

# Volunteer Management During the 2015-16 and 2022-23 Refugee Crises

Insights from Asker and Kristiansand Municipalities

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## Abstract

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Volunteer Management During the 2015-16 and 2022-23 Refugee Crises: Insights from Asker  
and Kristiansand Municipality

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The study examines experiences of leaders from public and non-governmental organizations who were responsible for volunteers and management during the two recent refugee crises, Syrian (15-16) and Ukrainian (22-23). It focuses on cross-sectoral collaboration in addressing the challenges faced by refugees and volunteers. The research uses a qualitative methodology, including document analysis, and semi-structured interviews with volunteer leaders and public sector officials involved in the refugee crisis.

The Findings of this research contribute to the understanding of volunteer management in the context of the refugee crisis and provide practical recommendations for NGOs and volunteer leaders. The study also aims to compare the strategies used by NGOs during the 2015-16 and Ukrainian crises and investigates the cooperation between the public and non-governmental sectors during these crises. The research questions focus on how volunteer management was conducted by public and non-governmental organizations during the two refugee crises, and how the different sectors collaborated in addressing the needs of refugees.

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## 1 Introduction

Across Europe countries, the refugee crisis led to the development of numerous prosocial initiatives to address the diverse, and continuous needs of refugees (Mittermaier et al., 2021). Despite the resistance among some European citizens when it comes to using welfare resources from their countries to facilitate help and support for refugees, the majority agreed that solidarity within the welfare setting and bearing some costs to help victims is what is needed and must be done. For the most part, wars and crises have encouraged people to show more compassion and intervene to alleviate human suffering. (Wang et al., 2016.)

The impact of 2015-16 and 2022-23 refugee crisis has been felt across the world, with countries like Norway being significantly affected. For instance, in 2015, over 1.3 million asylum seekers arrived in Europe, with 31,000 coming to Norway in search of safety and refugee status. This sudden influx of people overwhelmed the country's public sector organizations and receiving centers, necessitating the involvement of private, NGOs, and locally run organizations in the refugee crisis response. (Fladmoe and Enjolras, 2022.)

Similarly, in February 2022, more than 300,000 Ukrainian refugees sought asylum in different countries, including Norway, due to the Russian invasion of Ukraine. These refugees were spread across different municipalities in Norway, according to IMDI, highlighting the need for a coordinated response to support these people in their time of need. Overall, the refugee crisis has had significant implications for different countries and has underscored the importance of global collaboration to address this humanitarian challenge. (Hernes et al., 2022).

The refugee crisis of 2015-16, as well as the present one of 2022-23, is a complicated and critical issue that necessitates a comprehensive response from numerous stakeholders. Non-governmental organizations (NGOs) play an important role in assisting refugees, and volunteers are critical to the success of these groups. Hence, the effective volunteer management is a crucial tool in managing the refugee crisis. According to Ellis (2019, p.1) **volunteer management** is defined as "the process of organizing, coordinating, directing, and supervising volunteers to ensure that their contributions are used effectively and that volunteers find their work rewarding and fulfilling".

However, due to the unique nature of the crisis and the diversity of the volunteer workforce, managing volunteers during the refugee crisis can be a difficult task. Therefore, NGOs and public sector volunteer management, in times of crisis, requires even greater collaboration, flexibility, and professionalism. (Waite, 2018; Brudney and Meijs, 2009.)

Professionalism is required to guarantee that all duties and activities are completed effectively and expertly, while flexibility is required to accommodate varied demands and adapt to changing conditions during a crisis (Lai et al., 2018). These components are especially essential in the context of the refugee crisis, where a rapid inflow of refugees swamped public sector organizations and reception facilities, prompting the engagement of private, non-governmental organizations (NGOs), and locally controlled groups in the refugee crisis response. They are further discussed in the Findings and Discussion chapter as part of the findings.

## 1.1 The goal of the research

Despite the importance of volunteers, there is a lack of research on volunteer management in the context of the refugee crisis. This thesis aims to fill this gap by examining the challenges and best practices in managing volunteers during the refugee crisis. The study sheds light on the management of formal and spontaneous volunteers by NGOs and public sectors during the 2015-16 and Ukrainian 2022-23 refugee crises, as well as the perspectives of their volunteer managers. To provide a comprehensive understanding of the research phenomena, this study utilizes primary data from previous research and statistics on the 2015 and 2022 refugee crises, as well as interview data. The research and statistics serve to provide a broader picture of the phenomenon in the Norwegian context, while the interviews focus specifically on two municipalities: Asker and Kristiansand.

It also examines the strategies used by NGOs during these crises and investigates how public sectors, non-governmental organizations, and social movements have collaborated during the refugee crises. This study is relevant for anyone interested in volunteering and refugee management, especially in crisis situations. The findings of this research will contribute to the knowledge of volunteer management in the context of the refugee crisis and provide practical recommendations for volunteer leaders and NGOs involved in refugee help.



The research employs a qualitative methodology, using semi-structured interviews with volunteer leaders from several NGOs operating in the refugee crisis, as well leaders from public sectors that were active during the 2015-16 and 2022-23 refugee crises in Asker, Norway. In addition, I interviewed two leaders from Kristiansand (Red Cross and public sectors Voluntary unit). The reason behind inclusion the Kristiansand municipality in the research is to compare how other municipalities managed volunteers and cross collaborate in comparison to Asker.

The main purpose of this study is to investigate how non-governmental organizations and public sectors in Asker municipality have managed volunteers during 2015-16 and the Ukraine refugee crisis.

The secondary aim of this dissertation is to compare the strategies used by NGOs during the 2015-16 and Ukrainian crises.

Another aim is to investigate in what ways the public and non-governmental sectors have cooperated, and what was the role of the leaders in the coordination process.

***Research questions:***

- *How do leaders from the public sector and non-governmental organizations have been managing volunteers during the 2015-16 and the Ukrainian refugee crisis? And more specifically, how it as has been done in Asker municipality?*
- *How have the leaders of public sectors, non-governmental organizations have been collaborating during the 2015-16 and 2022-23 refugee crises?*

This thesis is divided into seven chapters. The first chapter is an introduction in which I present the research problem, research questions, and objectives. The second chapter describes the theory employed as well as various ideas and their primary distinctions. The third chapter's purpose was to describe the study background, with an emphasis on expanding on how volunteers participate in volunteer activities connected to refugees in Norway, with a specific focus on the NGOs Red Cross and Refugees Welcome. In addition, the goal of this chapter was to describe the process of settling refugees, as well as provide a quick summary of refugee policy, and cross sectoral collaboration in Norwegian setting.

The fourth chapter focuses on the methodology, describing the processes performed to study the research issue and providing justification for the validity and reliability of the method selected. The fifth chapter focuses on developing and analysis of the findings from semi-structured interviews and documents. The chapter six discusses the findings and connects them with the theories used in the chapter two. The final chapter, which presents a conclusion and recommendations for further research, is chapter seven.

## 2 Theoretical Framework

This study uses theoretical frameworks of volunteer management and cross sectoral collaboration to gain insights into the process of organizing support for refugees in two Norwegian municipalities.

Volunteer management literature emphasizes different aspects of volunteer management (recruitment, supervision, organizing services) that helps to map activities that I have observed in the research field, and to show how they interconnect. The importance of addressing cross-sectoral collaboration theory in this study is because it highlights the fact that volunteer leaders do not act within their own organizations only, but also, they manage processes, where many organizations are involved hence co-management is necessary.

### 2.1 Theory of volunteering

The theory of volunteering suggests that individuals engage in volunteer work because of their desire to contribute to society and make a positive impact. This theory proposes that people have an inherent need to help others and that volunteering provides an opportunity to fulfill this need. It also suggests that volunteering is influenced by individual characteristics such as personal values, motives, and social factors, as well as contextual factors such as the availability of opportunities and the presence of social norms that promote volunteering. (Clary et al. 1998; Penner 2002; Snyder et al. 2004.)

As Hustinx et al. (2010) pointed out, while there are different concepts of volunteering, no integrated theory about this subject has yet emerged. These researchers point out that there are three major challenges, or layers of complexity, in the development of an encompassing theory of volunteering (Hustinx et al., 2010). Volunteering can have different meanings in different institutions; it is a concept that changes depending on the different activities in which volunteering is conducted, and it adjusts its purpose to the needs of an organization (Hustinx et al., 2010). As such, as was already mentioned, there are several definitions of what volunteering is, and they vary depending on the viewpoint from which volunteering has been observed. When defining volunteering, social duty, charity,

philanthropy, and community development are the most frequently cited motivations.

Hence, one of the choices for defining volunteering are:

*“An intentional behavior, carried out without being a professional obligation and aimed at supporting, preserving and promoting social values, without waiting for any moral or material rewards from others” (Chelcea, 2003, 86).”*

Or:

*“A behavior performed for the benefit of another person, without waiting external reward”*  
(Vanden Zaden 1987, p. 299-300)

Furthermore, volunteering appears as a worthwhile subject of research across a wide range of disciplines, including management, sociology, economics, and social work. There is therefore little agreement over the theoretical stances (and accompanying language) that are most appropriate for the study of volunteers. Additionally, several fields assign various meanings and functions of giving back. (Hustinx et al., 2010.)

The fundamental understanding of volunteering in an economic paradigm is that it is "unpaid employment" with a quantifiable economic value that volunteers engage in as an investment in their human capital (Freeman, 1997). On the other hand, sociologists and political scientists see volunteering as a manifestation of fundamental society values including solidarity, social cohesion, and democracy (Putnam, 2000; Wuthnow, 1998).

In addition, Hustinex et al. (2010) states that volunteering is often viewed by sociologists as a social phenomenon that involves patterns of social relationships and interactions among individuals, groups, and associations/organizations. Sociologists have been interested in studying volunteering systematically since the classical question of social order and social solidarity, which pertains to the degree of integration of a society, as identified by Durkheim in 1893. Volunteering represents a distinctive type of social bonds that is voluntary, unpaid, and collectively oriented, and is different from ascribed and formal social ties and networks such as kinship or workplace, as well as abstract systems of enforced solidarity such as the welfare state. Moreover, the act of volunteering is regarded as a primary expression of essential human values like altruism, compassion, concern for others, generosity, social

responsibility, and community spirit. It is a fundamental expression of community belonging and group identity and contributes to the social integration of individuals. (Hustinex et al., 2010.)

The theories that now underpin volunteering are biased toward what DiMaggio referred to as a "covering-law perspective," which reflects "a picture of the world in which variables explain one another" (DiMaggio, 1995, p.391). Additionally, according to DiMaggio (1995) volunteering is viewed as a simple, one-dimensional category with no complexity. Despite their validity, dominant theories only offer one perspective on theory and should be supplemented with more process-oriented accounts and initiatives to "defamiliarize" and "enlighten" our understanding, such as by challenging accepted assumptions about a given field (DiMaggio, 1995). In this regard, DiMaggio contended that "good theory" is multidimensional and that the best theories are hybrids, the products of fusing many theoretical stances. This view of volunteering essentially amounts to the assumption that "hybrid theoretical approach" of this kind labels the concept of volunteering as an inherently complex phenomenon (DiMaggio, 1995).

Volunteering is not only a personal act of engagement, but it is also a crucial part of community life, often structured through formal volunteering institutions, such as Red Cross, Caritas, and many more. However, in times of crisis, such as wars or natural disasters, spontaneous volunteering has become customary, where locals take the lead in providing immediate service without any public or private sector support. As such there are two main categories of volunteers, *formal and spontaneous*. Formal volunteering occurs within a voluntary organization, while spontaneous volunteering involves direct service, such as assisting a neighbor or responding to crises, as in case of social movements Refugees Welcome. These categories are further explored by Wollebæk et al. (2015), who note that the combination of formal and informal types of volunteering makes the phenomenon even more fascinating. Additionally, Dekker and Halman (2003) emphasize the importance of this combination in understanding the complexity of the volunteer sector.

### *2.1.1 Formal and spontaneous volunteering*

Volunteering plays a crucial role in the work of NGOs, and both formal and spontaneous volunteering have unique contributions to offer. Formal volunteering provides organizations

with a structured and reliable source of labor, allowing them to plan and implement projects more effectively. It also enables NGOs to build relationships with volunteers, establish expectations, and provide training and support to ensure that volunteers can contribute to the organization's objectives in a meaningful way. On the other hand, spontaneous volunteering allows NGOs to quickly respond to emergencies or unexpected events and can bring a diverse range of skills and experiences to an organization. Spontaneous volunteering can also help NGOs connect with individuals who might not have otherwise considered volunteering, broadening the organization's reach and impact. (Hustinx, & Lammertyn, 2003; Ellis 2019.)

The terms "formal volunteering" and "spontaneous volunteering" are often used in the context of volunteer management. Formal volunteering refers to volunteering activities that are organized by a formal organization or group, such as a non-profit organization or a government agency, with the primary goal of achieving a specific mission or providing a particular service to the community (Ellis, 2019; Wilson & Musick, 1999). Formal volunteering typically involves a structured process of recruitment, training, and supervision of volunteers, and may also involve the establishment of specific roles and responsibilities for volunteers within the organization (Ellis, 2019).

On the other hand, spontaneous volunteering refers to volunteering activities that are initiated by individuals or groups without any prior organization or planning (Haski-Leventhal & Bargal, 2008). Spontaneous volunteering can occur in response to a sudden event or crisis, such as a natural disaster, war crises, or as a result of a personal motivation to contribute to the community (Haski-Leventhal & Bargal, 2008). Unlike formal volunteering, spontaneous volunteering does not involve a structured process of recruitment or training, and volunteers may not have specific roles or responsibilities within the context of the activity (Haski-Leventhal & Bargal, 2008).

The importance of both formal and spontaneous volunteering in the context of NGOs has been highlighted by multiple studies. Haski-Leventhal and Bargal (2008) found that formal volunteering is associated with increased commitment, satisfaction among volunteers, and favorable organizational outcomes. On the other hand, spontaneous volunteering has been

demonstrated to be effective in engaging individuals in disaster response and recovery efforts (Drabek & McEntire, 2003). Furthermore, traditional volunteering, where individuals are members of an organization with shared goals and values, is fundamentally different from contemporary and spontaneous volunteering. In the latter, connective actions are organized based on individualized participation, without the obligation of sharing a collective identity with a voluntary organization (Bennett & Segerberg, 2012). These differences can be illustrated by examining the data collected from formal NGOs like the Red Cross and informal organizations such as Refugee Welcome, which is based on spontaneous volunteering.

Overall, both formal and spontaneous volunteering are important for the success of NGOs. Formal volunteering provides structure and reliability, while spontaneous volunteering allows for flexibility and responsiveness. While formal volunteering is often associated with more stable and predictable outcomes, spontaneous volunteering can provide an important source of support and energy during times of crisis or uncertainty (Haski-Leventhal & Bargal, 2008). Despite its differences NGOs should strive to balance the benefits of both types of volunteering to maximize their impact and effectively engage with volunteers.

### *2.1.2 Understanding volunteer organization*

A volunteer organization, also referred to as a non-profit organization or NGO, is an association of individuals or businesses that operates on a non-profit basis. Voluntary work is performed freely and without monetary compensation and serves people outside the volunteer's immediate family or vicinity. Most voluntary organizations, globally, have a local emphasis and work to support the community in their area, and many focus on meeting the needs of particular population groups. (Volunteer Development Agency 2001.)

NGOs (Non-Governmental Organizations) play a vital role in promoting social welfare and addressing various issues such as poverty, education, health, and human rights (UN, 2019). Volunteering is one of the keyways in which individuals can contribute to the work of NGOs. Research has shown that volunteering can have numerous benefits for both the volunteer and the organization they work with. For instance, volunteers can develop new skills, gain valuable work experience, and improve their social networks (Paine et al., 2019). In addition,

NGOs can benefit from the expertise and resources that volunteers bring to their work (Lee & Lee, 2019).

However, there are also challenges associated with volunteering in NGOs. For example, volunteers may have limited time or resources to devote to their work, and NGOs may struggle to provide adequate training and support for their volunteers (Bussell & Forbes, 2002). To overcome these challenges, it is important for NGOs to develop effective volunteer management strategies, such as providing clear roles and responsibilities, offering training and support, and recognizing and rewarding volunteer contributions (Steers, 2019). By doing so, NGOs can maximize the impact of their volunteers and ensure that their work is sustainable over the long term.

To fulfill their aims and objectives, non-governmental organizations (NGOs) rely largely on volunteers. Volunteering for non-profit organizations may be a rewarding experience that allows you to contribute to a cause you care about, gain useful experience and skills, and meet new people. Moreover, understanding the motives and actions of volunteers may help organizations attract, educate, and retain volunteers more successfully, hence research on the philosophy of volunteering has crucial implications for volunteer management. It can also assist organizations in developing volunteer programs that are more in tune with the needs and interests of volunteers. (Snyder 2004; Penner 2002.)

## 2.2 Volunteer management

Volunteer management is an important function of nonprofit and third-party organizations, as it involves the recruitment, selection, training, and retention of volunteers. Effective volunteer management is critical to the success of organizations, as it ensures that volunteers are motivated, engaged, and committed to the organization's mission and goals. The professionalization of volunteer management has become increasingly important in recent years, as organizations have recognized the value of investing in the development of their volunteer programs and in the training and support of their volunteer managers. (Brudney and Mejis 2009.)



Volunteer management also involves evaluating and assessing the performance and impact of volunteers in achieving the organization's goals. The process of evaluation helps organizations to identify areas that need improvement, recognize successful volunteer efforts, and provide feedback to volunteers, which can enhance their motivation and engagement (Taylor et al., 2015). Effective communication is also a crucial aspect of volunteer management. Clear communication of organizational goals, expectations, and feedback can help volunteers understand their role and increase their commitment to the organization (Brown, 2006).

Moreover, volunteer management theories emphasize the importance of recognizing and addressing the diverse needs and motivations of volunteers. Some volunteers may seek personal fulfillment, while others may be interested in gaining skills or social connections (Waite, 2018). Effective volunteer management requires understanding and catering to these different needs to ensure that volunteers remain engaged and committed to the organization's mission and goals.

When it comes to management theories in the volunteering context it is important to note that these theories refer to the ideas and techniques utilized for organizing, coordinating, and encouraging volunteers to fulfill the goals of a non-profit organization or community effort. These theories are important in volunteering because they give a framework for managing and organizing volunteers to ensure that their actions are aligned with the vision and objective of the organization (Newton and Paine, 2004).

Some management theories (contingency and stakeholder theory) contend that there is no single best strategy to managing volunteers, but rather that the most effective management style is determined by the circumstances. Managers must be adaptable to different volunteer groups, occupations, and conditions. A volunteer coordinator, for example, may use a more prescriptive leadership style with a new volunteer group that requires more education, but a more participative approach with a more experienced group. (Brown 2006; Liao & Yang 2017; Waite 2018.)

Furthermore, these theories propose that in making decisions, an organization should consider the needs and interests of all stakeholders, including volunteers. These theories highlight the necessity of developing strong connections with volunteers and providing a

welcoming atmosphere that fosters their participation and commitment. These ideas may be used by volunteer managers to ensure that volunteers feel appreciated and recognized for their work, and that their needs are taken into account in the development and execution of volunteer programs. (Brown 2006; Liao & Yang 2017.)

Overall, management theory provides a valuable framework for volunteer managers to effectively organize and motivate volunteers and ensure that their efforts are aligned with the goals of the organization. By understanding and applying management theories in the volunteering context, organizations can maximize the impact of their volunteer programs and create positive outcomes for volunteers, the organization, and the community.

### *2.2.1 Effective Strategies for Volunteer Management in Nonprofit Organizations*

Volunteer management needs a different strategy and knowledge than standard paid staff human resource management. Most recent research shows that there are considerable differences between paid workers and volunteers that should be carefully considered from a managerial approach. Additionally, it is crucial to note that volunteer management can vary greatly depending on a variety of factors, including but not limited to the culture, regulations, and procedures of the organization, as well as the nature of the work to be performed by volunteers. A larger volunteer group, for example, is likely to have a more official, bureaucratic, and structured management style than a smaller one, meaning every organization is different and unique and as such often has different needs and management structure. (Gaskin, 2003.)

Many organizations, however, manage volunteers using the same concepts and procedures that they use to manage paid employees, which fails to consider the vast range of volunteer characteristics, resulting in significant volunteer turnover in an organization (Cnaan & Cascio 1999; Handy et al. 2000.) Volunteer performance, like that of paid personnel, varies widely. As a result, identifying characteristics that lead to greater volunteer performance and commitment is a typical difficulty for many organizations (Cnaan & Cascio 1999).

One problem that many NGOs encounter is a high volunteer turnover rate. High turnover drains managerial resources that could be spent elsewhere and discourages current volunteers (Wymer and Starnes 2001). So, leaders and managers must place a strong emphasis on the organization's recruitment and retention initiatives. They increase the

likelihood of a high volunteer turnover rate if they are unable to build an efficient recruitment strategy (Wymer and Starnes 2001).

Giving volunteers the possibility to advance in their volunteer position is another strategy for decreasing turnover in an organization. The non-profit scenario claims that most non-profit leaders do not invest the necessary time in developing or assisting volunteer talent (Eisner et. al, 2009). It's important to emphasize that developing volunteering leadership abilities is a critical component. Both the hiring process and reducing turnover depend on it. The staff members who oversee improving volunteer management skills must also take a step further and guarantee that the volunteers are persistently enthusiastic, driven, and keen to provide their services to the organization over the long term (Ellis, 2005).

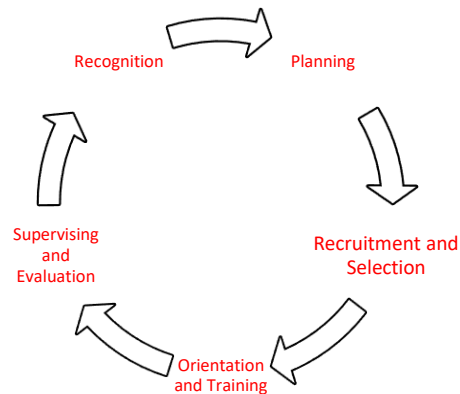
Although while it appears that managing volunteers is based on motives and training of volunteers, which is straightforward, there appears to be ambiguity as to why volunteer management tends to be undeveloped. According to Alizadeh et al. (2021), one step toward creating a more functional and better management system is for nonprofits to adopt a culture of diversity to give minority members a sense of equality and value in their organizations, rather than only hiring token minority members so that the board feels it has diversified.

In addition, a lack of adequate training programs within voluntary organizations might result in excessive volunteer turnover. Moreover, nonprofit organizations suffer from a lack of a well-defined development plan for volunteers inside the organization and ascent to leadership posts, resulting in increasing turnover. Volunteers depart due to ineffective volunteer management, a lack of training, and a lack of professional development opportunities. Volunteers' job quality diminishes because of a lack of opportunities for advancement, leaving them feeling inadequate and unhappy. As a result, they are forced to resign from their posts. The administration of volunteer programs may deteriorate because of frequent turnover. This is where a leader's engagement in reducing turnover through training and mentoring becomes crucial. (Alizadeh et al. 2021.)

Often the process of volunteer management can be presented in the form of a management cycle that consists of 5 stages (See Figure 1) that are connected and depended on each other continuously. They repeat and go in cycles and in that way those stages help a leader to

follow the necessary stages when managing volunteers in an organization. (Humphrey- Pratt, 2006a, b,c,& d.)

- Figure 1: Volunteer Management Cycle



*Source: Author own design based on Humphrey- Pratt (2006a, b,c,& d) model.*

This boils down to defining a process of voluntary management as a cycle of planning, recruiting, selection, orientation, training, supervision, evaluation, and recognition. These five crucial stages of volunteer management appear to be a foundation for non-governmental organizations when mobilizing and organizing volunteers. Furthermore, these stages have an impact on the overall professional growth of volunteers, which is the core objective of an NGO. Even though implementing these phases appears to be essential, it is still unclear why some organizations do not focus on training and developing volunteers and utilizing these stages as basic guidelines for managing volunteers.

### 2.2.2 Leadership in NGOs

Leadership may be described in a variety of ways. According to Alizadeh et al (2021, p.70), "there are about as many definitions of leadership as there are people who have tried to describe it".

Alizadeh et al. (2021), go on to identify leadership as a process through which individuals influence a group to comprehend what needs to be done and achieve common goals.

Leadership capacity has been defined in the context of volunteer-based organizations as the knowledge and abilities that are both useful for effecting others and subject to improvement through developmental activities (Alizadeh et al., 2021, p.70).

Leadership, according to Hollander (1992, p.72), "is a process rather than an individual." Leaders require greater attention and influence, according to Hollander (1992), yet followers may influence and even constrain leaders' conduct in more than passing ways, as proven by several studies. Although the traditional emphasis has been on who becomes a leader and what characteristics and effects they have, the following emphasis has been on how leadership activities are carried out in a range of scenarios with various demands. Leader characteristics are still significant today, but more so since they correspond to followers' perceptions of leaders and evoke a favorable or negative response from followers. (Hollander, 1992.)

Leadership is a crucial aspect of non-governmental organizations (NGOs), as it plays a significant role in determining the organization's success (Drucker, 1990). In the context of NGOs, leadership refers to the ability to guide and influence others towards achieving the organization's objectives and goals (Hughes et al., 2015). Effective leadership in NGOs requires a range of skills, including strategic planning, team building, communication, and decision-making (Bryson et al., 2017).

NGOs often operate in challenging and complex environments, and their leaders must possess the ability to adapt to changing circumstances and to develop innovative solutions to address the issues they face (Senge, 1990). Moreover, leaders of NGOs must be able to inspire and motivate their teams (Bennis, 2007), as well as build strong relationships with stakeholders, including donors, government officials, and community members (Grobler et al., 2017).

Moreover, NGOs often have a diverse workforce, including staff, volunteers, and partners, which requires leaders to be able to effectively manage and communicate with individuals from a range of backgrounds and cultures (Leach and Sinclair, 2017). Besides, leaders in NGOs must be able to balance the needs and interests of various stakeholders, including beneficiaries, donors, and the wider community (Mintzberg, 1994).

When it comes to effective leadership in NGOs, it can be stated that in order to achieve effective leadership the focus needs to be set on accountability and transparency (Lewis, 2003). Leaders must ensure that the organization's operations are conducted ethically and that resources are utilized efficiently and effectively (Grobler et al., 2017). This requires a commitment to good governance, including strong financial management, effective risk management, and adherence to relevant laws and regulations (Grobler et al., 2017).

NGOs often have a significant impact on the communities they serve, and effective leadership is essential to ensuring that the organization achieves its goals and makes a positive difference (Drucker, 1990). By fostering a culture of collaboration, innovation, and accountability, leaders in NGOs can ensure that their organizations remain effective and relevant in addressing the complex social and environmental challenges of our time (Bryson et al., 2017).

Developing leadership abilities in volunteers and having them display leadership skills are two main methods of volunteer management. Studies have shown that developing leadership skills in volunteers is crucial for the success of volunteer-based organizations (Lockett & Boyd, 2012). The process of acquiring leadership skills is called "leadership identity," which refers to a person's inclination or aptitude to lead others over time (Lockett & Boyd, 2012, p.235). Additionally, the authors suggest that a volunteer program may enhance an individual's leadership qualities, and that leadership is an evolving identity that continually changes and influences others. The authors identified three significant areas of development that contribute to the formation of a person's leadership identity: "Developing Self," "Developmental Influences," and "Group Influences" (Lockett & Boyd, 2012, p.235).

In addition, according to Meier et al. (2012), crucial leadership qualities for management of volunteers include "networking, listening, communication, problem-solving, and teamwork abilities, as well as conflict management, strategic planning, grant writing skills, and personal time management skills" (p. 2). Meier et al. (2012) go further by uttering that personal management skills can assist volunteers in learning other leadership abilities, increasing the advantages of participation, and increasing volunteers' overall happiness and effectiveness as community development members.

## 2.3 Cross-sectoral collaboration

Cross-sectoral collaboration refers to the process of organizations from different sectors sharing information, resources, activities, and capabilities to achieve outcomes that cannot be accomplished by a single sector. This collaboration has become increasingly crucial in addressing global challenges, such as the refugee crisis, which has put social stability and sustainable growth at risk. (Bryson et al. 2006; Hernes et al., 2022.) The aim of cross-sectoral collaboration is to achieve outcomes that cannot be achieved by single sector, and as such, the cross-sectoral collaboration has become essential in addressing the global refugee crisis, which has put social stability and sustainable growth at risk (Hernes et al., 2022).

Based on that collaborative foundation Bryson et al., (2006, p.44), defined the cross-sectoral collaboration as:

“...the linking or sharing of information, resources, activities, and capabilities by organizations in two or more sectors to achieve jointly an outcome that could not be achieved by organizations in one sector separately.”

The concept of cross-sector collaboration is increasingly seen as a necessary and desirable strategy to address complex public challenges. However, this type of collaboration is not always successful, and their formation and long-term sustainability are affected by competitive and institutional pressures. Legitimacy, leadership, and trust building are essential in collaborations as they are subject to conflicting institutional logics, and managing conflict becomes more complex in multisector collaborations. Collaboration is a continuum ranging from low to high integration, and effective communication and personal connections are key to successful collaborations. Despite the importance of collaboration, its definition is elusive and difficult to put into practice and assess with certainty. (Bryson et al., 2006; Gajda 2004.)

When it comes to collaboration between NGOs and public sectors according to Abeytia (2020), this type of collaboration has been encouraging more and more people to join and support volunteer missions. One of the reasons for that is that institutions such as the public

sector and NGOs support volunteer missions by providing space, manpower, and other resources to respond to humanitarian crises (Abeytia, 2020).

Moreover, institutions support volunteering by sensitizing and educating people on the need to work together to achieve common goals. As such, institutions must work together to obtain more resources to support team goals and find long-term solutions to alleviate poverty and stop wars. The main problem of working with diverse institutions is the lack of appropriate measures for educating people about the mission, goals, and objectives, as well as the lack of paid staff to train and mobilize volunteers. This problem can be addressed by simplifying the mission visually. Moreover, institutions should integrate active and passive measures to strengthen volunteer activities and initiatives. (Dekker and Halman 2003.)

When seen in a broader context the global refugee crisis poses significant challenges to social stability and sustainable development. Even after arriving at resettlement facilities, refugees struggle with basic needs such as poverty, language barriers, and cross-cultural adjustment. The scope of this crisis is unprecedented, and it puts the world's social stability and sustainable growth in grave danger. Political engagement and volunteerism are two key components often used to explain community involvement during the refugee crisis from a Western perspective (Laczko, 2016).

On the political front, community engagement may be viewed as an explicitly political activity that comprises acts that aim to influence the behavior of public authorities directly or indirectly (Enjolras et al., 2018, p. 191). Yet, most countries are either unable to properly address this global humanitarian catastrophe due to a lack of funding or are hindered in their attempts by divisive local political movements and nationalist ideologies. The global refugee crisis is an example of a dreadful situation that transcends sectoral and national lines that society can successfully address through cross-sector collaboration. (Yang 2020, p. 646.)

Finally, it boils down to conclusion that cross-sectoral coordination is critical in resolving the global refugee crises while also guaranteeing societal stability and long-term progress. By working together, organizations from different sectors can bring unique skills, expertise, and resources to the table to tackle the complex challenges facing refugees and their host communities.



### **3 Research Context: Volunteering and Refugee Settlement in the Norwegian Context**

In this chapter the focus is on the role of volunteering in Norwegian society, particularly in relation to the refugee crisis. It highlights the tradition of volunteering in Norway and the various channels through which volunteers contribute. The chapter gives an overview on how the refugee crisis has affected the need for volunteers, and the challenges faced by NGOs in managing and recruiting volunteers. Additionally, it describes the standard Norwegian model for settling refugees and the role of the Directorate of Immigration and the Directorate of Integration and Diversity in the process.

#### **3.1 Volunteering in the Norwegian context**

Volunteering is long and significantly sedimented in the Norwegian society and culture. About a third to almost half of the citizens give their time to non–profits and other organizations without receiving any monetary compensation. (Gram-Hanssen et al., 2016.)

According to Koos & Seibel (2019), in well-developed welfare countries such as the Nordic countries, residents tend to support and promote the idea that their country should help refugees, and they tend to be more involved in volunteering activities. Additionally, in Norway, municipalities engage and mobilize their resources autonomously. However, their work – carried out in cooperation with local civil society organizations and private companies- is tailored with a common goal and that is to prepare and deliver services to asylum seekers. This may, as described by Koos and Seibel (2019), involve various factors and situations that impact individuals' motivations to volunteer. This is typically noticeable in war and other crisis situations where volunteering is widely used as an aid tool, and where people's motivation for volunteering considerably increases, but often for a limited period of time (Greenspan 2018).

In the Norwegian context, there are a few prevalent avenues through which volunteers offer their resources and services for humanitarian work. These include making donations such as

money, clothes, and food, contributing through activities such as providing assistance with homework, language skills, and housing, and contributing through administrative tasks such as sending applications, translating documents, managing websites, and organizing events (Fladmoe and Enjolras, 2022).

### 3.1.1 *Refugee policies*

In the beginning of 2015, most of the refugee crisis was an overseas issue. That was not a critical problem for Scandinavian (Norway, Sweden, Denmark) national policy actors. Politicians were less active than the media in putting topics on the public agenda. Nonetheless, the three countries' national media presented the Mediterranean events in very different ways. These early framings of the crisis in the media were analyzed in relation to an evolving process of policymaking. As more refugees poured over the borders, policymakers were forced to come up with solutions as well as their own descriptions of the issue. Nearly all policy actors from Sweden, Denmark, and Norway attempted to decrease the arrival rates. They had similar objectives, but they gave different justifications and operationalizations. (Hagelund 2020.)

The premise behind many of the policies and procedures used today for registration, accommodation, settlement, and integration is that asylum seekers would be granted *individual refugee status* after passing an individual asylum assessment, as was the case during the 2015 refugee crises (not collective protection). Since February 2022, public actors in Norway have adjusted those policies and regulations as swiftly as necessary to address the current situation and have chosen to provide *collective protection* to those fleeing Ukraine. (Hernes et al., 2022.) The primary distinction between the refugee crises of 2015-16 and 2022-23, in the context of Norway, is that the latter group is subject to collective protection and can enter the Schengen region without a visa for up to 90 days, whereas the former refugee group, which came from MENA region (Algeria, Bahrain, Egypt, Iran, Iraq, Israel, Jordan, Kuwait, Lebanon, Libya, Morocco, Oman, Qatar, Saudi Arabia, Syria, Tunisia, United Arab Emirates and Yemen) was subject to individual asylum assessments. According to Norwegian law, collective protection may be invoked upon application, which in reality implies that the asylum procedure may be used to invoke collective protection. Also, it is

stated that all requests for individual asylum will be put on hold until the conclusion of the collective protection has been finalized. (Hernes et al., 2022, p. 33.)

This can be visible during the 2022-23 refugee crises where the standard procedures and phases for registration, reception, settlement, and initial integration during the post-arrival period have been altered by all of these factors. The process of requesting asylum and moving to Norway normally takes many months, and there is a clear hierarchy defining the responsibilities of many public actors. However, in the case of the 2022-23 refugee crises everything has been moving much more swiftly for Ukraine refugees in comparison to refugees from 2015-16 crisis. (Hernes et al., 2022.)

### *3.1.2 Refugee Settlement*

The rising number of asylum seekers arriving in Norway resulted in a considerable overflow of Norwegian reception facilities and public sector organizations; as a result, the demand for and reliance on private, non-governmental, and locally managed organizations expanded dramatically. (Fladmoe 2022).

The standard Norwegian model for settling refugees is as follows: the Directorate of Immigration (UDI), a national executive agency under the Ministry of Justice and Public Security, handles asylum petitions. Asylum seekers are housed in UDI reception centers while their applications are processed and have extremely restricted access to public assistance. People granted asylum receive entitlements to social services on a level with those of the majority population. They also obtain the right to settle, not at reception centers, but in a municipality (Ministry of Local Government and Regional Development 2000, 68). The Directorate of Integration and Diversity (IMDi) is in charge of relocating refugees and carrying out civic education programs. (Askim and Steen 2020, p.29.)

However, there are differences in how asylum cases are handled and the type of protection (individual or collective) that asylum seekers received in 2015-26 vs the 2022-23 refugee crisis. In contrast to the 2015-16 refugee crisis, Ukrainian refugees were granted visa-free entry into Schengen countries for 90 days. This offered them the freedom to select between other European nations where they might seek asylum and residence. Additionally, unlike

the 2015 migrants, they were not forced to register during the 90-days stay. This provided Ukrainian migrants more freedom to remain with family and friends instead of going via refugee receiving center. (Hernes et al., 2022.) This has been a significant challenge in the Norwegian context since it has been extremely difficult to track down and identify Ukrainian asylum applicants.

Furthermore, the settlement and waiting time from granted application to settlement in a municipality has been substantially reduced in 2022 in comparison to 2015 (see figure 2.)

- Figure 2: Number of formal settlement of refugees, 2012-sept 2022

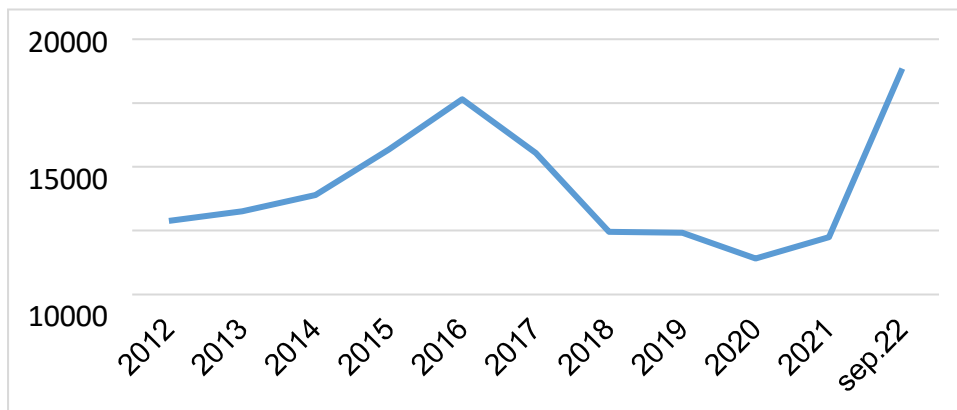


Figure retrieved from: <https://hdl.handle.net/11250/3029151>

Figure 2. displays the annual rate of resettlement of refugees from 2012 to September 2022. When comparing the annual numbers of settlements over the preceding ten years, we can observe that Norwegian municipalities, with close to 18 000 settlements at the beginning of September 2022, had already settled more refugees than they had ever settled for a full year. There was a peak in 2015, and many refugees were also facilitated in the two years that followed. But, since 2018, there have only been between 2800 and 5000 settlements annually. (Hernes et al., 2022. P.19.)

### 3.2 Cross sectoral collaboration in the case of refugee's settlement

The fast surge in refugee arrivals to Norway within a brief period in 2015 and 2022 both marked the refugee crisis and tested the capacity of the public reception system. In both situations, the public apparatus and volunteerism worked together to recruit volunteers and help solve urgent problems. The volunteer work has been made under the sponsorship of traditional organizations like the Red Cross, Norwegian People's Aid, and Save the Children as well as private donors and more recent charitable informal non-government organizations like *Refugees Welcome* (Fladmoe and Enjolras 2022).

In Norway every municipality engages and mobilizes its resources autonomously. Their work has been conducted in cooperation with local civil society organizations and private companies. These efforts are tailored to a common goal, which is to establish and sustain cross-sectoral cooperation for the delivery of services to refugees. (Fladmoe and Enjolras 2022.)

This cross-sectoral cooperation created the need for further investigation to determine what factors affect effectiveness of the volunteer management and their involvement in the services delivery during refugee crises. My particular interest is to find out *how did non-governmental organizations organized and mobilized volunteers to facilitate services for the refugees during the 2015-16 and 2022-23 refugee crises?*

The refugee crises of 2015-16 and 2022-23 have been a challenge for the Norwegian public sector for several reasons. Receiving centers (Mottakssenter) faced a challenge regarding how they could handle not only many refugees that came in a short period of time, but also the ways in which the needs of those who did not go through reception centers were handled. Thus, the need for a well-established cross-sectoral collaboration was greatly emphasized. (Hernes et al., 2022; Fladmoe 2022.)

Overall, the refugee crises of 2015-16 and 2022-23 presented significant challenges to the Norwegian public sector, but also highlighted the importance of collaboration and volunteerism. The coordinated efforts of various sectors, including the government, NGOs, civil society groups, and volunteers, helped to mitigate the challenges posed by the crises and provided much-needed support to the refugees.

### 3.2.1 *The cross sectoral collaboration during the reception of refugees*

Non-governmental organizations (NGOs), which are apart from the government and don't prioritize generating profits, are crucial in providing aid to refugees. They organize Norwegian language classes and integration activities, offer foreigners counseling, legal, and translation services, and actively work to modify the law to better the lot of refugees (Goniewicz, 2022.)

Cross-sectoral collaboration occurs for a variety of reasons, but always with the goal of addressing society's most pressing issues in the most effective manner (Bryson et al., 2006.) Furthermore, as we live in a society of shared power, it highlights even more the necessity and desire for having strong cross sectoral communication and collaboration when dealing with the social issues that multiple individuals and organizations are involved in, influenced by, or partially accountable for responding to public concerns (Bryson et al., 2006). The need for effective cross-sectoral collaboration is especially evident in the cases of the 2015–16 refugee crisis and the current Ukrainian crisis, where cross-sectoral cooperation and communication have been essential for managing volunteers and providing services.

In the 2015–16 refugee crisis, where refugees began arriving in large numbers in Norway without the government truly being prepared, cooperation and communication between public sectors and NGOs- as well as the social movement Refugees Welcome (RW), which was born as a result of the rapid influx of refugees in 2015- were crucial. It has been the collaborative responsibility of not just government agencies but also NGOs and civic organizations, like the RW movement, to divide tasks, share resources, and generate ideas.

### 3.3 Formal and informal NGOs in Asker

In this study data 3 interview participants were from NGOS, 2 from formal NGOs and one from informal. The division between formal and informal was done based on their organizational structure, as well as on type of volunteering (formal and spontaneous). Red Cross Asker and Kristiansand belong to formal NGO group while Refugee Welcome belongs to informal NGI.

New and informal NGOs, such as *Refugees Welcome*, frequently exhibit a greater degree of decentralization, which is typically accomplished through network organization, as a result of the new organizational conditions created by technological advancement. As a result, many organizations have flat organizational structures with minimal hierarchical levels and unclear vertical roles. They frequently follow case-based political dividing lines rather than the traditional ones and are dynamic in the sense that new participants come and go as possibilities for engagement and involvement arise (there is no defined membership or clear distinction between members and non-members). (Enjolras and Eimhjellen, 2018, p.155.)

On the other hand, to coordinate and plan a wide range of collective actions, formal organizations—and particularly nonprofit organizations such as the Norwegian Red Cross—play a critical role. Formal organizations, notably nonprofit organizations such as the Norwegian Red Cross, play an important role in coordinating and planning a wide range of collective actions. According to Enjolras et al. (2018, p. 12), engagement in various types of collective action operated by formal type of organizations frequently increase motives among volunteers due to formal organizational structures, social networks, and a variety of different humanitarian activities.

### 3.3.1 *Red Cross and Refugee Welcome Asker and Bærum*

There is nothing new for non-profit organizations, such as Red Cross, to prepare themselves to address pressing social issues or to better the lives of marginalized groups in society. The end of the 19th century saw the emergence of many outstanding social and humanitarian organizations, many of which were created to undertake social tasks that the public sector was unwilling or unable to do (Enjolras and Eimhjellen, 2018, p. 153). We can observe that during refugee crises, social movements with a distinctive strategy in terms of design, scope, and tempo of mobilization, like *Refugees Welcome*, may offer significant support for welfare sectors. Additionally, people now have more possibilities than ever to connect, work together, and take collective action by joining social movements like *Refugees Welcome*, both inside and outside the confines of conventional organizations and structures. This is a result of social media and the internet's expansion.

Furthermore, social media and technology have transformed not only the way people volunteer, but also the way non-governmental organizations (NGOs) operate. The use of

technology has enabled non-governmental organizations (NGOs) to simplify their operations, communicate more effectively with their stakeholders, and reach a larger audience. Social media allows non-profits to convey their stories and impact, interact with supporters and volunteers, and even fundraise online. Technology has also helped non-governmental organizations (NGOs) to gather and analyze data more effectively in order to enhance their programs and services. As such technology, such as social media platforms, makes it easier for NGOs to mobilize and organize volunteers. These serve as improved extension tools that have greatly enhanced service provisions in both refugee crises. (Hajiheydari et al., 2021.)

Moreover, social media, such as Facebook, has improved networking not only between volunteers and NGOs, but also between refugees and locals. This led to the creation of social movements run by volunteers such as "Refugees Welcome." This type of modern volunteering service is to a great extent centralized, and the framework of the organization within which volunteering takes place is considered of secondary importance. (Henriksen 2019.)

New volunteer initiatives like the *Refugees Welcome* network and *Dråpen I Havet* that arose during the 2015 refugee crisis as a result of the expansion of social media and internet access, was founded outside of the structures of recognized nonprofit organizations, and social media was crucial for motivating and organizing the effort. Several private projects by individuals, particularly on social media, were added to these broad initiatives in both 2015-16 and 2022-23. Volunteers who worked at the Police Immigration Office (PU) in Tøyen, Oslo, participated to the creation of Refugees Welcome to Norway. The group swiftly expanded, and besides Oslo the creation of *Refugees Welcome (RW)* Asker and Bærum was established, and in 2016 it had about 80,000 Facebook members. (Fladmoe and Enjolras, 2022.)

The large-scale volunteer mobilization was quickly acknowledged by the Refugees Welcome initiatives as not only a way to fill the gap in handling the refugee crisis that governmental organizations or existing humanitarian actors could not handle, but also as their main strength as recently founded groups in the field. The Welcome Refugee initiative came up with tales about trying to find a moment in history that was almost singular where "everyone," "ordinary citizens," who had never given their time before, could. These ideas



are conveyed in their mission statements. (Jumbert 2019).) However, it is important to note that Refugees Welcome (RW) Asker and Baerum operated independently of Refugees Welcome Oslo, and there was no cooperation between those two.

As a more established kind of volunteering and frequently a more official type of volunteer, the Red Cross is one of the biggest NGOs in Norway. By relying on the local expertise and resources of the volunteers who are working in their own areas as well as working internationally with other national societies, the Norwegian Red Cross (NRC) seeks to provide vital services through 400 local branches in 19 districts throughout Norway (NRC, 2009). The NRC works to guarantee that immigrants and refugees have access to basic rights like health care and helps to include and recognize the resources and abilities of refugees.

Also, the NRC (Norwegian Red Cross) and the UDI have clear agreements in place, particularly in times of emergency like the refugee situation. These agreements improve coordination, regulate how civil society and humanitarian organizations collaborate, and support expanding the variety of activities offered to visitors at receiving centers. The agreements should also help with the oversight of welcome center volunteers' quality of service (Norwegian Red Cross, 2019). Moreover, the NRC interacts with the government agencies involved in this field, especially IMDi, to submit funding requests at the federal level. Furthermore, the municipalities are in contact with NRC branch offices and district offices. Whether or not through these relationships, the NRC provides a variety of programs and activities for the integration of refugees. (Ali, 2020.)

## 4 Design and Methods

This section will present the research design and methods employed. It will start by outlining why the qualitative design was chosen, and then continue with the selection of municipalities and study participants. This section also addresses the data collection and analysis methods, to finally describe the validity, reliability, and ethical standards employed for this study. The qualitative method was used for this research study because the purpose was to explore and discover answers to the research questions by examining the interview participants' subjective experiences, perspectives, attitudes, and perceptions as leaders. It is vital to note that thematic analysis was the primary method used to analyze data acquired from interviews.

### 4.1 Research paradigm

The research paradigm that will serve as a basis for this study is interpretivism. The idea behind interpretivism is that reality is subjective, multifaceted, and socially produced. That is, we can only grasp someone's reality by their experience of it, which may differ from another person's according to the person's historical or societal perspectives. (Bryman 2016.) In this research project, I have focused on the leader's interpretation of the world around them, and on understanding how they managed volunteers and cross-sectoral collaboration during the two refugee crises.

The word interpretivism typically refers to an alternative to the positivist dogma that has dominated science for decades. According to interpretive scholars, access to reality (given or socially built) is only possible through social constructs such as language, awareness, shared meanings, and tools. The critique of positivism in the social sciences serves as the foundation for the development of interpretivist philosophy. (Dudovskiy, 2018.)

The interpretivist approach is based on naturalistic data-collecting methods such as interviews and observations. Interpretivist philosophy also favors studying of secondary data. Meanings frequently arise at the conclusion of the research process in this sort of study (Bryman 2016; Dudovskiy, 2018).

The advantages of using interpretivism in qualitative research topics such as cross-cultural variances in organizations, ethical issues, leadership, and the study of variables influencing leadership, among others, may be comprehensively investigated. This is relevant to this research study since it focuses on managing volunteers during the refugee crises of 2015-16 and 2022-23 from the perspective of leaders and managers from the selected sectors and organizations.

Hermeneutics and phenomenology are the most noteworthy interpretivism variants, with this research study concentrating on the use of phenomenology.

#### *4.1.1 Phenomenology*

Phenomenology is a variation of interpretivism. While phenomenology shares with interpretivism and social constructionism an interest in the active role of human experience and consciousness in knowledge production, interpretivism deals more with the interpretation of the researcher and not the accounts of the participants (Shufutinsky, 2020). The researcher, as the main instrument of research, must be aware of his or her subjective ideas, perceptions, values, and possible connections of these with the research that is carried out (Shufutinsky, 2020).

Phenomenology is recognized as “the careful description of experiences in the manner in which they are experienced by the subject” (Husserl, 2013, p.37). As Husserl (2013) puts it, phenomenology encompasses the whole of our ‘life of consciousness.’ In other words, it considers not just explicit cognitive activities, like judgment, but all the myriad activities and states of consciousness that include sensory awareness, perception, memory, imagination, feeling, emotion, mood, free will, time-consciousness, judgment, reasoning, symbolic thinking, self-awareness, subconscious drives, and desires (Husserl 2013, p. 37.)

Husserl (2013) asserts that the first action we must perform is to accept conscious life absolutely unprejudiced as what it quite naturally offers itself, as itself, to be. This action must first take place in immediate reflective self-experience. Moreover, he was extremely concerned in how people relate to one another in what he called generally "intersubjectivity," which includes the sensation of sharing a shared environment and belonging-together in a community. In that manner, phenomenology must seek to capture

all aspects of subjective and intersubjective life, including the vast cultural and spiritual forms (Husserl 2013, p 39).

While Husserl in his earlier works stressed the importance of subjective experience free from assumptions, in his later works he emphasizes that the understanding of complex phenomena is far from being free of presuppositions (Emiliussen et al., 2021).

Husserl (2013) offered groundbreaking discussions of the experience of others, or of the other, which he termed "empathy" in accordance with the psychology of the time, in addition to providing ground-breaking analyses of the structures of individual "self-experience," or one's experience of one's own conscious states.

The co-presence of other subjects who are perceiving the same object from other angles and in different profiles gives me the ability to think of the world as common, shared, "there for everyone," and other conceptions of a similar nature. This may be relevant to how 2015-16 and Ukrainian refugees and asylum seekers have been viewed, as well as how different individuals have perceived these two groups.

A unity of purpose, understanding, shared interests, inside jokes, or anything else can be established when two consciousnesses "coincide" through communication. The concept of humanitarian action and volunteerism during the 2015-16 and Ukrainian refugee crises is indicative of this group's ancient consciousness. Even while both refugee crises required similar engagement and assistance, there were nevertheless obvious contrasts not only from a governmental and political standpoint but also from a personal one.

## 4.2 Research design

The research approach employed for this study is **qualitative**, since it is based on the perceptions of the leaders who were active during both refugee crises. The research method used is a semi-structured interview and document analysis.

While the quantitative research approach aims to study correlations between variables, classify features and count them to construct statistical models, the qualitative research approach offers an in-depth perspective of the participants' consciousness, understanding, and motivation. Qualitative research techniques help uncover the "human" aspects of

problems, such as people's actions, attitudes, and relationships (Babbie & Mouton 2001, 270; Hussey & Hussey 1997, 2; Ali, 2020).

Many qualitative studies offer a thorough (or thick) description of what takes place in the environment being researched. Due to the significance of these elements for the subjects they are studying and the knowledge they provide about the context in which people behave, qualitative researchers typically find this to be crucial for the research. Qualitative studies usually yield a lot of information on the social worlds being studied because of the emphasis on a description. (Bryman 2016, p.394.)

The main reason for using a semi-structured interview for gathering data is because it is flexible thus providing unexpected insights brought by the interviewees. Furthermore, semi-structured interviews frequently allow for a re-focusing of the study because of key concerns that might emerge during interviews. (Bryman 2016.) Since the interviewees of this study were volunteer leaders, they provide relevant information about the challenges faced by volunteer management, both of professional and spontaneous volunteers. In addition, desk research and document analysis were used, and documents, together with the interviews, were treated as primary data.

### 4.3 Selection of municipality

#### 4.3.1 *Asker municipality*

The management of volunteers and cross-sectoral cooperation during the refugee crises in Asker municipality, Norway, in 2015–16 and 2022–23 is the main subject of this study. But why is Asker Municipality the study's primary focus?

In 2020, the Asker municipality underwent reorganization by merging Asker, Hurum, and Røyken into one municipality, Asker. Following the merger of three municipalities into one, the primary goals of the new municipality have been to create policies, projects, and programs, strengthen relationships with NGOs and the private sector, and incorporate the SDGs wherever possible, including but not limited to the economy, environment, and social inclusion innovation markets, as well as by supplying more employment opportunities and working with youth. (Voluntary Local Review, 2021.)

In addition, the goal of the Asker municipality reform has been to enhance its function and structure by combining with Hurum and Røyken municipalities, while also putting more of an emphasis on internal players like service users, citizens, and civil society organizations. The objective of reform has been to create a culture of "co-creation" in the public sector, which will make it more responsive, better at delivering public services, and more problem-solving. Moreover, the goal of integrating three municipalities into one is to identify difficulties and find innovative and daring solutions through collaborative distribution methods with NGOs and the business sectors. (Voluntary Local Review, 2021.)

However, during the 2015 and current Ukraine refugee crises, this transition have an impact on how sectors have been interacting and who has overseen what projects and services have been implemented for the refugees. However, the government's perspective on this matter was different, and they stand behind the statement that the collaboration and welcoming of refugees within various municipalities has been carried out in a proper manner. This indicates that local governments have been working with the municipalities to develop multi-year integration programs for refugees that are tailored to the requirements of the municipalities and accepted by decentralized welfare systems (common decisions). These changes also suggest that local governments are framing the issue as administrative as opposed to political, which has decreased local mistrust regarding welcoming immigrants, and resulted in poor cross-sectoral collaboration. (Askim and Steen, 2020.)

#### *4.3.2 Kristiansand municipality*

The purpose for selecting Kristiansand municipality is to compare how other municipalities managed volunteers during the 2015-16 and 2022-23 refugee crises in comparison to Asker municipality. The reason for selecting Kristiansand municipality to compare to Asker is because of Abeytia (2018)'s study on Asker and Kristiansand during the 2015-16 refugee crises in terms of inclusion and integration of the refugees into these two municipalities. The study by Abeytia (2018) emphasizes the importance of social and physical context in comprehending the complexities of refugees' integration experiences and throws insight on the many degrees of active and passive integration that refugees experience in these two municipalities.

Moreover, Abeyta's (2018) study also reveals a significant difference between the two municipalities regarding the integration of refugees as well as the involvement of locals in volunteering activities. Thus, this study inspired the idea of comparing Kristiansand municipality with Asker municipality to investigate how they managed volunteers during the previous and current refugee crises. The comparison will provide insights into best practices for managing volunteers in refugee crises and help to draw conclusions if there are any differences in context of cross-sectoral collaboration and volunteer management.

#### *4.3.3 Purposive and snowball sampling*

I have chosen to employ purposive sampling because I wanted to concentrate on leaders who were involved in the refugee issue and who could assist me with the relevant research. The purposeful selection of a participant is a component of the judgment sampling method, which is also known as purposive sampling. This non - random technique does not require underlying theories or a predefined number of participants (Etikan et al., 2016, p. 2).

To put it simply, I determined what information was essential to obtain before looking for sources who could and were willing to provide it based on their knowledge or experience. The Red Cross leaders Asker and Kristiansand, the leader for Refugee Welcome Asker and Bærum, and a leader from Asker and Kristiansand public sectors, were deliberately chosen based in their professional background and their roles during both the 2015 and Ukraine refugee crisis. Moreover, purposive sampling is also well-known in qualitative research since it may use, find, and select the most crucial data and resources in the most efficient way. Choosing leaders who could relate to the subject and were involved in the two refugee crises was the main consideration when choosing the interviewees. Even though some of them had slightly different responsibilities in 2015 than they have in the refugee crises of 2022–2023, they were knowledgeable and capable of disseminating information on volunteer management and cross-sector cooperation. The ability to find and select individuals or groups of individuals who are informed and talented about an interesting phenomenon is the fundamental benefit of utilizing purposive sampling. (Etikan et al., 2016.)

Snowball sampling was consequently utilized as well. Snowball sampling is the practice of selecting individuals and then suggesting or introducing other people with experience pertinent to the study (Bryman, 2012). This approach was employed as well because it was

crucial for connecting with the leaders who were involved in the two refugee crises. I began the snowball sampling by getting in touch with Asker residents who were active volunteers, sending message to the Facebook group Refugees Welcome, and getting in touch with the head of Frivilligsentral in Asker, who had the contact details of the Red Cross Asker leader and a few other managers from the Asker municipality. This approach helped me connect with the right people and create networks; otherwise, I might not have been able to do so.

The Asker Frivilligsentral-leader performed a critical role in providing me with not just contact information for leaders in Asker municipality (NGOs and public sectors), but also extra information on leaders from the Red Cross and Kristiansand municipality. This was crucial since it enabled me to connect with leaders from the Red Cross Asker, Refugees Welcome, and Asker's Integration and Diversity department and involve them in data collecting. In November 2022, I began the process of gathering contact information from interview candidates and sending them project description, consent form and options for interviewing (face-to face, Teams and Zoom) via emails. The first interview occurred in December 2022.

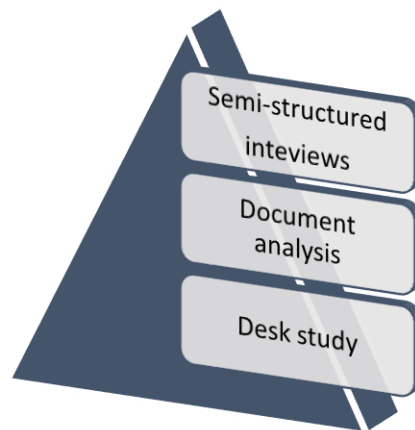
Since documents are part of my primary data, the selection was done by findings documents that are relevant for one or both refugee crises, as well that they are focused on the Norwegian context. Those documents included statistics, previous studies done on regard to one or both refugee crises, and documents that were shared by NGOs and public sectors.

#### 4.4 Data collection

In this research paper more than one approach and data source has been applied due to the need to increase confidence in the results. The primary data have been collected by applying qualitative interviewing, that is to say, semi-structured interviews (face-to-face and via Teams). Desk research and document analysis were used to acquire secondary data. This form of multi-approach is known as the triangulation method (see Figure 3), and it is commonly employed in qualitative research since it allows the author to access multiple data sources (Bryman 2016).



- Figure 3: Triangulation model



Source: Author

#### 4.4.1 *Semi -structured individual interviews*

According to Bryman (2016), in a semi-structured interview, the researcher has a list of questions or topics to cover, which is sometimes referred to as an interview guide, but the respondent has a great deal of freedom in how to reply. This method is versatile, and semi-structured interviews can give information about how research participants perceive the environment.

Semi-structured interviews, according to Mwita (2022), enable a researcher to organize his or her questions ahead of time. As previously noted in this study, these questions may also be pre-tested in pilot surveys. Throughout the preparation stage, the quantity of questions, their topic, and the information to be acquired must all be carefully evaluated. Too many questions may lead interview sessions to be excessively long and inefficient. Moreover, asking inappropriate questions may result in the gathering of irrelevant information (Mwita 2022)

In this regard the interview questions were written in a simple and comprehensive manner so that the participants could understand them, but also that will help me answer the research questions (Bryman 2016). Because the interview was conducted in English, which was not the participants' native language, the requirement for comprehensive questions was

essential. Moreover, participants were given the option of choosing Norwegian terminology if they were unable to find the appropriate English equivalent.

The primary considerations in choosing the applicants for the semi-structured interview were whether they were involved in either or both of the ongoing refugee crises and whether they held leadership positions in either or both of them. Before contacting the participants and conducting the interview, I was familiar with the professional roles of the participants, and they were informed why they were selected to be interviewed.

The participants were representatives from the Asker Red Cross, the social movement Welcome Refugees Asker and Bærum (managed by volunteers and citizens), and the leader of inclusion and diversity department in the Asker municipality. In addition, the interview with the Red Cross Kristiansand leader and the leader of the Kristiansand municipality department was conducted, which made in total five interviews. The reason for expanding the interview group and reaching out to Kristiansand municipality and Red Cross Kristiansand, was to gain a better understanding of the research phenomena as well as to compare and investigate whether there were differences in how volunteers and collaboration were handled in Asker municipality versus other municipalities.

The interview guide was designed with an opening section that gives a short overview of the research objectives and aims. Then the interview guide is made an Introduction part that contains two questions and two sub questions. Part two is the main part that contains key questions relevant for the management of volunteers during 2015-16 and 2022-23 refugee crises. This part of the interview guide contains all together 12 questions, with 3 sub-questions. Part three is strictly focused on the cross-sectoral collaboration, and it contains three questions with two sub questions. The final part is the closing part where the interview participants had the possibility to add something that has not been asked.

The Asker group (municipality, RCA, RW) was interviewed in person, whereas the Kristiansand leaders were interviewed via the Teams platform. Every interviewee was first reached by email, where they were presented with the research problem, goals, and objectives, as well as suggested dates, locations, and/or platforms for the interview. The "Asker group" and the "Kristiansand group" varied in how the interviews were done. The "Asker group" was interviewed in public places (Innbyggertorg Asker and Heggedal) and at

the RCA (Red Cross Asker) office, by using face-to face type of interview, whereas the "Kristiansand group" was interviewed through Teams. However, the short visit to Kristiansand group were performed in December, for the purpose of meeting the participants and preparing them for the Teams interview.

The initial email invitations to the interview started in November, until February, and the first interview took a place in 19 of December and the last on the 8 of February. The reason for such a long-time frame of contacting the potential interview participants was due to using snowball sampling (see "*Purposive and snowball sampling*" paragraph).

- Figure 4. The interview groups.

Group Asker	Number of participants	Positions
Red Cross Asker	1	Leader
Asker Municipality	1	Advisor in department for Inclusion and Diversity
Welcome Refugees	1	Leader
<b>Total Number of Participants</b>	3	
Group Kristiansand	Number of participants	
Red Cross Kristiansand	1	Senior advisor for Migration and Volunteering
Kristiansand Municipality	1	Volunteering Coordinator
<b>Total number of participants</b>	2	

Source: author

The interviewee from Asker municipality, who is an advisor in the department for inclusion and diversity, had experience with refugees as she had formerly worked for the Child

Protection Services and was responsible for unaccompanied minors. The interviewee from Kristiansand municipality works as the volunteer coordinator in the volunteer unit, which was created in 2020. However, she formerly worked for the Norwegian Red Cross. The 2 interviewees from the Red Cross are professional leaders: the one from Asker has been leader since 2016, and the one from Kristiansand has over 10 years of experience as a Red Cross worker. The Kristiansand interviewee has worked with migrants and also with volunteers who work with refugees, as well as with the Roma minority of Norway. The interviewee from Refugees Welcome had no background in volunteering or ideal work, as she formerly worked with leadership development in startup companies, which she gave up after she developed 2 chronic diseases. She then decided to start the ideal organization after she saw the photograph of the 2-year-old Alan Kurdi lying dead on the beach. So, of the 5 interviewees, 4 had previous experience with volunteering, except for the interviewee from Refugees Welcome Asker and Bærum.

## 4.5 Data analysis

### 4.5.1 *Thematic analysis*

Thematic analysis is one of the most used techniques in qualitative research, and as a method it helps researchers to identify themes that are essential to the study's goal. This method also assists in the elimination of irrelevant information from a study. Yet, unlike methods such as grounded theory or critical discourse analysis, this is neither a historical approach nor one characterized by discrete clusters of approaches. (Mwita, 2022.)

“Thematic analysis, despite its common use in qualitative data analysis, is a young approach with limited definitions of its steps or features” (Bryman 2016, p. 584.)

Additionally, thematic analysis (TA) is a technique used to find and analyze meaning patterns in a dataset (Braun & Clarke, 2006). It shows which topics are important in characterizing the event under investigation (Daly et al., 1997). Because thematic analysis is not connected to a certain theoretical perspective, it may be used with a variety of ideas and epistemological approaches. It works well with social phenomenology as well as social representations theory (Fereday & Muir-Cochrane, 2006; Joffe 2012). Thematic research often begins with verbal interview (or focus group) data or textual newspaper data. Semi-structured interviews

are commonly used to acquire interview data (Wilkinson et al., 2004). This imposes topic regions on people's thinking, when a more naturalistic inroad into people's meaning systems about the issue under research may be preferred (Joffe, 2012).

Moreover, a solid thematic analysis must explain most of the data, rather than merely selecting samples of text segments that support the claims it wishes to make. The prominence of a certain theme, however, does not tell the entire tale. The goal of TA is to represent a balanced picture of the data and its significance within a certain framework of thinking, rather than overemphasizing the frequency of codes isolated from their context. (Joffe, 2012.)

In this research paper by carefully selecting people (leaders) from Asker municipality the aim has been to demonstrate how they led/managed volunteers and facilitated cross-sectoral collaboration during the 2015-16 and 2022-23 refugee crises. In addition to the interviews of the Asker group, the Kristiansand municipality (sector for volunteering coordination) and the Red Cross interviews were used as a way of examining how other municipalities in Norway handled it. The use of thematic analysis is appropriate as it can help uncover both the obvious and underlying reasons of an issue, such as a lack of cross-sectoral coordination and insufficient volunteer management, both of which can have an impact on the quality of services provided to service users. The search criterion for theme analysis is to look for repetitions, similarities and contrasts, missing data, and transitions across all themes.

When applying thematic analysis, significant emphasis has been placed on *repetition* since it appears to be the most prevalent criterion for developing patterns within data that may be termed a theme. Nonetheless, repetition must be related to the study questions or research topic of the project. Furthermore, it is critical to explain how themes were discovered and how they developed from the data, as well as why they are relevant and noteworthy. This entails demonstrating the significance of themes by demonstrating how they link to other themes, what their consequences are, and how they relate to other works. (Bryman, 2016.)

#### 4.5.1 Documents analysis

Document analysis is a methodical procedure for researching or evaluating printed and electronic information (computer-based and Internet-based). Document analysis, like other

qualitative research methods, entails the inspection and interpretation of material to extract meaning, gain insight, and construct empirical knowledge. (Bowen 2009, p.27.)

Document analysis is typically used in conjunction with other qualitative research methodologies to triangulate, as was the case in this study paper, where I collected data using semi-structured interviews and a desk study in addition to documents. By reviewing information gathered using several approaches, the researcher may confirm findings across data sets, reducing the influence of any biases that may occur in a single study. (Bowen 2009.) Documents, according to Bowen (2009), can be utilized for a variety of objectives as part of a research study. Documents can provide evidence of prior occurrences, as well as background information and historical context, obstacles, as well as the elements affecting the issue under investigation. Researchers may utilize data from documents, for example, to contextualize data gathered during interviews. Such insight and expertise can help researchers comprehend the historical roots of, for example, volunteering during war crises, management during war crises, etc.

According to Atkinson and Hammersley (2006, p.122) “documents can contain information about the locations being researched or their broader surroundings, as well as notable persons or organizations.” This information may occasionally be of a type that is not available from other sources. In other situations, they may give critical confirmation or dispute information obtained via informants or observation.

As a result, documents analysis, same as the interviews, were utilized and analyzed as a primary data collection approach, and it was carried out by gathering official papers relevant to management of volunteers during the 2015-16 and 2022-23 refugee crises. Also collecting prior research publications relevant to the research topic, as well as state reports and statistics regarding the research phenomena.

Some of the documents in form of the public domain (annual reports, workshop/project statements, etc.) were obtained by web search, but some were shared by the interview participants. (Bryman, 2016). The main criteria for selecting documents for the research was that documents were authentic and meaningful (being clear and comprehensive), credible and representativeness (describe the contents of the document, to reduce the complexity of the document), (Bryman 2016).

As the 2015-16 and 2022-23 refugee crises drew major public and media attention, a substantial amount of research in the Norwegian context has been published and publicly available on the web. Prior quantitative publications were especially essential since they provided a more statistical perspective of how volunteers were managed throughout both refugee crises (see Findings chapter) as well as the extent to which sectors coordinated to assist service provision and volunteer recruiting.

#### **4.6 Reliability and validity**

This section outlines the achieved reliability, validity, and generalizability, by explaining the meaning and importance of validity and reliability for qualitative research. Reliability and validity are of crucial importance in social science research. For Edlund and Nichols (2019) reliability amounts to the consistency of measurement, i.e., if measurements obtain the same or similar values across multiple modes. Validity, in turn, means that a certain measurement in fact measures what it claims to measure (Wagner and Skowronski, 2019). In qualitative research, validity implies the appropriateness of the tools, processes, and data (Leung, 2015), i.e., whether the research questions are valid for the desired outcome, the choice of methodology is adequate for answering the research questions, and the design is valid for the methodology, the sampling, and data analysis. Finally, if the results and conclusions are valid for the sample and context (Leung, 2015). Reliability in qualitative research refers to consistency: While some discrepancies are tolerated in qualitative research as long as the methodology and the epistemological logistics produce data that are similar ontologically speaking, but different in their richness and ambience (Leung, 2015).

While generalizability is not expected of qualitative studies due to their focus on a specific issue or phenomenon, with the increasing trend of knowledge synthesis of qualitative research an assessment of generalizability becomes pertinent (Leung, 2015). To attain generalizability in qualitative research, systematic sampling, triangulation, and constant comparison are employed (Leung, 2015).

Good qualitative research necessitates both external reliability (the degree to which a study can be duplicated) and internal reliability (when more than one observer agrees on what they see and hear during the research process) (Bryman, 2016). I examined the authenticity

of all resources before utilizing them to assure the legitimacy of this research. The stability and uniformity of the outcomes when repeated over time are used to determine reliability (Bryman and Bell 2011, p.307). When using interviews, the amount of dependability is directly tied to the interviewers' competence and how the responses are recorded. As a result, inaccuracies in the assessment are likely. To achieve high dependability, the author must be cautious and critical of the material gathered.

To ensure the validity and reliability of this study, the several steps were taken. The following table (Figure 5) illustrates the measures that were applied in this study:

- Figure 5. Measures taken to ensure validity and reliability of the study.

<b>Measure</b>	<b>Validity</b>	<b>Reliability</b>
<b>Triangulation</b>	Multiple data sources used to ensure consistency across different sources of data.	-
<b>Member checking</b>	Participants verified accuracy of data collected to ensure accurate representation of their perspectives.	-
<b>Thick description</b>	Detailed findings provided a comprehensive understanding of the phenomenon being studied.	-
<b>Reflexivity</b>	Acknowledged and addressed researcher's	Acknowledged and addressed researcher's



	bias and subjectivity to prevent personal biases or assumptions from influencing research findings.	bias and subjectivity to prevent personal biases or assumptions from influencing research findings.
<b>Standardized data collection procedures</b>	Semi-structured interview guide used to ensure consistency across different participants.	-
<b>Data analysis</b>	Systematic data analysis procedures, such as thematic analysis, used to ensure consistency and stability over time.	-

*Source: Author*

Overall, the measures taken to ensure the validity and reliability of this study helped to ensure that the research findings accurately represented the phenomenon being studied and were consistent and stable over time.

#### 4.7 Ethical considerations

When it comes to the ethical part VID guidelines that address plagiarism, fabrication, and other violations of established research ethics have been followed. Respect to the integrity of the research subjects have also been guaranteed. This is applicable during every stage of the research. (Forskningsetikkloven 2017, section 8.) Before starting the data collection process, I applied to NSD (Norsk Senter for Forskningsdata) my research proposal, where I explained aims of the study, the focus group, data protection process and tools, as well estimated date of the finalizing data collection and the research. I was not allowed to

proceed to do semi structured interviews until I received the “green light” from the NSD. The approval from NSD was sent via email.

My focus interview groups are leaders from Asker municipality (sector for Inclusion and Diversity), the NGOs Red Cross in Asker and the Refugees Welcome Asker and Bærum. In addition, the leader from the Red Cross Kristiansand and Kristiansand municipality (sector for volunteering coordination) were contacted and interviewed. Every selected candidate has been contacted via email where he/she received the project description and suggested dates and time of potential interview.

They were provided with an option of choosing some online platform as well (Zoom, Teams) if the face-to-face meeting were not suitable option for them. The interview participants were informed about the aims of the study, and they received the project description via email before the interview was conducted. Once the interview participants agreed to participate in the interview they were provided with the consent and information form that were sent to them before the interview. Also, on the day of the interview they were provided with the printed consent form where they could sign.

The interview participants, in the consent and information form, were introduced to the confidentiality matter, protection of their identity and personal characteristics, as well as how interview data will be stored, and audio recording destroyed after it has been transcribed.

Furthermore, they -within consent form- were notified who is responsible for the research as well that participation is voluntary, and how their data (including their personal background information) will be stored during and after the research is finalized, and what is the overall aim of the research. (NESH, p. 19, 2021.) Every participant had the option to participate autonomously without being compelled to do so. In addition, no vulnerable populations were interviewed. In terms of accountability, the researcher intends to keep accurate records about the research project, enabling copies or authentications.

## 5 Presentation of the Findings

There were 9 main themes (or categories) that emerged from this qualitative research.

These were the role of social media in encouraging volunteering, types of activities of the volunteers, interorganizational collaboration, volunteer mobilization, service provision, the comparative complexity of the 2 crises, flexibility issues, conflicts and dilemmas, and management strategies.

The forms of involvement of volunteers during the 2 crises were myriad: from spontaneous, 1-time donations to structured activities that required long-term commitment. The activities of the volunteers were likewise manifold: from organizing events for women and children, coordinating efforts with other organizations in the provision of services, to implementing mobilization strategies (e.g., through Facebook posts) and providing services like cleaning the accommodation facilities before the arrival of the refugees.

### 5.1 The role of social media in encouraging volunteering

Fladmoe and Enjolras (2022) assert that nowadays social media is a key entrance point for volunteering and that many contributions are made in response to encouragement from others, or after learning about the possibility to help others through friends or acquaintances. To find out how many people helped refugees in 2015-16 and 2022-23, either on their own initiative or at someone else's request, Fladmoe and Enjolras (2022) ran a survey. To find out how many people helped refugees in 2015-16 and in 2022-23, either as a personal initiative or motivated by others, Fladmoe and Enjolras (2022) conducted a survey. Figure 6 below shows the 2 groups' main information sources, presenting how each group first had learned about the chance to aid refugees and asylum seekers.

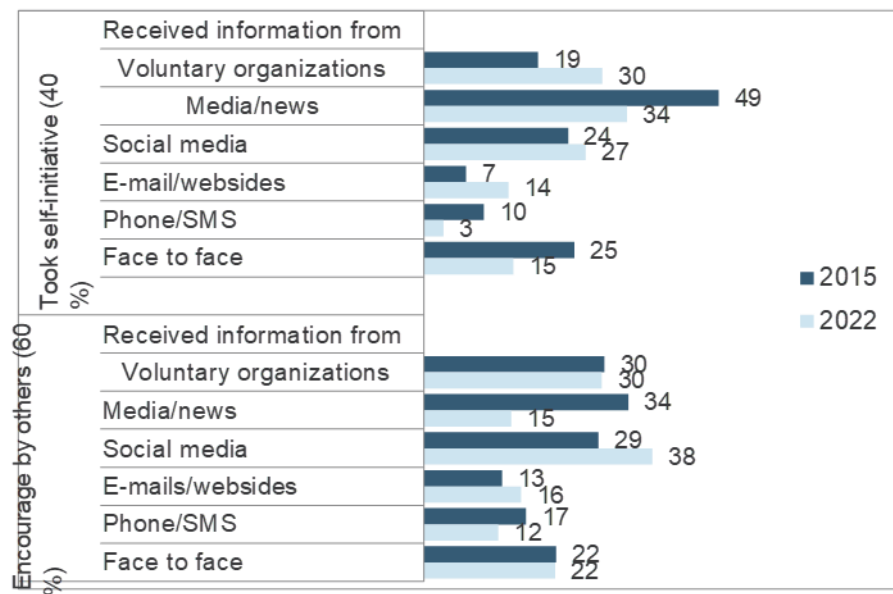
The research conducted by Fladmoe and Enjolras (2022) provided valuable insights for the Finding chapter. Their survey form not only offers data on the impact of media on the mobilization of volunteers in the refugee context, but also proves applicable to the case of Asker and Kristiansand. Additionally, interview data from RW organization confirms the significant role of social media platforms like Facebook in volunteer recruitment and donation collection. Informa organizations, like RW, heavily rely on social platforms and

media for volunteer recruitment and service provisions, as revealed in the interview data. Conversely, structured organizations such as Red Cross, as reported by RCA and RCK interviews, predominantly depend on volunteers reaching out to them due to their reputation and well-established structure. Apart from their website, they do not rely on social platforms such as Facebook to mobilize their volunteers.

The graph also demonstrates that in 2022, as compared to 2015, those who took the initiative by themselves were more likely to obtain information from nonprofits. Voluntary organizations were equally significant in both years among those who received encouragement from others.

In 2015, as compared to 2022, mass media coverage and marketing were more significant, especially among individuals who initiated projects themselves. Social media, on the other hand, were as more significant in 2022 than it was in 2015, particularly among individuals who received support from others. The importance of email and web pages increased from 2015 to 2022, whereas the importance of phone calls and SMS decreased. Finally, we observe that face-to-face interaction was similarly important in 2015 and in 2022 for those who got support from others, but it decreased in importance for those who took the initiative themselves.

- Figure 6: Mobilization of volunteers in 2015 and 2022



Source: Fladmoe and Enjolras, 2022

It is conceivable to conclude that people's willingness to engage in humanitarian action has been considerably influenced by the recent rapid rise of the internet and social media, as well as access to information. It appears that NGOs used social media and internet as an extended and useful tool for mobilizing and organizing volunteers. This is especially relevant in Norway, where 97 percent of people have access to the internet (SBB 2016), implying that social media and the internet are critical in recruiting volunteers for civil and humanitarian initiatives.

## 5.2 Activities of volunteers

### 5.2.1 Donations and direct supervisions of goods

After the first Facebook publication of Refugees Welcome Asker and Baerum, there was a flood of donations of clothes and equipment. The volume of the donated items was such that the interviewee of Refugees Welcome published another post on Facebook asking for free warehousing facilities. She stated that many volunteers offered their garages free of charge and helped sort the clothes and other donated items. Then, Refugees Welcome Asker

and Baerum distributed the goods in refugee camps. Furthermore, when suddenly the manager of the Vardåsen camp called her asking for help, as 3 buses with refugees would soon be arriving, Refugees Welcome organized a caravan of volunteers to set up beds for the newcomers. The nature of volunteering at Refugees Welcome Asker and Baerum was spontaneous and informal- mostly in the form of donating items or preparing the facilities for the arrival of refugees. Volunteer management was in the form of posting on social media and providing one-time, swift logistical assistance to refugee camps: "In one post, 60 people came up within 30 minutes helping". Volunteers also helped Refugees Welcome run the shop they had for the refugees.

It can thus be asserted that people's willingness to engage in humanitarian action has been considerably influenced by the recent rapid rise of the internet and social media, as well as access to information.

### *5.2.2 Activities targeted to a specific group*

In contrast, the activities organized by the Red Cross in Asker and Kristiansand were formally structured. Some of these activities were specially designed for children, for youth and for women, while other activities were for all refugees, e.g., organizing a Christmas dinner.

Interestingly, the NRC (2015) highlighted their dedicated efforts in integrating refugees, particularly during the 2015 refugee crisis. To achieve this, they introduced a "buddy system" that paired volunteers with recently arrived refugees for a period of nine months, providing guidance and support as they navigated their new surroundings. This innovative approach gained traction in Norway, with the Refugee Guide Program (RPG) initially originating in Bærum and eventually expanding to other municipalities, including Asker (Ali, 2020).

During an interview with a representative from the Red Cross Kristiansand, further insights emerged regarding their activities for the refugees. The organization not only arranged activities within the centers but also facilitated opportunities for refugees to engage in outdoor excursions and acquire new skills, such as swimming lessons for women. A They also recognized the significance of language learning and networking, providing one-on-one tuition in Norwegian as a method of encouraging contacts and integration among migrants. Similarly, the Red Cross gives focus training to spontaneous volunteers. The interviewee from the Red Cross in Kristiansand confirmed what her colleague from the Red Cross in

Asker had said: their organization offers a wide range of services. She did, however, stress that all initiatives are extensively assessed before being executed. Furthermore, the detail that Red Cross gives training to spontaneous volunteers, confirming what Abeytia (2020) underlines in her study, which is that recognizing the role of volunteers and boosting their effectiveness is critical for attaining organizational goals.

### 5.3 Collaboration

The interviewee from Asker municipality, department for Inclusion and Diversity, said that the municipality does not manage volunteers directly, but that the municipality is the first contact volunteers have. She mentioned that it was important to give potential volunteers accurate information about what activities they could participate in, and through which organizations, so that they do not lose their motivation: “So it's important that they're met with some professionals that can talk to them about, okay, what do you want to do? And try and connect them to the right organization that we know work with what they want to do.”

She stated that the municipality did not manage volunteers directly, but through the IMDI (The Directorate of Integration and Diversity). Therefore, the municipality collaborates directly with other organizations for volunteer recruitment and management. Asker municipality collaborated with *SOS Barnebyer Norge* to organize shelters for unaccompanied minors and for recruiting foster parents in the 2015 crisis. She stated that while there had not been much collaboration before the COVID-19 pandemic, there had been collaboration from the beginning of the Ukraine crisis. She stated that the municipality depends on the backup of volunteer organizations because it does not always have the resources to manage volunteers. She also pointed out that while collaboration was important, different organizations have differing views and priorities:

“...Collaboration is important, but the organizations have their own views on what they want to do. And how they want to volunteer and which projects they want to spend their time on. So it's not always that we have the same needs”.

As in the case of her colleague from Asker municipality Inclusion and Diversity unit the representative from Kristiansand municipality (Volunteering unit) stated that they are usually the first contact volunteers have. However, the role of the municipality is mainly to

contact volunteer organizations: “The municipality also had to sort of try to organize and mobilize the different activities or organizations.” The municipality collaborated with all organizations that offered activities by organizing meetings and providing information.

Since Norwegian municipalities do not manage volunteers directly, they rely on NGOs and other private actors to provide services for asylum seekers and refugees. As has been stated above by both the representatives of the Asker and the Kristiansand municipalities, the municipalities act mainly as connections between potential volunteers and organizations.

The view of the interviewee who represented the Red Cross Asker is that collaboration between the Red Cross and the municipality needs improvement in terms of communication. This opinion was shared by the interviewee from Refugees Welcome Asker and Baerum, that collaboration with other organizations did not work very well. The interviewee stated that she had contacted the manager of one of the refugee camps in Vardåsen, and that at the beginning the manager said that the issue should be decided by the municipality. Finally, they were welcome to donate clothes and hygiene products for the refugees. Another problem she faced was collaborating with refugee camps where there were children, because volunteers must have a police certificate to work with children. Eventually they went through an introductory course and the volunteers obtained a police certificate with the aid of Norsk Hjelp. In the same manner, cooperation with the Red Cross in Asker did not work well, as the Red Cross in Asker considered that Refugees Welcome was not well organized. The Baerum Red Cross was much more willing to cooperate with them.

The interviewee from Kristiansand municipality stated that they had written agreements with the Red Cross and the Norske Kvinners Sanitetsforening, since the municipality does not have volunteers of its own. These organizations provided training for the volunteers. The interviewee from the Red Cross in Kristiansand confirmed the collaboration scheme with the municipality: She stated that the Red Cross provides the know-how and the experience to help refugees. The municipality was very involved and proactive in organizing meetings with other NGOs. In Kristiansand, cooperation between the Red Cross and the Municipality works well. The Red Cross makes sure that it does what it has to do and does not perform any tasks that belong to the municipality.



Cross-sectoral collaboration is viewed as an essential and desirable technique to address complex public concerns by Bryson et al., (2016) and Abeytia (2020). In the context of the Kristiansand interview data, it becomes apparent that maintaining ongoing communication with the public sector yielded remarkable outcomes in terms of volunteer management and cross-sectoral collaboration. However, it is crucial to acknowledge that the establishment and sustainability of such collaborations are influenced by competitive and institutional factors.

Conversely, the lack of collaboration between NGOs, such as between Red Cross Asker and Refugees Welcome in this particular case, coupled with inadequate communication with the Asker municipality, has resulted in dissatisfaction, miscommunication, sluggish service provision, and overlapping operations. This highlights the significance of fostering effective collaboration channels and maintaining transparent communication among all stakeholders involved to avoid such challenges.

#### 5.4 Mobilization

Community involvement can be described as voluntarily participating in various acts of altruism with the intention of assisting others (a group, an organization, or society as a whole) without anticipating financial reward. Volunteering is a fairly frequent activity in Norway, where more than half of the population takes part in some type of voluntary activities. In Norway and the rest of Scandinavia, this participation is also most firmly linked to activities in sports, hobbies, and leisure groups, where people take part for both their own enjoyment and the good of others (Enjolras et al.,2018; Fladmoe and Enjolras 2022).

The interviewee from Asker municipality stated that in her view, the volunteer response had been very positive during both crises. However, her perception was that there had been more engagement during the Ukrainian crisis. One possible reason she stated is that Norwegians view Ukraine as closer to home than Syria, and they assumed that the Ukrainians would speak English, even though that was not always the case. In both crises, volunteers contacted the municipality or the Directorate of Integration and Diversity spontaneously by email.

The interviewee of Refugees Welcome Asker and Baerum stated that her organization had been able to mobilize thousands of people to donate clothes and other items within minutes: "I think within that first weekend it was 2000 members. whoa, this is hitting a nerve." However, the organization was not ready to handle the volume of donations it received. The organization was overwhelmed with donations, and they had to find storage facilities at no cost since they did not count with any funds. The organization published a note about it on Facebook, and many people offered their garages as warehouses. However, one of the problems she described was that many "donations" were nothing but rags. Regarding the number of volunteers, she said that fewer people volunteered in 2022. In 2015, the Norwegian government was aware that thousands of asylum seekers would come from the Middle East and the mass media constantly announced that to the public, so the citizenry was in a way prepared for a refugee crisis. That was not the situation with the Ukrainian refugees, who came suddenly after Russia started the offensive against Ukraine in February 2022.

The interviewee from Kristiansand municipality said that it was very easy to find volunteers both in 2015 and 2022. Her experience with the Red Cross was that people contacted larger organizations to offer their help. She stated that there had been no problem finding spontaneous volunteers- the real problem was how to keep them: "A lot of people also ended up becoming volunteers. But there's a great mismatch between the numbers that wanted to be a volunteer and people actually ending up being a volunteer, if you know what I mean."

The interviewee from Kristiansand municipality expressed that there had been more spontaneous involvement during the 2015 crisis than during the ongoing Ukraine crisis. Furthermore, during the 2015 crisis, the Church of Norway was more involved, while in 2022 there was more involvement from the independent churches. In the same manner, she stated that the Red Cross and Save the Children were more involved in 2015.

Her opinion was in a way shared by the interviewee from the Red Cross Kristiansand, who stated that in 2015 there were both formal and spontaneous volunteers and that there had been a strong response to the 2015 refugee crisis: "But in the 2015 crisis I felt like there was almost like an explosion of new volunteers. It was very intense and very, very heartwarming

to see...". She also stated that one of the advantages was that the Red Cross already had a big group of certified volunteers that could start helping refugees right away. Some of the volunteers have helped in the 2 crises, but others want specifically to help Ukrainian refugees. Additionally, due to the presence of friends or relatives in Norway, Ukrainian refugees often required fewer services compared to Syrian refugees (Interviewee, Red Cross Kristiansand).

## 5.5 Provision of services

The services provided by volunteers, both formal and spontaneous, provided for refugees, were myriad: from one-time donation of clothes and hygiene products and cleaning for the arrival of the asylum seekers. Beyond material support, volunteers engaged in organizing and facilitating group activities tailored to the unique needs and interests of different groups of refugees. For instance, language courses proved instrumental in helping refugees overcome language barriers and communicate effectively in their new surroundings. These courses not only provided practical skills but also empowered refugees to engage more actively in their communities, enhancing their overall integration and sense of belonging.

The interviewee from Asker municipality pointed out that the municipality practically provides all services for asylum seekers and refugees. As the interviewee put it: "We now consist of services for refugees from zero to hundred, which means that the other organizations are also our responsibility in this new agency- they are no longer part of the Child Protection Office." By encompassing services from "zero to hundred," they acknowledge the need to oversee and coordinate all aspects of support. This shift in responsibility signals a consolidation of efforts and a commitment to streamlining services for better efficiency and effectiveness.

The interviewee from the Red Cross in Asker stated that her organization provides many different services, from emergency relief to activities for newcomers. These services are described on their webpage and include the integration of refugees, language courses, provision of social networks, job facilitation, tours, and activities for children.

The interviewee from Kristiansand municipality stated that, while the municipality oversees the integration of newcomers, it invited all organizations to provide different services to the refugees. The interviewee from the Red Cross in Kristianstad reiterated what her colleague from the Red Cross in Asker had stated- that their organization provides an array of services. However, the interviewee emphasized that before implementing any services for refugees, a thorough analysis of activities/services took place. This evaluation process ensured that the services were carefully reviewed and scrutinized to assess their suitability, effectiveness, and alignment with the specific needs of refugees. By conducting such analyses, the organization aimed to maximize the positive impact of their services and ensure that resources were utilized efficiently.

## 5.6 Comparative complexity of the crises

The standard Norwegian model for settling refugees is as follows: the Directorate of Immigration (UDI), a national executive agency under the Ministry of Justice and Public Security, handles asylum petitions. Asylum seekers are housed in UDI reception centers while their applications are processed and have extremely restricted access to public assistance. People granted asylum receive entitlements to social services on a level with those of the majority population. They also obtain the right to settle, not at reception centers, but in a municipality (Ministry of Local Government and Regional Development 2000, 68). The Directorate of Integration and Diversity (IMDi) is in charge of relocating refugees and carrying out civic education programs. (Askim and Steen 2020, p.29.)

Yet, there are significant differences in how asylum cases are handled and the type of protection (individual or collective) that asylum seekers received in 2015-16 vs the 2022-23 refugee crisis. In contrast to the 2015-16 refugee crisis, Ukrainian refugees were granted visa-free entry into Schengen countries for 90 days. This offered them the freedom to select between other European nations where they might seek asylum and residence. Additionally, unlike the 2015-16 migrants, they were not forced to register throughout the 90-day term. This provided Ukrainian migrants more freedom to remain with family and friends instead of going via a refugee receiving center. (Hernes et al., 2022.) This has been a significant

challenge in the Norwegian context, since it has been extremely difficult to track down and identify Ukrainian asylum applicants.

Ukrainians have settled through direct arrangements with the relevant municipalities to a considerably higher extent than other refugee groups. Also, the issue of settlement surfaced significantly faster than in 2015 receiving processes due to the quick application procedures for Ukrainians seeking protection, and the availability of multiple opportunities to official settlement compounded the situation (Hernes et al.2022, p. 10.) Furthermore, the settlement and waiting time from granted application to settlement in a municipality has been substantially reduced in 2022.

The situation was very different when it came to the settling of refugees and asylum seekers who came in 2015, who are primarily of Syrian, Afghan, Iraqi, and Eritrean nationalities. They fall more under the purview of the general asylum seekers category, which mandates that everyone entering Norway and requesting refuge be registered as such with the UDI (Østby 2016). The Directorate of Immigration (UDI), a national executive body under the Ministry of Justice and Public Security, manages applications for asylum. Asylum seekers reside at UDI reception facilities while their claims are being processed, and they have very little access to public assistance. People who are granted asylum gain access to welfare programs on par with the general populace. Also, they gain the right to reside in a municipality rather than a welcome center (Ministry of Local Government and Regional Development 2000, 68).

According to Hernes et al. (2022, p. 34) the Norwegian system has recently made room for "self-settlement," which allows refugees to find an own home but still requires them to apply to the municipality to be formally placed there in order to maintain their eligibility for financial aid and integration programs. IMDi (the Directorate of Integration and Diversity) is contacted, and a formal settlement agreement is created if the municipality agrees to accept the refugee. Prior to the entrance of Ukrainians, self-settlement was not a common practice, and many local governments had not previously welcomed refugees for self-settlement. Ukrainian refugees were granted visa-free entry into Schengen countries after arriving in Norway, and they also had more freedom to stay with family and friends rather than going through a refugee receiving center before their application for collective protection was approved and they could formally be merged into a municipality (Hernes et al., 2022).In the

Norwegian context, this has been a huge difficulty because it has been incredibly difficult to locate and identify Ukrainian asylum seekers (Ministry of Local Government and Regional Development 2000, 68).

The interviewee from Asker municipality stated that volunteer management had been easier during the 2015 crisis, because all asylum seekers registered at the reception centers. In contrast, the municipality did not know how many Ukrainians would come, so a reception center had to be created. Her view was shared by the interviewee from the Red Cross Asker, who also pointed out that the 2022 crisis was more difficult. She stated that there had been better cooperation with the municipality in 2015-16, and that volunteers in 2022 thought that they would only be dealing with Ukrainian refugees, but that some Russian refugees came as well.

In the view of the interviewee from Refugees Welcome Asker and Baerum, it had been easier to recruit and manage volunteers in 2015. One problem she mentioned about the 2022 crisis was of political nature: Refugees Welcome Asker and Baerum is an apolitical group whose aim is just to help asylum seekers in need. When the 2022 crisis came, there were both Ukrainians and Russians coming to Norway, and some of the volunteers did not want to help the Russian refugees: "We are not dividing ethnicities. The Russians coming to Norway have just the same reason as those Ukrainians coming to Norway."

Likewise, the representative from Kristiansand municipality believed the 2022 crisis had been more challenging than the 2015 crisis because back in 2015 all asylum seekers could be contacted at the asylum centers, whereas many Ukrainians live in private accommodations. Because Ukrainians could legally stay in Norway for three months with a tourist visa, they were not required to apply for protection right away and thus did not need to register at the asylum centers.

## 5.7 Flexibility (or the lack thereof)

Both interviewees from the Red Cross (Asker and Kristiansand) mentioned issues of flexibility within their organization: The interviewee from the Red Cross Asker stated that, as a formal volunteer organization, all their volunteers have their usual work, and that there was no pool of volunteers who could provide a rapid response to the refugee crises. Furthermore,

she mentioned the responsibility she had for applying for funds. She pointed out that one of the disadvantages of the Red Cross was that it was too bureaucratic, something that affects flexibility negatively:

“We for instance, when we were approached by a man saying I'm a bus driver and I can hire a bus to go to Ukraine to pick up refugees. Can you participate or can you provide funding for petrol or something? And we said we don't know if this is in agreement with the municipality. We don't know if this is in agreement with Red Cross principles.”

One of the main criticisms of this interviewee of the Red Cross is that there is an excess of regulations that has hindered the effective provision of services. In the same manner, the lack of collaboration with the municipality has proven to be a great hindrance: “Asker Red Cross is a large organization with lots of guidelines, and all these guidelines are sensible, but they tend to make us less flexible than we need in certain cases.”

The interviewee from the Red Cross in Kristiansand pointed out that, as an established organization, the Red Cross had many professional volunteers and employees. Therefore, projects are carefully analyzed to see if the Red Cross is the most suitable organization to provide certain services, or if some other organization is better at it. For this reason, it takes time for the Red Cross to start something new, as it must be carefully evaluated.

Furthermore, because formal NGOs such as the Red Cross require a 12-hour training program, including standard Red Cross volunteer training, before working for the organization, the organization's flexibility in mobilizing and organizing volunteers is limited (Norwegian Red Cross, 2016).

## 5.8 Conflicts and dilemmas between NGOs and volunteers.

The five interviewees mentioned dilemmas they had faced during the two refugee crises.

One of the main issues mentioned is related to the expectations of volunteers: The interviewee from Asker municipality said that volunteers wanted to provide different services and do different things, so there was no one-size-fits-all strategy. She believed this was not good for the organization, because the organization needed stability: “...people

want to decide much more for themselves what they want to do, which is a good initiative, but for us, we need things to be a bit more systematic and stable.”

The interviewee from Refugees Welcome Asker and Baerum mentioned abuse: not all the people who wanted to get something provided free of charge were refugees. Another problem she mentioned was a power struggle with the Refugees Welcome to Norway organization, which wanted to manage the Asker and Baerum group. There were altercations over several issues, including people smuggling: “And that was a big, also a political fight between the refugee’s group because the Norway group wanted to owe all those subgroups.”

One problem faced by the interviewee from Kristiansand municipality was a lack of commitment among spontaneous volunteers: Many volunteers leave after a short time, when they find out that volunteering means commitment:

“...the experience is that easy come, easy go if you’re very active, I guess sort of like emotional, oh, I want to help, but you haven’t really thought through your motivation and when things aren’t like, oh, I have to take a course, no, I just want to help here and now.”

Her view was shared by the interviewee from the Red Cross in Kristiansand, who stated that some of the volunteers saw that volunteering for the Red Cross implied too much work and left instead for other organizations. Furthermore, she added that the Red Cross needed more employees to work better: “...We are totally dependent on volunteers. That’s the foundation of our organization. But because of that, we don’t have a lot of employees that support the volunteers.” She also stated that there was a need for improvement around public relations: “...we should make everyone aware of what we do and what we can offer.”

The findings from this study underscore the importance of managing volunteers in various ways, as well as using additional tools, such as social media and the internet, to increase volunteer recruitment, market their services to service consumers, and involve spontaneous volunteering as part of the official organizational context (Fladmoe and Enjolras 2022). Having this kind of flexibility allows formal NGOs to respond rapidly to emergencies or unforeseen occurrences, as well as contribute a varied set of talents and experiences to an organization. (Ellis 2019; Hustinx and Lammertyn 2003).



## 5.9 Management strategies

Depending on the organization and the project, having volunteers from a certain background may be preferred when it comes to volunteer recruiting. In general, an appropriate strategy is required for managing and recruiting each group of volunteers. The volunteer manager must choose the best approach to motivate volunteers to serve and stay involved in the organization by taking into consideration their backgrounds (Cnaan & Cascio 1999). Although volunteers are generally welcomed, organizations often strive to not only recruit the right individual for the right role but also keep them involved for as long as possible. This is because it always takes more time and effort to recruit and train new volunteers as compared to retaining them (Gaskin 2003).

Another fundamental problem is that NGOs like Refugees Welcome are led by spontaneous volunteers. For NGOs, volunteers are a limited and unreliable resource that is challenging to manage and employ. Predictability and long-term planning are essential pillars for fostering robust NGO contributions in safe environments. Hence, volunteers must take the necessary time and have the necessary training to fully comprehend their role and responsibility when dealing with residents who may be in a vulnerable or uncertain living situation. (Oxford Research 2019.)

The way volunteers are managed at the Red Cross Asker and Kristiansand significantly differs from how they have been managed by the Refugees Welcome Asker and Bærum. The Red Cross requires individuals to complete 12 hours of training, which includes the standard Red Cross Volunteer training. A specific course delves into the responsibilities of being a refugee guide. Furthermore, participants in the Refugee Guide Program (RGP), including both guides and refugees, are obligated to maintain confidentiality regarding any private information shared during the project. While this commitment is rooted in moral obligations, it is not legally binding (NRC, 2016). On the other side Refugees Welcome requires no training and rely of social media and spontaneous volunteers.

During the refugee crises there were many spontaneous volunteers who offered their services but did not want to have binding commitments with the Red Cross, so they went to other organizations. As a formal volunteering organization, the Red Cross analyzes all activity plans thoroughly to determine if they are the best organization to offer certain activities:

“...we evaluate if are we the best organization to start this, or is someone else supposed to do this? Is this supposed to be the public's municipality or the government's responsibility? Do we have the money to do this? Do we have the people? And if we don't, can we get the people?”

For the Red Cross, it is of utmost importance that activities are sustainable, i.e., that they can be carried out systematically. In the same manner, the Red Cross evaluates if other organizations offer the same activities that they plan to avoid duplication of efforts.

The interviewees from both Asker and Kristiansand municipalities stated that their role was to coordinate volunteers together with other organizations, e.g., the Red Cross, SOS Barnebyer Norge and Norske Kvinners Sanitetsforening. In contrast, Refugees Welcome was an amateur organization that emerged spontaneously after the first refugee crisis, with little or no experience in volunteer management.

While the large-scale volunteer mobilization provided by the Refugees Welcome initiatives was a way to fill the gap in handling the refugee crisis that governmental organizations or existing humanitarian actors could not handle, their main strength was that they were recently founded groups in the field. However, their initiatives were limited to one-time spontaneous, amateur volunteering. Furthermore, it is important to note that Refugees Welcome (RW) Asker and Baerum operated independently of Refugees Welcome Oslo, as the services and activities they organized and supported did. According to the RW Asker and Baerum interview data, there was no cooperation between those two.

## 6 Discussion

The objective of this chapter is to establish a cohesive framework by linking theoretical concepts and empirical evidence gathered from interviews in Asker and Kristiansand, as well as insightful documents. These sources provide valuable insights into the practices and challenges involved in volunteer management during refugee crises. The key areas of focus in this chapter include examining the distinctions between formal and spontaneous volunteering, discussing importance of cross sectoral collaboration, and emphasizing the significance of flexibility and professionalization in volunteer management.

### 6.1 Cross-sectoral collaboration in addressing the refugee crisis

Norway has been a destination for refugees for many years, and the country has a long history of providing humanitarian assistance and support to those fleeing conflict and persecution. However, the refugee crises of 2015-16 and 2022-23 presented significant challenges to Norway's public sector, requiring a coordinated and comprehensive approach to managing the influx of refugees. However, when comparing NGOs, the Refugee Welcome Asker, Bærum, and Red Cross Asker, several key distinctions emerge that impact their collaboration. These include variances in organizational structure (informal versus formal), the methods employed for mobilizing and managing volunteers (Facebook versus formal training), and the level of collaboration with the public sector and other non-governmental organizations (NGOs).

One key aspect of Norway's response to the refugee crisis was the emphasis on cross-sectoral collaboration. As noted by Hernes et al. (2022), the development of coherent policies for refugee and integration services in Norway required collaboration between government agencies, non-governmental organizations, and local communities. This collaborative approach helped to ensure that the needs of refugees were effectively addressed through a range of services and support mechanisms. Cross-sectoral cooperation is the process through which organizations from several sectors share information, resources, activities, and competencies to achieve goals that cannot be achieved by a single sector. This partnership has grown more important in solving global difficulties such as the

refugee crisis, which has jeopardized societal stability and long-term progress. (Hernes et al., 2022; Bryson et al., 2006.)

The interview data from Red Cross Asker, Asker Municipality, Refugees Welcome Asker, and Baerum demonstrate this. NGOs and the municipality of Asker both asserted that collaboration and intersectoral communication were critical throughout both refugee crises. According to them, cross-sectoral collaboration was lacking, and both NGOs perceived a lack of support from the Asker municipality. This finally led to frustration and disorder in the area of managing volunteers and service delivery.

According to an interviewee from the Asker municipality's Inclusion and Diversity Department, Norwegian municipalities do not supervise volunteers directly; instead, they rely on non-governmental organizations (NGOs) and other private players to offer services to asylum seekers and refugees (Bryson et al., 2016; Enjolras et al., 2018). Based on the interviewees from the Asker and Kristiansand municipalities, the municipalities primarily serve as a connection between potential volunteers and organizations. Corresponding to the interviewee from the Asker municipality, the municipality was not responsible or had the resources to manage volunteers directly, but they did collaborate directly with NGOs for volunteer recruitment and management.

Furthermore, the interviewee from the Asker municipality's Inclusion and Diversity Department, claims that Norwegian municipalities do not supervise volunteers directly; instead, they rely on non-governmental organizations (NGOs) and other private players to offer services to asylum seekers and refugees. This support statements from Bryson et al. (2016), where they clarify that Norwegian municipalities do not actively monitor volunteers but instead rely on NGOs and other private actors to provide services to refugees and asylum seekers. This emphasizes the need for good coordination between the public and private sectors in addressing the needs of refugees. They go on to elaborate that because we live in a society of shared power, strong cross-sectoral communication and collaboration are even more important when dealing with social issues in which multiple individuals and organizations are involved, influenced by, or partially accountable for responding to public concerns (Bryson et al., 2006).

In addition, Hernes et al. (2022) and Fladmoe (2022) emphasized the importance of a robust cross-sectoral collaboration to effectively handle not only the high volume of refugees arriving in a short period but also to address the needs of those who bypassed reception centers. This collaboration is necessary to ensure that all the essential needs of refugees, such as food, shelter, medical care, and education, are met promptly and efficiently. Without proper coordination between various sectors, there can be a lack of consistency in the provision of services, which can lead to confusion and distress among refugees.

To address these challenges, the interviewee from Asker municipality the Inclusion and Diversity department stated that the municipality collaborated with all organizations that offered activities by organizing meetings and providing information. The municipality's role primarily involved contacting volunteer organizations and coordinating their efforts to support refugees and asylum seekers: "The municipality also had to sort of try to organize and mobilize the different activities or organizations" This collaborative approach helped to ensure that refugees and asylum seekers were effectively supported through a range of services and support mechanisms, which was particularly important given the scale and complexity of the crisis (Bryson et al., 2016).

According to the interview data, the role of the municipality is to collaborate directly with other organizations for volunteer recruitment and management. The municipality depends on the backup of volunteer organizations because it does not always has the resources to manage volunteers. Institutions such as the public sector and NGOs support volunteer missions by providing space, manpower, and other resources to respond to humanitarian crises (Abeytia, 2020). The involvement of NGOs and other private players is crucial in providing services to refugees and asylum seekers, and the collaboration between public and private sectors is essential in addressing the complex challenges posed by the crisis (Hernes et al.,2022; Fladmoe 2022).

Individuals and organizations may better address the needs of refugees and asylum seekers, provide more effective services, and enhance overall response to emergencies such as the refugee crisis by collaborating across sectors. This collaboration is critical in meeting the needs of those affected by crises and providing the support and assistance they require to rebuild their lives. The presence of non-governmental organizations (NGOs) and other

private entities is critical in aiding refugees and asylum seekers, and coordination between the public and private sectors is critical in tackling the crisis's complex difficulties. (Fladmoe 2022; Hernes et al., 2022.) Several studies have emphasized the need of cross-sectoral collaboration in developing successful policies for refugee and integration services in Norway, and the data gathered from the interviews clearly confirm the statements made in previous research.

When summing up the previous studies, theories and the data from the interview it can be highlighted that cross-sectoral collaboration can help to build stronger relationships between different stakeholders, promoting greater trust, communication, and cooperation. This is important in creating a more cohesive and supportive community for refugees and asylum seekers, as well as promoting a sense of shared responsibility among stakeholders. Also, cross-sectoral collaboration is essential for managing volunteers during the refugee crisis and other complex public challenges. The involvement of NGOs and other private actors is crucial in providing services to refugees and asylum seekers, and effective management is necessary for NGOs to run smoothly. The study highlights the importance of effective training, professionalization and progression plans for volunteers within these organizations. By working collaboratively, individuals and organizations can improve their response to crises, meet the needs of those affected, and ultimately create a more stable and sustainable society.

## 6.2 The importance of volunteer management in volunteer-based organizations: Insights from Norwegian municipalities.

Volunteer management plays a pivotal role in the operations of nonprofit and third-party organizations (Brudney & Meijs, 2009). It encompasses essential tasks such as recruiting, selecting, training, and retaining volunteers (Brudney & Meijs, 2009). The effectiveness of volunteer management is paramount for organizational success, as it ensures that volunteers remain motivated, engaged, and dedicated to fulfilling the organization's mission and objectives (Brudney & Meijas, 2009).

In recent years, there has been an increasing recognition of the importance of professionalizing volunteer management. Organizations have come to understand the value of investing in the enhancement of their volunteer programs and providing comprehensive training and support for their volunteer managers (Brudney & Meijs, 2009). This emphasis on professionalization reflects a growing awareness that skilled and knowledgeable volunteer managers can significantly contribute to the overall success and impact of volunteer initiatives within organizations (Brudney & Meijs, 2009).

To gain a better understanding of the backgrounds and development of leadership skills among the leaders of Red Cross Asker and Refugees Welcome Asker and Baerum, as well as Kristiansand municipality and Red Cross (as a comparison municipality), semi-structured interviews were conducted. The study revealed that all leaders started as volunteers or worked in NGOs, acquiring leadership skills and expertise through volunteer programs and training. This finding supports previous research by Lockett and Boyd (2012) and Meier et al. (2012), indicating that volunteer programs and training can enhance individuals' leadership skills and increase their chances of assuming leadership positions. Additionally, the authors argue that strengthening volunteer leadership abilities is crucial for the development of volunteer-based organizations, and that leadership is an evolving identity that continually changes and influences others (Lockett & Boyd, 2012).

Effective volunteer management includes analyzing and measuring the performance and influence of volunteers in attaining the organization's goals, in addition to leadership abilities (Taylor et al., 2015). The assessment process assists organizations in identifying areas for development, recognizing successful volunteer activities, and providing feedback to volunteers, which can increase their motivation and involvement (Taylor et al., 2015).

Communication is also an important part of volunteer management. Brown (2006) asserts that clear communication of organizational objectives, expectations, and feedback may assist volunteers understand their position and strengthen their commitment to the organization. This is consistent with the results that the Red Cross Asker and Kristiansand, as part of their formal organizational settings, provides a platform for various activities that might assist volunteer professional growth, clear communication and division of roles. In addition, the interviewee from the Red Cross Kristiansand noted the advantages of having a

group of certified volunteers ready to help in responding to the refugee crisis was crucial. This highlights the importance of investing in volunteer training and development programs to ensure that volunteers have the skills and knowledge needed to effectively carry out their tasks.

Furthermore, the interview data from Asker highlights the challenges of retaining volunteers over time, despite the initial positive response to crises. According to the interviewee from Kristiansand municipality, while it was easy to find volunteers during both the 2015 and 2022 refugee crises, retaining them was a challenge. The mismatch between the numbers of people wanting to volunteer and those who actually end up volunteering suggests a need for more effective volunteer management and engagement strategies. As noted by Brudney and Meijs (2009), effective volunteer management is critical to the success of organizations and requires investment in the development of volunteer programs, training of volunteer managers, and finally evaluation. The process of evaluation helps organizations to identify areas that need improvement, recognize successful volunteer efforts, and provide feedback to volunteers, which can enhance their motivation and engagement (Taylor et al., 2015).

The differences in spontaneous involvement between the 2015 and 2022 crises highlighted by the interviewee from Kristiansand municipality suggest the importance of understanding the unique characteristics of each crisis and the needs of the affected population. In the case of the Ukrainian crisis, assumptions about English language proficiency among Ukrainian refugees may have influenced the level of volunteer engagement. In contrast, the 2015-16 refugee crisis may have generated more spontaneous involvement due to greater media attention and public awareness of the situation. Understanding and addressing the diverse motivations and needs of volunteers is crucial to ensuring their continued engagement and commitment to the organization's mission and goals (Waite, 2018).

In summary, the interview data from Asker and Kristiansand municipalities highlights the importance of effective volunteer management, understanding the diverse needs and motivations of volunteers, and investing in volunteer training and development programs. Retaining volunteers over time is a challenge that requires more effective engagement strategies, evaluation, and feedback. Cross-sectoral collaboration is crucial in responding to



humanitarian crises and community engagement in volunteerism and voluntary organizations can act as a crucial foundation for collective action and civic engagement.

### *6.2.1 Professionalization of volunteers*

The professionalization of volunteer management has become increasingly important in recent years, as organizations have recognized the value of investing in the development of their volunteer programs and in the training and support of their volunteer managers. Brudney and Meijs (2009) argue that "professionalization" refers to "the process by which individuals, organizations, and occupations establish and strengthen the norms, values, and expectations of work in a particular field" (p. 1). In the context of volunteer management, professionalization involves the establishment of norms, standards, and qualifications for volunteer managers, as well as the recognition of volunteer management as a legitimate and valuable profession (Brudney & Meijs, 2009).

The professionalization of volunteer management can lead to several benefits for organizations, volunteers, and the broader community. According to Taylor et al. (2015), professional volunteer management can increase the quality and effectiveness of volunteer programs, enhance volunteer recruitment and retention, and promote volunteer satisfaction and engagement. Moreover, the professionalization of volunteer management can lead to increased collaboration between nonprofit organizations, government agencies, and other stakeholders, as it promotes a shared understanding and commitment to volunteer management best practices (Brudney & Meijs, 2009).

While the professionalization of volunteer management is important for long-term success, it is also important to recognize the value of spontaneous volunteering in times of crisis. As the interview data from the 2015-16 refugee crisis in Asker shows, spontaneous volunteering was critical for providing swift and effective services (RW Asker and Bærum). This underscores the importance of flexibility and adaptability in volunteer management, as organizations must be able to respond quickly to unexpected events and changing circumstances. Moreover, while professionalization can increase the quality and effectiveness of volunteer programs, it is important to ensure that the needs and motivations of volunteers are taken into account. As Waite (2018) argues, volunteers have diverse motivations and expectations, and effective volunteer management involves

recognizing and catering to these different needs. By doing so, organizations can foster a sense of engagement and commitment among volunteers, which can lead to improved outcomes for both the organization and the community it serves. Therefore, a balanced approach to volunteer management is needed, one that recognizes the importance of both professionalization and spontaneous volunteering.

Finally, the professionalization of volunteer management has led to the emergence of specialized roles and certifications for volunteer managers, emphasizing the importance of training and development in this field (Brudney and Meijjs, 2009). By investing in the training and support of volunteer managers, organizations can enhance their capacity to effectively manage and retain volunteers, leading to improved performance and impact.

It boils down to the suggestion that organizations should establish clear standards and qualifications for volunteer managers and invest in the development of effective volunteer programs. At the same time, they must remain flexible and responsive to the changing needs of volunteers and the communities they serve, recognizing the value of spontaneous volunteering in times of crisis. By doing so, organizations can build strong and sustainable volunteer programs that are well-equipped to achieve their mission and goals.

### *6.2.2 Need for flexibility.*

In the realm of refugee support organizations, flexibility assumes paramount importance owing to the ever-changing and unpredictable nature of their work. As highlighted by Ali (2020), the 2015-16 refugee crisis witnessed the emergence of novel volunteer initiatives, such as Refugees Welcome, operating outside the established framework of recognized nonprofit organizations. These initiatives were able to swiftly mobilize and respond to the crisis due to their inherent flexibility and agility.

Effectively managing volunteers necessitates understanding and addressing their diverse needs and motivations, which can range from personal fulfillment to skill development and social connections (Waite, 2018). Nonetheless, there exists ambiguity regarding the reasons behind the underdevelopment of volunteer management, thereby urging nonprofit organizations to adopt a culture of diversity to establish a more functional and efficient management system (Alizadeh et al., 2021). This entails embracing greater flexibility in

recognizing the significance of spontaneous volunteering while also investing in volunteer professionalization (Gaskin, 2003).

According to the Norwegian Red Cross, the Norwegian government struggled to ensure a successful integration of refugees and immigrants into Norway (NRC, 2015). The NRC has made significant efforts to foster integration, including the implementation of a "buddy system" that pairs volunteers with recently arrived refugees for a nine-month mentoring period (NRC, 2015; Ali, 2020). However, despite the endeavors of the NRC and other volunteer organizations, the Asker municipality exhibited a stronger inclination toward maintaining control over service provisions and displayed limited openness to assistance from these groups (Red Cross Asker, RW Asker and Baerum). Nevertheless, Enjolras and Eimhjellen (2018) argue that volunteer organizations and community movements serve as vital foundations for collective action and civic engagement, particularly in Norway, where volunteerism and voluntary organizations have long been viewed as extensions of the country's welfare system.

To enhance coordination and collaboration among civil society and humanitarian organizations, the NRC and the UDI have established clear agreements, particularly during times of emergency like the refugee crisis (Norwegian Red Cross, 2019). These agreements govern how organizations collaborate and support the expansion of activities provided to refugees at reception centers. Additionally, the NRC engages with government agencies, notably IMDi, to submit funding requests at the federal level (Ali, 2020). However, new NGOs such as Refugees Welcome, which emerged during the 2015 refugee crisis, do not appear to possess similar agreements with government agencies, as indicated by interview data. Moreover, they encountered challenges in terms of response and collaboration with public sectors and other NGOs during the 2015-16 and 2022-23 refugee crises. The lack of a formal organizational structure and adequately trained volunteers has evidently affected their credibility.

In conclusion, the significance of flexibility cannot be overstated within the realm of refugee support organizations. The ever-changing and unpredictable nature of their work demands that organizations possess the agility and adaptability to promptly respond to emerging challenges. The emergence of new volunteer initiatives during the 2015 refugee crisis,

operating outside the established structures of recognized nonprofit organizations, serves as evidence of the value of flexibility in mobilizing and responding to crises. While the current 2022-23 refugee crises have highlighted a lack of flexibility in cross-sectoral collaboration, endeavors to improve coordination and collaboration among civil society and humanitarian organizations, such as the clear agreements between the NRC and UDI, represent steps in the right direction. Efficient volunteer management that acknowledges and addresses the diverse needs and motivations of volunteers, coupled with a culture of diversity within organizations, is crucial for enhancing volunteer retention and engagement. By embracing flexibility in their approaches, refugee support organizations can better fulfill their mission of providing crucial support and assistance to refugees and immigrants.

### 6.3 The importance of collaboration, professionalism, and flexibility in times of crisis

In times of crisis, collaboration, professionalism, and flexibility are crucial to effectively address complex public challenges. As noted by Bryson et al. (2006), cross-sectoral collaboration is an essential strategy to tackle society's most pressing concerns in the most effective way possible. It involves organizations from several sectors sharing information, resources, activities, and competencies to achieve goals that cannot be achieved by a single sector. However, creating and sustaining cross-sectoral collaboration can be challenging due to competitive and institutional constraints.

The importance of collaboration and flexibility in times of crisis is highlighted in a study by Hernes et al. (2022). The study found that cross-sectoral collaboration has been critical in managing the refugee crisis, particularly in the current Ukraine refugee crisis. However, as noted by the study, there have been challenges in collaboration between different sectors, resulting in a lack of coordination and communication between them.

Volunteer organizations and community movements also play a crucial role in times of crisis, as argued by Enjolras and Eimhjellen (2018). In Norway, volunteerism and voluntary organizations are well-established and have long been used as an extended hand in the country's welfare system. Volunteer programs and training can enhance individuals'

leadership skills and increase their chances of becoming leaders, which is leading to the next stage, the professionalization of volunteers (Lockett and Boyd ,2012; Meier et al. 2012).

Professionalism as another essential aspect of crisis management involves ensuring that all tasks and activities are carried out in a manner that reflects a high level of competence and expertise. Professionalism in crisis management is crucial for gaining public trust and confidence, as well as for ensuring that the needs of those affected by the crisis are met.

According to Bryson et al. (2006), professionals in crisis management should have the necessary skills and experience to respond to a crisis effectively. They should also possess the ability to analyze complex information, communicate effectively, and work collaboratively with others to ensure that the response is well-coordinated and effective.

Professionalism in crisis management, according to Enjolras and Eimhjellen (2018), includes having a clear grasp of duties and responsibilities, as well as the capacity to face unanticipated problems and adapt to changing conditions. This necessitates constant training and development of crisis management experts to guarantee that they have the essential skills and expertise to respond to all sorts of crises. According to Lockett and Boyd (2012), volunteer professionalism is critical in crisis management. They highlight the importance of volunteer training programs to ensure that volunteers are equipped to provide appropriate crisis assistance. However, interview data suggests that spontaneous volunteers from the Refugees Welcome NGO made significant contributions to service provision for refugees during the 2015-16 crisis, despite the lack of formal organizational structure and professional volunteers.

On the other hand, during the 2022-23 refugee crisis, the lack of formal organizational structure and professional volunteers within the Refugees Welcome organization resulted in less positive outcomes in service provision. This was since refugees coming from Ukraine had different settlement policies and more networks in Norway, requiring a more professional approach to crisis management.

Effective crisis management also requires flexibility, which involves the ability to adapt to changing circumstances and respond promptly to emerging needs. According to Bryson et al. (2006), flexibility is critical in collaborative governance as it allows for the accommodation of diverse interests, ideas, and perspectives. In addition to professionalism, flexibility is another

key aspect of crisis management. According to Hernes et al. (2022) and Bryson et al. (2006), crises are complex and unpredictable, and therefore require a flexible and adaptable response. This means being able to adjust plans and strategies in response to changing circumstances and being able to make quick decisions based on incomplete information.

In the context of crisis management, flexibility allows for the adjustment of response strategies to fit the changing needs of those affected by the crisis. Hernes et al. (2022) highlights the importance of flexibility in the context of the current Ukraine refugee crisis, as it requires a dynamic and adaptive response to meet the evolving needs of refugees and asylum seekers.

It all boils down to the realization that effective collaboration among organizations is critical in times of crisis in order to address complex public challenges, as evidenced by the study's findings on cross-sectoral collaboration between Red Cross Asker, Asker Municipality, Refugees Welcome Asker, and Baerum, as well as Red Cross and municipality Kristiansand. Hernes et al. (2022) adds, however, that collaboration within organizations can be hampered by difficulties such as power imbalances and competing agendas, which can lead to friction and distrust. To solve these issues, companies should prioritize connection and trust development via open communication, mutual respect, and common goals. Flexibility is also vital since companies may need to adjust their strategies and procedures in order to respond effectively to changing conditions during a crisis (Lai et al., 2018).

By incorporating elements of flexibility, professionalism and collaboration into crisis management strategies, individuals and organizations can better respond to crises and ensure that the needs of those affected are met, as well by working together and being flexible and professional, individuals and organizations can effectively manage crises and ensure the needs of those affected are met.

## 6.4 Reflection

There is turbulence at the global level caused by many reasons like climate change, wars, grinding poverty, and the outbreak of epidemics. It can thus be expected that there will be situations of crisis in the future that will require the help provided by volunteer

organizations. These organizations cannot work in a vacuum, though; they must coordinate their efforts together with other organizations and the public sector.

As the most important asset of not-for-profit organizations, volunteers must be provided with training and opportunities for advancement to leadership positions. Volunteer retention depends on non-economic incentives, like making them feel appreciated and that their endeavors make a difference. In the same manner, organizations that depend on volunteers must be able to value different forms of cooperation and different degrees of commitment, as these differ from individual to individual. In addition, volunteers are motivated by non-monetary rewards such as feelings of satisfaction and purpose, hence, providing adequate training, support, and recognition is crucial to retain them. Volunteer work should not be seen as a replacement for paid work or a means of exploiting free labor.

This study has shown that, while collaboration between the public sector and volunteer organizations worked well in Kristiansand, it was not as efficient in Asker. In the same manner, it has proven that flexibility is needed in times of crisis, and a more agile organization can better handle unexpected situations. The Red Cross as a professional volunteer organization, has regulations that are needed for providing the array of services it provides- however, overregulation proved to be a hindrance. There is a need for more collaboration, more communication, and more flexibility among the different actors providing help for people in distress.

In summary, it is vital that volunteer organizations are professionalized, coordinated with the public sector, and provide a supportive and rewarding environment for their volunteers. Only then can we ensure that volunteers are able to contribute effectively to our communities, and that their work is truly valued and respected.

## 7 Conclusion

The refugee crisis in European countries has sparked the emergence of numerous prosocial initiatives aimed at addressing the diverse and ongoing needs of refugees. While some European citizens have expressed resistance to using welfare resources to support refugees, the majority acknowledge the importance of solidarity within the welfare system and are willing to shoulder some costs to provide assistance to those in need. It is notable that wars and crises have often evoked compassion in people, motivating them to intervene and alleviate human suffering.

The refugee crisis, spanning from 2015-16 and to the current 2022-23, is a multifaceted and pressing issue that requires a comprehensive response from various stakeholders. Non-governmental organizations (NGOs) play a pivotal role in providing assistance to refugees, and volunteers are indispensable for the effective functioning of these organizations. However, managing volunteers during the refugee crisis presents significant challenges due to the unique nature of the crisis and the diversity of the volunteer workforce.

This study highlights, in Norwegian context, the criticality of collaboration, professionalism, and flexibility during times of crisis, particularly in the management of volunteers in the refugee crisis context. Cross-sectoral collaboration is indispensable for effectively addressing complex public challenges, while volunteer organizations and community movements play a crucial role in crisis management. Demonstrating professionalism and flexibility is vital to ensure competent execution of tasks, adaptation to changing circumstances, and accommodation of diverse needs during crises.

Furthermore, the study underscores the importance of effective volunteer management in the refugee crisis, within the Norwegian context. It emphasizes the necessity of collaboration to address the refugee crises. Additionally, the study contributes valuable insights into volunteer management strategies employed by NGOs during the 2015-16 and Ukrainian crises, as well as the collaboration between public and non-governmental sectors.

The research sheds light on the challenges associated with managing volunteers during the refugee crisis, primarily due to its unique nature and the diverse volunteer workforce. The study emphasizes the need for effective volunteer management, encompassing



organization, coordination, direction, and supervision of volunteers to ensure their contributions are utilized effectively and that volunteers find their work rewarding and fulfilling.

Moreover, the findings, from Asker and Kristiansand municipalities, suggest that collaboration between the public and non-governmental sectors can face obstacles such as power imbalances and competing agendas, which can give rise to friction and distrust. Addressing these issues necessitates prioritizing connection and trust development through open communication, mutual respect, and shared goals.

The study provides practical recommendations for volunteer leaders and NGOs involved in refugee assistance, offering insights into volunteer management within the refugee crisis context. It highlights the importance of training, support, and recognition to retain volunteers. Ultimately, by fostering collaboration, flexibility, and professionalism, individuals and organizations can effectively manage crises and ensure the needs of those affected are met.

In summary, this thesis underscores the significance of efficient volunteer management and leadership in non-profit organizations, particularly in situations like global refugee crises where swift and well-organized service provision is crucial. Furthermore, it calls for further investigation into the factors influencing volunteer management and cross-sectoral collaboration during refugee crises, specifically within the Norwegian setting. This knowledge can prove invaluable to policymakers and practitioners involved in refugee support and volunteer management.

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## 9 Appendixes

Appendix 1: Information letter

### Research Background

Management of Volunteers in Cross-Sectoral Collaborations in Asker Municipality in 2015-16 and 2022-23  
Refugee Crises

Master student: Selma Hellman

Supervisor: Marta Struminska-Kutra

Master programme: Community Development and Social Innovation, VID Specialized University, Oslo

This is a master thesis project conducted within master study program Community Development and Social Innovation that takes place in VID Specialized University Oslo and in cooperation with VID Stavanger.

The purpose of this project is to find out how strategies used by public sector, and NGOs such as the Norwegian Red Cross and Welcome Refugees have been successful in managing volunteers during the 2015-16 and 2022-23 refugee crises, as well how public and non-governmental sectors have collaborate to provide aid for asylum seekers both during the 2015-16 and the Ukrainian refugee crises.

#### **Why are you being asked to participate?**

The selection of interview participants has been done according to their contribution, in context of leadership and management, during the 2015-16 and Ukraine refugee crisis.

Participation is voluntary Participation in the project is voluntary. If you chose to participate, you can withdraw your consent at any time without giving a reason. All information about you will then be made anonymous.

There will be no negative consequences for you if you chose not to participate or later decide to withdraw.

#### **What does participation involve for you?**

The method for collecting data is semi-structured interview. The interview will be sound recording so that data can be transcribed accurately. Transcripts will not include names or any personal data of a participants, and

they will be stored safe and destroyed after transcription is done. The data will not be shared with other institutions.

### **Your personal privacy – how we will store and use your personal data**

We will process your personal data confidentially and in accordance with data protection legislation (the General Data Protection Regulation and Personal Data Act).

The access to personal data will have only the researcher (me) and the supervisor professor Marta Struminska-Kurta will have access to data after it is collected, transcribed and without any link to personal data of a participant. To ensure that unauthorized person is not able to access to personal data all emails, names and anything that could link to a participant will be replaced with a code and stored separately from rest of the data (that is interview transcripts).

#### ***What will happen to your personal data at the end of the research project?***

The project is scheduled to end 16.04.2023

All personal data including sound recordings will be destroyed at the end of the project.

### **Your rights**

So long as you can be identified in the collected data, you have the right to:

- access the personal data that is being processed about you
- request that your personal data is deleted
- request that incorrect personal data about you is corrected/rectified
- receive a copy of your personal data (data portability), and
- send a complaint to the Data Protection Officer or The Norwegian Data Protection Authority regarding the processing of your personal data

What gives us the right to process your personal data?

We will process your personal data based on your consent.

Based on an agreement with VID Oslo, Data Protection Services has assessed that the processing of personal data in this project is in accordance with data protection legislation.

**Where can I find out more?**

If you have questions about the project, or want to exercise your rights, contact:

- VID OSLO
- Selma Hellman (student) at [selma.solfjell@gmail.com](mailto:selma.solfjell@gmail.com); or +47 969 21 518
- The project supervisor Marta Struminska-Kurta at [marta.struminska@vid](mailto:marta.struminska@vid.no) or +47 486 50 835
- Our Data Protection Officer: Monica Skagen at [monica.skagen@vid.no](mailto:monica.skagen@vid.no) or +47 952 58 667
- Data Protection Services, by email: ([personverntjenester@sikt.no](mailto:personverntjenester@sikt.no)) or by telephone: +47 53 21 15 00.

Yours sincerely,

Project Leader  
(Researcher/supervisor)

Student (if applicable)

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## Consent form

I have received and understood information about the project “*The Difference in Volunteering during the 2015-16 and Ukraine refugee crisis*” and have been given the opportunity to ask questions. I give consent:

to participate in (*interview*)

I give consent for my personal data to be processed until the end date of the project, approx. (15.04.2023)

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(Signed by participant, date)

## Appendix 2: Interview guide

Thank you for agreeing to this interview. I am in the process of conducting research for my master's Thesis in VID Oslo.

The main aim of this study is to investigate the strategies used by public sector, and NGOs such as the Norwegian Red Cross and Welcome Refugees to attract and manage volunteers.

A secondary aim of this dissertation is to compare the strategies used by public sector and NGOs during the 2015-16 and the Ukrainian crises.

Another aim is to investigate in what ways the public and the private sector have cooperated to provide aid to asylum seekers both during the 2015-16 and the Ukrainian crises.

Due to your position in ----- organization, I want to speak to you about your professional experience during Syrian and Ukraine refugee crisis.

### **Part 1: Introduction**

**1. Can you tell me little bit about your background?**

**2. What is your role in the Asker municipality?**

- **Specifying the role during the 2015-16 and Ukraine refugee crisis**
- **Specifying responsibility during both refugee crisis**

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### **Part 2: Questions**

**1. How would you describe recruitment and management of volunteers in Asker during Ukraine refugee crisis in comparison to 2015-16 refugee crisis?**

**2. Reflecting on experiences with volunteering in the context of Ukraine and 2015 refugee crises-do you see any differences between the two?**

**3. What kind of action (service provisions) your organization /department have organized for**



<i>the 2015-16 refugees?</i>
<b>4. What about actions/services for the Ukraine refugees? (What were they)</b>
<b>5. How important was and still is previous experience in volunteering when mobilizing volunteers during Syrian and Ukraine refugee crisis?</b>
<b>6. Did refugee crisis from 2015-16 and 2022-23 led to wider mobilization among certain groups, more than usual?</b>
<b>7. How did you attract volunteers into your organization during 2015-16 refugee crisis?</b>
<ul style="list-style-type: none"> <li><b>• How about during Ukraine refugee crisis?</b></li> </ul>
<b>8. Do you, as a leader see differences in how you manage the process in the case of 2015-16 and Ukraine crisis?</b>
<b>9. To what degree social media, such as Facebook, and news, impacted recruitment and management of volunteers during Ukraine refugee crisis?</b>
<ul style="list-style-type: none"> <li><b>• How about during 2015-16 refugee crisis?</b></li> </ul>
<b>10. Did/ do you as a leader use social platforms and other organization to mobilize and manage volunteers?</b>
<b>11. Did you use different strategies to attract and manage volunteers during Ukraine refugee crisis in comparison to 2015-16 refugee crisis</b>
<b>12. How are the challenges faced during the refugee crisis in 2015-16 different from the challenges faced under the Ukrainian refugee crisis?</b>
<b>1. How you, as a leader, tackle those challenges?</b>
<b>Part3. Cross-sectoral collaboration</b>
<b>1. When organizing the activities for the refugees were your organization cooperating with other organizations? Which?</b>
<ul style="list-style-type: none"> <li><b>• What were you experience from these collaborations?</b></li> </ul>

**2. Was there difference in cross sectoral collaboration during Ukraine refugee crisis in comparison to 2015-16 refugee crisis?**

**3. Did policy changes during Ukraine refugee crisis have impact on the leadership in your sector?**

- When you reflect on the experience of both 2015-16 and Ukraine crisis-what could be done better in your opinion? Any advice?**

#### **Part 4: Closing**

**1. Is there something you would like to add that we have not covered in the interview so far?**

**2. Is it possible to contact you via email if I have some additional questions?**

**Thank you for your participation and help, and please do not hesitate to contact me if you have some questions or if you have some additional data that you would like to share.**