

**Exploring volunteer recruitment - Creating a culture of
altruism and community in Qatar and the MENA region**

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SC Launch Road to 2022 Volunteer Recruitment.
Source: Qatar Tribune, <https://www.qatar-tribune.com/news-details/id/138471>

Abstract

Volunteering is a widely researched subject around the world, particularly in the UK which has hosted a number of major and mega events since the turn of the new millennium. Qatar has hosted a number of mega events in recent years including the 2006 Asian Games, 2015 IPC Athletics World Championships, 2019 World Athletics Championships as well as national annual cultural and sporting events such as the Doha Triathlon and Doha Film Festival. All of these events require volunteers but currently with little or no research into the benefits of volunteerism.

This study aims to provide a greater understanding around the culture of altruism and of giving back within local and national communities and looks to provide further recommendations as to what more could be done as the region approaches the FIFA 2022 Qatar World Cup.

Overview and Learning Objectives

The following Learning Objectives are linked to this case study.

- 1) Understand the wider benefits of volunteering away from major sporting events and possible benefits in the community
- 2) Understand the importance of volunteers at mega and major sporting event
- 3) To analyse data from the volunteer experience in Qatar
- 4) To connect volunteering to the Qatar 2030 National Vision
- 5) To explore the future legacy of volunteering, how this is managed and how it can support the region with future ambitions.

Volunteering and the opportunities it can provide to individuals and event organisers is a well-researched topic especially when we look at major sporting events. Within Qatar and despite the large number of major events held in the region over the past ten years there is little to no research currently available. It is important we learn and understand from current volunteers engaged with events in the region especially as it heads towards 2022.

This case study explores with the use of primary data, the future opportunities volunteering could provide as well developing a network/community of volunteers which has been expressed that individuals would appreciate and value.

This case study aims to support undergraduate and postgraduate students, as well as the research and development work in the MENA region through the Josoor Insitute.

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Introduction to Volunteering

Volunteering within the events industry is a widely researched subject with particular focus on examining the workforce required to support major sporting and cultural events. The vast majority of current research focuses on exploring the motivations behind why volunteers want to be part of events both at a major and local/community level. Most of the current academic texts focus on major events that have taken place around Europe, Australia, New Zealand and America with little researched focused on the MENA region despite the increasing number of major and international events having taken place over the past ten years in this region. Of these texts, the research has concentrated on volunteering motivations, legacy and volunteerism. This case study aims to explore the community benefits and connectivity of giving back to society as part of the wider legacy from the action of volunteering.

Volunteering isn't a new topic or something that can only be associated to events, yet it has become a topic of great importance when we explore the workforce for major sporting events such as the Olympics, Formula 1, and sporting World Championships that tour the world between host nations. Volunteers are a key part of the event workforce for major events and are also seen as a key part of many other areas of society such as medical or in the community sport through coaching and locally organised events.

Donald Getz, a Professor in Tourism and Event Studies states,

“Events have a unique human resource needs and challenges, especially because of their usual reliance on volunteers ‘Pulsating event organisations have to manage resource quite differently from permanently staffed organisations”¹

Volunteering is defined by the English Oxford Dictionary as,

“...A person who does something, especially helping other people, willingly and without being forced or paid to do it”.²

It is important that there is a volunteer management structure and strategy in place for major events and this should ultimately result in volunteers leaving the event with a positive event experience. If volunteers have a positive experience, they are likely to return as a volunteer when future opportunities arise. A study by Cnaan and Goldberg-Glenn (1991) examining volunteer satisfaction and motivations states that...

“People will continue to volunteer as long as the experience as a whole is rewarding and satisfying’³

Ensuring that the event experience is rewarding and satisfying has to be at the core of any volunteer management structure. Within the wider event management team, the impacts of a volunteer if they have a bad experience can result in no shows for shifts and/or a volunteer becoming disengaged with the concept of volunteering. This would result in wider disbenefits such as, in the community, volunteering not materialising and a negative association with volunteering becomes prominent.

“Volunteer programmes require careful planning and go well beyond recruitment and training. Volunteer management includes logistics: rosters, meals, uniforms, transportation, safety and sometimes accommodation”⁴

Over the past 20 years in the United Kingdom, the government body UK Sport and the Department for Digital Culture, Media and Sport has bid for and won the rights to host a large number of mega sporting events - the Manchester Commonwealth Games in 2002 (often seen as the catalyst for showing the world the UK can host major sporting events), to the London 2012 Olympics, Tour de France Grand Depart 2014 and the World Athletics Championships London 2017 to name only a few. All of these events have required a large volunteer workforce supporting both the local organising committee and host city volunteer programmes.

“The 2012 Olympic and Paralympics involved a large number of volunteers and raised the public profile of volunteers through extensive and positive media coverage around the role of volunteers, called Gamesmakers”⁵

The positive media coverage from the London 2012 Olympic Games has helped inspire many more to spend their time volunteering both on major events and also at a community sport or cultural level. Eddie Izzard, a well-known British comedian, supported the volunteer legacy programme and after the London 2012 Games said:

“Volunteering helps to boost communities because people who volunteer in sport feel closer to their communities. They feel that they can trust their communities and that they have an impact on what that community is like.”⁶

Following the 2012 London Olympics, post event research further supports Izzards comments...

“It was of vital importance to ensure that their enthusiasm could be harnessed to provide a social legacy of sports volunteering in the local communities” ⁷

As we start to explore the theme of volunteers in Qatar and the wider MENA region, it is important to look at the forthcoming Qatar 2022 FIFA World Cup™ and future legacy that this event will offer to society. In September 2018, the Supreme Committee for Delivery & Legacy (SC) launched the volunteer programme for the 2022 FIFA World Cup™. Only some six months later the SC revealed that...

“265,000 people have shown an interest in the program by the committee, which is responsible for projects and initiatives surrounding the World Cup with the goal to support continued preparation for this prestigious event.” ⁸

Whilst not all of these volunteers will be from Qatar, a large number will be from the MENA region and those that are directly from Qatar will be helping build on, support and deliver the 2030 Vision.

The Qatar 2030 National Vision has been developed to...

“Transform Qatar into an advanced country by 2030, capable of sustaining its own development and providing high standards of living for its population and future generations” ⁹. (also see Appendix 1)

As part of this vision there are four main development pillars: Human, Social, Economic and Environmental development. Linking closely to volunteering would be

human and social development with volunteering able to offer transferable skills to support the National Vision.



Qatar Government Communications Office, 2030 National Vision.
Source: <https://www.gco.gov.qa/en/about-qatar/national-vision2030>

The National Vision discusses how Qatar will grow and develop, and it will

“...Propel Qatar forward by balancing the accomplishments that achieve economic growth with the human and natural resources”.¹⁰

And this further supports a volunteering culture within its social pillar by discussing the active role it delivers within the community:

“A system dedicated to social welfare and protection for all citizens and to bolstering women’s role in society and empowering them to be active community members”¹¹

It is vitally important that Qatar recognises that its population should have a role to play in delivering an impact in society and within communities. Community programmes and events are often managed and maintained by volunteers within the

community so creating that encouragement within the National Vision shows a true commitment to this. This is further supported by Jones in 2004,

“Volunteers are an essential part of communities because they provide valuable services; and they work on projects of social or ecological character and thus interact with the local communities and contribute to their development”¹²

This case study will demonstrate the link between volunteering, the community in which are volunteers originate from and are part of, and the wider social capital. Whilst a broad range of academic research has explored this within Europe and Australia, the primary research will explore what those within Qatar currently think and also if any further work is required to help meet the needs of the 2030 vision and also exploring the type of legacy that can be created from the 2022 FIFA World Cup™.

Community, culture and giving back

Understanding what is meant by the term community is an important part of the commentary within this case study. Defining community will depend on where we are in the world and in the way the question is asked. Is community our next-door neighbours, our friends, our sports clubs, the workplace community? Furthermore, even if you are part of a community you then have the option to take an active or passive role in that area.

To understand the meaning of community, we can look to the definition in the Oxford dictionary which says:

“All the people who live in a particular area, country, etc. when talked about as a group”.¹³

This is quite a broad definition: however from exploring the knowledge and research on community further, we can look to theories around what a sense of community is and acknowledge psychologists McMillan & Chavis’s work from 1986. Whilst their research is over 30 years old, the basis of it could still stand today. The four key areas of their research were,

“*Membership* is the feeling of belonging or of sharing a sense of personal relatedness”

“Influence a sense of mattering, of making a difference to a group and of the group mattering to its members”

“Integration and fulfilment of needs, this is the feeling that members’ needs will be met by the resources received through their membership in the group”

“Emotional connection, the commitment and belief that members have shared and will share history, common places, time together and similar experiences.” ¹⁴

If these four key strands are integrated within our living communities, they can also be embedded within volunteering for major events and this could support our community’s development and further support the Qatar National Vision.

The Qatar Foundation

The Qatar Foundation was established in 1995 by The Emir to support the development of Qatar with four key areas..

*“Education, Science, Community and Development”*¹⁵

The Qatar Foundation states on its website that over 900,000 people have been reached through events within the community. Under its aims within the community, the website states,

“Through our community development initiatives that we provide a platform to fully engage communities on the ground and build programs that develop our nation as a whole.”¹⁶

It is clear to see that community is an important factor of life in Qatar and that since 1995 it has been part of its core values. This further binds to the Qatar National Vision 2030 linking in the four pillars with a primary focus on social and environmental development as well as the Qatar national volunteering strategy.

Soo K, Kang et al 2014, explored the effect of community involvement at events and the social impact this has both for the event and volunteers supporting the event, it was noted that....

“Involving local residents as volunteers can help the event planners with the greater flexibility and knowledgeable staff equipped with a better sense of community provide. This effort will foster a better rapport with visitors, which can lead to visitor satisfaction and a success of the event”.¹⁷

In a recent study exploring the social capital and sense of neighbourhood belonging in Qatar, a study found that...

“Qatar provides an interesting case for studying neighbourhood belonging and social capital, as the majority of Qataris live surrounded by extended families in tight-knit neighbourhood communities”¹⁸

This article goes on to say...

“Most white-collar expatriates live in compound housing facilities, which are gated communities with little resemblance to the openness of a traditional neighbourhood, while some do reside in neighbourhoods share with Qatari nationals”

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In having this mix of neighbourhood/community styles, this could impact the way in which volunteering is perceived and also change the way in which we relate to and mix with the community we are living within.

As well as understanding the community in which we live and how we play an active or passive role within it, we can also explore and understand the community which is created around major events and volunteering. A case study by Ringuet (2012) investigated volunteers in sport and the motivations and commitment around volunteer roles which focused on events within the MENA region. It stated that...

“Volunteers and community involvement lie at the very heart of any truly successful sporting event.”²⁰

This article also looked in depth at the motives that volunteers look for when applying to be part of an event and the impact from the event – in relation to the individual.

The scale of volunteer involvement in sport events is significant, creating the potential for a wide range of economic, social, cultural and community benefits.

To understand this further we need to understand the role that social capital can offer volunteers and in turn the impact this has on volunteering and the communities.

It is clear to see from the research that Qatar values community and embracing the impact our communities have on its citizens.

Social Capital

Understanding how our communities function links into a concept called social capital and this could further benefit the reasons for volunteering again. To understand what we mean by social capital, we can derive this from its definition by The Organisation for Economic Co-operation and Development (OECD) who state that,

“Social capital are networks together with shared norms, values and understandings that facilitate cooperation within or among groups”²¹

The work by the OECD goes into further detail to discuss and introduce four key interpretations of social capital as,

“*Personal relationships*, referring to the structure of people’s networks (i.e. the people they know) and the social behaviours that contribute to establishing and

maintaining those networks, such as spending time with others, or exchanging news by telephone or email.

“Social network support, which is a direct outcome of the nature of people’s personal relationships, and refers to the resources – emotional, material, practical, financial, intellectual or professional - that are available to each individual through their personal social networks.

“Civic engagement, which comprises the activities and networks through which people contribute to civic and community life, such as volunteering, political participation, group membership and different forms of community action.

“Trust and cooperative norms, referring to the trust, social norms and shared values that underpin societal functioning and enable mutually beneficial cooperation. The concept primarily refers to different kinds of trust, as well as norms of reciprocity and non-discrimination. The types of trust that are most often considered as forms of social capital are generalised trust (i.e. trust in ‘others’, including strangers) and institutional trust, which can refer to political institutions as well as the judiciary, police, the media or other institutions. ”²²

Looking at these four areas of social capital within the context of volunteering in Qatar we are able to see how volunteering could rely on social capital to build and developed its workforce and look to provide professional and engaged individuals who think very highly of the concept of volunteering.

- **Personal Relationships** – volunteers often work within a team, spending time with a group of volunteers and as preparation builds up to a major event a group of volunteers get to know one another and could work with each other in the future. This would forge a personal relationship and possible friendship with other volunteers.
- **Social Network support** – if those friendships are made, volunteers may become closer friends and look out for one another with other opportunities or even share things in common. This could support the community values.
- **Civic engagement** – directly discusses volunteers and community which is key to this case study. We could see this link in to community action with volunteers organising local events to bring groups together - this could be across a number of areas such as sport or music.
- **Trust and cooperation** – within the work environment and being part of a team we need to be able to trust and work with our team. This is no different when it comes to volunteers within the event workforce. By trusting others, we can build a stronger team and work well together. When a group of volunteers meet for this first time, they have to be able to build trust with them to enable them to work together.

In an article from 2016, which explored the barriers to volunteering within the UK, the topic of social capital was discussed and decided that....

“People or groups with high levels of social capital may be more likely to volunteer because they may have more contact with diverse people and organisations that provided opportunities for volunteering” ²³

Social capital links into the concept of volunteering in a strong way - through volunteering we can create some of these key factors which might be missing from day-to-day life. With the support of social capital volunteering can help create a network of engaged volunteers who are all part of the event for the same reason.

Characteristics of an event volunteer community

Often one of the main topics of research when focusing on event volunteering is exploring the motivation, satisfaction and experiences that volunteers have from being part of the event workforce of major events.

“People are motivated to volunteer for all sorts of reasons. For most, it is a leisure choice. Many people volunteer because they find it enjoyable.” ²⁴

It is an important area to discuss as part of this case study, as it will enable us to further understand the benefits volunteering could offer back into society and if this is a driver for volunteers and the wider legacy. As we start to explore the context

of motivations, it is important to be aware volunteers will have different motivations and reasons for wanting to volunteer and this could change over time.

Volunteers who have a positive experience are more likely to return and apply for other opportunities with future events; this could see volunteers working with a similar or same group of people and this social interaction could help create a community of volunteers.

“Understanding what motivates people to volunteer is very important as this knowledge could help to determine how to encourage people to volunteer and/or continue volunteering” ²⁵

Exploring what these motivations are and how, as event organisers, we can further understand what our volunteers look for in opportunities is very important to ensuring we can provide satisfaction within roles and enhancing the volunteer experience.

Research focusing on volunteer motivations explores what volunteers will look for when applying to be part of an event and what they might be able to achieve as part of giving up their time to volunteer. There are a number of models and scales that can be used to review volunteer motivations, and a focus on sporting events research identifies three models that could be used to further understand this.

Special Event Volunteer Motivation Scale (SEVMS)

This scale was developed by J, Farrell, M, Johnston and D, Twynam in 1998, exploring volunteer motivation, satisfaction and management at an elite sporting competition. This developed a 28-item special event volunteer motivational scale with four key factors termed purposive, solidary, external traditions and commitments. Within the key factors the study explores,

“Volunteers do not necessarily act on any particular category of motives, but rather seek to fulfil the combination of motives that can be described as a rewarding experience.”²⁶

Sport Volunteer Motivational Scale (SVMS)

This scale was developed by Strigas in 2001 and includes five key factors which linked through to a 30 bullet point motivational scale. Understanding these factors are defined as,

“Social/ leisure – need for social interaction, interpersonal relationships and need for relaxation and recreation, Material – pertaining to monetary or anticipated utility gain, Egoistical – self actualisation and esteem, Purposive – contribution to sport event and community, External – the influence of others for volunteering”²⁷

The study which explores commitment in sport event volunteers went on to say,

“Understanding the motives that cause volunteers to work in major sport events can help sport associates set up successful recruiting and training programs for such individuals” ²⁸

This study also links across to volunteer commitment and understanding the further depth of why individuals volunteer and what is in it for them. Due to this study’s primary focus on sports volunteers, it could be particularly useful to understand this in more depth as part of this study, especially as we explore social and purposive factors around community and the volunteer community at events.

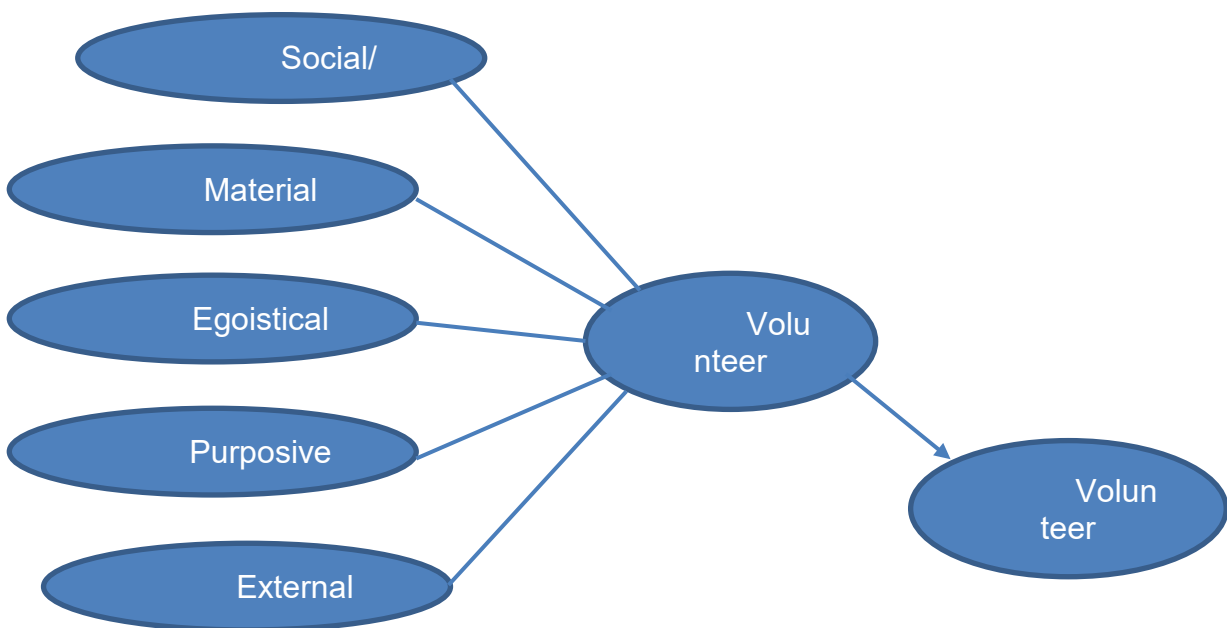


Figure 1 – The potential relationship between selected demographic characteristics, volunteer motivations and volunteer commitment

Volunteer Motivational Scale for International Sporting Events (VMS – ISE)

The components within this scale are of particular interest as it was developed in 2003 by Bang and Chelladurai and was based on the 2002 FIFA World Cup in Japan and Korea as the components of this study could be transferable over to the 2022 FIFA World Cup.

Research states there are 6 components detailed as the below.

| | |
|---|---|
| 1) concern for others, the success of the event, and society (expression of values), | 2) pride in and love of the country, and allegiance to the country (Patriotism) |
| 3) meeting and interacting with people and forming friendships (Interpersonal Contacts) | 4) gaining new perspectives, feeling important and needed (Personal Growth) |
| 5) gaining experience and career contacts (Career Orientation) | 6) getting free uniforms, food, accommodation and admission (Extrinsic Rewards) |

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This particular scale goes on to further explore that there is a uniqueness to...

“Depict volunteer motivations at international sporting events is the emergences of patriotism as a strong motivational factor”³⁰

Exploring this within this case study links back into the Qatar National Vision in developing both the state of Qatar and individuals within with the six components supporting the vision.

Within the three volunteer motivational scales, it would appear that social motives and personal growth are consistent themes throughout. Both the SVMS and VMS-ISE approaches could be seen to support Qatar as we approach the 2022 FIFA World Cup™ and we will explore this further within the primary research.

Understanding the social factors and the opportunity to have social interactions to create a sense of community or network within a team of volunteers is of great importance to this case study. It is therefore vital that we understand what we mean by community and how to create an inclusive environment to support motivated and engaged volunteers, as well as understanding what an event organising committee might need to do to ensure it delivers this.

Another key motivation for volunteers to give up their time and be part of an event is to help their sport, support their community and to deliver a sense of national pride. As part of a case study exploring volunteer motivations for a ski event in Canada, the social benefits were explored as part of the overall experience.

“The social benefits that accompany the volunteering experience, such as support and belonging, are fundamental to the overall experience”.³¹

It is important that the event managers ensure they work alongside volunteers to create an inclusive atmosphere where the workforce respect one another. It is

also important to ensure the leadership team promotes positivity and praise towards volunteers as well as creating a culturally diverse team who all work together.

“Retention has long been one of the holy grails in the field of volunteer engagement. Along with recruitment and recognition, it’s one of the original 3 R’s of volunteer management” ³²

Whilst the HR and Event Management processes in place at major events should consider the three R’s of volunteer management it is also vitally important that smaller local and community events are aware of this to ensure that retention levels and engagement levels remain as they were when they were part of a well-managed major event.

Research exploring the satisfaction of volunteers at the 2012 London Olympic Games and its impact on future volunteering states that....

“Dissatisfied volunteers are not likely to engage in volunteering after the event because of their negative experiences.”³³

It is important that any negative experiences or challenges are dealt with and volunteers become engaged again with all that is great about volunteering.

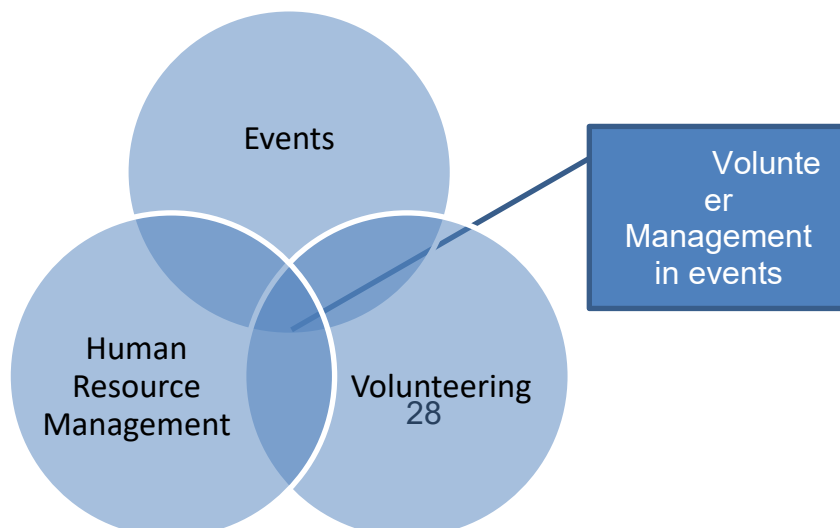
Problems, issues and challenges

Whilst there is a large body of research established for volunteering and events which often looks into the motivations, success, legacy of volunteerism, there is limited academic research when we explore the MENA region. That is why the work by the Josoor Institute and SC is vitally important to be able to deliver and position the importance of volunteering within the MENA region, especially as we head towards 2022 and the FIFA World Cup™.

The process for managing volunteers is very different to that of managing a paid workforce and it is important that we recognise the challenges in retaining volunteers and keeping them engaged with the concept of volunteering by having effective systems and process in place.

“The management of volunteer efforts for events is significantly different from managing continuing or permanent volunteer positions.”³⁴

How organisers get this mix right it vitally important. Cuskelly and Kim 2017 developed a conceptual framework to show that volunteer management in events sits at the heart of what organisers should be trying to achieve. Events offer a unique challenge with a number of complex and challenging areas or functional areas to support each with their own volunteer needs.



It is therefore vitally important that event organisers ensure the management of volunteers is correct to ensure they feel engaged and motivated as a workforce – a workforce which sees benefit from sacrificing their time to volunteer. One way in which organisations often engage with volunteers is with pre-event training sessions, whereby volunteers come together within the venue and meet the wider team and fellow volunteers. This can often be the first time everyone has met so it is important that this first impression is a positive one.

“The training of event volunteers should be conceived and designed as an opportunity to build a sense of community among volunteers and staff so as to enhance volunteer commitment and satisfaction” ³⁵

Training and development of volunteers should be similar to how an organisation would induct and welcome a paid member of staff to the company or event. Whilst the message or focus of the induction might vary from that of the paid workforce the training and induction are clearly important to enhance the experience.

“Volunteers’ experience of their training is important for two reasons. First, volunteers’ enjoyment of their experience will depend on their sense of competency in their assigned role. Secondly, training is the beginning of a volunteer’s experience.”³⁶

When we review previous research, we consider the importance of training and that first encounter with others. Taylor et al, discuss the importance of training and inductions for creating the sense of community thus...

“An orientation provides a socialization process whereby event personnel become acquainted with the language, expectations and relationships associated with their new role”³⁷

“Volunteers may utilize an orientation to connect or reconnect with acquaintances and foster their collective sense of community.e”³⁸

Due to the impact of the coronavirus pandemic in 2020, with social and physical meetings with large numbers of people in attendance being restricted, we have all become accustomed to using virtual methods such as Zoom or Microsoft Teams. The SC with the support of the Josoor Institute has been pioneering and been able to lead the way in adapting to change to ensure volunteers can support the 2020 AFC Champions League Final in Doha, delivering the volunteer workforce training online. Taken from a survey with participants after the training, one attendee said....

“I just want to say thank you for all support, all trainings, all tips and knowledge you have shared with me. We worked close together with different cultures of people, everyone was so supportive that I felt I am working with my family members”³⁹

Whilst the training has been delivered in a very different way to that of an event held in the pre-coronavirus period, it is positive to see that the training still provides an opportunity to engage and support volunteers as part of welcoming them to the event and the overall experience. Whilst we embrace the changes that the pandemic has caused, creating the “new normal”, this also shows innovation and how volunteer training could adapt to support volunteers from different walks of life in the future. This might include busy parents or those with full time employment who might normally be unable to attend training or give up their time quite as easily.

The word legacy is heavily used around the bidding of major sporting events, yet it is vitally important that we understand how to plan, manage and implement a lasting legacy for our volunteers. When the local organising committee is disbanded, and the organisation closed down after event evaluation, it is at that point far too late to implement a legacy.

There has been a large amount of research to investigate legacy, its meaning and how to plan, deliver and provide a lasting legacy based on objectives set within the bidding process of events. Learnings from research suggest that...

“Planning for legacy must take place at the conception of the event, rather than being considered as an afterthought: this means that legacy should be defined, responsibilities assigned, stakeholders identified, and strategies planned from the outset of the event”.⁴⁰

Within the legacy book for the 2022 FIFA World Cup™ volunteering legacy is highlighted as a priority which shows the importance of the SC and its partners in investing in future programmes and understanding the importance of volunteers. The legacy book describes the volunteers programme as....

“We are already building long-term relationships with volunteers in Qatar and the region, to ensure that fans, players and the volunteers themselves have the best possible experience in 2022, and the region is left with a legacy of volunteerism”.⁴¹

With such importance placed on volunteering and its clear links to the Qatar National Vision and the National Strategy, the challenges that can face organising committees (such as who owns the database of volunteers) shouldn't impact Qatar as they have already planned this level of detail in their approach.

Whilst creating a pool of engaged, trained and developed volunteers is important, understanding the role that volunteers could play in delivering their own events or supporting smaller events within the community setting and context requires some further understanding. Not everyone will want to lead, or event manage a community event whether it be a cultural or sporting event. Yet some

volunteers who are engaged with giving up their time and supporting others are likely to want to help within the community setting.

In 2019 the Cabinet Office which supports the daily running of the UK Government developed a guide to help voluntary event organisers and introduced it by saying,

“Voluntary and community events are an important aspect of everyday life that help encourage people to play a more active part of society” ⁴²

One example of volunteer led and managed events from within the UK is Parkrun, a weekly national series of 5k running events held in parks across the UK. All events are overseen by volunteers in each location who make it happen. Parkrun is more than just a weekly free run - it also helps build community and improves promotion of active lifestyles.

The founder of Parkrun Paul Sinton-Hewitt CBE said in a speech to the Royal Society of the Arts.

“It’s well known that running can improve mental health; the additional aspect of volunteering and community spirit that come with Parkrun only amplify this”. ⁴³

Whilst Parkrun started in the UK it has grown into an international success with events across the world including North America, Central Europe, South Africa, Japan, Australia. The MENA region does not currently have a Parkrun event, yet the

Parkrun structure could support the growth and development of communities and further support volunteers leading local events in the future.

Overall the perception of volunteering is changing rapidly within Qatar and the wider MENA region, with Qatar leading the way to reposition itself and the nation's approach to volunteering. Within Qatar, there continues to be new opportunities for individuals to engage with, to create new friendships as well as meeting new people through volunteering. This presents an opportunity for not only natives of Qatar but expats as well, providing an opportunity for people to learn about different cultures.

Exploring the question

With the support of the volunteering team within the Supreme Committee for Delivery and Legacy (SC) and Q2022, a questionnaire was sent out to a range of active volunteers who have supported a number of SC events as part of the readiness and testing programme as Qatar heads towards the FIFA World Cup™ in 2022. The data collected is vitally important to support this case study and helps provide in-depth analysis and consider and explore the views of volunteers currently involved and the role they play in the future of volunteering within the region. This insight also provides an opportunity to see where the region might want to further support efforts to create a legacy and opportunity in the future beyond 2022.

A range of responses have been included below which provide a clear narrative to the previous commentary.

Q1 – What motivated you to volunteer for the first time and continue volunteering now?

We know from the secondary research exploring other cases that volunteers become involved in volunteering for a range of reasons and the majority of research that currently exists focuses on events that have taken place in Australia, Europe and America. It was important to understand and see if the views of those in the MENA region would differ at all.

In a previous case study exploring the motivation of sport volunteers in Qatar it was recorded that,

“Understanding what motivates people to volunteer is very important as this knowledge could help to determine how to encourage people to volunteer and/or continue volunteering.”⁴⁴

Responses to this question varied which was interesting, given the importance of motivations placed in other case studies and research exploring and focusing on volunteer motivations.

Respondents Responses

| | | |
|--|--|---------------------------------|
| <i>Love the strong feelings of the event</i> | <i>Feel happy to help others and learn more about other cultures</i> | <i>Volunteering and helping</i> |
|--|--|---------------------------------|

| | | |
|---------------------------------------|-----------------------------|---|
| | | |
| <i>Helping people is my passion</i> | <i>I enjoy volunteering</i> | <i>Sport volunteering is my passion</i> |
| <i>Gain experience and learn more</i> | <i>Learn from others</i> | <i>Be part of the event</i> |

There are however some key themes and words within the responses that stand out and show that helping others and learning from others would appear to be two of the key motivational factors when volunteers look for opportunities within Qatar. This also links to Figure 1 and the volunteer motivation scale with key strands such as social and leisure motivations to purposive.

Taken from the training of volunteers ahead of the AFC Champions League in September and October 2020, the below screenshot details the responses captured when volunteers were asked to answer a question around important skills they should have or develop.

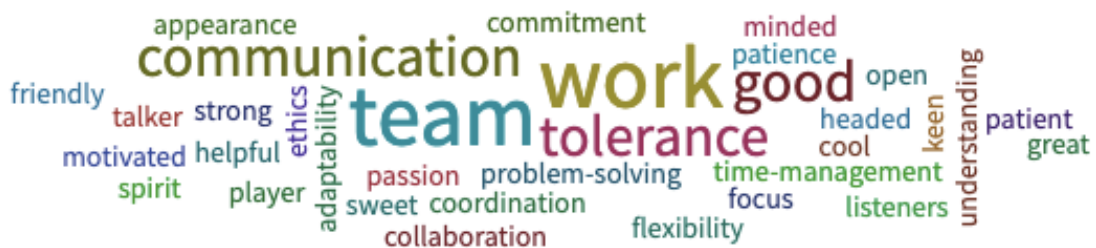


Figure 3 – Poll Everywhere responses from AFC Champions League Volunteer training

Q2 – Why do you volunteer?

Understanding why an individual decides to volunteer or support an event is an important question for event managers, legacy and policy makers to understand. This question is very different to motivation as it is more focused on understanding what people look for within opportunities and what we might need to put in place to ensure needs are met or managed.

Respondents Responses

| | | |
|---|---|--|
| <i>Feeling part of who made the event</i> | <i>I believe in human work</i> | <i>An honour to help people and represent my country</i> |
| <i>I can help people and make new friends</i> | <i>Gain experience and knowledge</i> | <i>Connecting with people and making friends</i> |
| <i>A chance to represent the country</i> | <i>Being part of big event and the experience it offers</i> | <i>Gain experience and serve the country</i> |
| <i>Learn about cultures of different people</i> | <i>Be part of it and make new friends</i> | <i>Learn new skills and develop as an individual and meet new people</i> |

There are two key areas that stand out as part of this response - making new friends/ meeting new people and representing the country. It would appear that Qataris (and ex-pats) are very proud and keen to support volunteering to showcase the country through volunteering opportunities.

An online volunteer support and guide developed by helpguide.org, explained the benefits of volunteering says that...

“One of the more well-known benefits of volunteering is the impact on the community. Volunteering allows you to connect to your community and make it a better place” ⁴⁵

As the region heads towards the 2022 FIFA World Cup™ it would appear that the previously explored volunteer motivational scale for International Sporting Events (VMS-ISE) which was developed in 2003 is still relevant to this day.

Q3 – By volunteering and being part of events in Qatar what do you wish to achieve in terms of personal benefits and development?

Understanding and gaining an insight into the personal development and benefits which volunteering offers is important. We know that volunteering offers purposive factors to individuals and, whilst for some volunteering may be linked to future career opportunities, for others it might just be a chance to get away from their day job and daily routine. It is a form of escapism for some.

Caldwell and Andereck's research in 1994 found that..

“Three factor incentive approach and also discovered that purposive incentives were the most important and material incentives were the least important.”⁴⁶

Respondents Responses

| | | |
|---|--|--|
| <i>To help support future volunteering decisions</i> | <i>To be part of FIFA 2022</i> | <i>Participate to make events successful</i> |
| <i>Take part in the challenge and ensure satisfaction</i> | <i>Satisfaction</i> | <i>Career Development</i> |
| <i>Make new friends</i> | <i>Appreciation that makes me happy</i> | <i>Gaining experience and meeting new people</i> |
| <i>Proud to have continued my volunteer career and gain new experiences</i> | <i>Gain opportunity and support this country</i> | <i>Part of 2022 and delivering a good job.</i> |

Responses are mixed in this area which shows the range of reasons why individuals give up their time to support events as volunteers. Clearly the volunteers currently engaged with SC events are proud to be part of the opportunities on offer, as well as supporting the country and having national pride. For others career,

gaining experience and meeting new people are reasons to support and be part of volunteering.

Depending on the age of the individual – this may have an impact on this question and the response - younger respondents may look for career development opportunities and the chance to meet new people. Meanwhile, those who are older or more established in their career may have different reasons, such as national pride.

Q4 – As well as volunteering on SC/ FIFA related test events have you volunteered within your community/ neighbourhood? This could be helping a sport club/ group/ community group of local event?

Thanks to the support of the SC volunteering team (Q2022) this case study was able to access a database of active volunteers who are supporting many SC test events. However it was important to try and learn if individuals are looking for other opportunities or just working with the SC on events as the nation heads towards the 2022 FIFA World Cup™.

Respondents Responses

| | | |
|--|---|---|
| <i>Yes – I actively look for a range of volunteering opportunities</i> | <i>Member of a fan community supporting events in my area</i> | <i>Volunteered at University and charity events</i> |
|--|---|---|

| | | |
|---|--|--|
| <i>Volunteer for many sport events in Qatar</i> | <i>Support the SC with a range of events and even time in the office</i> | <i>I have helped with events at the Indian Embassy</i> |
| <i>I have organised my own events which have been cultural celebrations</i> | <i>I help sports groups and local events</i> | <i>I have volunteered in most sports events in the region since 2005</i> |

In a news article by Al Arabiya Online in 2013, it was noted that..

“Charity groups say that volunteering is on the rise in Qatar, with more people becoming aware of social and environmental issues in the Gulf state” ⁴⁷

This article went on to say,

“People are keen to become volunteers but the challenge [he faces] is getting in touch with them.” ⁴⁸

It is positive to see there is a rise in volunteering within the region and it is clear to see from the research undertaken that current volunteers are keen to not only find other opportunities but also to look to organise and help other local events. The article by Al Arabiya News talks about the challenges in finding volunteers and getting in touch with those who wish to volunteer. Disseminating best practice could

be a future legacy opportunity, and is something this case study is keen to propose and develop with partners in the region.

Q5 – Do you feel a sense of community (unity)/ part of a network when you volunteer? What is it that makes you feel this way?

The meaning of community will depend on the individual, where they live, their values and background. However, with community at the centre of this case study and also playing a key part of the Qatar 2030 National Vision it was important to understand and learn how volunteers feel from volunteering opportunities they are part of.

Respondents Responses

| | | |
|--|--|--|
| <i>Unity of different cultures and learning about each other</i> | <i>Strengthens my ties to the community</i> | <i>Broadens your support network</i> |
| <i>Meet new people with common interests</i> | <i>Fun and fulfilling activities</i> | <i>Working as one team regardless of Country, Religion and Culture</i> |
| <i>Feeling of community in the event</i> | <i>Staying in touch with people and meeting them on other events</i> | <i>Yes it is great to work with new people and make friends.</i> |

Volunteers clearly do feel close and can trust their communities given the responses given above and also have a strong understanding of what a community is, as well as a clear understanding of what a successful community of volunteers can achieve. Given that Qatar has a large mix of different cultures it was interesting to see respondents discuss learning about other religions and cultures as well as meeting new people / making new friends, and broadening individual support networks.

It is important that a strong sense of community is in place and possible within the event setting - this could further support legacy volunteering and encourage others to support other events and causes as well as developing and ensuring a community feel is possible within a major event setting.

Q6 – From volunteering at major events would you look for further volunteering opportunities in your local area and not just a major sporting event?

We know and have discussed the importance of legacy with a focus on volunteering and this question was key to understanding whether current engaged volunteers working to support the SC are looking for other opportunities.

Respondents Responses

| | | |
|--|--|--|
| <i>Maybe – I would like to look at the World Cup in 2026</i> | <i>Everyday I look for a new challenge</i> | <i>I look for new opportunities all the time</i> |
|--|--|--|

| | | |
|---|---|---|
| <i>Yes I want to help local people in my area</i> | <i>Yes so I can continue to develop my skills</i> | <i>Yes the size or type of the event doesn't matter</i> |
| <i>I hope Qatar hosts the Olympics as I would love to volunteer at that event</i> | <i>Connecting with local people is key for me</i> | <i>I wish to develop and become a volunteer Team Leader</i> |

Overall it is clear to see that current volunteers who formed part of the primary research response are keen to engage with other opportunities in a range and scale of events, not just sport. Three of the respondents are looking further ahead to the next FIFA World Cup in 2026 and possible volunteerism opportunities in supporting that event, as well as to a possible Qatar Olympic bid and wishing to develop skills as a volunteer team leader.

It would be a fair assumption to say that the respondents are all engaged and keen to volunteer and that they have had a positive experience to date with their volunteer experiences. We know that retention of volunteers is a key driver to ensuring an engaged workforce who wish to continue volunteering in the future.

As already discussed in this study it is key that the future legacy involvement of volunteers is managed and agreed.

Q7 – Would you like to organise your own community event, a music or cultural event? To give back to society and bring those who live in your community/ neighbourhood together?

It is clear to see that the respondents would all like to organise their own event within a community/ local neighbour setting or have already had the opportunity to lead the delivery of their own event.

Respondents Responses

| | | |
|---|---|---|
| <i>Yes I think working together with other volunteers I could do this</i> | <i>It would be an honour to do so</i> | <i>Yes it would be great</i> |
| <i>I have involved events at the Indian Embassy</i> | <i>I hope that the skills I learn can be used to support other events</i> | <i>Yes I like bringing people together, and would love to organise my own event</i> |

It is important that future policy makers in the region provide the correct tools and guides to support community-led and -delivered events. It would be a fair assumption to make that the volunteers have high aspirations to develop opportunities in the events world and the networks created through events could offer a springboard for volunteers to do so as networks and ties strengthen within one another.

Q8- Do you feel that by being an active volunteer you are part of a larger family and community network? If so what do you feel by being part of this network, and what does it mean to you?

At the core of this case study we were keen to learn what volunteers feel by volunteering and if this creates a culture and community of wider support network.

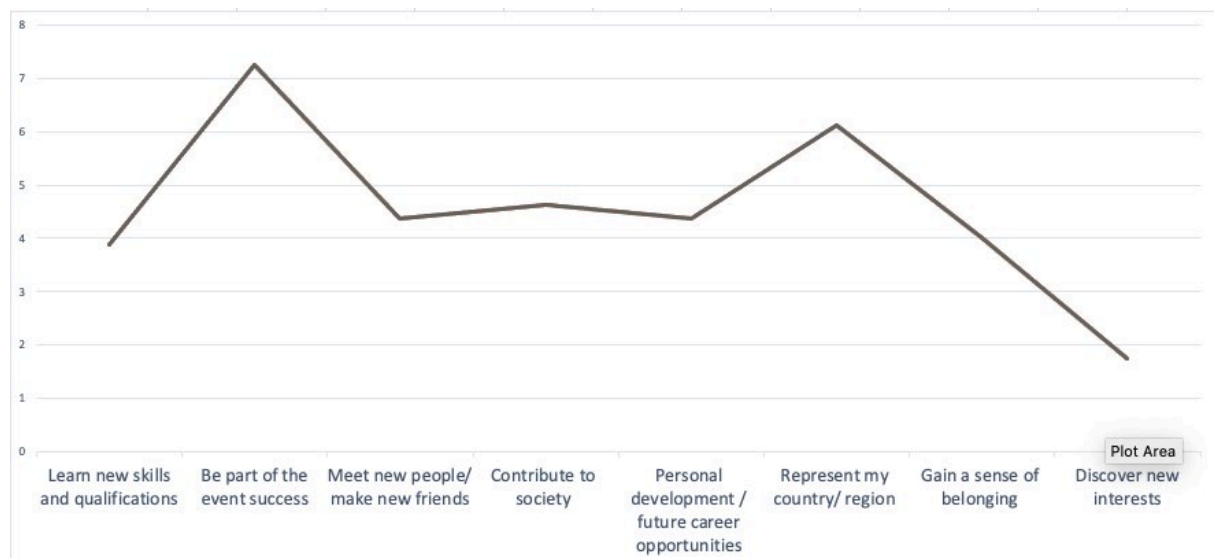
Respondents Responses

| | | |
|---|--|--|
| <i>I am lucky to be a member of this network</i> | <i>This chance and opportunity will not come again</i> | <i>Volunteering helps me to make friends</i> |
| <i>I can learn new skills and advance in my community</i> | <i>Volunteering expands my network and opportunity</i> | <i>I feel very proud to represent the country</i> |
| <i>I am part of history</i> | <i>Proud to participant in the event and its success</i> | <i>I appreciate the support I receive, and my roll makes a difference</i> |
| <i>I am motivate to give my time to develop and support the country</i> | <i>I want to learn new skills</i> | <i>If you are new to an area it helps you meet new people and make friends</i> |

The responses in this area range from pride, making new friends and having that larger support network as well as national pride and being part of history. These responses are similar to research carried out in Europe at major sporting events.

Within Qatar, the use and development of volunteers is still quite new yet this opportunity to meet new friends would appear to be an area of interest to volunteers in the region.

Q9- Multiple choice/ put in your own order. What motivates you to volunteer. please rank the below options from your highest to lowest motivator.



There were two responses that stood out from this question as a clear theme. The highest rated response shows individuals want to be part of the success of the event and this motivates them to volunteer. The second highest response shows that volunteers are proud to represent and represent the country.

It is clear to see throughout the research that the pride of supporting events in the region is a key reason why volunteers get involved in events, as well as celebrating in part of the success of events.

Whilst volunteers don't currently see opportunities to learn new skills or qualifications, they do see the value of volunteering in supporting future career opportunities and personal development. There is potentially an opportunity to develop a recognised qualification for time spent volunteering to help individuals with future career opportunities. This is something that could be a serious consideration for local organisations to have a global impact (and recognition).

Recommendations and Future Good Practice

Through analysing and reviewing the primary research it is positive to see that those currently involved in volunteering throughout the region see and believe in the value of opportunity on offer to them and that the participant responses are very similar to data collected from major sporting events within Europe, America and Australia.

Looking ahead to the positive benefits volunteering can offer the region it is important that the legacy planning beyond the FIFA World Cup™ in 2022 has started now to ensure a robust plan is in place and that future development of volunteers to support the Qatar 2030 National Vision can be explored.

It is also important that we learn from previous event organisers who holds the database and agreement for the volunteers after the event. At the 2002 Manchester Commonwealth Games this issue was flagged too late.

“Only immediately after the Games was it realised that the licence for the Games database, holding the contact details of the volunteers, expired four weeks after the Games.”⁴⁹

We should learn from this to ensure the future legacy of volunteering is managed in the right way with the database handed over to an appropriate agency or government department.

We now know more about how volunteers feel this sense of community and network from the primary research, which is a real positive step in seeing individuals building a wider network of support outside of the family and work environment. One of the questions in the primary research asked volunteers if they would look to organise their own events within their community. The response to this question was surprising with nearly all respondents wanting to be part of smaller, community-led events. This provides a great opportunity to celebrate communities as part of the 2022 FIFA World Cup™ as well as beyond with local cultural events in neighbourhoods which could bring communities together.

To support and enable volunteers to organise their own events it would be beneficial for a best practice guide or small event tool kit to be developed. This could be produced with the support of local government to ensure it meets safety standards, expectations and follows rules and regulations. This could also provide a legacy opportunity for The Josoor Institute to train volunteers to become community

event managers or ambassadors following the knowledge volunteers have post 2022.

In July 2020 it was reported in the media that Qatar is looking to bid for the hosting of the Olympics...

“Qatar has expressed interest in bidding to host the 2032 Olympic Games, in what would be the first time a Middle Eastern nation organises the world’s biggest sporting event.”⁵⁰

This not only provides a possible future opportunity for volunteers beyond 2022 but also shows the world that Qatar has the ability to host more than just the FIFA World Cup™. It is also quite the statement for the nation to be the first in the Middle East to host the FIFA World Cup™ as well as the first in the Middle East to host the Summer Olympics.

Qatar is forward thinking and has developed a national volunteering strategy to show how the nation believes in volunteering and how it supports the 2030 National Vision. As well as this the Qatar Red Crescent society celebrated volunteer success as part of an event held on International Volunteers Day.

Summary and Impact

Volunteering is a large functional area within major supporting events that can provide a lasting legacy to host nations supporting events at a mega and community level. Within Qatar, volunteering provides an opportunity to bring together locals and the expat community as well as giving an opportunity for expats to meet fellow expats. It is important that we start to explore how to keep volunteers engaged with the lasting legacy and provide opportunities to support local community and national events in the future. One way in which a lasting legacy on volunteering can be achieved is by a body such as the Josoor Institute becoming the volunteer hub beyond the FIFA World Cup™ in 2022.

It is clear that current active volunteers are proud to support the nation and communities they live within and ensuring that passion, commitment and enthusiasm

remains throughout the lead up to the FIFA World Cup™ in 2022 and beyond is important.

The Josoor Institute has an aim to fulfil the Qatar 2030 National Vision, and with volunteering linking so closely to all of the four pillars it would seem to make a perfect fit with everything the Josoor Institute is already striving for and delivering when it comes to training and education.

“...The goal is to leave a legacy, which will support the economic and social development of Qatar, thus enriching the lives of its people.”⁵¹

With volunteers being such an important part of events within Qatar, the Josoor Institute and SC can lead the way with the future of volunteering within the Qatar and MENA region and show the world how a true volunteer legacy can work supporting communities and individuals.

Appendix 1

Qatar National Vision 2030

Launched in October 2008, the Qatar National Vision 2030 aims to build a bridge between the present and the future. It also aims to advance Qatar's sustainable development goals, providing its current residents and future generations with a standard of high living. Qatar National Vision 2030 aspires to make Qatar an active and prosperous country, striving for economic and social equality among citizens. The National Vision also encourages all Qataris to work together as a community - backed by strong Islamic and family values.

Qatar National Vision 2030 aims to establish a society based on justice, charity and equality; a society that embodies its constitution's principles, which protect public and personal freedoms. It additionally emphasizes ethical, religious and traditional values and guarantees security, stability and equal opportunities. Qatar National Vision 2030 is therefore based on these four pillars:

- **Human Development** - developing Qatar's entire population, enabling them to sustain a prosperous society.
- **Social Development** - developing a just and caring society based on high moral standards and capable of playing a significant role in the development of global partnerships.
- **Economic Development** - developing a competitive and diversified economy, capable of meeting peoples' needs and securing a high standard of living for Qatar's population now and in the future.
- **Environmental Development** - managing growth to ensure and maintain harmony between economic growth, social development and protection of the natural environment.

Qatar National Vision 2030 guides future trends and reflects the Qatari people's ambitions, goals and culture. Qatar National Vision 2030 encourages Qataris to create a group of shared goals related to their future.

<https://www.mec.gov.qa/en/qatar-at-a-glance/Pages/Qatar-National-Vision-2030.aspx>

Teaching Notes

Case Study Questions

- 1) What advantages would hosting a successful volunteer programme provide Qatar with over other nations in the Middle East?
- 2) How does volunteering support the Qatar 2030 National Vision, against each of the four pillars of development.
- 3) What does Qatar need to do to support volunteers to lead community events, such as cultural and religious celebrations.

- 4) List five key areas a recognised qualification or assessment in time given to volunteering should include.
- 5) List five reasons/ motivations for volunteering in Qatar.
- 6) <https://www.youtube.com/watch?v=dCgl1nAlhg4> – Looking at this case from London 2012 Olympics what are the key learnings that could be taken from volunteers learnings and opportunities which could be similar and support Qatar.

Background Reading

To further support this case study it is recommended that students access the following texts to understand the wider challenges the event workforce face within industry around the topic of volunteering.

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Case Study Answers & Themes

- 1) What advantages would hosting a successful volunteer programme provide Qatar with over other nations in the Middle East?
 - a. A lasting legacy and something other MENA countries don't have.
 - b. An opportunity to support other events and smaller events in the future.
 - c. Support others and let them learn from Qatar with a best practice approach.
 - d. A chance for new friendships to be developed and professional networks to be made between people.

2) How does volunteering support the Qatar 2030 National Vision, against each of the four pillars of development.

- a. Human Development** – Developing individuals to learn new skills and meet new people, provide opportunity for learning via events and to support the labour market. A motivated volunteer workforce. Chance for expats and Qatari nationals to meet.
- b. Social Development** – For expats to learn from Qatari nationals and share cultural values. Empower women supporting volunteering. Training and development opportunities.
- c. Economic Development** – events offer a chance to develop a future career within the industry, as well as supporting the nations economic ambitions.
- d. Environmental Development** – create and develop Qatari nationals with skill development so there is less reliance on expats and wider volunteerism

3) List five key areas a recognised qualification or assessment in time given to volunteering should include.

| | | |
|-----------------------------------|---------------------------------|--|
| Importance of volunteering | Health and Safety | Responsibilities of event organisers |
| Opportunities volunteering offers | Responsibilities as a volunteer | Core skills volunteers need to fulfil role |
| How to work as part of a team | Volunteer rights | Basic first aid |

4) List five reasons/ motivations for volunteering in Qatar.

- Good experience on CV
- Give something back to society
- Meet new people / Interact with others
- National Pride
- Make the event a success
- For fun
- New skills
- Sense of belonging
- Giving back to Qatar
- Part of the event success
- Gain experience towards employment

5) <https://www.youtube.com/watch?v=dCgl1nAlhg4> – Looking at this case from London 2012 Olympics what are the key learnings that could be taken from volunteers learnings and opportunities which could be similar and support Qatar.

- Age has no limits on volunteering
- Pride in volunteer role
- Passion & enthusiasm
- Uniform makes volunteer stand out
- London volunteer legacy
- The importance of the volunteers and new volunteer involvement
- Sport Makers offer opportunity on supporting more than just the events
- Inspiring others to volunteer and give their time
- Sense of community.

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Figure 3 – Poll Everywhere responses from AFC Club World Cup Volunteer training. Volunteer important skills.