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Guide to managing Volunteers contributing to Disaster Prevention, Preparedness and Recovery in Europe



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I. Introduction

Crisis situations, such as floods, refugee crises, pandemics, and earthquakes, have highlighted the crucial role of volunteer engagement. **Volunteers have emerged as key actors in protecting vulnerable groups, repairing damage, providing social and psychological providing support, and fostering solidarity through various forms of connection and joint actions for the common good.** This guide underscores the importance of diverse forms of volunteering and the involvement of volunteers in crisis situations to enhance community resilience. It particularly emphasizes **crisis volunteering**, understanding different volunteering forms, offering recommendations and common standards for volunteer managers in crisis situations, including components related to disaster prevention, preparedness, and recovery. Additionally, the guide provides links to various resources and documentation that are helpful for engaging volunteers in crisis situations.

While primarily intended for experienced volunteer managers with experience in volunteer management, the guide also aims to **broaden perspectives and prepare future volunteer managers to effectively coordinate volunteers during crises**, establishing a supportive and enabling environment.

It represents a combination of different theoretical approaches, key findings from the previous crises and disasters, and practical experience of the Croatian Volunteer Development Centre in various crises in Croatia (floods, earthquake, humanitarian crises in 2015, war in Ukraine).

EVI-DEMS Guides Common Context

This Guide was developed as a course material complementary to the Higher Education European Curricula for Volunteer Manager qualification developed through the EVI – DEMS project.

The European Union funds **EVI - DEMS** project (Enhancing Volunteer Impact – Developing European Management Standards) through **Erasmus+ programme**. The lead partner is Rotterdam School of Management Erasmus University (Rotterdam, Netherlands) and the project is implemented in partnership with Vytauto Didziojo Universitetas (Kaunas, Lithuania), University of Ljubljana (Ljubljana, Slovenia), Centre for European Volunteering (Brussels, Belgium), Out of the Box Europe (Faro, Portugal) and Croatian Volunteer Development Centre (Osijek, Croatia).



II. Glossary of terms

To better understand how to manage volunteers contributing to disaster prevention, preparedness, and recovery, it is necessary to have in mind several closely related and interconnected terms which form the basis of comprehensive approaches to dealing with disasters and emergencies. In simple terms, the core of these definitions from different literature can be summarised as follows:

Disaster Prevention refers to measures taken to reduce or eliminate the risks and vulnerabilities associated with potential disasters. It involves actions and strategies aimed at avoiding the occurrence of disasters or minimizing their potential impact.

Preparedness refers to the readiness and capacity of individuals, communities, organisations, and governments to effectively respond to and cope with a disaster or emergency. It involves planning, organising, and equipping resources and systems in advance to enhance response capabilities.

Recovery encompasses the processes and activities undertaken to restore and rebuild affected individuals, communities, infrastructure, and systems following a disaster. It involves efforts to recover and rehabilitate physical, social, economic, and psychological aspects of the affected areas.

Crisis is a state in which events or phenomena, naturally occurring or caused by human activity, lead to large losses, and to deal with them, it is necessary to engage considerable resources of various stakeholders.

Crisis Management involves the coordination and execution of actions, policies, and procedures to handle and mitigate the impacts of a crisis or emergency. It encompasses the activities carried out during the immediate response to a crisis, as well as the subsequent efforts to manage and control the situation.

Resilience refers to the ability of individuals, communities, organisations, and systems to withstand, adapt to, and recover from the impacts of disasters or crises. It involves building and strengthening capacities and resources to effectively absorb, respond to, and recover from shocks and stresses.

Risk Management refers to a way to reduce risks, limit consequences and increase society resilience to disasters. The goal is to solve the problem of disasters before they happen and threaten development.

Volunteering during crises is a volunteering done in situations requiring urgency and in extraordinary social situations.



III. Understanding the Context, Role and Importance of Volunteering in Disaster Prevention, Preparedness and Recovery

Disasters and crises have their own characteristic causes, unique scenarios, impacts on people and environments, scales, and severity of consequences. They have a large and extremely negative impact on society, the economy, and community development; disrupt the usual way of life, and more often the political conditions of life. They slow down the development of the community and require the taking of special measures by all entities as a reaction to emergencies. However, **their consequences can be mitigated** by taking appropriate preventive measures, managing disaster risk, learning from disasters, and building community resilience to respond to natural disasters.

The role and importance of volunteer engagement in a crisis are significant and multifaceted. Volunteers play a crucial role in supporting affected communities, relief efforts, and overall disaster management. **Volunteering is particularly effective in building and strengthening social cohesion and solidarity within and between groups, as well as in the creation of networks and relationships.** Volunteering allows community members to be emotionally supported in times of crisis, while providing opportunities to meet basic as well as social needs. It creates a circle of trust and common identity, experience, and motivation. Developed horizontal local networks through volunteering help expand access to resources and information in times of crisis.

UN's 2018 State of the World's Volunteerism Report: The thread that binds (Khozi Mukwashi, 2018) brings new evidence about **the role of volunteering in strengthening the community resilience.** The report explains how communities value volunteerism, which enables them to create collective strategies to solve various economic, social, and economic challenges. The creation of human-centred connections and relationships and the ability to organise volunteers are two key determinants of volunteerism whose contribution is recognised for creating community resilience. Formal and informal volunteering encompass a wide range of activities aimed at providing community support and strengthening the community's resilience system, from providing services, advocating for change to participating in various community processes.

The European Economic and Social Committee, in its own-initiative opinion: Volunteers – Citizens building the future of Europe (EESC, 2021), highlights **the vital role of volunteers across sectors** like social, environmental, and cultural domains. The opinion calls for increased recognition, support, and integration of volunteering in European policies, emphasizing the need for fair treatment and adequate resources and paying tribute to the millions of volunteers who have demonstrated their significant social role through their work to combat the effects of the COVID-19 pandemic. It stresses volunteering's potential to strengthen democracy, foster inclusion, and enhance overall societal well-being.



Why Volunteering Matters to Disaster Prevention, Preparedness and Recovery?

- **1. Ability to Provide Immediate Assistance:**
Volunteers mobilise quickly and provide immediate assistance by participating in search and rescue operations, distributing essential supplies, setting up shelters, and offering medical aid.
- **2. Complementing Professional Services:**
Volunteers can fill critical gaps by offering additional power, resources, and support services, enhancing the capacity of the existing response system.
- **3. Local Knowledge and Community Connection:**
Volunteers often come from the affected community or nearby areas, which gives them valuable local knowledge and understanding of the community's needs, resources, and cultural context.
- **4. Flexibility and Adaptability:**
Volunteer engagement provides a flexible workforce that can adapt to evolving crises. Their agility and willingness to step in wherever necessary contributes to a more efficient and comprehensive crisis response.
- **5. Emotional Support:**
Volunteers can offer emotional support and provide comfort to those who are distressed or traumatised.
- **6. Community Building and Recovery:**
Volunteers can assist in community development initiatives, participate in reconstruction projects, contribute to disaster preparedness efforts, and engage in activities that promote resilience and sustainable development. Volunteer engagement fosters a sense of solidarity, strengthens social bonds, and empowers communities to better prepare for future crises.



Strategic and Policy Frameworks in Europe ¹

Strategic and policy frameworks on involving volunteers in disaster prevention, preparedness, and recovery at the EU level can be observed through different mechanisms, strategies, programmes, and initiatives, such as: The European Civil Protection Mechanism, The European Solidarity Corps, The EU Strategy on Disaster Risk Reduction, The EU Consensus on Humanitarian Aid and The EU RescEU Mechanism. These initiatives provide a broad framework for cooperation and coordination among EU Member States in responding to disasters and for EU humanitarian action, recognise the role of civil society, including volunteers, in complementing the response efforts.

However, **specific protocols, programmes and strategies vary across member states and in different contexts mention volunteering.** In some European countries, there are crisis management or civil protection laws, strategies or protocols that clearly mention involving volunteers and NGO forces in the event of crisis or emergencies (such as Lithuania, Portugal, Croatia, Albania, North Macedonia, Bulgaria and Slovenia).

On the other hand, in Belgium and Netherlands existing emergency planning procedures give hardly any attention to volunteers and volunteer organisations, who are often first to arrive in crisis situations.

Yet, the attention given to volunteers in most of the existing strategic and policy frameworks is mainly only on paper and is lacking in practice. Most of the civil protection systems traditionally rely on larger volunteer-involving organisations such as voluntary fire brigades or the Red Cross which rely on volunteers. They play a crucial role in disaster response, preparedness, and other humanitarian activities. Examples in which small local organisations and citizens in a broader sense are invited and included as operational forces during crises and emergencies are rare in Europe.

During COVID-19 crisis in 2020 **Centre for European Volunteering² called on policymakers for a “Change of Gear for Volunteering” (The Road to Recovery, 2020)** that should include increased focus, intensity and speed of investment and partnership development with volunteer-involving and volunteer infrastructure organisations to reflect the importance of the energy, expertise, and commitment of volunteers for health, well-being, and solidarity in Europe.

The Blueprint for European Volunteering #BEV2030 (2021)

recognises volunteering as an important part of community resilience and advocates for volunteering to be an integral part of the community planning for crisis prevention and response. Volunteering in crises requires special attention, planning and organisation. Responses to crises with the support of volunteers is efficient and effective when ensuring that the structures for the coordination and support needed for episodic emergency volunteering are ready in advance with adequate and suitable support and funding.

1. For further reading, see chapter VI. Resources.

2. Home: Centre for European Volunteering (CEV). CEV. (n.d.). <https://www.europeanvolunteercentre.org/>



IV. Managing Volunteers Contributing to Disaster Prevention, Preparedness and Recovery

“Shifting Landscape of Volunteering”

Understanding the phenomenon of citizens' voluntary contribution to disaster prevention, preparedness and recovery is crucial for effective volunteer management in times of crises. The “shifting landscape” of volunteering is visible in the decline of formal and organised volunteering in favour of in-formal, spontaneous, and episodic volunteering. Informal volunteering has grown dramatically in the past decades. The UN's State of the World's Volunteerism Report 2022: Building Equal and Inclusive Societies (Morley, 2021) highlights that trends show the **dominance of informal volunteering compared with formal volunteering**.

Digitalisation even speeded up the rise of this phenomenon and has had a significant impact on volunteering in crises, revolutionising the way people contribute their time, skills, and resources and express their solidarity, values and compassion while engaging in these activities. It increased accessibility through digital platforms and online tools, which expands the pool of potential volunteers and increases overall engagement. Digital communication channels enable quick mobilisation of volunteers during crises. Volunteers can receive real-time updates, instructions, and coordination. Remote assistance and virtual volunteering (data analysis, translation, crisis mapping, online counselling, and social media management) are enabled. Digital platforms have facilitated the emergence of crowdsourcing and micro-volunteering initiatives, where individuals can contribute small, manageable tasks or provide information to aid crisis response efforts. Digital tools enable seamless communication and collaboration between volunteers, organisations, and crisis-affected communities. This enhanced communication fosters efficient teamwork, information sharing, and knowledge exchange, leading to more effective crisis response. While digitalisation has brought significant benefits to volunteering in crises, it is important to note that it may also exacerbate existing digital divides and exclude those who do not have access to technology or digital literacy skills. Therefore, additional efforts should be made to ensure inclusivity and equitable access to digital volunteering opportunities, so that everyone can participate in crisis response and recovery efforts.

The trending style of volunteering is moreover **increasingly individualistic, episodic, and flexible, less constrained by formal rules, initiated on impulse and operated autonomously**. Spontaneous volunteering brings unique strengths and challenges to volunteer process while at the same time enabling rapid response in dynamic contexts (Yang, 2021).



The 2015 European humanitarian crisis (which began when the flow of refugees and migrants increased significantly) has shown **the significance of spontaneous volunteers** who functioned as “structured self-organisation” (complementary relationship between self-organisation and coordination) and as an alternative to an official response system. This phenomena demands more collaborative and flexible approaches in volunteer management to foster volunteering and citizen engagement. (Simsa et al., 2019).

The conceptual typology of volunteering (Koolen-Maas et al., 2023) recognises **three categories of volunteers**: traditional (wild salmon), third party (farmed fish), and spontaneous (marine zooplankton). Each volunteer resource requires a specific form of management. The three resources are fluid and interact dynamically with each other and with/within a broader volunteer environment consisted of various stakeholders that have a shared responsibility to govern the volunteering resource diversity which is crucial for supporting volunteering in general. This calls for **collective strategies and policies** among stakeholders that help each resource to prosper (Koolen-Maas et al. 2023).

IAVE’s “Leadership for volunteering: the COVID-19 experience” research report (Mwathi Mati et al., 2021) showed that across the globe, **the pandemic increased the complexity of the volunteering environment**.

A comprehensive Swiss report on managing volunteers in disasters (Roth, F. and Prior, T., 2019) emphasises **importance of collaboration between civic society and public administration in successful emergency and disaster management**. Factors including new technologies, large-scale disaster events, and a differently engaged population are combining to bring new, spontaneous, or emergent forms of volunteerism to official disaster management activities.

De Oliveira (2021) also addressed these relationships between state management and the work that was done in the field by NGOs. Voluntary activity intersects private domains, households, and families, institutionalising social assistance partnerships with the State, which embodies a “shared” management of “crisis”. This **joint governance model** must be reviewed since it interferes with real economies of society, especially in crises, where getting by largely depends on social provision.

Pădurariu (2022) noted that deep crises seem to multiply and diversify, with examples such as the Ukraine war refugee crisis and the COVID-19 pandemic. At the same time, in these crises, people tend to get involved through various forms of volunteering. However, these can prove useless when unorganised, without adequately trained people and careful planning. It is emphasised that **time management, training and coaching should be priorities for NGOs** in creating mechanisms to attract and retain volunteers, ensuring their satisfaction with the task, and contributing to their well-being at the same time.



Why is Coordinating Volunteers Contributing to Disaster Prevention, Preparedness and Recovery Different?

Citizen participation is one of the most important principles of risk reduction from various types of disasters and in building resilient, flexible communities. Volunteering in crises is most often manifested as collective behaviour and response of citizens to crisis situations. Such a response can be either in the form of spontaneous, episodic volunteering or in an organised environment managed by civil society organisations.

In the past decades, the world encountered many humanitarian crises, natural disasters, as well as the global COVID-19 pandemic accompanied with various types and forms of volunteering as a response to crises. Organised (and trained) volunteers are traditionally managed by formal organisations. Spontaneous volunteers who may or may not have professional knowledge, experience, formal training, but are motivated by the desire to help others, appear most often in the early stages of the crisis. However, some of them later join the organisations that provided them with the assistance. Those situations stressed **the importance of developing strategies, appropriate mechanisms of structured and systematic institutional support**, ensuring standards related to volunteering in crises, but also showed the synergetic effects of all types of volunteering on building community resilience.

Volunteering in crises is "more sensitive" than classic, traditional volunteering and managing volunteers in those situations can be challenging for NGOs. In emergency and crisis situations, more than ever, volunteer management needs adhere to some basic principles, such as protecting the people who are being helped, as well as the volunteers. Regardless of whether it is about organised or spontaneous volunteers, the most important assumption that needs to be considered is that crisis situations carry risks which are often invisible at first sight. Responsibility for life and health, efficient human resource management, and necessary expertise are crucial when taking on specific tasks. Additionally, the protection of dignity and mental health, both for volunteers and the people receiving help, is an essential prerequisite for action in all forms of volunteering. It is important to follow the instructions of competent authorities and organisations in order to avoid negative effects of volunteering, as well as additional harm to citizens and volunteers. Volunteers should also be aware of their limitations, since volunteering in crisis situations can cause stress, anxiety, fear, or other difficult and challenging emotions and even trauma.

Basic Principles of Volunteering in Crises:

1. Responsibility for life and health
2. Protection of dignity
3. Expertise in specific tasks
4. Efficient human resource management
5. Mental health care

The results of a study that explored spontaneous volunteering during the 2015 European humanitarian crisis showed that to prevent inefficiencies, it is necessary to have **clear rules, tasks, and responsibilities**, but within open and fluid structures that enable and ensure autonomy. That is why for CSOs, spontaneous volunteering requires balancing between self-organisation and coordination (Simsa et al., 2019).

Managing volunteers contributing to disaster prevention, preparedness, and recovery requires a specific approach - due to the unique nature of these situations - and requires careful planning and coordination. Effective volunteer management requires ongoing effort, collaboration, and adaptability. The specificity of managing volunteers contributing to disaster prevention, preparedness, and recovery lies in tailoring approaches to the unique demands and challenges presented by such situations. **By addressing training, roles, flexibility, safety, coordination, and support, volunteer managers can optimise the effectiveness of volunteers in supporting disaster management efforts.** By equipping volunteers with the necessary knowledge and skills, they can actively contribute to efforts aimed at preventing or mitigating disasters. This will lead to the creation of a supportive environment that maximises the contributions of volunteers.

Additionally, it is crucial for volunteer managers to continually **evaluate and improve their volunteer management strategies** based on the lessons learned from previous disasters and evolving best practices. By embracing innovation, leveraging technology, and incorporating feedback from volunteers and community members, volunteer managers can ensure the continuous improvement of their approach to managing volunteers in disaster prevention, preparedness, and recovery.



Common Standards and Recommendations for Volunteer Managers in Managing Volunteers Contributing to Disaster Prevention, Preparedness and Recovery

○ **Recruitment and Selection**

Volunteer managers identify the specific skills and expertise needed for the crisis response or identify limitations. Selection interviews or volunteer application forms with specific questions could be helpful. Volunteer managers assess volunteer availability, coordinate shifts and schedules, and ensure an adequate number of volunteers are deployed to address crises effectively.

○ **Volunteer Screening**

A crisis situation is no time to neglect volunteer screening - it's more important than ever! In addition to following the general rules and regulations related to volunteering in certain country, volunteer managers have additional obligations to do a safety check, especially when a person is volunteering with vulnerable and marginalised groups.

○ **Clear Roles and Responsibilities**

Assigning specific roles and responsibilities to volunteers is crucial for effective management. Volunteers should understand their tasks, expectations, and limitations within the disaster response framework. Clear guidance helps maintain order, coordination, and accountability among volunteers, enabling them to contribute effectively to disaster prevention, preparedness, and recovery efforts.

○ **Developing Volunteer Guidelines and Policies**

Codes of conduct, safety protocols, and confidentiality agreements help establish clear expectations, promote a safe working environment, protect the rights and well-being of both volunteers and the affected population, and maintain ethical standards throughout crises volunteering. These policies ensure consistency, accountability, and professionalism in volunteer actions, contributing to an effective and responsible crisis response.

○ **Specialised Training**

Volunteers involved in disaster-related activities should receive appropriate training to handle various tasks. This training can include disaster response protocols, first aid, search and rescue techniques, psychological support, and other relevant skills. Specificity in training ensures that volunteers are adequately prepared to deal with the challenges they may encounter during disaster situations. Incorporated practical exercises, simulations, and scenario-based trainings can be helpful to enhance volunteers' preparedness and decision-making abilities.

○ **Safety and Risk Management**

Volunteers' safety is paramount in disaster situations, as well as those who are being helped. Specific safety protocols, risk assessments, and appropriate protective measures should be in place to safeguard volunteers while they contribute to disaster prevention, preparedness, and recovery efforts. Volunteer managers should emphasise safety training, provide necessary safety equipment, and continuously assess and mitigate risks associated with the tasks assigned to volunteers.

○ **Coordination and Communication**

Effective communication and coordination are vital in managing volunteers during disaster situations. Volunteer managers should establish reliable communication channels and ensure clear lines of communication between volunteers, the management team, and relevant authorities. Regular updates, briefings, and debriefings help maintain situational awareness, share critical information, and address any emerging challenges or concerns. Various technology platforms can be utilised to facilitate real-time communication, information sharing, and updates.

○ **Flexibility and Adaptability**

Disaster situations are often unpredictable and can evolve rapidly. Managing volunteers in these scenarios requires flexibility and adaptability. Volunteer coordinators must be prepared to adjust plans, reassign roles, and accommodate changing circumstances. Volunteers should be able to adapt to different roles and tasks as needed, ensuring a responsive and efficient disaster management process.

○ **Volunteer Support and Recognition**

Volunteers dedicating their time and efforts to disaster-related activities require appropriate support and recognition. Volunteer managers provide logistical support, access to necessary resources, and organise support meetings to address emotional and social needs (e.g., taking a break from volunteering, changing volunteer roles and tasks, organising individual/group/peer-to-peer supervision to relieve the anxiety, dispel worries, etc.) and to promote social cohesion and inclusion (IFRC Reference Centre for Psychosocial Support, 2019). Recognising volunteers' contributions and expressing gratitude for their efforts can help foster a positive and motivated volunteer community.

○ **Evaluation and improvement**

Volunteer managers evaluate the effectiveness of volunteer activities, performance, and processes, and identify areas for improvement. They gather feedback from volunteers, assess the impact of their efforts, and analyse lessons learned. Volunteer managers use this information to refine volunteer management strategies, enhance training programs, and strengthen future crisis response plans.

Challenges of Managing Volunteers Contributing to Disaster Prevention, Preparedness and Recovery

Managing volunteers in disaster situations can present several obstacles and challenges. It is essential for volunteer managers to anticipate and address these challenges to ensure effective volunteer engagement. (Roth and Prior, 2019).

Personal and Interpersonal Risks to Both Staff and Volunteer Well-being

Staff members and volunteers may have idealistic expectations of their ability to help others, leading to guilt when they realise they cannot assist everyone to the required level of need. They may also feel guilty if someone they were helping suffers harm or if they prioritise their own needs. Moral dilemmas can arise when deciding which needs to prioritise. Retaining volunteers and preventing burnout can be challenging. Interpersonal risks include a lack of support and conflicts within the team, which should be addressed, especially in stressful and burned-out situations.

Operational Issues

When volunteers and material donations converge without proper management, it can become overwhelming. In such situations, spontaneous volunteers have been criticized for causing disruptions and being engaged while lacking logistical plans. These issues can burden trained volunteers and lead to delays in aiding those in need. Other concerns can be raised on inadequate training for new volunteers, ineffective knowledge transfer systems, poor scheduling, and task allocation.

Legal Challenges

To avoid legal challenges, proper vetting of volunteers is crucial. However, uncertainty often arises with spontaneous volunteers, even though general legal frameworks for volunteering apply. In Germany, for instance, authorities can legally designate spontaneous volunteers as Verwaltungshelfer (administrative aid providers). This allows them to act on behalf of a state agency without being directly affiliated with it. Additionally, they are protected from liability claims, even in cases where unintentional damage occurs (Erkens, 2016, as cited in Roth and Prior, 2019).

Political and Cultural Challenges

There are two key challenges for authorities when working with volunteers: overcoming institutional scepticism and integrating volunteers into established processes.

Recommendations include building strong relationships with professional responders and local authorities, clarifying roles and responsibilities through formal agreements, conducting joint training exercises, providing interpretation services for effective communication, and promoting inclusivity and diversity within the volunteer programme to foster cultural understanding and collaboration.

V. Conclusion and Final Remarks

In recent years, we have witnessed numerous crises and disasters where **ordinary people have done extraordinary things and stepped up to the forefront**, often remaining involved long after paid services have completed their work. These citizens play a **crucial role in assisting those affected by crises** and **providing valuable support to professional organisations**. It is essential to give special attention to volunteering in crises and establish mechanisms that enable greater volunteer involvement, maximising citizen participation in crisis response and damage reduction. This approach strengthens community resilience, positioning the community as both a resource and a beneficiary. Implementing common standards, including specific components for disaster prevention, preparedness, and recovery, will enhance volunteers' ability to contribute in a supportive environment managed by qualified individuals. **By harnessing the power of volunteering, a more effective and inclusive response to crises can be created, empowering citizens and fostering collective resilience.**

VI. Resources

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- Guide for Municipalities on How to Manage Situation During Crisis:
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For further reading on strategic and policy frameworks and recommendations:

- Crises plans of security regions in Netherlands only briefly mention what volunteer organisations provide: <https://studenttheses.uu.nl/bitstream/handle/20.500.12932/41167/Scriptie%20Aad-Tobias%20Huijbens%20Definitief.pdf>
- Croatian Law on civil Protection system (Official Gazette 114/22) list NGOs among operational forces, The Law on Volunteering (Official Gazette 84/21) recognises the significance of volunteering in crises and defines it.
- National Authority for Emergency and Civil Protection in Portugal recognises volunteering as a relevant complement to the civil protection and coordinates National Platform for Disaster Risk Reduction: <http://www.prociv.pt/pt-pt/PROTECAOCIVIL/ANPC/QUEMSOMOS/Paginas/default.aspx>
- Slovenian Protection Against natural and Other Disasters Act and Fire Service Act define who can voluntarily participate in Civil protection.
- The EU Consensus on Humanitarian Aid: https://ec.europa.eu/echo/files/media/publications/consensus_en.pdf
- The EU RescEU Mechanism: https://civil-protection-humanitarian-aid.ec.europa.eu/what/civil-protection/resceu_en
- The EU Strategy on Disaster Risk Reduction: https://ec.europa.eu/echo/files/aid/countries/factsheets/thematic/disaster_risk_reduction.pdf
- The European Civil Protection Mechanism: <https://www.consilium.europa.eu/en/policies/civil-protection/>
- The European Solidarity Corps: <https://youth.europa.eu/solidarity>
- The Law on Crisis Management and Civil Protection of the Republic of Lithuania defines the use of volunteers and offers official methodological recommendations for organising volunteers during crises: <https://www.infolex.lt/teise/DocumentSinglePart.aspx?Aktold=72773&StrNr=17#>



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