteer management, it is important to include some outside sources to help with fresh and open minded thinking and solutions
Conditions – Constraints		
13	Long-term volunteers	Recruited long ago and staying with the organisation since
14	Volunteers coming from similar backgrounds	Volunteers from the same or similar cultural, geographical, educational or any other background

15	Volunteers in the context of small national Red Cross or Red Crescent organisations	Big ocean space or islands' national Red Cross or Red Crescent organisations dispersed over a number of small and sometimes very distant islands
16	National Red Cross or Red Crescent organisations comprising only young volunteers	The majority of programmes and projects are designed to be implemented by young volunteers
17	Selfishness of volunteers	Definition of it, and how national Red Cross and Red Crescent organisations can benefit from it
18	Volunteers as members of the Red Cross or Red Crescent governance bodies (leadership)	Issues related to volunteers in high/senior leadership positions of national Red Cross and Red Crescent organisations
Consequences		
19	Different new trends ask for new programmes and new combinations of volunteers to be included in such programmes	New trends which have been emerging, such as urban violence or increased migration, require different types of volunteer, or training for the current volunteers, to enable them to be involved with the new emerging vulnerabilities
20	Turnover of volunteers	This trend is seen in many national Red Cross or Red Crescent organisations: volunteers are mobilised, well allocated to different programmes, activities or services, involved in quality trainings, and after some time, when they have gained knowledge, skills and experience, they move on to other organisations/places where they can get better benefits

3.4 Summary

Chapter 3 on the research design and methodology was developed to explain in detail the chosen research design, being action research.

The chapter starts with the definition of action research and a justification for why this research design was chosen and how it will ensure proper data collection which will be the basis for planning further action.

The chapter includes elaboration on the design of the data collection such as the selection, identification and setting up of criteria for candidates for interviews, as well as how questions for the interviews were designed. The interview process was described to show the process of data collection, including the University of Liverpool and Doctor of Business Administration Programme's requirements for confidentiality of data and how will data be stored.

Following data collection, which included 30 interviews, the main codes and four categories were developed based on analysis of the collected data. For coding and development of the main categories, open coding and line by line analysis was utilised, as suggested by Gibbs (2007). The categories of data provided substance for the analysis of findings, which will be further elaborated in Chapter 4.

Chapter 4. FINDINGS

4.1 Introduction

In Chapter 4, the organisational context and the findings of the data collected through the interviews, combined with the findings of the literature review, will be analysed in detail and critically discussed. It starts with the findings obtained during the interviews with the selected leaders of national Red Cross and Red Crescent organisations and selected IFRC staff, presented as they were coded and categorised. These categories, broken into initial codes, form the actionable framework, displayed in Figure 4, which was used to analyse the findings of the research.

4.2 Organisational context

To explain the context of the organisation and its wider environment, where the author works, including the roles of its volunteers, it is important to start with the bigger picture. This involves the history of the Red Cross idea, the International Red Cross and Red Crescent Movement, and its Fundamental Principles. The organisational context will further be explained by introducing the traditional activities of the National Red Cross or Red Crescent organisations implemented by their volunteers, the IFRC Volunteering policy, the IFRC , and the legal statutes of the Red Cross or Red Crescent volunteers.

4.2.1 History of the Red Cross idea

In terms of the history of the human race, the idea of the Red Cross started relatively recently. The idea was born and realised in the mid-nineteenth century through the action of Mr Henry Dunant, known as the founder of the Red Cross (IFRC, 2016b). Mr Dunant, at that time a young businessman from Geneva, encouraged and organised ordinary people—villagers living around Solferino—to help the wounded soldiers involved in the battle for Solferino that happened in 1859. A few years later, his initiative resulted in the establishment of an organisation which soon became the International Committee of the Red Cross (ICRC); soon after that, through 12 governments signing the first Geneva Convention (ICRC, 2015), the establishment of different national Red Cross or Red Crescent organisations followed. Among the first Red Cross organisations established at that time are the Austrian Red Cross (founded in 1867), the Japanese Red Cross (1877), the Argentinian Red Cross (1880) and the Costa Rican Red Cross (1885). Today, this network includes 190 Red Cross or Red Crescent National Societies worldwide.

This brief illustration of the birth of the Red Cross idea shows how a concept that was born not so long ago managed to spread around the world and to be incorporated in almost all current states' legal systems through the legal documents for establishing national Red Cross or Red Cross organisations (IFRC, 2017a) and ratification of the Geneva Convention and its Additional Protocols (ICRC, 2014). It also shows how a clear concept that provides a solution to some urgent global/regional/national issues can find its niche and be welcomed by both governments and the public if it is designed and implemented fittingly.

Since its establishment, national Red Cross and Red Crescent organisations and the Movement have invested a lot in their volunteers, trying to understand them better, to support them and to make them content with the work that they do for the Red Cross and the Red Crescent.

4.2.2 The International Red Cross and Red Crescent Movement

The Movement is one among only a few globally positioned stakeholders that has its members in more or less every place or community in the world. As per Figure 3, the Movement consists of the 190 national Red Cross or Red Crescent organisations which exist in almost every country in the world, the International Federation of Red Cross and Red Crescent Societies (IFRC), and the International Committee of the Red Cross (ICRC, 2016b). The national Red Cross or Red Crescent organisations are membership organisations that consist of members, staff and volunteers belonging to the communities of the countries where these organisations are located. The national Red Cross and Red Crescent organisations have another particularity which distinguishes them from all other charitable, non-governmental or not-for profit organisations—their relationship with the governments, which is defined as auxiliary in the humanitarian field (IFRC, 2017a). The auxiliary role of the national Red Cross and Red Crescent organisations derives from the Geneva Convention of 1946 (IFRC, 2017a). It gives the national Red Cross and Red Crescent organisations privileged access to governments and allows both sides jointly to define how the national Red Cross and Red Crescent organisations will support the governments in implementing the goals defined by both, which correspond to globally agreed strategies. This particular relationship has been regulated through the Red Cross or Red Crescent recognition law which has been customarily passed by the all states' parliaments. It gives the national Red Cross or Red Crescent organisations an opportunity to reach many more people and to fulfil their goals more widely than any other single organisation, either nationally or globally.

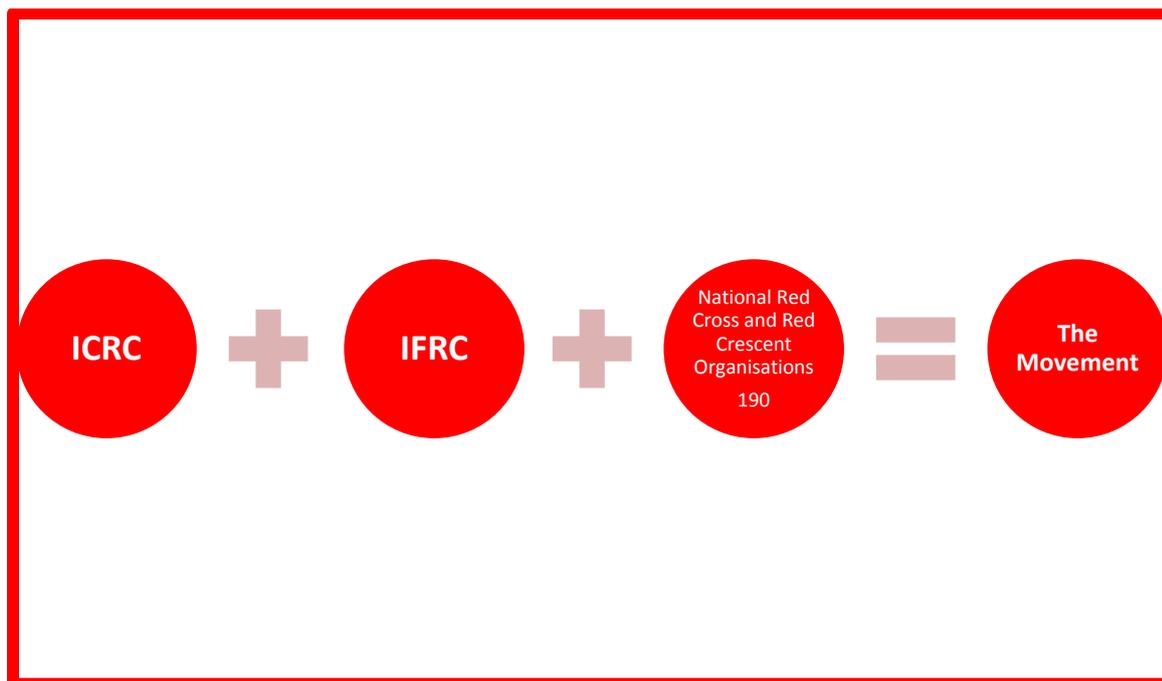


Figure 3. The International Red Cross and Red Crescent Movement

4.2.3 The Fundamental Principles of the Movement

Voluntarism is one of the seven Fundamental Principles of the Movement: “Voluntary Service—It is a voluntary relief movement not prompted in any manner by desire for gain” (IFRC, 2016b). The voluntary service principle is inseparable from the other principles—humanity, impartiality, neutrality, independence, unity and universality—and they can function only if in synergy. When commenting on the principle of voluntary service, Pictet (1979) puts focus on those who are on the receiving side—those who are in need and those who should be entitled to the services provided by the national Red Cross or Red Crescent organisations. The Fundamental Principles were pronounced in Vienna in 1965 during the 20th International Conference (IFRC, 2017a). Since then, they have been in use and have been disseminated extensively through all available means by all components of the Movement.

Among several other national or international policies, all members, staff and volunteers of the national Red Cross or Red Crescent organisations and the Movement are bound by one common policy: respect for the Fundamental Principles of the International Red Cross and Red Crescent Movement (the Fundamental Principles) (IFRC, 2016b). The Fundamental Principles have been included in the Statutes of the Movement, Constitution of the IFRC, Statutes of the ICRC and Statutes or Constitutions (or similar statutory-based documents) of all other 190 Red Cross or Red Crescent organisations. The full text of the Fundamental Principles is displayed in

Appendix 2. While implementing their auxiliary role in the humanitarian field towards their governments, the national Red Cross or Red Crescent organisations make agreements with their governments to implement activities only in respect of the Fundamental Principles and the governments commit to make it possible for the national Red Cross or Red Crescent organisations always to respect the Fundamental Principles.

4.2.4 Traditional activities of the national Red Cross and Red Crescent organisations implemented by their volunteers

During the last several decades, the activities and programmes in which the national Red Cross and Red Crescent organisations have been involved have changed, expanded and increased. For example, the British Red Cross (2016) listed on its web site the following activities where volunteers could be involved: National Society charity shops, emergency response, independent living (helping people at home), first aid, refugee support and fundraising. On the other hand, the Singapore Red Cross Society (2015) offers the following opportunities for its volunteers: fundraising in local events, different community aid-based programmes, joining National Society programmes implemented internationally, and joining the National Society's administration and/or support services.

Looking at the variety of activities in which the national Red Cross and Red Crescent organisations and their volunteers have been involved, it becomes obvious that they can be successfully implemented only if the volunteers who chiefly implement them are diverse, including age diverse.

4.2.5 IFRC volunteering policy

The IFRC, with its mandate to support its members through organisation development programmes, projects and initiatives, recognised a long time ago the importance of mobilising, retaining and developing volunteers. The General Assembly of the IFRC (IFRC, 2016b) adopted its volunteering policy in 2011. The policy provides a definition of volunteers and volunteering; it promotes volunteering and advises its members on the rights and responsibilities of their volunteers. The policy defines a volunteer thus: "A Red Cross Red Crescent volunteer is a person who carries out volunteering activities for a National Society, occasionally or regularly" (IFRC, 2016b: 1). Based on the IFRC volunteering policy, many national Red Cross and Red Crescent organisations have adopted their national policies regulating voluntarism in their own national contexts. Those national Red Cross or Red

Crescent organisations that were unable to adopt their own policies, have the right by the IFRC Constitution (IFRC, 2017a) to use the IFRC policies for their own work.

4.2.6 IFRC Strategy 2020

The IFRC Strategy 2020 includes voluntarism as one of its enabling actions (IFRC, 2010b) and by that makes it a priority for the 2010–2020 period. The Strategy requests that national Red Cross and Red Crescent organisations strengthen the “culture of voluntary service”. Strategy 2020 serves as a basis and inspiration for many national Red Cross and Red Crescent organisations to develop and adopt their own strategies.

4.2.7 Legal status of Red Cross or Red Crescent volunteers

The status of Red Cross and Red Crescent volunteers has been regulated in many national Red Cross and Red Crescent organisations by their Constitutions or Statutes, or by some other internal regulatory documents, such as Rules and Regulations, Rules of Procedure, or similar. For example, the Australian Red Cross (2016b) contains in its Rules of the Society (equivalent to a Statute) a whole section regulating volunteers. In addition, the Board of the Australian Red Cross adopted a Policy Statement on Volunteering in July 2014, providing guiding principles for National Society volunteers (Australian Red Cross, 2016b).

However, many of the Red Cross or Red Crescent organisations around the world have not appropriately and adequately regulated the establishment, work and management of their volunteers. The Movement recognised this gap and tried to improve it through Resolution 4 of the 31st International Conference of the Red Cross and Red Crescent (IFRC, 2017a), which in Part II, related to volunteer management, encourages the Red Cross and Red Crescent organisations to include in their legal base instruments suitable provisions related to their volunteers.

4.3 Actionable framework for support of the leadership of national Red Cross and Red Crescent organisations to ensure age diversity among volunteers in their organisations

Influenced by grounded theory and its theoretical framework (Elliott & Higgins, 2012), the author developed an actionable framework which includes the main findings of the literature review combined with the four coding categories collected through the research and the interviews. The purpose of the actionable framework is to discuss the findings in a structured, analytical and interconnected way.

As displayed below in Figure 4, the actionable framework includes four main components:

- i) Elements of a strong national Red Cross or Red Crescent organisation (IFRC, 2016b).
- ii) The context in which the theme of the thesis was researched.
- iii) Strategies for leaders to improve age diversity among volunteers.
- iv) Desired outcomes.

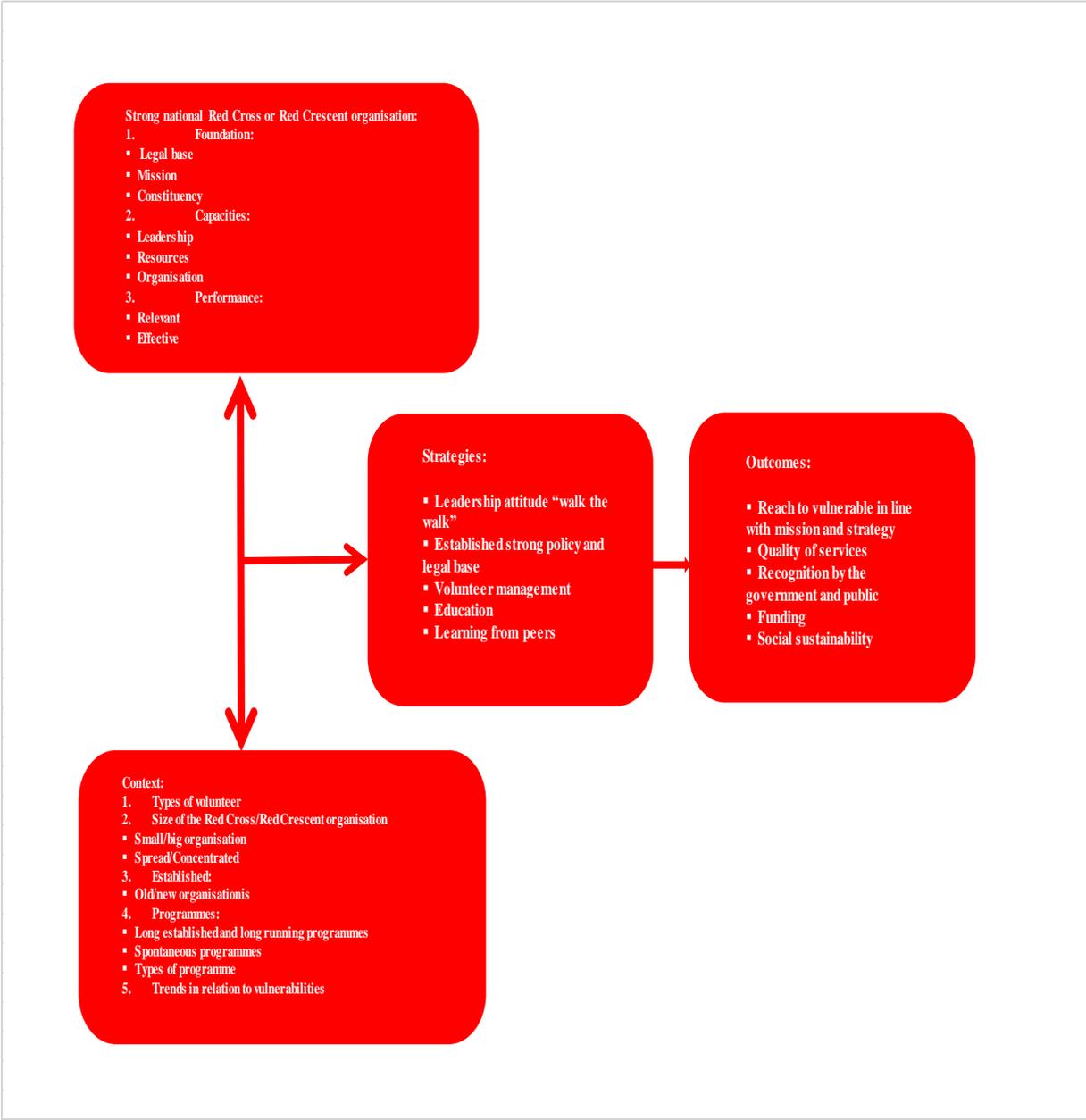


Figure 4. Actionable framework for support of the leadership of national Red Cross and Red Crescent organisations to ensure age diversity among volunteers in their organisations

The first element of the actionable framework includes aspects of a strong national Red Cross or Red Crescent organisation (IFRC, 2016b). It represents the requirements for a national Red Cross or Red Crescent organisation to exist and operate. Without the included elements, any national Red Cross or Red Crescent organisation will have difficulty fulfilling its purpose. Volunteers in the national Red Cross or Red Crescent organisation relate to every single part of it. This element was built on the basis of the literature review, the author's own reflections and data collected during interviews.

The next element of the framework relates to the current context in which the theme of the thesis was researched. It is related to the first element, a strong national Red Cross or Red Crescent organisation and all its aspects. Without understanding and knowing the context of a national Red Cross or Red Crescent organisation in respect to its volunteers, the concept of a strong organisation will be an empty box, and without knowing what is needed for a national Red Cross or Red Crescent organisation to be strong and to function well (IFRC, 2017b), it is difficult to analyse the context in which it exists and acts.

The third element of the actionable framework is about the strategies for leaders of the national Red Cross or Red Crescent organisations to increase age diversity. This element relates to both previous elements and the relationship between them: it is difficult, if not impossible, to think about how the leader of a national Red Cross or Red Crescent organisation can increase the age diversity of volunteers in her/his organisation without understanding the context in which this organisation exists (e.g. if there is no national legislation on volunteers), which is by its nature related to aspects of a strong organisation (e.g. the capacities of both volunteers and leaders).

The fourth element of the actionable framework, outcomes, has again been developed as a combination of data collected during the research and the literature review and relates to how increased age diversity will support the social sustainability of national Red Cross or Red Crescent organisations.

4.3.1 Strong national Red Cross or Red Crescent organisations (element 1 of the actionable framework – presented as Figure 4)

Strong national Red Cross or Red Crescent organisation:

1. **Foundation:**
 - Legal base
 - Mission
 - Constituency
2. **Capacities:**
 - Leadership
 - Resources
 - Organisation
3. **Performance:**
 - Relevant
 - Effective

Figure 5. Strong national Red Cross or Red Crescent organisations

Like any similar membership organisation, the IFRC several years ago developed within its organisational development programme the concept of strong (formerly ‘well functioning’) national Red Cross or Red Crescent organisations (IFRC, 2016b). The concept includes three main elements: the foundation of the organisation, its capacities and its performance. The concept suggests that all three elements have to be in place and be at a satisfactory level of development and functioning if the organisation is to achieve its purpose, goals and objectives. The three elements also need to exist and function in synergy. These three main categories have several subcategories, as per Figure 5.

The concept of a strong national Red Cross or Red Crescent organisation is described at this point of the research to show the theoretical framework, or as a tool for the leadership to enhance age diversity among volunteers. At the same time, it will show areas where potential risks and difficulties might occur in relation to organisational functioning and/or performance.

Within the framework of a strong national Red Cross or Red Crescent organisation (IFRC, 2016b), its volunteers are among the most important resources and relate more or less to all three main categories. Volunteers and leadership of national Red Cross or Red Crescent organisations are inseparable. Volunteers are leaders, leaders are volunteers; they inform one another’s work and support one another’s work. Volunteers possess enormous and diverse knowledge, experience and skills which are utilised continuously; at the same time, these diverse knowledge, experience and skills are taught and passed on to other teams, organisational colleagues and members.

Leadership of national Red Cross or Red Crescent organisations is another category of this concept. The leadership possesses the knowledge, experience and skills required to conduct its work. Mintzberg (1994) suggests that managers (including leaders) employ the following three approaches in their leadership roles:

- They can manage work of their organisations directly.
- They can manage the same work by managing the people who are involved in the work directly.

- They can manage information that is used as guidance for people who do the work.

Regardless of how they do this work, leaders are responsible for the following outcomes:

- Articulating and agreeing on the mission, vision, long-term strategy and policy of their organisation, staff and volunteers.
- Developing an organisation and environment to achieve the goals pronounced in the previous strategic documents.
- Establishing standards for the work of their organisations in achieving their goals.
- Hiring and firing appropriate staff to do work in order to reach goals.
- Ensuring the effectiveness and relevancy of their organisations (IFRC, 2000a).

To be able to fulfil such responsibilities, managers also need to “drive the people of their units—motivate them, inspire them, coach them, nurture them, push them, mentor them, and so on” (Mintzberg, 1994: 19).

4.3.2 Context (element 2 of the actionable framework presented as Figure 4)



Figure 6. Context

In accordance with Creswell (2007), the context, as an element of coding, is designed to include strategies which should enable the leadership to ensure age diversity, and represents a group of situations in which the strategies happen. In the current research, based on the coding undertaken, the context includes the following subcategories:

- Types of volunteer
- Size of the national Red Cross or Red Crescent organisation
 - o Small/big organisation

- Spread/concentrated
- When the national Red Cross or Red Crescent organisations were established:
 - Old/new organisations
- Programmes implemented by the national Red Cross or Red Crescent organisations:
 - Long established and long running programmes
 - Spontaneous programmes
 - Types of programme
- Trends in relation to vulnerabilities
- Regulatory documents related to diversity (including age diversity) developed and adopted by the national Red Cross or Red Crescent organisations

4.3.2.1 Types of volunteer

It should be noted that the replies within this category revealed that some of the national Red Cross or Red Crescent organisations have neither complete nor accurate data related to the age structure of volunteers in their organisations. From her own experience, the author of the research knows that this is a challenge which many of the national Red Cross or Red Crescent organisations face. As one of the interviewees said:

We are a small organisation, with a limited number of staff and volunteers; at the same time, we have so many issues on our desks on a daily basis that usually our days are filled only with reactive activities; we rarely have time to stop this and properly strategize our work, make plans, etc. Every volunteer who knocks on our door is very welcome, but we have no time to analyse how many volunteers we have, how old they are or what the proportion is of their gender or age or similar. We would love to be able to this for the purpose of our own understanding, but we have neither resource to do it nor the skills to do it.

Although the quoted situation is reasonable and understandable, still it works against the findings of Stirling, Kilpatrick and Orpin (2011), who claim that keeping records related to volunteers is one of the seven strategies for volunteer management. These strategies were suggested for improving volunteer management.

A few of the organisations' interviewees indicated during interviews that they were in the process of reviewing their systems for recording data related to organisational volunteers and were hoping that in the near future they would be able to offer a clear picture related to different

aspects of diversity among them. Also, one of the interviewed leaders mentioned that a cultural norm in his/her country is that age is an entirely private category and is not displayed in, for example, applications for jobs or applications to join any organisation/event for volunteering. Accordingly, such conditions may create difficulties in reporting statuses or processes related to age diversity if the initial information is not provided due to a lack of records related to the organisations' volunteers, or if information or data related to the age of volunteers is treated as private and confidential.

In response to specific questions posed during the interviews, the research revealed several types of volunteer associated with different national Red Cross or Red Crescent organisations: long-term volunteers, volunteers with similar backgrounds, volunteers and volunteering in the context of small national Red Cross or Red Crescent organisations, national Red Cross or Red Crescent organisations with only young volunteers, professional volunteers, spontaneous volunteers and selfish volunteers. These volunteer categories will be further elaborated in the next sub-paragraphs, using the material gathered during the interviews. Also, for the purpose of analysis and better understanding how this information can be used to support the leadership of the national Red Cross and Red Crescent organisations to increase and achieve age diversity among the volunteers of their organisations, the material collected within the literature review has been used.

4.3.2.1.1 Long-term volunteers: recruited a long time ago

Several of the interviewed leaders identified that a large proportion of the volunteers in their organisations was composed of long-term volunteers. They represent volunteers who were recruited a long time ago and who have stayed with their national Red Cross or Red Crescent organisations since, mainly being involved in the same type of service, similar to what Culp (2014) found: the generation of volunteers born after 1945 represent volunteers who have been involved in different activities for long period of times.

This type of volunteer was described as having a strong feeling of belonging to the national Red Cross or Red Crescent organisation, having been well trained in the activities and services in which they have been involved. However, it was observed that a consequence of having this type of volunteer in the national Red Cross or Red Crescent organisations, and for the volunteers themselves, is that over time they become quite inactive and struggle with motivation to further attract and mobilise other volunteers or volunteers of all ages. Long-term volunteers consider their organisation 'our organisation' and do not see and understand the added value of opening

themselves or their national Red Cross or Red Crescent organisation up to other volunteers, or volunteers in other age categories.

One of the interviewed leaders used a comparison:

Sometimes it happens that people forget where they are from and how they reached certain levels in their life, and start behaving ‘aristocratically’, the same way some organisations sometimes adopt an organisational behaviour and culture such that at some point they stop looking at their own values for which they have been recognised in the industry. That becomes the moment when a technocracy takes over the organisation.

This leader referred to both individual and organisational behaviour leading to situations where such organisations start losing their purpose. It shows that, on the one hand, too much structure—as stated in Stirling, Kilpatrick and Orpin (2011)—such as detailed rules, regulations and procedure for volunteers can affect their motivation while, on the other hand, situations when both individual volunteers and organisational volunteers stay too long in the same programmes/services of their national Red Cross or Red Crescent organisations can affect their sense of purpose.

Eça de Abreu et al. (2015) state that the crucial drivers or motivations for voluntary work are empathy and altruism. Nichols and Ralston (2012) claim that some additional issues are important for people joining any organisation or event as volunteers, such as the opportunity to learn new skills, or to gain new knowledge and experience free of charge while waiting to get a proper job (this is applicable to younger and middle-aged volunteers), or the opportunity to socialise and feel useful (more applicable to older and retired people). They connect such motivations and drivers to rewards for people who volunteer. It is important for the leadership to know about different types of motivation and drivers for different age groups in order to be able to create conditions for different age groups of volunteers to join their organisations. According to Stirling, Kilpatrick and Orpin (2011), these elements should be clearly addressed in the volunteer management rules.

Another example of long-term volunteers is volunteers associated with the professional services of a national Red Cross and or a Red Crescent organisation, where the volunteers have been involved with the emergency service for many years, as one of the interviewed leaders explained. The group is mixed in terms of gender and age. Over time, they have gained very

particular knowledge, experience and skills which could always be utilised in other work places. At the same time, as a reward, they are constantly reminded by all (the national Red Cross and Red Crescent organisation, affected individuals, the public and others) that they serve a distinguished goal—saving lives—which satisfies their altruistic nature (Eça de Abreu et al., 2015). For the organisation, it is important that these volunteers stay longer for the following reasons: (1) the service will continue to be implemented without obstacles (people know their work and are well positioned to do it); (2) a normal recruitment rate is in place, where the present volunteers who have gained knowledge, experience and skills can train new volunteers without having a negative influence on their work/service; (3) among such volunteers there is usually well balanced age diversity; and (4) all new trends and changes occurring over time can be smoothly integrated into the work and the service provided by these volunteers. This example shows that long-term volunteers are valuable when employed within a clear and well designed activity of the national Red Cross and Red Crescent organisation where time is needed for volunteers to gain skills, experience and knowledge. Also, this example shows that this type of volunteer or group is well adjusted in terms of age diversity.

4.3.2.1.2 Volunteers with similar backgrounds

Cnaan, Handy & Wadsworth (1996) explained volunteer motivation on three levels, stating that the third level is where unconscious factors contribute to people's decisions to join different organisations or events as volunteers. In this respect, one of the interviewed leaders commented that very often the volunteers, not recognising it or being aware of it, look at the national or local Red Cross or Red Crescent organisation and, if they find something they like or recognise as familiar, they join it. This leader said:

Red Cross or Red Crescent organisations usually attract likeminded people who are coming together, as well as people coming from the same cultural or professional background. Such people feel comfortable being together and working together.

Many of the national Red Cross or Red Crescent organisations have volunteers who are middle-aged, middle class people who share the same values and who unconsciously look for their comfort zone, meaning being among similar people. Such a sense of belonging is very human in its nature. On the other hand, the same leader noticed that some of the younger national Red Cross or Red Crescent organisations—meaning those national Red Cross and Red Crescent organisations established recently—managed to attract mainly younger generation, university or college students who find the national Red Cross or Red Crescent organisation a place where

they can socialise with other young people. These organisations understand that in their contexts there are not many places where young people can come together, spend time and socialise, and where young people will feel safe and secure from many of the contemporary risks for young people (drinking, smoking, use of drugs, violence, use of weapons, etc.). This finding corresponds to what Bang, Ross and Reio (2013) claim—that one of the motivation factors for volunteering is the opportunity to socialize with others.

Some of the interviewed leaders mentioned that their organisations try to reward volunteers by providing services that attract people, such as use of the internet free of charge, training and learning opportunities, or similar. These situations represent a common type of motivation for volunteers to come and stay with national Red Cross or Red Crescent organisations. This corresponds with the findings of Fahey, Walker and Lennox (2003) that investment in some sort of reward to volunteers, such as training or similar, strengthens the loyalty of volunteers.

Having volunteers who feel comfortable with their peers coming from the same cultural or professional background (Nichols & Ralston, 2012, Bang, Ross and Reio, 2013) can present an opportunity for the leadership to encourage age diversity among them. The same cultural or professional background does not necessarily mean the same age, and it can be used to attract volunteers of different ages.

4.3.2.1.3 Volunteers in the context of small national Red Cross or Red Crescent organisations

Small national Red Cross or Red Crescent organisations are different from other medium sized or bigger national Red Cross or Red Crescent organisations; accordingly, volunteering in small national Red Cross or Red Crescent organisations is different. In small organisations, it is often seen that close relatives join the national Red Cross or the Red Crescent organisations as volunteers (or as staff). In other contexts, this will be seen and understood as nepotism; however, in small national Red Cross or Red Crescent organisations it is just the way these organisations can work.

In one of the organisations where the interviewed leader was involved, a very close relative of one of the leaders of the national Red Cross or Red Crescent organisation joined the organisation to work in a specific area because s/he was the only person on that island who was trained appropriately and had knowledge and expertise in that specific area. That national Red Cross or Red Crescent organisation and others did not find it strange to have such close relatives

working together, and the fact that s/he was a close relative of a leader was irrelevant to the fact that s/he was helping greatly.

Another aspect that affects diversity and age diversity among volunteers in such a context is that many of the communities in such countries are not self-sustainable and are quite dependent on their diaspora. The population in such communities usually comprises very young children (grandchildren) attending schools and senior citizens (grandparents) who have reached retirement age and who take care of those youngsters. The middle layer of the population (starting with youths in college and those of working age) have often left the country to work somewhere else and are sending money home for the children to be raised and for the parents to be sustained.

The interviewed leaders pointed out that, in this context, age diversity among volunteers suffers: the national Red Cross or Red Crescent organisations have either only very young people as their volunteers, or senior citizens. Accordingly, both categories are missing some relevant skills for volunteering. As an example, one of the interviewed leaders said:

...older volunteers are usually not so capable of dealing with the modern technologies: they rarely use modern tools available online, such as different social media or similar. On the other hand, young people usually have no particular skills or experience required for some particular programmes, such as listening skills, patience or similar.

Therefore, in such situations, both categories—very young or elderly volunteers—having particular set of skills, can be easily utilised because they are needed in a particular context, as those with vulnerabilities are of the same age.

4.3.2.1.4 National Red Cross or Red Crescent organisations comprising only young volunteers

Another group, identified through the research, make those national Red Cross or Red Crescent organisations with mainly young volunteers. These organisations have been through different crises—for example, the national Red Cross or Red Crescent organisations from Eastern Europe or the Balkans, which gained their independence quite recently. The process of gaining independence was useful because such national Red Cross or Red Crescent organisations learned about the importance of being ready and prepared for any change and about the importance of renewing their base—volunteers. As one of the interviewed leaders explained,

“in some cases, as many as 60 or 70 per cent of the volunteers in such organisations are young people”. Hence the problem with these organisations is that they see the elderly population only as beneficiaries or the targeted population for their programmes or services, and do not consider them as another potential type of volunteer with whom they could jointly provide services to the people in need.

4.3.2.1.5 Professionalisation of volunteers

One of the interviewed leaders mentioned that his/her national Red Cross or Red Crescent organisation plans to professionalise its volunteers. The process was planned to start in 2016. In that case, the majority of their volunteers would be middle-aged people in their 40s and 50s. The reason for the planned professionalisation of volunteers is that the national Red Cross or Red Crescent organisation would like to develop more professional programmes for which they would need professional staff such as medical doctors, nurses, teachers, economists, etc., meaning that the national Red Cross or Red Crescent organisation would need to utilise professional knowledge, experience and skills in their services for the vulnerable population. The reason for this plan is that the national Red Cross or Red Crescent organisation in that country is one of the rare organisations that has access to almost all communities in the whole country. In performing its auxiliary role towards the government of its country, this national Red Cross or Red Crescent organisation is able better to support the population in some extremely isolated rural areas, as well as in some areas where, due to other circumstances, support has not often been seen.

Having such a volunteer type, this national Red Cross or Red Crescent organisation would be able to devise programmes related to cholera, which is a particular issue among the population in the country.

Another example of why they would need volunteers who possess particular knowledge and skills is the recent support which this national Red Cross or Red Crescent organisation was able to provide to the victims of an explosion (an old tank) which occurred outside the capital. Over 200 people died in the explosion and more than 100 people were injured (burns). The volunteers of the national Red Cross or Red Crescent organisation who provided assistance to the victims were well trained first aiders who were working on other programmes for the same organisation. Because of that training, they were able to provide appropriate and high level first aid treatment that is usually provided only in specialised medical centres (very few such centres exist in the county). The volunteers who took part in this emergency response action were nurses and

doctors, trained to work in such specific situations, who had experience of working in similar situations. Due to that fact, more people were saved and their injuries were better treated with no risk of worsening before reaching adequate medical facilities.

The interviewee stated that such volunteers (professionals) would also be needed in the governance structure (at all levels) of the national Red Cross or Red Crescent organisation. With the knowledge, experience and skills which they possess, they would be able to influence the national Red Cross or Red Crescent organisation's strategic direction, as well as designing mechanisms and tools which would enable the organisation to translate that strategic direction into realistic services.

However, the interviewee also acknowledged that with that process the organisation would run the risk of not being able to achieve age diversity among its volunteers. Having professionals as volunteers will automatically exclude some categories of the population such as very young or older people. Yet, this example corresponds to what Choi and Rainey (2010) found in relation to limitations of (age) diverse work teams.

4.3.2.1.6 Spontaneous volunteers

One of the interviewed leaders defined 'spontaneous volunteers' as those volunteers who want to help in cases of instantaneous crisis—crises that happen everywhere all the time. Examples of these disasters are unexpected big fires, unexpected floods or cold winters. They are different from those disasters that happen quite often in some areas (areas prone to earthquakes, floods, hot weather, etc.), which are somehow expected and which hit everyone. In such situations, many people look for what they can do and how they can do something to help. The interviewee said: "It is just a call of duty. These people feel for their countrymen, neighbours, etc. and want to do something to lessen their suffering." Such people are designated volunteers for their short assignments and, once the disaster or crisis is over, they return to their normal routines. The national Red Cross or Red Crescent organisations should be prepared for involvement with this type of volunteer: when they start coming, they need to be accepted and organised to help by doing the things they do the best. At the same time, national Red Cross or Red Crescent organisations should have their names and information about their special skills or the preferences of such volunteers stored in their archives. This would enable the national Red Cross or Red Crescent organisation to invite those volunteers for other activities when and if needed.

Such occasions, when spontaneous volunteers appear and look for their places and tasks, should be used as an entry point for the respective national Red Cross or Red Crescent organisations to look for some special age categories, as well as to learn about the motivation of such volunteer groups.

On the other hand, national Red Cross or Red Crescent organisations and their leadership should be extra careful with spontaneous volunteers. They are not trained volunteers, they have no sense of belonging to the particular national Red Cross or Red Crescent organisation, and they can easily leave with no desire to come back—especially if the organisation overloads them with a number of requirements or rules from the beginning of their engagement. As the same leader said: “From the beginning they need to feel that they are in the right place in order to wish to come back”; or, as Glasrud (2007: 25) pointed out, volunteers should “feel good” about the activities they are involved in.

4.3.2.1.7 Selfishness of volunteers

The material collected within this category suggests that volunteers give something to the national Red Cross or Red Crescent organisations where they come to do work and they need to receive something back. In the opinion of one of the interviewed leaders, it is “a selfish desire to do something good and to be recognised for that. What might govern volunteers might be their ego.”

Stevenson and Maher (2006: 83) claim that “every person who volunteers for an organisation or an event has a hidden motive or agenda, a personal (and perhaps selfish) reason for what he/she is doing”. They contend that this motivation is stronger and deeper when the volunteer is involved for longer with the organisation or the event. They also conclude that this is not necessarily a problem. If this selfish motivation is not against the rules and regulations of the organisation and is in line with the usual volunteer behaviour, it should not be of concern to the organisation and its leadership. However, as the authors pointed out, it is important for the leadership that they are aware of this hidden motivation when dealing with volunteers.

Within the context of age diversity, the hidden motivation or selfishness of the volunteers is a dimension that will certainly influence their decision to join a national Red Cross or Red Crescent organisation, as well as to stay. However, as already mentioned, it is a dimension that the leadership of these organisations should be aware of and which should be taken into

consideration when designing or utilising some of the tools for work with volunteers, including tools for increasing age diversity among volunteers.

4.3.2.2 Size of the national Red Cross or Red Crescent organisations

Another element of the context in which the problem should be seen is the size of these organisations. The interviewed leaders highlighted this as an important element when talking about diversity and age diversity. The following specific situations were mentioned: difference between a big and a small national Red Cross or Red Crescent organisation; national Red Cross or Red Crescent organisations which are more dispersed or more concentrated; the lifetime of the national Red Cross or Red Crescent organisation; the programmes that the national Red Cross or Red Crescent organisations have been involved in; different new vulnerability trends which require different and new programmes and new combinations of volunteers to be included in such programmes; and the importance in general of having up-to-date organisational strategic documents. These categories will be further elaborated in the upcoming sub-paragraphs, in line with the material assembled during the interviews and the findings of the literature review.

4.3.2.2.1 Small/big national Red Cross or Red Crescent organisations

National Red Cross or Red Crescent organisations differ greatly, ranging from extremely small organisations such as the Lichtenstein Red Cross or the Tuvalu Red Cross to extremely big organisations such as the Chinese Red Cross or the Brazilian Red Cross. Although management of these organisations, and so volunteer management, follows the same rules regardless of the size of the organisation, still it differs in a national Red Cross or Red Crescent organisation where the number of volunteers is below 100 and in an organisation where that number of volunteers is considerably more than 10,000. As one of the interviewees mentioned: “Since we have more than 15,000 volunteers working on a number of different programmes and all around the country, it takes a lot of effort and resources to train all our new volunteers to enable them to join our programmes and support our beneficiaries, as well as to organise refreshment training for our long-lasting volunteers on regular basis.” It is evident that not only is the number of volunteers different in different sized national Red Cross or Red Crescent organisations, but the size of the organisation is also reflected through the number and volume of programmes which the organisation implements, as well as the number of people who receive the support and services provided by these organisations. Another interviewed leader mentioned that in the context of smaller national Red Cross or Red Crescent organisations, everyone knows everyone,

and in some cases many of the volunteers are even related to each other (family ties), and so the whole concept of volunteer management takes on another perspective. Gray, Densten and Sarros (2003: 41) point out that “small organisations were perceived to be more supportive than large organisations, which is consistent with previous studies.”

As in the case of volunteer management, age diversity management rules should be the same in smaller and bigger national Red Cross or Red Crescent organisations; however, the implementation of age diversity can be affected in these different contexts. The leadership of national Red Cross or Red Crescent organisations should take this element into account when considering age diversity among the volunteers of their organisations.

4.3.2.2.2 Dispersed or concentrated national Red Cross or Red Crescent organisations

The majority of national Red Cross or Red Crescent organisations are concentrated. This means that they are located geographically in one place. However, some national Red Cross or Red Crescent organisations are spread across several small or bigger islands. Such examples are the Maldivian Red Crescent Society and the Tuvalu Red Cross, both being dispersed over a number of small islands, or the Antigua and Barbuda Red Cross, being spread over two bigger islands. Another example is the Netherlands Red Cross, which has one of its branches located in Central America (Caribbean branch). These organisations usually have their headquarters on the main island while they have branches or sub-branches on all other inhabited islands. The crucial issue for such national Red Cross or Red Crescent organisations is transport. One of the interviewed leaders, from a national Red Cross or Red Crescent organisation in such a context, pointed out that many of their initiatives related to volunteer development were difficult to implement because the organisation did not have sufficient resources to do so. The same leader pointed out that it is difficult to diversify the voluntary base of his/her national Red Cross or Red Crescent organisation when often there are only up to 50 people living on the islands.

Although the leaders of such national Red Cross or Red Crescent organisations are aware of all these issues, as Gray, Densten & Sarros (2003: 29) stated, smaller and medium sized organisations “have fewer resources and rely more on community and localised knowledge networks”. Yet still they should try to seek ways to increase age diversity where possible. Sharing similar experiences and lessons among peers (peer national Red Cross or Red Crescent organisations and peer leaders) is one possibility that the same leader suggested when interviewed on this topic.

4.3.2.3 Link between the time when a national Red Cross or Red Crescent organisation was established and the type of its volunteers

Some of the interviewees pointed out that when the national Red Cross or Red Crescent organisations were established influences the type of volunteer they have and the age representation among them. As an example, one leader used the case of a national Red Cross or Red Crescent organisation which was established after the collapse of one of the bigger countries in Europe. That process of moving from the status of a branch of a big organisation towards a smaller but independent organisation was used to refresh the organisation. The process also contributed to changing the perception of the public towards the organisation, which, in turn, resulted in the ability of the organisation to recruit young, fresh and new volunteers. This was seen as a strength of the process. However, as a weakness, the leader mentioned that the process resulted in volunteers who are not age diverse at all in the particular national Red Cross or Red Crescent organisation.

4.3.2.4 Programmes

Almost all the interviewed leaders made a connection between the programmes and activities in which the volunteers were involved and their age. Many of them referred to the national Red Cross or Red Crescent organisation's programmes implemented for the elderly population. These programmes usually include some small assistance for elderly people as recipients of these services, such as paying their bills, doing small and regular daily shopping, etc. These support activities are usually combined with elements of psycho-social support for the elderly who are recipients of these services, such as gatherings, celebrating holidays (birthdays, Christmas, etc.) together, or generally spending time together, listening to them and chatting with them. The interviewed leaders explained that such activities are more easily implemented by volunteers who are similar in age to the elderly people. However, they all noted that it is helpful to have a few younger volunteers in such support groups who are physically better prepared to perform the work (e.g. carrying heavy groceries upstairs) and who have different interests and themes to share with their fellow volunteers and the elderly people, recipients of these services. It was mentioned by the interviewed leaders that such a mixture of volunteers has been seen as refreshing.

In the national Red Cross or Red Crescent organisation of one of the interviewed leaders, one of the most extensively spread programmes is called "hot meals", designed to provide food for elderly people living alone. Approximately 80 per cent of volunteers included in this

programme are young people. The feedback this national Red Cross or Red Crescent organisation is receiving is that the elderly beneficiaries are extremely satisfied with the assistance provided by young people and that they in particular value interaction with young people.

In addition to the long established programmes run by volunteers, such as some of the emergency service programmes or traditional national Red Cross or Red Crescent programmes—for example, dissemination of knowledge on the Fundamental Principles—the majority of national Red Cross or Red Crescent organisations have different short-term programmes. These programmes are usually established and designed on the basis of needs that arise in different parts of the country where the national Red Cross or Red Crescent organisation is present. These short-term programmes mainly attract “episodic volunteers”, whom McAllum (2014: 104) describes as volunteers joining an organisation just for a short time and for a specific task. On the other hand, “organisational volunteers” (McAllum, 2014: 104) are described as volunteers who stay with the organisation for a long time and either remain involved in one of the organisation’s long-term programmes or move from one to another organisational programme, according to the needs and preferences of the organisation or the volunteer.

This information gathered from different national Red Cross or Red Crescent organisations shows a direct connection between programmes and the age of volunteers involved in those programmes. However, it shows that programmes targeting particular age groups are better implemented and the recipients of these programmes are more satisfied if the group of volunteers is mixed in terms of age. This is consistent with the finding that diversity contributes to strengthened performance by having a positive impact on decision-making due to there being more and different ideas (Ely, 2004).

4.3.2.5 Different new trends asking for new programmes and new combinations of volunteers to be included in such programmes

In addition to the traditional national Red Cross or Red Crescent organisation programmes (IFRC, 2016c), some of the interviewed leaders mentioned the following newly emerging trends affecting volunteers and volunteering.

- High violence in communities. Programmes to address such situations and vulnerabilities arising from them should include younger volunteers and youths in general.

- Migration. Many of the interviewed leaders mentioned that the national Red Cross or Red Crescent organisation should attract members of migrant communities of all ages into the volunteer body of their organisation in order better to understand the needs of migrants and to initiate and design appropriate response programmes and services.

- Climate change. One of the interviewed leaders said:

Some of the national Red Cross or Red Crescent organisations are not concerned about this problem. Such organisations are better known internationally for their activities than locally, and they continue that trend not to look into their own vulnerabilities. The reason for such a paradox is the fact that they do not have volunteers representing their own demographic picture.

Findings related to this element of the context show, as for the previous element, that there is a direct relationship between age diversity among volunteers in national Red Cross or Red Crescent organisations and the programmes they implement. As long as age diversity among the volunteers exists, the programmes are better designed and implemented.

However, it is important to mention that some of the interviewed leaders, and some of the literature review, reveal that diversity and age diversity can sometimes create difficulties within teams or groups of volunteers. One of the leaders mentioned:

It was not easy in the beginning of the implementation of this programme to have younger and older volunteers sit together and agree on the main issues. During that time, we even lost one of our young volunteers, who felt that he was not understood. But after some time, when both groups managed to establish trust among themselves and when they learned who can do things easier and quicker, the relationship became very good and functional.

This endorses the assertion of Choi & Rainey (2010) that sometimes groups that are not composed of uniform individuals take more time and energy to work on a task than homogenous groups.

4.3.2.6 Importance of having developed and approved the organisation's strategic documents related to volunteers, such as policies or strategies

Almost all interviewees mentioned that their national Red Cross or Red Crescent organisation has some type of document which regulates volunteers in the organisation. These documents

include, for example, policies, strategies, or rules and regulations for volunteers. Such documents serve as a foundation for their organisations to attract, mobilise and retain their volunteers. Some of the interviewed leaders mentioned that their organisations did not have the most up-to-date or entirely relevant regulatory documents, but that they were working on updating, or that they had plans to update them and bring them in line with the latest standards.

In that respect, the importance of having web sites dedicated to volunteers was also mentioned. Many of the interviewees stated that one of the most useful tools in their work with volunteers, as well as a promotion tool for attracting volunteers, is having either a separate web site for volunteers or a separate space on their national Red Cross or Red Crescent organisation's official site dedicated to volunteers. These sites represent an interactive tool providing information related to volunteers and a strong promotional instrument. Volunteers are also mobilised to design such sites, to maintain them and to share them through other social media opportunities such as Facebook and Twitter.

The previous chapter described different contexts in which the interviewed national Red Cross and Red Crescent organisations conduct their activities and services, and how age diversity among their volunteers—whether established or missing—impacts their work or is caused by these contexts.

4.3.3 Strategies (element 3 of the actionable framework)

Based on the discussed elements of strong national Red Cross and Red Crescent organisations and the context in which these organisations exist and function, and based on the received feedback, strategies for the leadership of national Red Cross and Red Crescent organisations to increase age diversity among volunteers of their organisations were developed, as shown below in Figure 7.

Strategies:

- **Education**
- **Established strong policy and legal base**
- **Leadership attitude “walk the walk”**
- **Volunteer management**
- **Resources from outside of the Movement**
- **Learning from peers**

Figure 7. Strategies

4.3.3.1 Ensuring widespread education and dissemination of the importance of age diversity among volunteers in national Red Cross or Red Crescent organisations

One of responsibilities of the leadership of a national Red Cross or Red Crescent organisation is promotion of the importance of diversity, and more specifically of age diversity, among its volunteers, through regular communication and education of organisational members, staff and volunteers (IFRC, 2010). The best way to train and educate people is to clarify the benefits of the issue on which they are being trained. Therefore, training should include the leadership at all levels of the organisation, as well as all other members, staff and volunteers, and should be mandatory for all, with regular refresher courses. Almost all interviewed leaders insisted on this strategy. One of them stated that “we ourselves need to know the importance of all types of diversity in our daily work in order to be able to implement it in our organisations, but also our colleagues need to know what benefits it will bring to our organisations.”

4.3.3.2 Adopting a strong and sound sub-strategy/policy and other regulatory documents concerning age diversity among volunteers of national Red Cross or Red Crescent organisations

The second strategy for improving age diversity among volunteers of national Red Cross or Red Crescent organisations mentioned by the interviewed leaders is related to their organisations’ regulatory documents. Almost all of the interviewees stated that one of the most important elements to ensure age diversity among their volunteers is having the national Red Cross or Red Crescent organisation’s sub-strategy related to diversity and age diversity among volunteers; however, very few of the interviewed national Red Cross or Red Crescent organisations have such sub-strategies.

The leaders who underlined the importance of having sub-strategies or policies related to age diversity among volunteers explained that such a sub-strategy becomes a guarantee that the whole national Red Cross or Red Crescent organisation (its members, staff, volunteers and leaders at all levels) will be aware of the goals/aims included in the strategy, that the fulfilment of these goals/aims will be reported, monitored and evaluated regularly, and that all programmes and activities of the national Red Cross or Red Crescent organisation will be done

in line with the sub-strategy. Another important reason for having such a sub-strategy is that it is done in the national language and is accessible to everyone, and that it is done in line with the national cultural context in relation to voluntarism.

Some of the interviewed leaders reported that their national Red Cross or Red Crescent organisation already had policies related to voluntarism which could be further revised and the element on age diversity could be added. Those leaders who reported that their organisations did not develop their own policies indicated that they were instead using the IFRC volunteering policy (IFRC, 2016b).

Finally, since the national Red Cross or Red Crescent organisations consider their volunteers as the foundation of their organisations (IFRC, 2016a), if such consideration stays only on paper it can be a problem. It can lead to a situation where the voice of the volunteers is not heard, or not heard properly. To prevent such a situation, volunteers should be involved in the governing bodies of their national Red Cross or Red Crescent organisation. If volunteers are not included in the governing body of their organisation, it raises the question of how aware they are of the existing policies and strategies of the organisation (IFRC, 2010a), and whether they were involved in the process of making those policies and influenced their content.

4.3.3.3 Walk the walk

The first and most influential strategy for the leadership of any national Red Cross or Red Crescent organisation to improve age diversity among its volunteers is to ‘walk the walk’, or to show by example how to do the things that they are asking the organisation to do. As one of the interviewees highlighted, “the tone of the organisation is set at the top”, meaning at the level of the senior leadership of the organisation. The senior leadership needs to ensure that the content and meaning of any organisational strategy, policy or similar regulatory or strategic document which is to be implemented by the organisation, its governing bodies and volunteers has in the first place been implemented at the level of the senior leadership (IFRC, 2010a). The leadership needs to make it work and to avoid any strategy, policy or provision of the organisational statute remaining only on paper. The same interviewee explained that s/he insists that the Board(s) under her/his leadership mirrors the geography, gender, age, education and urban/rural representation of the lower level of the organisation/area where her/his organisation operates. Through such an example, s/he stated that the leadership understands better the context in which the organisation acts and is also better equipped to address all real and contemporary issues.

4.3.3.4 Volunteer management

Another important element, and a strategy for improving age diversity among volunteers in national Red Cross and Red Crescent organisations, is how the volunteers are managed in these organisations. If they are managed properly, then the practice shows that they stay for a long time, or as long as they are needed by the organisation (Connors, 2011). In that case, the volunteers' engagement with the organisation is not only related to their interest in particular projects or activities.

One of the interviewed leaders presented an example from the time when s/he was a project manager of an HIV/harm reduction programme in her/his organisation. The host national Red Cross or Red Crescent organisation had volunteers who were recruited from a group of former drug users. Within their rehabilitation therapy, these people needed activities into which they could direct their energy. Her/his national Red Cross or Red Crescent organisation was an ideal place for them, and soon after being mobilised, it was demonstrated that this group was the best volunteer group within the whole national Red Cross or Red Crescent organisation. For this group of volunteers, the opportunity to come to the organisation's branch office, to have an opportunity to use the shower (in her/his words, "clean shower with hot water and soap"), to have a place to rest and get a cup of hot tea was a huge benefit of being a volunteer. However, they were not entirely accepted by all staff of the organisation. Due to the still existing stigma and prejudices, the staff did not trust the volunteers. The volunteers felt this lack of trust and did not stay for a long time. This example showed that such grey zones in volunteer management require a complex and sensitive approach.

The research revealed that an important element of good volunteer management is having well defined and clear tasks for volunteers (Connors, 2011). It is therefore crucial to have a list of specific tasks at the national Red Cross or Red Crescent organisation to offer to volunteers for them to join the organisation. As an example, in one of the national Red Cross or Red Crescent organisations, the main programme is its ambulance service. This programme has been active for many years—practically since the establishment of the national Red Cross or Red Crescent organisation. The volunteers in this programme have stayed with the organisation and the service for many years. They managed to build their careers in the ambulance service, of which they are proud. Such a service would not exist without the volunteers who work there, not only during normal working hours, but also during times when the rest of the population is not working and is celebrating holidays, such as weekends, night shifts or during Christmas, New

Year or similar holidays. The volunteers associated with this type of service grow more professional if they stay longer in the organisation; they get more knowledge and experience by staying longer and working in the same position.

It is also crucial to envisage successful perspectives for volunteers (Nichols & Ralston, 2012). These perspectives include training, rewards, opportunities to socialise, possibilities to advance in their assignments, possibilities to attend special events, etc.

Many of the interviewed leaders raised the turnover of volunteers as a big and important issue related to volunteer management in their organisation. The biggest concern in this respect is that everything that has been invested in volunteers is lost once they leave their national Red Cross or Red Crescent organisation. The engine behind volunteers joining the national Red Cross or Red Crescent organisation is interest. This interest differs for different individuals and will affect how long the volunteer stays with the national Red Cross or the Red Crescent organisation. That interest can be either to learn something new, or to have an opportunity to increase his or her skills, or to help people that remind him/her of other people in his/her life, just a simple altruistic wish to help people, or to have some activities to be involved in where s/he can socialise with people with the same interest (McAllum, 2014). Many of the interviewed leaders suggested that if the national Red Cross or Red Crescent organisation was able to learn more about the interests of its volunteers and accommodate them, the turnover of the volunteers would be lower. This is another element that should be resolved within the framework of volunteer management.

4.3.3.5 Importance of including resources from outside the Movement

In order to increase and deepen the leadership's knowledge of the benefits of age diversity among their volunteers and how it can be achieved and sustained, the interviewed leaders suggested that one strategy is to learn from others, and in particular from those who are associated with different organisations outside the Movement. One of the interviewees mentioned that, in order to be better equipped with knowledge and skills related to volunteer management, and so to diversity and age diversity among the volunteers, they tapped into sources outside the national Red Cross or Red Crescent organisation. In addition to advisory groups working on different issues related to the volunteers in his/her national Red Cross or Red Crescent organisation, it was decided to attract "external volunteer experts". These external sources were able to provide this national Red Cross or Red Crescent organisation with the knowledge and experience of other organisations dealing with volunteers, and specifically their

volunteer management. This national Red Cross or Red Crescent organisation will be further recruiting experts in volunteerism from various external bodies to share and enrich the organisation with their knowledge, experience and skills.

4.3.3.6 Learning from peers

Many of the interviewed leaders indicated that one of the best ways to ensure their own development is learning from their peers—leaders of other national Red Cross or Red Crescent organisations. In some cases, it was mentioned that these peers come from neighbouring organisations with which they work jointly on common programmes, or they serve the same community living in the territory of their countries. Sometimes peers come from different Red Cross or Red Crescent platforms established regionally or sub-regionally, or thematically. In both cases, the interviewed leaders highlighted that such a learning process is useful since it includes similar contexts, similar problems and similar relationships with common partners who often provide support for the region or group of countries and their national Red Cross and Red Crescent organisations. They also highlighted that learning from peers is something that is always available, and available in the local language. One of the interviewed leaders claimed:

It is much easier to pick up the phone and call my friend, the Secretary General of the XX Red Cross or Red Crescent organisation, and ask her how she would discuss with her colleagues from the regional organisations why the application of some segments of the volunteer policy is so slow in their regions. I know that she had a similar issue a few years back and that she really invested a lot of effort and finally ended up with successful implementation of the policy. It is easier to talk to someone who did it, and who did it in their own context, than just to make the same mistakes.

This finding correlate with transformational leadership, included in the literature review of this thesis, wherein transformational leaders seek to do their utmost to understand the issues with which they are concerned and be able to act in the best way and provide the best possible action.

4.3.4 Outcomes (element 4 of the actionable framework)

The last element of the actionable framework is related to the data collected from the research and to outcomes that the national Red Cross and Red Crescent organisations would achieve with increased and improved age diversity among their volunteers. These are included in Figure 8 below.



Figure 8. Outcomes

Within the interviews, almost all leaders of the national Red Cross or Red Crescent organisations and the staff of the IFRC connected increased age diversity among the volunteers of their organisations with the desired positive outputs of their organisations. Some of them highlighted the relevance to their organisation through the ability to reach more vulnerable people, some through the quality of their services, which would improve through the ability to design them differently and more suitably. Others mentioned that with increased age diversity among the volunteers of their organisation, the national Red Cross or Red Crescent organisation would be able to improve positive recognition of the government and public authorities and increase and diversify funding opportunities. One of the IFRC staff said:

The global programme in which I have been involved recently received funding from a well known government agency only because we were able to show in the proposal statistics that our human resources, which are made mainly of volunteers, are extremely diverse, by origin, by gender, by age, by education, by skills.

However, for the purposes of this research, the most important element included in the outcomes is the data related to sustainability. Although sustainability is the leading aspiration of Transforming our World: The 2030 Agenda for Sustainable Development (UN, 2016) and constitutes the basis for strategies for not-for-profit organisations, including national Red Cross or Red Crescent organisations, only a few interviewed leaders included it in the data allocated to outcomes. When asked directly about sustainability, all the interviewees agreed that an age diverse volunteer body in their organisations would contribute to efforts towards sustainability, but the majority of them said that this was a long-term goal. As one of the leaders mentioned:

Yes, I know that more and diverse volunteers will make my Red Cross or Red Crescent organisation better appreciated among the communities where we work

and then better recognised by my government; however, I rarely think beyond this. It is only when I sit in the IFRC General Assembly or in the International Conference of the Red Cross and Red Crescent—and this happens every two and four years respectively—that I get to think about our long-term goals and ambitions. It is your [the headquarters] task to think about it, to work towards it and to include us in it.

4.4 Summary

This chapter includes an analysis of the findings from the data collected during the research. For the analysis, an analytical framework was developed which was based on the main categories of the collected data and on the findings of the literature review.

Each element of the analytical framework was then separated in line with the main findings and further analysed. During that process, the main findings from the literature review were used to explain or connect those findings.

Chapter 5. RECOMMENDATIONS

5.1 Introduction

Chapter 5 includes three recommendations for action, including: (i) guidelines for the leadership of national Red Cross or Red Crescent organisations aiming at increasing and achieving age diversity among volunteers of their organisations; (ii) a suggestion for a combined model of strategic and transformational leadership as a leadership profile which will be able to ensure that age diversity among volunteers in the national Red Cross or Red Crescent organisations is achieved and sustained; and (iii) revision and update of the Guidance for the National Society Statutes.

Table 3 shows the interrelationship between the guiding principles included in the guidelines and findings of the research.

The last element of Chapter 5 is suggested action in relation to each of the three recommendations and results achieved so far, as well as further actions.

5.2 Recommendations

The recommendations were developed based on the following three sources:

- The findings collected through the interviews.
- The literature review, concentrating on the main elements of the thesis: volunteers, diversity, age diversity, leadership and sustainability within the framework of the national Red Cross or Red Crescent organisations.
- The author's own reflections.

5.2.1 Recommendation 1: Developing guidelines for leadership of the national Red Cross or Red Crescent organisations aiming at increasing and achieving age diversity among volunteers of their organisations

It is suggested that the leadership of national Red Cross or Red Crescent organisations, at both the governance level and the executive level, take into consideration the content of the guidelines as much as possible in any given context in order to tackle the issue of age diversity among their volunteers. By doing it they ensure that action towards achieving appropriate age diversity among their volunteers will be undertaken. Age diverse volunteer body of their national Red Cross or Red Crescent organisations should be sustained in order to contribute to

better and quicker implementation of national Red Cross or Red Crescent activities and services and, accordingly, support social sustainability worldwide. The guidelines were developed based, among others, on the following elements of findings elaborated in Chapter 4.



Figure 9. Correlation between the findings of the research and recommended guiding principles included in the guidelines for leadership of the national Red Cross or Red Crescent organisations aiming at increasing and achieving age diversity among volunteers of their organisations

Guiding Principles 4, 5 and 7 reflect inherent particularities related to the National Red Cross or Red Crescent Organisations. Guiding Principle 4 reflects the reality that all national Red Cross or Red Crescent organisations have statutory documents (Statutes, Constitutions or

bylaws) or legal documents (Laws, Decrees, Acts). This asset should in many cases be improved as the Guiding Principle suggests or be regularly updated. It also originates from the findings included under 4.2.3.2 suggesting that national Red Cross and Red Crescent organisations should adopt strong and sound strategy, policy or other regulatory documents concerning age diversity.

Guiding Principle 5 relates to the need to share information on the work and achievements of the national Red Cross or Red Crescent organisations, including the situation on diversity of its resources, human resources and volunteer resources, with their partners (i.e. governments, national and international organisations, the public, affected communities, etc.). It also relates to the elements of a strong national Red Cross or Red Crescent organisation—its relevance and its accountability. This Guiding Principle was developed on the basis of two strategies for the leadership of national Red Cross and Red Crescent organisations to increase age diversity among volunteers of their organisations: (1) Leadership attitude “walk the walk” and (2) Volunteer management (Figure 7), which both suggest advocacy efforts for diversity among the organisational human resources, and in that respect the organisations volunteers.

Finally, Guiding Principle 7 is related to dissemination of the Fundamental Principles of the Red Cross and Red Crescent and has been developed following strategies on (1) Education and (2) Leadership attitude “walk the walk” (Figure 7).

The other Guiding Principles (1, 2, 3 and 6) directly arise from the strategies included within the findings, as follows.

- Guiding Principle 1: It has been developed based on the strategy included under subparagraph 5.3.3.1. The strategy recommends that education and dissemination of the importance of age diversity among the volunteers of the national Red Cross or Red Crescent organisations will be widespread by the leadership of these organisations. It is hence recommended that leadership of national Red Cross and Red Crescent organisations introduce and promote the concept of age diverse volunteers body in their organisations.
- Guiding Principle 2: It has been developed based on the strategy included under subparagraph 5.3.3.2. The strategy recommends development of an up-to-date sub-strategy or policy on age diversity among volunteers in national Red Cross or Red Crescent organisations. The Guiding Principle 2 therefore suggests to the leadership of national

Red Cross and Red Crescent organisations to ensure development and realisation of such sub-strategy of their organisations.

- Guiding Principle 3: It has been developed based on the strategy included under sub-paragraph 5.3.3.3. The strategy relates to the need for the leadership of national Red Cross or Red Crescent organisations to ‘walk the walk’ when it comes to age diversity among volunteers. The Guiding Principle 3 accordingly requests the leadership of national Red Cross and Red Crescent organisations to practice age diversity among the volunteers associated directly with their work.

Finally, Guiding Principle 6: It has been developed based on the strategy included under sub-paragraph 5.3.3.4. The strategy suggests developing and regularly updating Volunteer Management Handbook. Consequently, Guiding Principle 6 recommends to the leadership of national Red Cross and Red Crescent organisations to do so.

Additionally, the following findings of the literature review contributed to development of the several guiding principles:

Guiding Principle 3: Kapoor’s (2011) suggestion related to diversity, to begin with hiring diverse human resources.

Guiding Principle 6: Brudney’s (1999) recommendations on volunteer management.

Guiding Principle 7: Ahern’s (2015) recommendation to lead the organisational work with an approach that fights non-discrimination of any sort.

Guidelines for leadership of national Red Cross or Red Crescent organisations aiming at increasing and achieving age diversity among volunteers of their organisations

I. Introduction

Diversified and flexible programmes (IFRC, 2017b) are a requirement for national Red Cross or Red Crescent organisations to be able to meet their missions and serve people in need. To be able to design, implement and further strengthen their programmes, human resources of the national Red Cross or Red Crescent organisations should also be diverse and flexible, in particular their volunteers who work directly with the affected individuals and communities.

These guidelines have been developed for the leadership of national Red Cross or Red Crescent organisations, targeting leadership at all levels of their organisations: national, regional, district,

city, branch and community. The aim of the guidelines is to demonstrate to the leadership a common view and, accordingly, the listed guiding principles in relation to achieving age diversity among the organisational volunteers.

In the next section, a list of the guiding principles will be presented, along with suggestions as to how the principles can be put into action, including timelines where it was possible to define them. Each guiding principle is divided into two parts, the first providing elements of the guiding principle to be considered by the governance of the national Red Cross or Red Crescent organisation, the second to be considered by the executive leadership.

The final paragraph suggests that the guidelines should be adopted by the governing bodies of national Red Cross or Red Crescent organisations in order to become an officially recognised and shared document which will be updated and reported upon on a regular basis.

II. Guidelines

GUIDING PRINCIPLE 1. INTRODUCE AND PROMOTE THE CONCEPT OF AN AGE DIVERSE VOLUNTEER BODY IN YOUR ORGANISATION.

Governance: Disseminate the strategic orientation of the organisation to increase and achieve age diversity among volunteers of the organisation and its concept using all relevant events, speeches and contacts.

Executive leadership: Ensure that appropriate material related to age diverse volunteers, including the benefits of such an approach, is developed. The material should include simple and clear definitions of diversity, age diversity and volunteers, and justification of the benefits of an age diverse volunteer body. The material should be produced in the official national language and accompanied by appropriate graphical presentations in order to ensure that all users will be able to understand it and use it.

Dissemination of the material should be done by including it (or including relevant graphical presentations) in all related materials, including speeches, meeting agendas, presentations or similar events where the leadership will be present. Also, the printed materials should be shared during all relevant events such as training, briefings, meetings, etc. where leadership will be present. Specific training and briefing sessions on the concept of age diverse volunteers should be developed and implemented in all units of the national Red Cross or Red Crescent

organisation associated with volunteers. Where possible, e-courses on this issue should be developed to be easily accessible to all leadership, members, staff and volunteers.

GUIDING PRINCIPLE 2. ENSURE THE DEVELOPMENT AND REALISATION OF A SUB-STRATEGY CONCERNING ACHIEVING AGE DIVERSITY AMONG VOLUNTEERS OF YOUR ORGANISATION.

Governance: Ensure that the long-term strategy of your organisation includes the concept of age diversity among the volunteers and request regular updates on implementation of the strategy.

Executive leadership: A definition and details concerning the benefits, challenges and ways of improving age diversity among volunteers should be elements of the sub-strategy, among other regular elements of such a strategy. The sub-strategy should be written in clear and simple language that can be read, understood and used by all organisational leaders, staff, members and volunteers. The sub-strategy should reflect the country and cultural context in relation to volunteers, as well as the organisational context. The sub-strategy should be developed as an element of the overall organisational strategy and should be followed either by the development and adoption of a separate policy related to volunteers' age diversity, or the inclusion of age diversity among volunteers as an element of different organisational policies, such as policies on volunteering, diversity or similar.

In the first phase of implementing the sub-strategy, a plan of action on how to achieve age diversity among volunteers in your organisation should be developed. The plan should include the following elements: (1) analysis of the situation related to age diversity among the volunteers of your organisation; (2) targets to be achieved, including explanations of how to achieve them, and possible obstacles with descriptions of how to avoid them; (3) an implementation plan that includes a detailed calendar of activities; (4) a financial and resources plan; and (5) monitoring, reporting and evaluation details. The second point—targets to be achieved—should include indicators against which the achievement will be monitored, reported and evaluated.

The sub-strategy should be disseminated in the national language, using both text and graphical presentation that is easily understandable to all. It should be an element of all relevant briefings and trainings including, if possible, e-courses accessible to all. The sub-strategy should be

regularly updated—i.e. every four to five years, depending on the strategy cycle of your national Red Cross or Red Crescent organisation.

GUIDING PRINCIPLE 3. PRACTISE AGE DIVERSITY (WALK THE WALK) AMONG THE VOLUNTEERS ASSOCIATED DIRECTLY WITH YOUR WORK.

Governance and executive leadership: Ensure that in your office, among colleagues, staff and volunteers under your direct supervision, proper age diversity is fulfilled, and use any opportunity to highlight it, focusing on its benefits. Encourage your colleagues to follow your example. Report on the age diversity among volunteers and staff in your own office as part of the overall reporting of the organisation or when reporting the implementation of the sub-strategy, policies (Guiding Principle 1) or plan of action to achieve age diversity among volunteers (Guiding Principle 2).

GUIDING PRINCIPLE 4. ENSURE THAT THE REQUIREMENT FOR AGE DIVERSITY AMONG VOLUNTEERS IS INCLUDED IN THE LEGAL DOCUMENTS OF YOUR ORGANISATION REGULATING VOLUNTEERS, SUCH AS ITS STATUTES (OR CONSTITUTION) OR RULES OF PROCEDURE.

Governance: Ensure that the guiding principle is implemented and request regular updates.

Executive leadership: When in the process of revising or amending any of the legal documents for your organisation, ensure that clear instructions are given to the working group and to the staff involved in the process that the requirement for age diversity among volunteers is included in the final product. Also, ensure that the checklist for revision of legal documents in your organisation contains the same requirement. If model statutes for use by lower levels of the organisation (regions, branches) exist, ensure that this requirement is included, too.

GUIDING PRINCIPLE 5. ENSURE THAT REGULAR REPORTS ON THE ACTIVITIES OF YOUR ORGANISATION INCLUDE BOTH QUALITATIVE AND QUANTITATIVE REPORTS ON AGE DIVERSITY AMONG VOLUNTEERS.

Executive leadership: Ensure that regular updates of all strategic or legal documents mentioned above are initiated and implemented. The regular update will enable your organisation and its partners to adapt according to new trends and current resources, as well as newly occurring possibilities and opportunities concerning age diversity among the organisational volunteers.

Ensure that the reports are shared with all stakeholders, starting with the affected communities, relevant public and governmental authorities, members, staff and volunteers of your organisation, partners and the public. For that, different versions of reports should be produced and disseminated, in all the languages used in your context.

Ensure that lessons learned and findings from the monitoring, reports and evaluations are included in the next round of preparing, updating and developing new strategic, planning and legal documents and tools.

GUIDING PRINCIPLE 6. ENSURE THAT APPROPRIATE VOLUNTEER MANAGEMENT FOR YOUR ORGANISATION IS IN PLACE AND THAT IT IS REGULARLY UPDATED.

As one of the tools for ensuring that volunteers are managed in a consistent and appropriate way, a Volunteer Management Handbook should be initiated and developed. It should include several elements, such as tools and mechanisms for proper planning; well established procedures and tools for implementation; monitoring and regular evaluation; regular reporting related to volunteers and voluntarism in your organisation; indications of where and how to ensure good material, human and financial resources for the implementation of volunteer activities, along with activities for volunteers such as training, refresher training, briefings, rewards, etc.; tools and rules for transparent communication; instructions on how to establish and maintain modern a database of volunteers; a suggested structure for organisational volunteers, etc.

Governance: Ensure that the governing body tasked with management develops the Volunteer Management Handbook and oversees its development. In addition, governance provides inputs to the Handbook.

Executive leadership: Develop and fully implement the concept and the Handbook.

GUIDING PRINCIPLE 7. CONTINUE TO PROMOTE AND DISSEMINATE THE FUNDAMENTAL PRINCIPLES.

Governance and executive leadership: As volunteering is grounded in the Fundamental Principles, and as the Fundamental Principles are related to any action of national Red Cross or Red Crescent organisations' volunteers, their promotion and dissemination should be continuous and included in all the above guiding principles.

Background report. The Fundamental Principles in action: A unique ethical, operational and institutional framework (IFRC, 2016b) delivered at the 32nd International Conference of the Red Cross and Red Crescent in Geneva, December 2015, provides critical material on how the Fundamental Principles can and should be reflected in the daily work of all members, staff and volunteers of all the Movement components, and in that respect volunteers and leadership of national Red Cross and Red Crescent organisations.

III. Final

These guidelines for leadership of national Red Cross or Red Crescent organisations aiming at increasing and achieving age diversity among volunteers of their organisations have been adopted by the Governing Board of XXXXXXXXXXXX on XX and are in force from XX.

The Governing Board of XXXXXXXXXXXX will report on its implementation on a two-year basis through its report to the General Assembly of XXXXXXXXXXXX.

5.2.2 Recommendation 2: Combined model of strategic and transformational leadership paradigms for a leadership profile able to ensure that age diversity among the volunteers of national Red Cross or Red Crescent organisations is reached and sustained

In addition to the above developed guidelines for the leadership of national Red Cross or Red Crescent organisations aiming at increasing and achieving age diversity among volunteers of their organisations, and based on the literature review undertaken and the research done by interviewing leaders of national Red Cross or Red Crescent organisations, it is suggested that a combined model of strategic and transformational leadership paradigms will provide a leadership profile which can ensure that age diversity among the volunteers of national Red Cross or Red Crescent organisations will increase and contribute to global social sustainability. Please see Table 3 below for more detail on the suggested characteristics of strategic and transformational leadership required for ensuring age diversity among volunteers.

Table 3. List of the suggested characteristics of strategic and transformational leadership required for ensuring age diversity among volunteers of the national Red Cross or Red Crescent organisations

Strategic Leadership

- Environment monitoring

- Strategy formulation
- Monitoring implementation and outcomes

Transformational Leadership

- Innovation
- Motivation
- Effectiveness

It is further suggested that the characteristics of strategic and transformational leadership, as described above, be listed among the desired characteristics for profiles of candidates for leadership in those national Red Cross or Red Crescent organisations which need, or are striving to improve, age diversity among volunteers in their organisation. This can be done through the inclusion of such characteristics in role descriptions when looking to fill leadership positions within the management structure, or by listing such characteristics within the profiles of vacant positions in the governance (volunteers) of national Red Cross or Red Crescent organisations. Finally, each national Red Cross or Red Crescent organisation is expected to have a leadership development plan. This plan involves a number of activities implemented by different segments of the organisation in order to improve the quality of the current leadership and prepare others for different leadership positions—different types of leader (i.e. youth leaders, volunteer leaders, etc.) or different level of leadership (i.e. at the headquarters or at branch level or grass roots level)—in the organisation in future. The suggested characteristics of strategic and transformational leadership should be considered when such plans are developed and implemented.

5.2.3 Recommendation 3: Revision and update of guidance for National Society statutes

The guidance for National Society statutes (IFRC, 2010a) was developed at the beginning of 2000 and includes minimal requirements for the constitutional documents of national Red Cross or Red Crescent organisations. The IFRC department where the author of the research is employed initiated revision and update of the guidelines in 2015. The author decided to use this opportunity to contribute to the process of reviewing and updating the guidelines using the (then) preliminary findings of her research, ensuring inclusion of the following modifications in the revised guidance:

- New standards concerning volunteers, as the current guidelines include almost no reference to volunteers in national Red Cross or Red Crescent organisations.

- Suggested standards concerning diversity to include age diversity.
- Suggested standards concerning profiles of national Red Cross or Red Crescent organisation leaders, to include characteristics of strategic and transformational leadership.

5.3 Actions undertaken and results achieved

Recommendation 1

The guidelines for leadership of national Red Cross or Red Crescent organisations aiming at increasing and achieving age diversity among volunteers of their organisations were shared with four interviewed leaders of national Red Cross or Red Crescent organisations. Whom to share the guidelines with was based on the following criteria:

- Geographical representation, so that each statutory region was represented.
- Gender representation, so that there was an equal number of female and male leaders.
- Position diversity, so that representatives of both governance (Presidents) and management (Secretaries General) were included.
- Particular interest shown in the first round of interviews and later expressed interest in follow up.

The guidelines were shared, with an accompanying e-mail message explaining how they were developed. The leaders were asked two questions:

Question 1: What is your opinion of the guidelines?

Question 2: Are you going to use them in your work?

The four leaders replied as follows.

- One reply suggested that age diversity should be dealt with as a component of general diversity, with no reason to allocate and utilise a lot of space/time/resources to only one type of diversity. Still, the guidelines could be modified and used for general diversity.
- One reply suggested that the guidelines were a very useful paper which s/he had already shared with her/his Governing Board, where a decision was made that they would be translated into the national language and shared with all branches. Since the initial interview, this national Red Cross or Red Crescent organisation had sorted out a system of registration for its volunteers and members and is currently able to report on different

statistics related to both, including age representation. The leader also mentioned that they now know what the age representation among their volunteers looks like and, with the guidelines, they have a tool to work towards its improvement. S/he also mentioned that the following steps have been already undertaken:

- Age diversity has been achieved among the staff in her/his office (Guiding Principle 3),
- All reporting templates include an element on age diversity among the National Society's volunteers, staff and members.
- Two replies suggested that the guidelines are of good quality with helpful principles, but currently these organisations would not be able to utilise them due to other urgent work (both national Red Cross or Red Crescent organisations are struggling with a migration crisis). However, they also indicated that once the crisis is over they will return to the guidelines and share them with leaders at all levels of their organisations.

Recommendation 2

The revised standards (under the guidance for National Society statutes) include under the section related to desired leadership profiles of the national Red Cross and Red Crescent organisations an information box which suggests that the national Red Cross and Red Crescent organisations' leadership consider a combination of the characteristics of strategic and transformational leadership when:

- Planning training and development for the current leadership and senior management positions.
- Recruiting leaders who will be tasked with increasing age diversity among volunteers in their organisations.

So far, within the process of consultations on the revised guidance for National Society statutes, this recommendation has been received positively.

The same four leaders of national Red Cross or Red Crescent organisations were also provided with this recommendation. They acknowledged receipt, but only one leader provided his/her feedback, that they included topics related to environment monitoring, innovation and strategic planning in the training curriculum of their National Society.

Recommendation 3

Concerning the third recommendation, revision of the guidance is currently well under way. The revised standards include a new chapter related to volunteers, suggesting regulation of this aspect of national Red Cross or Red Crescent organisations in all related segments. Diversity and age diversity have been added to the respective standards and the recommended characteristics for leadership of national Red Cross or Red Crescent organisations.

The above mentioned recommendations have so far been welcomed by the following parties taking part in the consultations so far conducted:

- 33 national Red Cross or Red Crescent organisations which participated in the written consultations conducted between April and July 2017.
- A representative of the IFRC's Compliance and Mediation Committee.
- Members of the IFRC Governing Board Working Group on the National Society and Volunteers Excellence (IFRC, 2016b) during the September 2017 session.

It is expected that the revised standards will remain in the document. Once the document is finalised, it will be adopted by the IFRC Governing Board and the process of its dissemination and utilisation will start. Accordingly, the leadership at all levels of the national Red Cross and Red Crescent organisations will have a new tool to use to initiate, implement and evaluate age diversity among the volunteers of their organisations.

5.4 Summary

In Chapter 5, the author developed recommendations for action based on the findings of the literature review, the data collected during interviews with the selected leaders of the national Red Cross or Red Crescent organisations, and her own reflections, knowledge and experience.

The recommendations include three elements: (i) developed guidelines for leadership of national Red Cross or Red Crescent organisations aiming at increasing and achieving age diversity among volunteers of their organisations; (ii) suggested characteristics of strategic and transformational leadership required for ensuring age diversity among volunteers of national Red Cross or Red Crescent organisations; and (iii) revision of the current IFRC guidance for National Society statutes in the areas of volunteers, diversity and profiles of the leaders of national Red Cross or Red Crescent organisations.

The recommendations were followed by the action which was developed for the three recommendations, along with how the action was undertaken and what has been achieved.

Chapter 6. DISCUSSION

6.1 Introduction

Chapter 6 includes several final provisions aiming to summarise the thesis and the research through a review of the objectives of the research, a summary of the developed recommendations, contributions of action research in the form of actionable knowledge, implications for future research, limitations of the research, future work, a conclusion and a summary.

6.2 Review of the objectives of the research

Objective 1 of the research was identified as: By utilising action research approach, to collect and develop knowledge on how age diversity among volunteers of national Red Cross or Red Crescent organisations can be increased, preserved and improved.

A qualitative research was designed to collect the available empiric knowledge and the knowledge that exists within national Red Cross or Red Crescent organisations in relation to the main categories—voluntarism, diversity, age diversity and social sustainability—and how the age diversity among volunteers can be increased. The research revealed that all elements of the earlier developed context (types of volunteer, size of the national Red Cross or Red Crescent organisation, when the national Red Cross or Red Crescent organisations were established, programmes, different new trends asking for new programmes and new combination of volunteers to be included in such programmes, and the importance of having developed and approved the organisation's strategic documents related to the volunteers, such as policies or strategies) influence volunteers in national Red Cross or Red Crescent organisations in terms of their mobilisation and retention.

These findings are linked to the results of the literature and policy review in relation to volunteers within national Red Cross or Red Crescent organisations—e.g. the IFRC volunteering policy, which stipulates that the available tools and mechanisms that the national Red Cross or Red Crescent organisations' leadership use to manage their volunteers should be tailored to the specific contexts and should be open to new trends (IFRC, 2016b).

The findings related to the specific contexts were analysed and, based on them, the set of recommendations was developed. It appeared that despite most national Red Cross and Red Crescent organisations having many tools and mechanisms associated with volunteer management which their leadership can and has been using in daily practice with the aim of

increasing age diversity among the volunteers, many of the national Red Cross and Red Crescent organisations still do not have such tools and mechanisms, or do not have some of them, and many of the national Red Cross and Red Crescent organisations do not have tools and mechanisms for increasing age diversity among volunteers in a simple and easily accessible form. For that reason—and to provide some advice to the leaders of national Red Cross or Red Crescent organisations on how to utilise the recommendations—the guidelines for leadership of the national Red Cross or Red Crescent organisations aiming at increasing and achieving age diversity among volunteers of their organisations were developed.

Objective 2 of the research was, by utilising action research approach, to collect and develop knowledge related to the type of leadership style that provides for increasing age diversity among organisational volunteers.

Following the second objective, the author developed particular recommendation related to the leadership style which is concerned with pursuing diversity in the organisation. The developed recommendation is based on the findings of the undertaken extensive literature review, and on the basis of the findings of the qualitative interviews.

The research on leadership resulted in learning what are the leadership models most suited to work on achieving age diversity among volunteers in national Red Cross or Red Crescent organisations. The strategic and transformational leadership models were understood to be the best placed to address age diversity among such volunteers and how age diversity can be achieved and sustained. National Red Cross or Red Crescent organisations can use this knowledge and enhance training for their leadership in order to enhance the skills associated with strategic and transformational leadership among their leaders at all levels of the organisations.

Through gaining skills such as environment monitoring, the formulation of strategies, the monitoring, implementation and outcomes associated with strategic leadership, or the innovation, motivation and effectiveness associated with transformational leadership, the leadership of national Red Cross or Red Crescent organisations would be better equipped and skilled to assist their organisation in increasing social sustainability.

Objective 3 of the research was, by utilising action research approach, to collect and develop knowledge on what support leaders of national Red Cross or Red Crescent organisations need to increase age diversity among volunteers of their organisations.

To understand the concepts of volunteering, age diversity, age diversity among volunteers, and what are the advantages and disadvantages of age diversity among volunteers, as well as to understand better leadership, its types and modus operandi, in addition to how it can be used to attain age diversity, a literature review was undertaken. The literature review was carried out within the framework of national Red Cross or Red Crescent organisations, although many of the researched topics were studied more widely than in relation only to national Red Cross or Red Crescent organisations. The reason for considering the main dimensions of the study within the agenda of national Red Cross or Red Crescent organisations is that the Movement is a rare national and international actor, active in both the global and the national arena, and its contribution to social sustainability is considerable.

The literature review revealed a number of different definitions of all the main categories and clarified their interactions. It provided knowledge to support the first part of the thesis question, related to national Red Cross or Red Crescent organisations' contribution to global social sustainability. Issues that are of direct concern to national Red Cross or Red Crescent organisations, such as climate change, resilience, the environment, support for vulnerable communities, diversity, volunteering, etc., are just some of the numerous dimensions to show and measure social sustainability (Freeman & Hasnaoui, 2010: 419). All these issues have been included in the programmes of national Red Cross or Red Crescent organisations implemented worldwide, either directly by the national Red Cross and Red Crescent organisation and its volunteers or in partnership with governments, as auxiliary to their governments in the humanitarian field, or in partnership with numerous other organisations and programmes.

Furthermore, the review showed the specific relationship between national Red Cross and Red Crescent volunteers and the Fundamental Principles (IFRC, 2016e), indicating that one of the elements of motivation or drivers for volunteers is related to these principles. It also showed how volunteering is grounded in several strategic and regulatory documents of national Red Cross and Red Crescent organisations, such as the IFR Strategy 2020 or the IFRC volunteering policy (IFRC, 2016b), in addition to the Fundamental Principles.

Based on the above listed findings recommendations were developed for the leadership of national Red Cross and Red Crescent organisations how to establish, increase and maintain age diversity among the volunteers in their organisations. The recommendations include 7 guiding principles for increasing age diversity among volunteers, intended to be shared and used with

the leaders of national Red Cross and Red Crescent organisations, and revision of the Guidance for National Society Statutes to include better standards related to volunteers and age diversity.

6.3 Summary of developed recommendations

As mentioned in the previous paragraph, based on the results of the literature review and data deriving from interviews, recommendations related to support and action were developed. The undertaken research collected already existing knowledge related to volunteers, age diversity, leadership and sustainability and their interconnectedness. This knowledge is then used for the recommendations which inform this knowledge further by focusing on the same categories but within national Red Cross and Red Crescent organisations aiming at increased sustainability of the global Red Cross and Red Crescent network.

Through learning by doing approach, the organisation of the author—the IFRC—received two set of tools to be used by leaders of national Red Cross and Red Crescent organisations: the list of guiding principles and revised Guidelines for National Society Statutes. Both documents have policy character and if used consistently it is expected that improvement in the functioning and sustainability efforts of both national Red Cross and Red Crescent organisations and the IFRC will improve, which due to its global character will have impact on the global community.

Lastly the research provided learning for the author of the research. Her knowledge on the main categories of the research and their interconnectedness improve. Her action research skills benefited including earlier mentioned skills on reflection and self-analysis (Coghlan, 2007) while performing action research. The author also learned that there is a big gap between developing policies and implementing those. As this is not done by the same people, it entails different dynamics. While the author expected that developed policy documents will be welcomed and accordingly utilised, practice showed that although they were highly appreciated, other realities of national Red Cross and Red Crescent organisations and their leadership contributed that only few organisations implemented them.

The guidelines for leadership of Red Cross and Red Crescent organisations, aiming at increasing and achieving age diversity among volunteers of their organisations, constitute the first recommendation of the research.

Each of the seven guiding principles was explained and specific tasks and functions were suggested for both the governance of the national Red Cross or Red Crescent organisation and for its management in order to put the principles into action. It is also suggested that the

leadership has the guidelines adopted by the governing body (Governing Board or similar) of their organisation, at all levels, in order to officialise them.

The second recommendation includes characteristics of strategic and transformational leadership, which is found to be sensitive to issues such as age diversity among volunteers in the organisation and which has the skills to achieve it. It is recommended that these characteristics be included in every material related to leadership attraction, mobilisation or retention, so that leadership with these characteristics will be attracted to, and employed by, national Red Cross or Red Crescent organisations.

The final recommendation is related to revision and modification of the current IFRC guidance for National Society statutes and to provisions for volunteers, age diversity and characteristics of the leadership of national Red Cross and Red Crescent organisations.

The suggested actions included:

- Sharing the Guidelines for leadership of national Red Cross or Red Crescent organisations aiming at increasing and achieving age diversity among volunteers of their organisations with the selected interviewed leaders, and their utilisation of the Guidelines.
- Sharing the list of the suggested characteristics of strategic and transformational leadership required for ensuring age diversity among volunteers of the national Red Cross or Red Crescent organisations with the selected interviewed leaders, and their utilisation of the list/suggested characterises.
- Including a requirement for age diversity among volunteers in the revised guidance for National Society statutes and its utilisation.

6.4 Contributions of the action research

The research, its findings and its recommendations provide the following actionable knowledge.

- *Actionable knowledge related to age diversity among working teams with an aim of better representing the host groups, communities or societies.* In contrast, a lot of the reviewed material suggests that the age of people employed in different organisations will soon (if it is not already happening) become a great concern for the management or human resource services, mainly due to the changed demographic picture in the so-

called Western world (Boehm, Kunze & Bruch, 2014; Kemper, Bader & Froese, 2016). It is claimed, for example, that employees aged between 50 and 65 will characterise the biggest sub-category within the German working population after 2020 (Boehm, Kunze & Bruch, 2014: 668). This material puts emphasis on the ageing population and how to diversify groups, or how to ensure that their productivity will remain good. In contrast, the present research puts emphasis on avoiding homogeneous groups in the working environment and advocates heterogeneous age groups. The justification for the desire to diversify age groups in the working environment is that diverse composition will bring diverse approaches to work, including diverse ideas, solutions, suggestions, opportunities, etc.

- *Actionable knowledge on age diversity from the global perspective.* As already mentioned, the majority of material that can be found on this topic refers to Western Europe and North America (Bieling, Stock & Dorozalla, 2015), while research on a similar topic from other parts of the world is missing. The present research involved interviewing 20 leaders from different national Red Cross and Red Crescent organisations worldwide, meaning that five organisations were from the Americas (North and South), five were from Asia and the Pacific, five were from Africa and five were from Europe, including Central Asian countries. Including organisations from across the world gives the research a real global character while bringing different attitudes to the main theme in the research.
- *Actionable knowledge related to leadership and how leadership can contribute to increase age diversity in organisations.* Although research related to leadership is probably one of the most researched topics of the last decade (Kumar, Adhish & Deoki, 2014), still the focus of research on leadership remains on different leadership theories or models and their interaction. The current research has taken a more pragmatic approach and has researched what action leadership should take in order to increase one element of social sustainability in their organisations—age diversity. The developed guidelines for leadership of national Red Cross and Red Crescent organisations aiming at increasing and achieving age diversity among volunteers of their organisations represent a tool for the leadership.
- *Actionable knowledge of national Red Cross or Red Crescent organisations.* The Movement, with its components—the national Red Cross and Red Crescent National Societies (190), the IFRC and the ICRC—represents the biggest network in the world, including its Red Cross and Red Crescent volunteer network. However, despite that, not

a lot of academic attention is given to it. Indeed, the Movement and its components constantly undertake different researches about themselves, their work and their activities, including all aspects of their presence. Accordingly, they produce regular material, such as the global review on volunteering (IFRC, 2015b).

- *Actionable knowledge on national Red Cross or Red Crescent organisations' leadership, volunteers and increasing age diversity.* As mentioned above, the IFRC published its global review on volunteering in 2016. Even though the review is a comprehensive document that reviews Red Cross and Red Crescent volunteering, little was included on age diversity among volunteers in national Red Cross or Red Crescent organisations, why it is as it is, how it can be improved, and who needs to do what. Although the current research partly used the findings of the global review on volunteering, it still brings new knowledge to the industry. The same applies to the relationship between national Red Cross or Red Crescent volunteers and their leadership.

6.5 Implications for further research

In addition to the contributions that the research makes, the following practical implications are feasible.

- The prominence of social sustainability, diversity, age diversity and age diversity among volunteers in national Red Cross or Red Crescent organisations will be further highlighted, addressed and researched in order to be better understood at all levels, including the global, country, national, regional, city, district and branch levels. In addition, it will lead to an increase in interest in all the mentioned categories among the Movement components, and how they can be improved in their respective contexts, so it will be important to initiate and support future researches in those areas. Zimara and Eidam (2015: 85) state that the realisation of sustainability and its methods involves a wide and deep knowledge and understanding of sustainability, its advantages and its disadvantages.
- Taking into consideration how age diversity among volunteers is important, in particular in relation to designing, implementing and reporting on the programmes of national Red Cross or Red Crescent organisations at all levels, additional research should be initiated and conducted in order that age diversity among volunteers be appropriately included in current and newly developed legal and policy documents and tools of the national

Red Cross or Red Crescent organisations, including volunteering policies, diversity policies, Statutes, Constitutions and Rules of Procedures. The same applies for strategy documents in national Red Cross or Red Crescent organisations.

- The research and its findings and recommendations will contribute to further research targeting volunteer management in national Red Cross or Red Crescent organisations. Many organisations with volunteers have already developed tools which they are using to improve volunteer management in their organisations. However, not all of the national Red Cross or Red Crescent organisations have this, or recognise the importance of having it. In addition, future research related to volunteer management and its tools should include study of how to include in it elements and strategies for increasing age diversity among volunteers.

6.6 Limitations of the research

Although the research provides insights into an issue that has not previously been researched in detail, with a particular focus on national Red Cross or Red Crescent organisations, it has several limitations.

The first limitation is related to the fact that age diversity among volunteers was researched in national Red Cross or Red Crescent organisations. While volunteers are quite similar wherever they are found, national Red Cross or Red Crescent volunteers have, as mentioned earlier, some basic distinctions in comparison with others. The first is with respect to the Fundamental Principles (IFRC, 2016b), the second the global (universal) nature of the Red Cross and Red Crescent. However, these two elements do not affect the efforts invested by the leadership into improving age diversity among the volunteers of any organisation. On the other hand, Li et al. (2011) state that generalisation should be avoided, because no data were collected from other organisations working with volunteers to facilitate comparison or provide knowledge about the situation in those organisations. However, the reason that national Red Cross or Red Crescent organisations were chosen for the research was the huge potential of their global contribution to social sustainability.

The second limitation concerns the neutrality of the data collected from interviewees. The interviewees, as mentioned earlier, represent the senior leadership of different national Red Cross or Red Crescent organisations and senior staff of the IFRC who had worked with different national Red Cross or Red Crescent organisations. Without a doubt, data collected from this group is relevant to the topic of the research, and this group has the best knowledge on it.

However, some other groups which could have proved useful sources of information were not included, such as beneficiaries of the services provided by the volunteers of national Red Cross or Red Crescent organisations, representatives of partners who work with national Red Cross or Red Crescent organisations, or representatives of the third component of the Movement, the International Committee of the Red Cross. However, the involvement of these groups would have enlarged the body of people interviewed and it would have taken more time with questionable outcomes.

The third limitation is associated with the sources for the literature review. The biggest portion of literature was researched among scientific sources (articles, books). However, some of the material was collected from sources that relate mainly to the body of policy literature, more specifically the IFRC policy literature. Since there is no other literature related to many issues important to the research, this policy-related literature assisted the research; however, such a source should be kept to a minimum.

6.7 Future work

The first limitation mentioned above relates to focusing the research on national Red Cross or Red Crescent organisations. Future work should broaden knowledge in this respect to other organisations where volunteers perform the majority of services and work. It is important to learn whether the findings from this research are applicable to other organisations, or whether leaders of other organisations need to do something different to improve age diversity among volunteers in their organisations and to show that “age diversity offers a broad range of perspectives, skills, and insights that can enhance creativity and problem-solving capabilities, thereby improving firm performance”, as claimed by Li et al. (2011: 250).

In terms of collecting data, there is insufficient academic literature available related to national Red Cross or Red Crescent organisations. For that reason, a lot of the gathered literature and data came from other policy sources. This does not mean that the data are incorrect or insufficient, but that the data have not been created through an academic approach (analysed, compared, critically examined, validated). As the Movement represents one of the biggest networks in the world and, with the achievements of its three components, it can have a significant impact on the world arena, it is recommended that future scientific researches related to topics on social sustainability include national Red Cross or Red Crescent organisations.

6.8 Conclusion

The research examined what the leadership of national Red Cross or Red Crescent organisations can do to increase age diversity among their volunteers to increase the social sustainability of their organisations. After collecting data through a literature review and through interviews, the data were analysed and recommendations were formulated. Based on these recommendations, guidelines for the leadership of national Red Cross and Red Crescent organisations were developed, aiming at increasing and achieving age diversity among volunteers in their organisations. The guidelines recommend seven guiding principles which, if undertaken, should lead to increased age diversity among volunteers in national Red Cross and Red Crescent organisations. The research and its phases were conducted using an action research methodology, as suggested by Creswell (2007). A combination of strategic and transformational leadership was also recommended as the most suitable leadership mode for the task of increasing age diversity among volunteers in national Red Cross or Red Crescent organisations. Lastly, the inclusion of new standards related to volunteers, age diversity and leadership profiles in the guidance for National Society statutes was recommended: this is currently under revision and being updated.

All three mentioned documents were shared with a selected group of leaders (four) of national Red Cross or Red Crescent organisations. One of the selected leaders suggested that the governing body of his/her national Red Cross or Red Crescent organisation adopt the Guidelines for leadership of national Red Cross or Red Crescent organisations aiming at increasing and achieving age diversity among volunteers of their organisations. It was reported that the Guidelines were welcomed by the national Red Cross or Red Crescent organisation and that they contributed towards increased age diversity among volunteers in that organisation. It is expected that the guidelines for National Society statutes, with the new standards on volunteers and volunteer diversity, once finalised and adopted, will further assist leadership in the national Red Cross or Red Crescent organisations to increase age diversity among their volunteers.

6.9 Summary

The final chapter of the research offers a discussion related to the main topic of the research, including a review of the objectives, a summary of the developed recommendations, the contributions of the action research to the management of volunteers, the limitations of the research, and future work, all from the action learning perspective.

The research question asked: What support should be provided to the leadership of national Red Cross or Red Crescent organisations to increase the age diversity among volunteers in their organisations and contribute to organisational social sustainability? The developed recommendations provide suggested actions for the leadership of national Red Cross or Red Crescent organisations.

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Appendix 1

Link between the literature review and designing interviews for the research

This appendix is used to explain how the literature review has affected the design of the questions for interviews. It shows that the questions were designed based on the gaps identified during the literature review, or based on specific elements included in the thesis.

The first area included in the literature reviewed under Chapter 2 is related to volunteers and volunteering. Different elements of volunteering were studied in order better to understand why people volunteer, what attracts them to volunteering, and what makes them stop volunteering. In summary, a lot of material found is related to volunteer motivation. It is important to understand how the phenomenon of volunteer motivation functions in order to be able to formulate questions for the interviews that will reveal how different age groups of volunteers can be attracted, utilised and retained, as well as how to complement the knowledge of the leaders of national Red Cross and Red Crescent organisations to allow them to increase age diversity among the body of volunteers in the organisation where they are engaged. The first interview question was thus labelled:

Question 1. Please describe your organisation's volunteer body, including its establishment, composition, structure, numbers, related policy and policy mechanisms.

This was designed as a result of findings in this area and aimed to provide better understanding of what has been done in the area of volunteer management related to the mobilisation and retention of volunteers.

The next element of the thesis which was reviewed in the literature was sustainability. As almost every source used in the literature review indicates, sustainability is the theme and the standard of modern societies and organisations (Frandsen, Morsing & Vallentin, 2013). The questions developed for the interviews included the element of sustainability in order better to understand (1) how much this agenda is incorporated in the ordinary work of the national Red Cross and Red Crescent organisations; (2) whether sustainability is included in the strategic document of the interviewed organisations; and (3) how the national Red Cross or Red Crescent organisations have been dealing with sustainability and if they have any lessons to share, etc.

However, no direct question was phrased around sustainability alone, though all nine questions have elements related to sustainability.

Diversity and age diversity, as elements of sustainability, were included in the literature review in order to gather knowledge related to these topics, but also to explore the identified gaps that exist in the literature. Several interview questions include these two subjects, aiming to provide additional understanding about both diversity and age diversity in the first place, but also about their connectedness with other categories included in the research.

Question 2 was designed to ensure that understanding and knowledge on diversity and age diversity among the volunteers of the national Red Cross and Red Crescent organisations worldwide was collected, along with how planned diversity has been implemented and followed up in order to be properly adjusted and improved:

Question 2. Please describe the diversity of your organisation's volunteer body, highlighting age diversity in terms of numbers and strategies for attracting, mobilising, managing, retaining, rewarding and follow up.

While the literature review revealed only a few management tools that ensured strengthened and increased diversity and age diversity, such as policies on diversity among staff or volunteers, or policies on performance appraisal, as well as some human resource-related tools like use of competency frameworks for designing job descriptions for vacancies, it was felt that more knowledge exists in practice which could be gathered through interviews.

The literature review has shown that there is a strong connection between the types of programme implemented by volunteers and those implemented by the national Red Cross and Red Crescent organisations and volunteers. This gave rise to the following questions.

Question 3. Please describe the activities of your organisation where volunteers have been involved, including the volunteers' tasks. (Additional questions could include: why have you only young/elderly volunteers on this or that programme? Do you take into account volunteers' capacities (different skills offered by different age groups) when planning National Society activities?)

Question 4. Please describe the main beneficiary body that your organisation targets through its activities. (Additional questions may include: do you assess beneficiaries' needs from the

age perspective in order to be able to allocate appropriate volunteers to the National Society activities?)

Question 5. Describe how your organisation utilises different types of volunteering path, such as “episodic volunteers” or “organisational volunteers” (McAllum, 2014: 105).

These questions should provide better insight into the current situation with volunteers associated with the interviewed national Red Cross and Red Crescent organisations. More specifically, these questions were expected to provide additional information and knowledge on the relative size of groups of younger or older volunteers, if they have been represented at all, and what activities the younger or older or middle-aged volunteers have been involved in most and why.

The final part of the literature review was dedicated to leadership and, more specifically, to leadership in national Red Cross and Red Crescent organisations. Although a lot of knowledge was collected in relation to this subject, still some gaps were revealed, in particular related to what action is required from the leadership of the national Red Cross and Red Crescent organisations to increase diversity and age diversity among human resources in their organisations and how age diversity can contribute to the organisation’s better functioning and the easier attainment of organisational goals. For that reason, the particular areas of further interest that were included in the interviews were related to volunteer management and organisational tools and mechanisms to increase diversity and age diversity among the volunteers.

Appendix 2

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

Independence

The Movement is independent. The 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 one 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.

Appendix 3

Copy of the e-mail message sent to the interview participants

Dear _____,

It was nice meeting you the other day. As discussed, I would like to ask for your kind support regarding the research that I am currently conducting. It is related to the doctoral thesis I am working on, which is titled: “What support should leadership of a Red Cross or Red Crescent organisation provide in order to increase the organisation’s social sustainability in terms of better age diversity among its volunteers?”

The work I am doing on the research is neither part of my official duties nor a requirement of the IFRC. It is done entirely as a private initiative; however, it fits into my development plan. Once the thesis is finished, the newly produced knowledge will be shared with the Red Cross and Red Crescent. Please note that all work in this respect is done in my private time, supported by my private funds, and for all correspondence I am using my private e-mail account. That is the reason why I am sending this message from my g-mail account. However, practice has shown that not everyone receives messages sent from the g-mail account, so for that reason I will resend the same message from my professional e-mail account only once.

Your contribution to my research in the form of a short, semi-constructed interview would be highly appreciated. The interview will be conducted through Skype or by telephone conversation, and will last roughly 45 minutes; the interview is fully anonymous and the list of interview questions and participant consent information sheet are attached to this e-mail. I have already conducted almost two thirds of the planned interviews, but I am missing a perspective from your region that is very important.

Thank you in advance for your kind cooperation in this matter.

Drina Karahasanovic

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Skype: drina.karahasanovic

Appendix 4

Participant consent information sheet

The research topic: **What support should leadership of a Red Cross or Red Crescent organisation provide in order to increase the organisation's social sustainability in terms of better age diversity among its volunteers?**

This research studies age diversity among volunteers engaged in the Red Cross and Red Crescent Societies around the world. Findings of the project will be used to suggest how age diversity should be maintained and improved and, accordingly, how the social sustainability of the Red Cross and Red Crescent Societies and the communities where they operate and exist could be increased. In the long term, such improvement will contribute to “improving the lives of vulnerable people” (IFRC, 2016b).

Time frame for planned interviews (data collection): March–September 2015.

Interviewer: Drina Karahasanovic

Number of individual interviews: 20 interviews targeting Red Cross and Red Crescent Societies leadership. The Red Cross and Red Crescent Societies will be chosen so that all geographical areas (Africa, America, Asia/Pacific and Europe) are equally represented. Additionally, ten interviews will be conducted with IFRC staff working in the field and in the Secretariat. Individual interviews will last about 45 minutes. Replies will be recorded (in writing) and in case of any uncertainties will be checked with the person who was interviewed.

Confidentiality and data protection

Your name will not appear in any of the documents. This is to secure your anonymity and protect confidentiality. Your participation is entirely voluntary and you are free to withdraw at any time without giving any reason and without your rights being affected.

To confirm that you understand the conditions for participating in this research, you will be asked to sign the attached Participant Consent Form.

All data collected during the research project will be stored on my computer under a specially opened file and will be protected with a password. I will be the only person who will have

access to the data and will not share it with anyone. All data will be destroyed three years after publishing the report.

The information you submit will be published as a report.

Other

Your participation is entirely voluntary and you will not receive any benefit from your participation in the research.

My supervisor and my tutor are monitoring my work based on my working plan.

Appendix 5

List of interview questions

Proposed thesis title

What support should leadership of a Red Cross or Red Crescent organisation provide in order to increase the organisation's social sustainability in terms of better age diversity among its volunteers?

Draft interview questions

Group I: Questions related to volunteers about the organisation (composition, structure, mechanisms of attracting, retaining, who they serve); answers should provide understanding as to why some National Societies have more young and some have more elderly volunteers.

1. Please describe your organisation's volunteer body, including its establishment, composition, structure, numbers, related policy and policy mechanisms. (Additional questions in case the interview participant does not cover all areas with her/his reply: does your National Society have statistical data showing volunteers' age, etc.? Also use of: why is it..., could you explain more..., etc.) Additional questions prepared based on Turner (2010), that each researcher should expect and be prepared for situations when not all is answered and s/he might need to ask additional questions or questions for clarification.
2. Please describe the diversity of your organisation's volunteer body, highlighting age diversity in terms of numbers, strategy for attracting, mobilising, managing, retaining, rewarding and follow up.
3. Please describe activities of your organisation where volunteers have been involved, including volunteers' tasks. (Additional questions could include: why have you only young/elderly volunteers on this or that programme? Do you take into account volunteers' capacities—different skills offered by different age groups—when planning National Society activities?) Questions are asked with “please describe” or “please evaluate”, as suggested by Boyce and Neale (2006).
4. Please describe the main beneficiary body that your organisation targets through its activities. Additional questions may include: do you assess beneficiaries' needs from the age perspective in order to be able to allocate the appropriate type of volunteer to the National Society activities?
5. Describe how your organisation utilises different types of volunteering path, such as “episodic volunteers” or “organisational volunteers” (McAllum, 2014: 105).

Group II: Questions related to the organisation's leadership and its role in the process of age diversification of the volunteer body; answers should provide understanding about what action the leadership can undertake in order to increase the age diversity of the volunteer base and how it will contribute to the social sustainability of the communities served by the Red Cross.

6. Please define your role, as the XX leader, towards your organisation's volunteer body. (Additional questions should include more detail on the developing volunteer policy, initiating and ensuring that assessments and surveys on mobilisation, retaining and management of volunteers were undertaken from the more diverse (age) perspective: IFRC, 2011).
7. Based on your experience, please explain how you, as a leader of an organisation, can ensure that the age diversity among the volunteer body will be understood adequately, planned, implemented and followed up. This question and reply could be also used in line with the suggestion that "asking questions is also an effective teaching tool" (Musselwhite, 2011: 6).
8. From your perspective, please elaborate on how this model can be applied to other Red Cross or Red Crescent Societies.
9. Please describe and justify the benefits and possible disadvantages of the age balanced diversity of your organisation's volunteer body in relation to the service provision and functioning of the organisation.

Interview scenario

1. Introduction to the research theme and signing the Participant Information Sheet – 5 mins.
2. Question/Answers (nine questions) – 30 mins.
3. Questions and clarification for the interview participants – 10 mins.
4. Total – 45 mins.

References

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Turner, D. W. (2010) Qualitative interview design: a practical guide for novice investigators. *The Qualitative Report*. 15 (3), 754–760.

Appendix 6

Example of an interview record

Interview Record No. XX

Date: 30 September 2015

Time: 17:00–18:00

Type of interview: Skype discussion. The researcher called. The interview was conducted in English.

Interviewer: Drina Karahasanovic

Interviewee: XX

Position of interviewee: Former member of the IFRC Senior Management Team based in Geneva

I. Introduction

The interviewer introduced the theme of the research, its context and the interview plan. The participant consent information sheet, including the issues of confidentiality and protection of data received and information shared, was described and the interviewee's approval was obtained.

The introduction lasted approximately ten minutes.

Comment: The Skype connection was good and it was felt that the interviewee's attitude and approach towards the interview and the theme was positive.

II. Interview

Group 1

Question 1. Please describe your organisation's volunteer body, including its establishment, composition, structure, numbers, related policy and policy mechanisms.

XX took the IFRC perspective on all questions. S/he was using different examples from different Red Cross and Red Crescent Societies with whom s/he worked directly in the last several years, including her/his own Red Cross/Red Crescent Society.

Answer 1. The first issue within this question is whether a National Society opts for having volunteers at all: for example, for the XX Red Cross/Crescent, volunteers are quite marginal. The majority of work is done by their staff. There are other similar National Societies, having volunteers on the margins.

Question 2. Please describe the diversity of your organisation's volunteer body, highlighting age diversity, in terms of numbers, strategy for attracting, mobilising, managing, retaining, rewarding and follow up.

Answer 2. Covered partially through Answer 1 and partially through Answer 2.

Question 3. Please describe activities of your organisation where volunteers have been involved, including volunteers' tasks. (Additional questions could include: why have you only young/elderly volunteers on this or that programme? Do you take into account volunteers' capacities—different skills offered by different age groups—when planning National Society activities?) Questions are asked with “please describe” or “please evaluate”, as suggested by Boyce and Neale (2006).

Answer 3. Another important issue for any Red Cross or Red Crescent organisation is what are the tasks for volunteers in that organisation, what is that National Society offering to its volunteers to do. DK: Professional service given by the volunteers. As an example, XX Red Cross/Red Crescent has had a professional ambulance service functioning for many years DK: Professional service given by the volunteers. so far. Both volunteers and the staff of this service have been involved with it for many years. They make their career in the service. The service and its successful work would not exist without its volunteers who work weekends, night shifts or when everyone else is on holiday DK: Sacrifice or understand real meaning of the job and the need to be available whenever is needed? Need to look more into literature on this. (Christmas, etc.). Of course, people in the service grow older if they stay longer. On the other hand, they also get more knowledge and experience DK: Reward, getting education and experience? by staying longer in the same job/service and working in the same position. For their work and for volunteering on weekends, etc., they need to be recognised DK: Volunteer management.

Tasks for volunteers should be attractive; there should be goals attractive enough to motivate volunteers to go and reach them. As an example, the XX Red Cross/Red Crescent has as its volunteers only old ladies. Now the question is, why would any young man or young woman join such company? It is very typical of many National Societies to have these older volunteers with ‘no dynamism’ or ‘no life’ in their tasks.

Another related issue is the political will of the National Society or its orientation DK: Important – what is the National Society's goal in general! What are the tasks offered to volunteers in order to motivate them to join the organisation and to stay longer?

Question 4. Please describe the main beneficiary body that your organisation targets through its activities. (Additional questions may include: do you assess beneficiaries' needs from the age perspective in order to be able to allocate appropriate types of volunteer to the National Society activities?)

Answer 4. Not covered.

Question 5. Describe how your organisation utilises different types of volunteering path, such as “episodic volunteers” or “organisational volunteers” (McAllum, 2014: 105).

Answer 5. Not relevant and not covered.

Group II

Question 6. Please define your role, as the XX leader, towards your organisation's volunteer body? (Additional questions should include more details on the developing volunteer policy, initiating and ensuring that assessments and surveys on mobilisation, retaining and management of volunteers were undertaken from the more diverse (age) perspective: IFRC, 2011).

Answer 6. Not relevant.

Question 7. Based on your experience, please explain how you, as a leader of an organisation, can ensure that the age diversity among the volunteer body will be understood adequately, planned, implemented and followed up. This question and reply could be also used in line with the suggestion of “asking questions is also an effective teaching tool” (Musselwhite, 2011).

Question 8. From your perspective, please elaborate on how this model can be applied to other Red Cross or Red Crescent Societies.

Answers 7 and 8. To motivate volunteers to join a Red Cross/Red Crescent organisation and to stay as long as they are needed is a role and a task of the National Society’s leadership. To find how to compete in the market for volunteers’ time and dedication is also their responsibility DK; Both task and responsibility! As an example, from my country, recently there started, and is still going on, a refugee influx to XX (70,000 refugees from mainly XX either came or passed XX). There are refugees all over the place. Everyone wants to help them somehow and somewhere. There is a special meaning in contributing DK: General motivation for the volunteers, not only the RC/RC volunteers. to something that is going on around you as such a mass scale crisis/emergency. In this big crisis with so many people who are and want to be volunteers (people who generally want to volunteers), there is a need to make it different and to give them meaning: why would they agree to volunteer for your organisation among others?

An example to explain this meaning and why many people volunteer for their national Red Cross or Red Crescent is volunteering to the ambulance service: it has great meaning—saving people’s lives. This meaning is ‘full and crucial’ DK: Higher level of motivation and dedication than usual; it makes people proud of what they are doing.

Another issue related to volunteers is the general issue of managing people and consequently managing volunteers. Volunteer management DK: Research on this more!! is an extremely important element in working with volunteers. It includes all phases, starting with attracting volunteers, keeping them in the system, providing opportunities for them to grow, to be trained, etc. This is not exclusively related only to the Red Cross and Red Crescent organisations, but is common for all organisations dealing with volunteers.

The fundamental principles are an important element for the Red Cross/Red Crescent organisations; however, it is a very abstract issue for the world outside of the Red Cross/Red Crescent.

The Red Cross/Red Crescent has a chance to make things a bit different with its organisation/network and the FP behind. I would say that the ratio in the XX Red Cross/Red Crescent is 50 per cent of volunteers currently in the social market would go to the XX Red Cross/Red Crescent and the rest to other organisations.

The Red Cross/Red Crescent governance/leadership are volunteers. This means that volunteers are managed by volunteers and it means that they [the leadership] understand better DK: Important – to elaborate on this more and to ask other interviewees this particular question. the volunteers, their needs and how they function. Staff do not necessarily have this dimension of understanding and being able to anticipate all elements of the volunteers and voluntarism. They [the leadership] know well what to say and how on each occasion, what to do, how to appreciate, how to welcome volunteers, how to do monitoring of volunteers’ work, how to let them go.

In addition to the task that should be worked out for volunteers, there are also specific tasks that only a limited part of the population who would like to volunteer could deliver. It is the same with leadership. The motivation is different. As mentioned earlier, in the ambulance service,

volunteers grow older, they learn over time and get specific experience; there is more work and tasks for older people than for younger.

The whole discussion related to diversity **DK: Interesting and important to include in the analyses.** is reduced to numbers. Only a few people can fit all these requirements. In addition, it is also a quality issue.

Young people need to fit into groups and still show what they can do, how quickly they can learn, and whether they can stay. It is not enough to artificially fit. Statistics are not only about numbers: this is only one of many indicators; it is important to **enable volunteers to do something, to create a homogeneous body and work.**

Question 9. Please describe and justify the benefits and possible disadvantages of the age balanced diversity of your organisation's volunteer body in relation to the service provision and functioning of the organisation.

Answer 9. Not covered.

III. Wrap-up session

The wrap-up session lasted ten minutes and included an explanation of the following steps. The interviewee was promised that once the paper was finalised and passed, it would be sent to her/him. Also, the interviewee was asked if he/she could be contacted again in case of any lack of clarity, to which s/he consented.