DIGITAL TOOLS FOR THE MANAGEMENT OF VOLUNTEERS

e-volunteers.eu

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Editor

GEYC

Authors

Chapter 1: Futuro Digitale

Chapter 2: Mobility Friends

Chapter 3: GEYC

Chapter 4: PROJUVEN

Partners

PROJUVEN
ASOCIACIÓN PROJUVEN

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Contents

INTRO

In the 21st century, nothing has impacted more our daily lives than **new technology**. Distances, identity, communication, education, labor market are all re-shaped in the digital age. Nonprofit sector has to keep up with the change, addressing various challenges related to how their work interferes with and develops according to new media. Technology can be a great tool for a good cause if you can master the right techniques at the right moment.

On one hand, the process of **volunteering**, based at the core of nonprofit sector as an altruistic activity that contributes to the human, social and economic development, raising the quality of life, has become more formalized and national policies are often supporting it. Although volunteers do not receive a compensation for their work which can be monetized, they get the opportunity to develop soft and hard skills, as well as a network of contacts that can raise their employability, professional and personal satisfaction.

On the other hand, equipping citizens with different background with relevant **digital skills** is a shared-responsibility between governments, IT industry, academia, nonprofit sector and individuals. The so-called digital natives use technology, but often lack relevant skills to be savvy or competent users. Furthermore, as youth unemployment is a major issue across Europe, mastering these skills is becoming essential to fill the huge gap created by the digital revolution.

In this context, **Digital Tools for the Management of Volunteers** eBook aims to give a clear overview on the current challenges and opportunities as well as to share best practices in the field from Italy, Portugal, Romania and Spain. In four chapters, each dedicated to one country, we bring into the attention various aspects related to the way NGOs are using digital tools to manage volunteers, how they empower youth workers and volunteers to raise their e-skills, what are the preferred instruments in different

communities and, based on these, we formulate recommendations towards various stakeholders. We believe that our endeavour will foster improvement in this sector, not only in the above mentioned countries involved, but across Europe and will facilitate a best practices exchange between organisations motivated to raise the digital skills of their volunteers and to become more efficient in the virtual environment.

This eBook is created in the frame of **eSkills for Volunteers** Project, a Strategic Partnership in the field of Youth, supported by **Erasmus+ Programme**, which takes place between November 2016 and June 2018. The project consortium is led by **Asociacion Projuven** (Spain) and gathers the following partner organisations: **Associazione di Promozione Sociale Futuro Digitale** (Italy), **Associao Intercultural Amigos da Mobilidade** (Portugal) and **Asociatia GEYC** (Romania).

The specific objectives of **eSkills for Volunteers** KA2 Project are: to empower youth workers and volunteers to fully exploit all the potential of digital education and digital skills, to give the possibility to NGOs to count on volunteers/ young ICT experts, to establish an innovative way of learning by using ICT methodologies and virtual collaboration, to compose a set of learning materials as open educational resources, to strengthen formal and non-formal learning for young people across Europe and to foster inclusive education.

Find more about the project at: e-volunteers.eu.

CHAPTER 1

The Italian approach

1.1. Summary of the chapter

Through this chapter we are going to discover the situation of Italian NGOs, uncover the challenges that they are facing, explore and understand their methods of volunteering management, in particular address the challenges related to digital tools and their uses that every organization affords.

The Italian Non-profit is a universe of over 300 thousand realities. It employs around one million people and is supported by over 5 million volunteers. The non-profit can develop all its potential and become an actor in the economic scenario like the state and the market only if it manages to break down the obstacles that still faces.

Digitalization and the use of digital tools are definitely great opportunities for the evaluation and management of volunteers' work. Managing volunteers is a significant and complex task. Fortunately, integrated volunteer management and tracking systems are great resources for volunteers' efforts administration at a nonprofit organization. There are several benefits of software uses that automates the way you collect and manage your valuable volunteer data, including powerful connections, increased participation and simplified administration.

Through this chapter we are going to discover the challenges that this full machine faces. In fact, there are many challenges that the contingent situation requires to cross. We have tried to identify and explain what are the most pressing ones.

1.2. The challenges of NGOs from Italy

▸ **Visibility**: The non-profit sector in Italy particularly continues to face a significant problem of visibility. The state-market model has been so dominant that the very existence of a third sector has been neglected. It is therefore necessary that the importance of the role that the non-profit can assume within the economic system be rooted in the collective consciousness.

▸ **Limited financial resources**: Many NGOs find it difficult to get sufficient and sustainable financial funding for their work. Additionally, many Italian NGOs are having issues with the transfer of funds from local authorities to their organizations. It is frequent for organizations to wait from one to three years to receive the funds from the government. In addition to the crucial problem of organizations becoming indebted whilst running these projects, the issue has proven influence on their staff and volunteers, as the core staff does not get salary for a long time period and volunteers suffer from lack of motivation of staff and undefined situations of the organization. This situation leads to the cease of essential services that the NGOs offer. Furthermore, the procurement regime introduces more administrative/ bureaucratic burdens (tender writing, control, reporting) that distracts the organizations from their main purposes.

- **Limited capacity**: NGOs often lack the technical and organizational capacity to implement and fulfill their mission, and few are ready to invest or to organize a training. Weak capacity affects organizations' leadership, effectiveness, social impact, sustainability, fundraising.

- **Poor governance and networking**: Effective governance and networking are another challenges that the Italian NGOs face nowadays. Some NGOs don't have a good and proper strategy for governance and networking.

- **Issues with digitalization**: Many NGOs don't maximize the use of current technologies that could facilitate better communication, networking, work management, task tracking, evaluation and follow-up. Whilst, there are a lot of digital tools that facilitate and make the organizational work more effective and fast.

- **Volunteers' management**: We spoke about the general challenges that NGOs face, but what are the challenges that NGOs face with volunteers management? Let's dig deeper! Prior to the guide preparation, we made a survey to gather datas on the

top challenges of managing volunteers. Here are some of the specific responses we got:

➡ Attract the volunteers

➡ Recruit volunteers

➡ Match the volunteers with the right task

➡ Managing and monitoring the volunteers

➡ Keeping the motivation

1.3. Digital tools for youth workers

There are lots of technologies available to help you with managing and scheduling your volunteers, here are a few of them:

- **Microvolunteering** is where you can volunteer your time doing little tasks and still be doing things to help out causes you find worthwhile. There are a few websites that provide these opportunities, such as Help From Home (free) and Koodo Nation (free). You can search through those and other microvolunteer websites to see if your organization has any tasks that can be accomplished by microvolunteers.

- Create a **resource library** to help with training your volunteers. You can check **online learning platforms** that provide free interactive online courses, which can help your volunteers to get skills and knowledge in various topics. These online platforms are: edX, iversity, FutureLearn, Coursera. You can also provide **training manuals** and **instructional videos** that can help instruct your trainers on their own time. YouTube is a great way to create these videos.

- There are many **volunteer management platforms** and membership management platforms with volunteer management features that are highly functional and could be customized just for your organization (depending on your budget). Many membership management systems can also have great suggestions and insight on volunteer scheduling and time tracking.

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- If you just need a database, instead of using spreadsheets use a basic **database software**. Berrin Sun of Ragic, Inc. (free) says that when organizations use spreadsheets to track their information, it "gets out of hand pretty fast". Lots of nonprofit organizations and charities don't have the budget to buy expensive software, but many database software companies give a discount for nonprofits.

- The last frontier for the NGO world in the technology is the **blockchain**. In practice you can use it to manage donations transparently, efficiently by eliminating opacity and risks related to mismanagement of funds. Unfortunately, the problem occurs very often during every emergency around the world and that is a serious problem because if these processes are not transparent, even the donors then find themselves in the embarrassing condition of not being able to fully exercise their generosity as well as, of course, more damage is created to the populations affected by disasters or conflicts. Some interesting project in development are AIDcoin and ONGcoin that are working to implement this technology in the non-profit sector and they have lot of potential. It is possible that soon we hear talks about it, as there is possibility that this technology could be a disruptive innovation.

1.4. Good practices of using digital tools for the management of the volunteers

How can modern information and communication technologies (ICTs) strengthen and expand the relations of NGOs with the voluntary community? We found out that such practice (compared to online fundraising, campaigning and attraction donors) is still an underdeveloped area. At the same time, NGOs recognize that this state of affairs is an omission, which should be eliminated as soon as possible. To respond to this request, we identified several priorities that will help players in the social sphere to adjust their virtual activities, and increase the impact of communication with volunteers:

✓ **Communication should be operational and meaningful.** To achieve such an effect, it is necessary to develop facilitation skills and ensure that interaction between branches of NGOs, regions, groups or individual entities is carried out on a democratic basis and takes into account the requests of all participants.

✓ **Sharing knowledge and experience should expand access to information resources and current data.** The optimal solution is often to create a common platform that serves as a "meeting place" and/ or a "discussion platform" for NGO staff, volunteers and coordinators/ intermediaries.

✓ **Data management should focus on supporting key processes**, including (a) studying the expectations of volunteers, (b) selecting appropriate assignments, and (c) meeting the needs of NGOs.

✓ **Administration with online tools should shorten paperwork** (reports, plans, work schedules, time sheets, etc.) and release volunteer time to carry out NGO assignments.

We gathered a number of case studies describing successful approaches to the use of digital technologies in the practice of organizations.

For example, one of the organizations created a digital platform for its activists, or another one, which coordinates 60,000 volunteers with using myvolunteering.org. Those who are starting to create such resources, we recommend proceeding from the fact that the meaning of interaction with people who want to devote their time, knowledge and skills to the work for the benefit of society (volunteer engagement) is not to find volunteers and give out assignments, but above all in offering them work "in the interests" and get the maximum benefit for all involved subjects.

The innovation allows already various uses of specific techniques to get in touch with volunteers, manage them and work effectively better. We can say that they regard 6 macro areas, in which the digitalization disrupt the nonprofit sector:

- Social Media;

- Email;

- Online document storage;

- Financial Software;

- Volunteer sign-up system;

- Group texting services;

These are fundamentals of digital use within the organizations. For example, texting is a must-have. If you find yourself frequently texting your board members, you can set up a group for them. And if you're high-volume texters, you can look into group text messaging apps. At the same, save time and trouble by posting frequently used forms in an online storage service such as Dropbox (free) or Google Drive (free). Board members will be able to download and email reimbursement forms, volunteer signup sheets, or event evaluations to committee chairs at their convenience. Some forms could even be set up for

completion online. Paper sign-up lists will always have their place, but if you want to reach potential volunteers who are far from you, the most efficient way is to contact them by email. A number of online volunteer sign-up services have sprung up to simplify the process. Email offers many advantages to NGOs. Emailing volunteers is quicker and less expensive than copying hundreds of flyers and papers and you can ever have your copy in your mail address if you'll need.

The NGOs know where to look to recruit volunteers, but once the organization have them, how do they manage them? According to our research done by the help of a survey, we found out that there is an increased level of nonprofits that are trying to get advantages by using digital tools in this digital era. We have found between the results that there are tons of tools and software out there to help you register, schedule, and communicate with your network of volunteers, and it can be hard to find one that's right for your nonprofit needs.

These are our picks for the best volunteer management tools:

✓ **MeisterTask**: With this tool, through the website, you can easily create a project, add the member that you want in the team, assign them tasks and follow the progress of each collaborator. There are flexible panels that they change in function of you work-case with the guarantee that they going to be link in the same page. It is easy to manage and communicate with all your team.
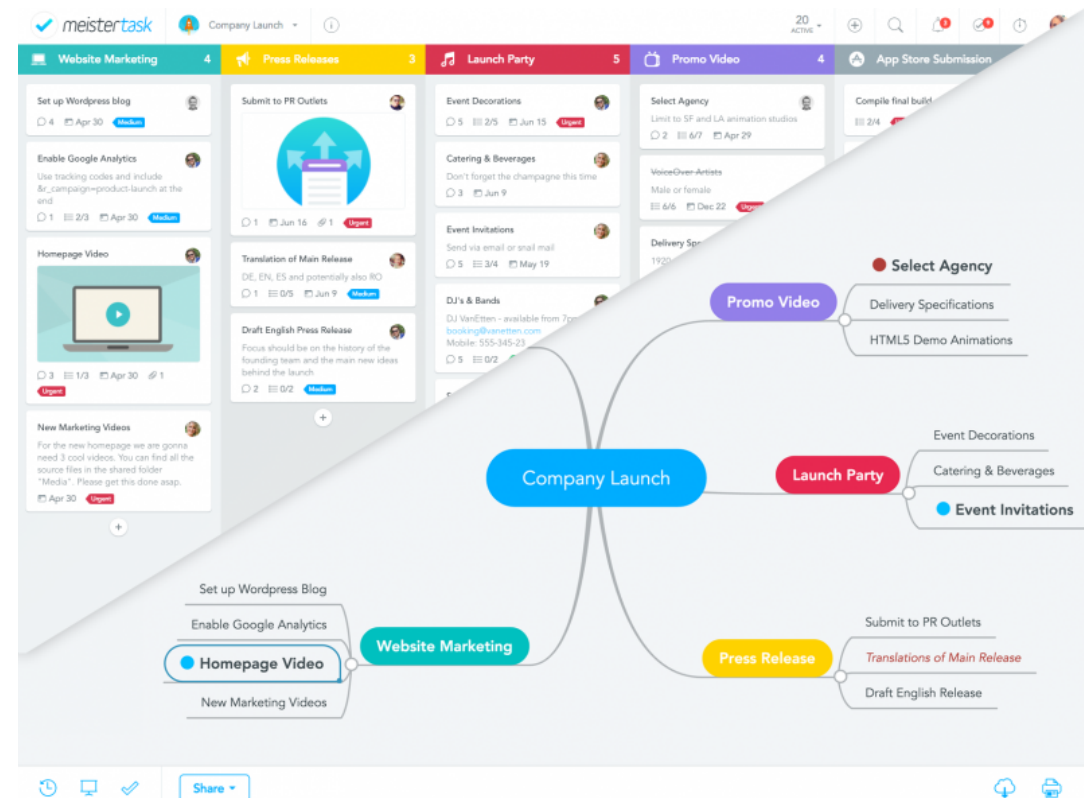
In fact, MeisterTask seamlessly integrates with MindMeister (and most of the famous application that facilitate workflows and communication, like Slack or Dropbox), the online mapping application that lets you brainstorm with others in real time and

visually create project plans. As soon as you have finished the mapping and the activities have been defined, you can drag them into a connected project in MeisterTask where you complete them together with your teammates. The basic use of MeisterTask is free of charge.


✓ **Galaxy digital** is a web-based, mobile friendly software that enables corporations to grow and manage company volunteerism, achieve higher levels of community engagement, and track and share impact. It is a single tool for promoting, managing, engaging and reporting your organization's volunteerism and community impact.

✓ **Community Connect** provides user-friendly tools that help you get more exposure for your needs, build your volunteer database, and keep them engaged for the long-haul. With Community Connect you will *increase your reach and impact without increasing costs*. The tool is made for engaging stakeholders, connecting the right people with the right opportunities, promoting causes, and elevating the

brand in the community. Schedule and manage Volunteers with ease. Another interesting function is that you can easily add and promote volunteer opportunities and events, schedule and manage volunteers in shifts, use intuitive and mobile-friendly check-in tool, and manage ongoing volunteer communication. It is important for the company to match volunteer passions with specific opportunities so Community Connect learns the volunteer's passions & interests and provides ongoing recommendations of ideal service opportunities. A fundamental difference between this and other tool is
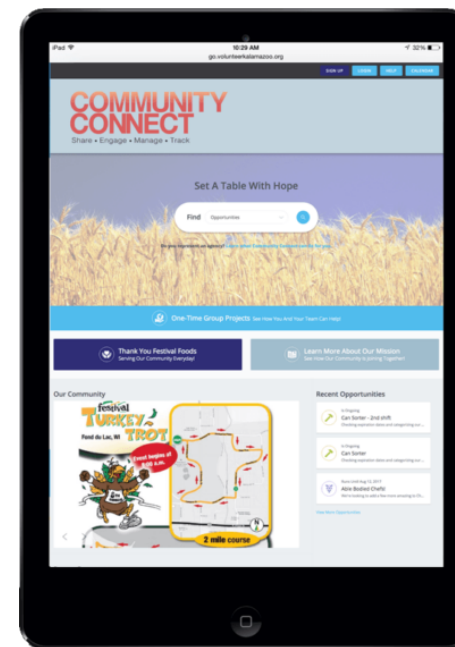
that you can promote the impact you are making in real-time, also with the branding of your organization. The tool make you also track volunteer engagement in real-time and generate live infographic style impact reporting that can be edited and easily shared on your website, via email, or across social media channels.

1.5. Recommendations towards various stakeholders

With the change of time, the perception and style of voluntary work also changes. Now the youth have more choices of interactive volunteering possibilities and to attract people to volunteer for a specific organization, it is necessary to have an engaging, interactive, creative task and working environment for volunteers.

Engagement marketing, if done well, can become one of the best sources for involving members, volunteers and new donors for any non-profit organization.

One of the key elements is to transmit relevant experiences and appreciable contents; precisely such contents and experiences make people feel deeply connected and therefore connected to an organization. When these connections occur in places like Facebook, Twitter and Linkedin, the "social" conversations that are created become an important guarantee index for users who can thus verify the transparency of the institution.

So, how can a non-profit use social media to inspire donations and grow its own number of volunteers? The key is to **use the right content for your organization in order to engage the public**:

✓ *inform them and passionate them to your mission;*

✓ *build a relationship, thus you can make them support your organization;*

Let's see how we could best use this kind of approach in our daily work:

✓ **Involve the public with interesting content.** Involving the public means sharing the contents that encourage them to act. The effectiveness of your content is easily measurable by checking the number of comments, shares, likes and tweets. But what kind of content is addictive?

- *Multimedia:* engage through photographs and videos of your organization

- *Inspire:* making your audience reflect on what they can actually do to HELP your NGO.

- *Ask questions:* interest people with direct questions that they can answer

✓ **Keep potential donors or volunteers informed.**
Social media allows the NGOs to interact with their audience daily: take advantage of this interaction, informing the public about your mission and daily activities.

- *Share the news.* Regular publications about your results, announcements and events help remind your supporters of the vital importance of your mission.

- *Events.* Surely inviting your followers to events through social media is important; however it is also essential to ensure that you give your supporters a feedback post event.

- *Photos and videos* that witness the event allow you to show off your hard work. In the photos make sure to tag the various participants, people, sponsors and other non-profit organizations for greater involvement. If your supporters interact with you, their network of friends and followers will display your content: this will allow you to spread your message more.

✓ **Involve new donors or volunteers** for the non-profit. Now you have informed and involved your potential donors, creating a relationship with them: they are thinking of your NGO on a regular basis and support your cause.

- *Get in touch* with them *through social media* to welcome them as your volunteers.

- *Share links* on your *volunteer opportunities:* post links and add descriptions on Facebook and Twitter.

- *Use statistics and numbers:* to inform your supporters about the number of volunteers or the results of your campaigns in terms of collection.

- *Inform* them about the *number of volunteers* your organization *needs*.

- *Try LinkedIn*: although in Italy it is not yet used for the recruitment of volunteers, it could prove to be a good opportunity.

How to intercept the availability of citizens wishing to devote some of their time to the care of others, to the protection of common goods, to the defense of people's rights, of the environment, of animals? The challenge is how to present your organization to the general public. How to make it known. How to succeed in telling an effective story. So, with which communication strategies to activate the search for new volunteers? And then, how to welcome potential new volunteers? But let's take a step back. Do you know which expression is commonly used by associations to define the issue? **Recruitment of volunteers.**

Under the heading "recruitment" in the online edition of the *Italian Treccani Encyclopedia* it is written: "the action of enlisting new people in the armed forces (recruits). It is urgent to reflect on the difference between the concept of "recruits" and the concept of "welcome" perceived as readiness to "receive" new people, new points of view and new opinions.

Therefore, the **welcome stage** is a complex question. The welcome stage is much more than recruitment, it is much more than a technique and is never given once and for all. The welcome stage is a way of relating to others based on principles and values. It is a mental attitude. And it has no shortcuts.

The path of welcoming the volunteers requires preparation and awareness on several levels: regarding the mission, the objectives, the internal organization, the governance of the association. The more identitary aspects will be clear and shared, the more the organization will be able to confront the newcomers and be enriched by them.

Here the external communication for the search for new volunteers is only the last act of internal reflection work with all the components of the organization. It should treasure the identity of the association and plan actions that represent it in front of the public, especially towards those whom the association has chosen as the privileged recipients of its appeal.

At the end, it is fundamental take a look for the future, in the innovation and in new technologies, such as Blockchain. It should be a "mantra".

CHAPTER 2
The Portuguese approach

2.1. Summary of the chapter

In Europe, digital youth work methods have seen a significant growth in interest over the last few years. This is a direct result of the increasing prevalence of technology and increased pervasiveness of digital tools and networks in young people's lives. The use of digital tools is now more commonly than ever accepted as a part of youth work. Despite the growing interest in digital youth work in all EU countries, Portuguese organisation are behind what is going on in the field, starting of a reduced and effective use of digital tools for managing youth workers and volunteers work. In this chapter, we will talk about the challenges of Portuguese NGOs in using digital tools, the digital initiatives already running in Portugal trying to reduce the digital skills competences gap among the population, the good practices of using digital tools for the management of the volunteers and finally we will list some final recommendations for the youth sector and stakeholders.

2.2. The challenges of NGOs from Portugal

Training the Portuguese population in digital competences is a great challenge for the Portuguese non-profit sector, with several political, economic, cultural and social dimensions.

Currently, around 22% of the Portuguese workforce lacks even the most basic digital skills, one of the many consequences of Portugal's relatively high poverty rates and youth unemployment. Most of the EU countries increased the share of specialized ICT work. Portugal, however, is among the countries will a smaller proportion of workers in these occupations. According to the European Commission, Portugal has less than 2.5% workers in ICT which is one of the lowest levels in the EU (shared with Romania, Lithuania and Greece), far from average EU 27 average (3.7%) and even further from the countries with the best performance (Finland, Sweden, Slovakia and United Kingdom, where the weight of the workers in ICT professions exceeds the 5%). Portugal's digital skills gap ranks as the third largest in Europe.

Portugal faces mainly three big challenges:

‣ **Citizenship**: Generalise digital literacy, with a view to the full exercise of citizenship and inclusion in a society with increasingly more digital practices, where many social interactions happen on the internet and are increasingly mediated by electronic devices.

‣ **Employability**: Stimulate employability and professional training and specialisation in digital technologies and applications, in order to respond to the increasing demand of the market and to promote the qualifications needed for employment in a higher value-added economy.

‣ **Knowledge:** Ensure strong participation in international R&D networks and the production of new knowledge in digital areas.

In Portugal, the non-profit sector is changing, and it is more important than ever to understand how it is changing and why it is changing. NGOs are starting adopting a more digital mindset when it comes to their strategies, it is mainly how they attract young people, build relationships

with them and get them involved in the organization. Understanding how to execute an organization digital strategy correctly and effectively is a skill that all organisations need, but a huge chunk of non-profit youth sector organisations lack these skills.The lack of skills in digital strategy is significantly and negatively impacting the success of the organizations in Portugal and their work in all Europe and no organization can afford that, especially in a time when promoting social work is so critical.

According to the youth organisations Digital skills challenges survey (2018), which has been developed by Mobility Friends, and delivered just to Portuguese NGOs with the aim to discover their biggest challenges in using ICT and digital tools in their community work, came out that Â the biggest challenges of several Portuguese NGOs were mainly the lack of skilled human resources (65.22%), the lack of National State ICT Funded programme for NGOs (43,48%) and a culture that still needs to change (26,09%).

Moreover, from the survey came out that there are multiple barriers facing nonprofits in progressing with digital. Lack of skills (60.87%%) and funding (56.52%) are the biggest barriers. Another 34.78% of the organisation who responded say that their organisation is facing other challenges that are seen as a higher priority than digital. A lack of the right infrastructure but also the wrong culture, and a lack of confidence and agility with digital are also holding organisations back.

What are the biggest barriers to your organisation getting the most from digital?

	Ratio
Lack of skills	60.87%
Lack of funding	56.52%
Our organisation is facing other challenges and they are seen as higher priority than digital	34.78%
Our culture needs to change	8.7%
We lack ICT infrastructure and or processes	8.7%
Our organisation lacks confidence with digital	8.7%
Lack of leadership	4.35%
We are competing with new organisations - not just non-profits - who are digitally savvy	8.7%
We don't know how youth is using digital	4.35%
Internal politics	4.35%
We don't know where we need to go or how to get there	0%

Summing up, the main challenges for nonprofits in Portugal according to Mobility friends survey report are the following:

- **Skills** (60.87%) and **funding** (56.52%) are the biggest barriers for organisations.

- **Distraction** is also a big issue: 34.78% of organisations are facing other challenges and digital has slipped down the list of priorities.

- More than two thirds of organisations (65.22%) see the **lack of skilled human resources** as a challenge.

- The 43.48% say that they **don't have National State ICT Funded programme for NGOs**.

- 26.09% say that they are **not agile enough** and our culture needs to change.

- 21.74% see the main challenge in the **High turnover of NGO staff having ICT competences.**

- The last most common challenge seen by the 17.39% of the respondents is the **difficulty to stay updated** to the **youth use of digital tools** which is changing rapidly.

What do you see as the biggest challenges to your organisation increasing its use of digital?

	Ratio
We need more skilled human resources	65.22%
We don't have National State ICT Funded programme for NGOs	43.48%
We need more financial resources	13.04%
We are not agile enough and our culture needs to change	26.09%
The youth use of digital is changing rapidly	17.39%
High turnover of NGO staff having ICT competences	21.74%
Our local community is changing very rapidly and it is hard to keep up	8.7%
Other (please specify)	0%

Unfortunately, the survey findings are worrying. There is a terrible irony in seeing digital as a distraction rather than a potential solution to the problems that youth organisations face.

Whilst the survey's results are bleak, there is one positive: *a clear opportunity for Portuguese nonprofits to take on digital transformation.* And that transformation must be led from organisation staff and volunteers for a clear vision of where digital could take them. If organisations staff and youth workers do not start owning the development of their digital skills, more than half of the organisations who responded are concerned their organisations will become irrelevant, fall out of touch with young people, and lose ground to local community.

2.3. Digital tools for youth workers

✓ **Portugal INCoDe.2030**

In Portugal there is a considerable skill gap in the ICT sector. Given the high level of unemployment, especially among the younger generation, as well as the high number of businesses that do not make use of ICT (and thus limiting the development of the digital economy at national level).

It is in this context that the Portuguese Government, through the National Reform Programme, has established a set of goals, namely inclusion and digital literacy, guaranteed physical and cognitive access to digital public services for the entire population, promotion of analytical capacity for society and the economy in the context of big data, production and dissemination of information, privacy and security, the use of information, communication and electronic technologies in the process of lifelong learning and, finally, research and development activities (R&D)

aimed at the production of new knowledge, and advanced forms of scientific computing. The aim of the National Digital Competences Initiative, Portugal INCoDe.2030, is to position Portugal at the top of European digital competences.

Portugal INCoDe.2030 initiative has proposed a wide range of measures that will mobilise the various governmental bodies. These measures should work alongside the civil society initiatives which have similar aims such as the non-profit sector. These measures are structured around five main axes or courses of action.

▸ *Axis 01 INCLUSION:* Ensure that the whole population has equal access to digital technologies to obtain information, communicate, and interact with others.

In view of the increasing digitalisation of the world today - from education to industry, from entertainment to social life, from cities to farms, from medicine to the environment - it is essential that the people of Portugal have the competences and the means to use digital technologies. However, in order to achieve this, there are numerous obstacles and limitations to overcome for many citizens, namely those who have already left formal education and are not exposed to vocational training. Thus, to ensure a level of fairness and social cohesion that will lead to balanced and sustainable development, it is essential to raise the population's awareness about the importance of digital competences, specifically by creating resources and content centres and user training campaigns. This must be done while ensuring territorial cohesion, taking into account the need to reinforce the use of broadband services. In order to achieve these objectives, it is critical to strengthen gender equality in terms of access to and development of digital competences; as well as promote

regional approaches, bridging the inequality that still exists in Portugal.

▸ *Axis 02 EDUCATION:* Ensure the education of the younger population by stimulating and reinforcing digital literacy and digital competences at all levels of schooling and as part of lifelong learning.

Preparing citizens, now and for the future, involves developing competences that go beyond simply coexisting with digital technologies; it is also about helping people to improve their understanding through the early acquisition of knowledge at the level of a frequent user. This involves developing logical reasoning competences, collaborative work and project and even, in many cases, development (programming) competences. It is therefore essential that the new generation is equipped with these competences through permanent and coordinated education and vocational training systems. This task includes reviewing program contents and teaching processes, developing digital didactic and educational resources, ensuring adequate technological infrastructure, promoting the training of teachers and trainers, and ensuring lifelong training. In order to achieve these

objectives, it is essential to fully integrate digital competences and resources into the teaching processes.

▸ *Axis 03 QUALIFICATION:* Capacitate the active population by providing them with the knowledge they need to become a part of a labour market that relies heavily on digital competences.

The need for ICT competences in the labour market has been growing very significantly; and, despite the still-high unemployment rates, particularly youth unemployment, the response to these needs has not been enough. The disparity between the needs of the labour market and the availability of qualified professionals requires a multi-faceted intervention to reinforce ICT training, particularly to meet the demanding challenges of the progressive digitisation of business activities and industry (i.e. Industry 4.0). Thus, in the immediate future, it is a priority to train intermediate-level technicians in well-defined areas, aimed at specific economic sectors. These sectors have to be involved in the process, by creating a network of academies and digital labs, providing internships, and creating spaces for joint/ collaborative training. At the same time, professional retraining in digital competences should not be neglected. There is a need for intensive ICT

and advanced training preparation for teachers and educators, whether the education leads to a degree or not, both for the economic sectors, and for the cultural sectors and Public Administration in general.

▸ *Axis 04 SPECIALISATION:* Promote specialisation in digital technologies and applications to improve employability and create higher added value in the economy.

Although the demand for professionals with digital competences is a reality in every activity sector today, in the European Union, more than half of professionals with digital competences are already working in ICT-intensive sectors. In addition, new markets and products are emerging in areas which, until recently, appeared not to have any need for such competences. This is true in health, agriculture, fishing, industry, energy, cities, mobility and transport, environment and water resources management, public security and defence, construction, tourism and creative industries, retail and distribution, banking and insurance, education and training, etc. In this context, it is important to improve the range of higher education at all levels, from short technical courses (TeSP) to 1st and 2nd Bologna cycles as well as post-graduate programmes in

the priority areas of this initiative, focusing on cooperation between Higher Education Institutions, research units and companies in their development and training, while enhancing active educational procedures that include training at work. It is also important to launch a network of digital innovation laboratories and ensure that specialised training is a national priority, reinforcing the current training on offer through TeSP, undergraduate and masters' programmes, and post-graduate degrees; intensifying advanced training programmes throughout working life, and encouraging specialisation in key sectors for Portugal.

▸ *Axis 05 RESEARCH:* Ensure conditions are in place for the production of new knowledge and active participation in international R&D networks and programmes.

The initiative to plan the development of digital competences up to 2030 aims to contribute to the advancement of science and digital technologies. The resilience of our society and the competitiveness of our economy need to be strengthened through a virtuous cycle, which not only requires a strong involvement from society in the production of new knowledge but also the translation of this knowledge into societal and economic benefits. Thus, Portugal must strengthen its participation in

scientific production in all areas of knowledge, but especially in areas involving advanced digital competences; such as handling and analysing big data, computational biology and bioinformatics, photonics, advanced computing in general, cognitive computing and automatic learning, cybersecurity, and cyber-physical systems. In this context, it is important to promote scientific activity in four major key areas:

- *Advanced Cyberinfrastructure* (ACI), including all advanced scientific computing fields.

- *Computing and Communication Foundations* (CCF), including quantum computing, among other areas of R&D.

- *Computer and Network Systems* (CNS), including big data, cloud computing, and IoT, among others.

- *Information and Intelligent Systems* (IIS), including artificial intelligence, as well as human-centred computing in relation to digital media. In this context, it should be clear that promoting new competences in these areas can and should facilitate knowledge of social and cultural phenomena, among others, by mobilising data processing in an effective way in all

areas of knowledge, health, culture, and the study of social processes.

It is important to work towards widespread access to scientific information and create conditions for cooperation between laboratories based on an advanced scientific computing network; as well as promote international collaboration, especially by maintaining programmes that are carried out with US universities and extending these programmes to other universities and to other countries.

✓ **Portuguese Coalition for Digital Jobs**

Another importance Digital education initiative is the Portuguese Coalition for Digital Jobs (PCDJ) which is Portugal's answer to the challenge launched by the European Commission Grand Coalition for Digital Jobs, a multi-stakeholder partnership set up to address the lack of digital skills in Europe and to tackle the expected deficit of

900.000 Information and Communication Technology (ICT) professionals by 2020. The Grand Coalition for Digital Jobs and the Portuguese Coalition for Digital Jobs both aim to combat this serious obstacle to recovery and economic growth.

Coordinated by Fundacao para a Ciencia e a Tecnologia (FCT), the PCDJ brings together 18 different organisations, to create the mechanisms that may ensure training of young people in ICT, retraining and requalification of unemployed in ICT, greater awareness of the unique opportunities for jobs in this area and the internationalization of the ICT sector.

The PCDJ is oriented for the collaboration between the public and the private sectors, between academic and technical communities, non-governmental organisations and civil society.

Officially established in April 2015, the PCDJ has as its short-term aim to develop a 2015-2020 Strategy and Action Plan for Digital Jobs. The strategy outlines several measures to increase talent supply in ICT, and addresses the lack of these professionals in the current and future labor market. The initiative involves economic, education

and employment areas and will include recommendations for the creation and / or articulation of national policy instruments, of public and private initiatives, that may contribute to fill the 15,000 job gap in ICT predicted for Portugal in 2020, in an environment of high unemployment, particularly of the young and qualified.

The **Strategy and Action Plan for Digital Employability** designed by Portuguese Coalition for Digital Jobs is structured around four priorities:

1. The first priority proposes among others, the promotion of qualification processes that focus on initial youth qualifications and the requalification of unemployed assets, based on a learning system for life;

2. The second priority particularly considers the need to extend the pool of human resources with the key skills to use the ICT in business and also values training processes in the ICT;

3. The third priority sets out to increase the awareness of the Portuguese society, people and families, schools, universities and polytechnics, companies, and the Government for seeking potential ICT skills,

as well as the need to continuously and systematically modernise ICT-based learning, and particularly ICT employability;

4. The fourth priority invests on attracting investment, among others, through the qualification of human resources, partnerships between companies and universities and/or technological centres, or the high level of infrastructures in Portugal.

2.4. Good practices of using digital tools for the management of the volunteers

In this paragraph will be presented two main digital tools that are used by Mobility Friends, which has a staff of 28 employees and can count on more than 30 volunteers, for the management of its volunteers.

✓ **Slack:** Since 2015, Mobility Friends use [Slack](#) for the communication and projects work with its volunteers. Slack is the name of an online communication tool that allows groups of people to send messages to one another. It can be used on a computer or on mobile with apps. Mobility Friends workers and volunteers use Slack as messaging app and as cloud-based, shared workspace. Indeed, in Mobility Friends each project has a different Slack team (e.g. eSkills Volunteers Slack team) where each member of the team can send and receive messages to other members. All messages that get posted are usually organized by topic and it is possible to tag individuals so they see that you've mentioned them. It is also possible to upload files such as Google or Word documents and images. Definitely, Slack is very useful for the online volunteer work:

▸ Volunteers and paid staff can *work remotely*.

▸ Volunteers can *work on different days* and don't get to interact in-person.

▸ Slack can host *real-time chat*, in turn promoting volunteers' real-time engagement.

▸ Volunteers can *share files* and all communication related to a specific project stay in one place.

✓ **Doodle:** Since 2016, Mobility Friends uses Doodle. Doodle provides a simple way to decide on dates, places and more. It's used by any group in need of finding a date that works for the majority, which is especially pertinent in the volunteer sphere. In Mobility Friends, Doodle is mainly used to set up training and weekly organisational meetings. Mobility Friends Volunteers Manager simply creates an event for free and email the link to the volunteers, who can choose the best time that works for them.

Since Mobility Friends use Doodle, there are no more multiple email chains back and forth with a group of volunteers just to schedule a meeting and a lot of time was saved. This online scheduling tool can be used quickly and easily to find a date and time to meet with multiple people. First a person should suggest dates and times for the event, so participants to choose from, then Doodle creates a polling calendar that can be sent to participants for feedback. Once everyone has responded, the volunteer manager can pick the day and time that worked best for everyone and send out the calendar invite.
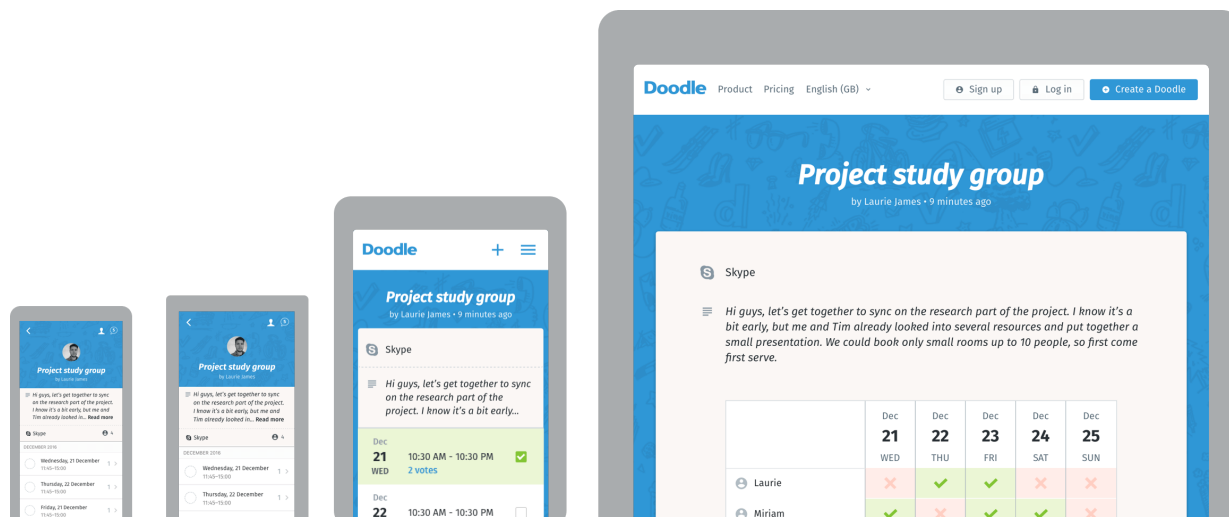
2.5. Recommendations towards various stakeholders

Digital media and new technologies are now mainstreamed in youth culture. Young people do not perceive their online and offline worlds as separate entities and fluidly inhabit both worlds simultaneously. Because of this, digital youth work needs a whole organisation starting from an effective management of NGO staff and volunteers through digital tools, integrated approach and not to be regarded as a specialised service or a niche area.

Following some national recommendations for promoting the use of digital media in youth work, for management of volunteers:

- ✓ Youth organisations must **invest** in the development of an **infrastructure to support the use of online tools** and digital media inside the organisation.

- ✓ When digital media is used, **more attention** should be paid not only to the medium itself and a communicative approach, but also to **contents and activities related to digital media**.

- ✓ Developing the **use of digital media** requires **strategic planning**. An essential part of strategic-level planning involves identifying the various factors that affect youth work activities and developing them in a comprehensive manner. The use of digital media must be target-oriented and youth workers must have sufficient resources and competences for carrying out their work.

- ✓ Portuguese government should develop a **National Digital Plan for the Youth sector**.

- ✓ Creation by Public authorities of **national networking and information opportunities** for youth workers to include annual and regional events.

- ✓ Establish by National Government an **ICT Support Unit for the Youth Work sector**.

CHAPTER 3

The Romanian approach

1.1. Summary of the chapter

In this chapter we are going to explore Romanian nonprofit sector from two perspectives: the management of volunteers and the use of digital tools. Both issues come with lots of challenges as they are in a constant development and when we come with a cross-cut approach upon them things get even more interesting.

After a description of the main pillars on which youth volunteering lays in Romania and the background of the integration of new media in NGOs' work and youngsters' lifestyle, we present the main challenges we have to address regarding these issues, share best practices in the field and give recommendations to stakeholders in order to smooth their process of dealing with complex questions on the topic.

Although we build our analysis on a common ground, facing similar problems with other countries, we believe that understanding Romanian reality can add value to the European and global efforts to raise the quality of youth activities in general and volunteering in particular through the integration of digital tools, as well as to promote active participation and foster the development of digital skills among young people.

3.2. The challenges of NGOs from Romania

Although the current nonprofit sector in Romania has visibly evolved over the years, it is still under construction. The NGOs are looking forward to improve their performance and efficiency and design most of their activities around the concept of volunteering.

The responsible authority for the promotion of volunteering among youngsters in Romania is the Ministry of Youth and Sports. In the youth sector, volunteering is one of the core directions of the National Youth Strategy 2015-2020. The specific objectives regarding this issue are: raising the youth active participation in the community, increasing the involvement of youngsters in political life, creating a favourable environment for volunteering in Romania, improving the system of attestation and public recognition of volunteering and raising awareness of the public on the importance of engaging in volunteering activities.

However, there is **no national programme for youth volunteering** developed in Romania and no specific budget allocated at the central level for volunteering

among young people, aged 14-35 as the Law no.350 of 21/07/2006 defines youth. Volunteering in Romania is regulated by the Law no.78 of 24/06/2014, which establishes the general framework of these activities, focusing mainly on the rights and obligations of volunteers and host non-governmental organisations or public institutions and underlining the need for correct treatment, safety insurance and a volunteering contract, which is envisaged to be signed by any volunteer aged 15+ or his/her legal tutor if aged under 15.

Although volunteering activities are quite difficult to count, various statistics show an inconstant yet visible **progress in**

the number of people involved in these happenings in Romania over the past years. According to Eurobarometer data from 2010, Romania had approximately 4,4 million volunteers, which was about 20% of the population. In 2011, the European Year of Volunteering, the Volunteering and Intergenerational Solidarity Survey carried out by TNS Opinion & Social at the request of the European Parliament and coordinated by the Directorate-General for Communication show a 14% of Romanian volunteers, most of them, 27%, contributing to religious organisations, the largest percentage in Europe. Also, according to the Youth Barometer of the Romanian Ministry of Youth and Sport, there was an increase of involvement in 2016 and 2014, as 30% of youngsters have been participating in volunteering activities, compared to only 13% in 2012.

With respect to **EU mobility** and **volunteering programme for youth**, Romania participates only in **Erasmus+**. According to the National Agency statistics show a number of 477 Romanian EVS volunteers in 2014 and 432 in 2015.

As regards new technology, in 2017 Romania ranked **fifth in the world** for its **fixed broadband Internet speed** in *Ookla's Speedtest Global Index*, and second in Europe

after Sweden. However, according to the *Digital Economy and Society Index 2017* (DESI) of the European Commission, Romania ranks 28th because of its **poor digital literacy**, the low daily use rate of digital tools and differences between rural and urban areas. The report states that "Romanians benefit from coverage of fast broadband connections in urban areas, which translates into the second highest share of subscriptions in the EU. The take-up of mobile broadband is also accelerating. However, the rate of digitisation of the economy, including for public services, and the levels of digital skills are still low".

Moreover, as the *Report of the Institute of Education Sciences* indicates, there was a worrying rate of **8% of the young Romanians aged 16-24**, declaring that they **never used a computer** in 2015. Furthermore, only 14% of 16-19 year olds in Romania have done 5 or 6 basic tasks such as copying, moving or archiving a file, installing a new device, etc.,activities that indicate the extent of digital competences, while at the European level the average is 41%. 25% of Romanian youths have never performed none of these tasks. The most widespread activity among 16-19 year olds seems to be the use of social networks like Facebook and Twitter, over 9 out of 10 young Romanians (92%) claiming to have accessed a social network in the last three months, the percentage being close to the European average. Nonetheless, there is a huge difference between young Romanians and Europeans in the case of activities performed on the Internet: two-thirds of Europeans and only one third of Romanians search for information about goods and services, over 70% of Europeans and just under 40% of Romanians say they use wiki pages to search for information.

In addition, HaSpe research, coordinated by GEYC in 2016, shows that **54% of Romanian youths** have been the **victims of online hate speech** at least once and 25% initiated such acts. Also, when confronted with hate speech, **46% of them do nothing** and other **20% respond with more hate speech**.

Last but not least, according to a study from Microsoft Corp., since the year 2000, when the mobile revolution began, the average attention span dropped from 12 seconds to eight seconds, highlighting the effects of an increasingly digitalised lifestyle on the brain.

Within this complex context, the challenges that Romanian NGOs face regarding using digital tools for the management of volunteers encompass:

‣ **Inclusion:** reaching youths from both urban and rural areas, as well as NEETs proves to be a quite difficult task if using digital tools. Online, Romanian NGOs are able to address mostly to youngsters (re)located in urban areas, enrolled in a form of education/training or employed.

‣ **Performance:** although digital natives, youth are not always comfortable with responding to basic tasks properly. Getting them involved into complex virtual

situations, that require better digital skills, might make them abandon the online engagement.

▸ **Call to action:** engaging youths to act online (e.g.: create a profile, read articles, register as volunteers, attend webinars, fill in a survey, answer polls, join a community, make relevant comments, etc.) is hard, as they mostly look for entertainment and their involvement resumes to liking and/or sharing the content without actually paying attention to all its details. Moreover, youngsters do not consider yet checking the email or replying to messages as a daily or at least weekly responsibility.

▸ **Constancy:** relying on a fixed online communication schedule with youths is also tricky, as their online presence fluctuates in terms of time spent and activities performed. Also, their attention is caught by multiple data at once and do not always filter out irrelevant stimuli, so they get more easily distracted by new media and lose concentration quickly.

▸ **Safety:** ensuring only the right information is disclosed online by youths and human rights are respected in the virtual space is often extremely tough. Young people are exposed to online threats and often do not know how to react or, worse, they also become aggressors.

3.3. Digital tools for youth workers

Although the challenges to manage online youth volunteers exist and are not simple, the diversity and innovation of new media tools becomes an opportunity for NGOs to solve them. Thus, there are several instruments that can successfully address the issues identified in the previous section and are generally used by Romanian organisations or introduced as good practices by some of them. Our top choices are:

✓ **Google forms** becomes a common used digital tool to collect information from volunteers, mainly for the registration step, but also for the monitoring and evaluation phase. Collecting CVs and application forms by e-mail came with difficulties for both, recruiter and applicant, as the process was quite long, documents were hard to be created and often youths gave up before starting, they came in different formats, sizes and on various e-mail addresses, they had to be downloaded and grouped. Thanks to Google forms, NGOs gather faster more information, handle and analyze data right in Spreadsheets at no

extra cost. If they keep the questionnaire simple yet relevant (with short and clear questions, with multiple choices) and estimate the time needed to fill it in, they get better results in engaging youngsters in a dialogue.

✓ **Private Facebook groups** are generally used by Romanian NGOs for communicating with volunteers on a certain project. Secret groups work best in order to ensure data protection and foster trust within the team, as they are not searchable via Facebook, members have to be invited or added by a member or admin, depending on the group settings and only they can see the group name, who is in the group, the group's description and tags, or stories about the group in the newsfeed. However, a group moderator is needed to constantly stimulate motivation of the members, make sure all posts are relevant, as well as to manage conflicts if they arise. They actually help building an online community. Romanian NGOs prefer this free digital tool because young people

can be mostly found on social media and Facebook is now one of their favourites, it provides a safe space for youths to ask questions and build strong relationships, as well as to become more attached to the cause they volunteer for. It is also used by NGOs that gather volunteers from different regions of their community and with different timetables, that contribute remotely.

✓ **Matching platforms** (e.g: DeBunavoie, Harta Voluntariatului, Voluntaria, evoluntar) have appeared quite recently in the Romanian nonprofit sector to connect people that want to volunteer to NGOs that can offer this kind of opportunities. They filter the projects according to various criteria such as the region in which they are happening, the topic of the activities, the duration, competences needed-, offering specific volunteering management features like: opening a call for volunteers, screening and selecting profiles, reviewing the projects and the volunteers' contributions, asking for/ giving testimonials, issuing volunteering contracts. NGOs have the possibility to add widgets to their websites and promote their volunteering opportunities. Anyway, the efficiency of these platforms depend on the constancy of both categories of users, volunteers and NGOs, and on the permanent growth of members' number. Unfortunately, many of them, are already not updated and people lose interest in using them.

3.4. Good practices of using digital tools for the management of the volunteers

Once they start to develop, Romanian NGOs look for innovative solutions to be integrated in their management of volunteers. Some of them remain in trial - error category, others become best practices, like the following.

✓ **GEYC Community** is a platform of sharing and communication among its members, who can access exclusive learning opportunities, initiated by GEYC. Inactive members for more than 6 months will automatically leave the group. As it has reached 2500 members, the community is closed, but has special opening days (e.g.: the NGO anniversary),

when members can invite and recommend a friend to join. The group is moderated by a small team of community managers and they connect youths with the content, youths to youths and youths with the NGO.
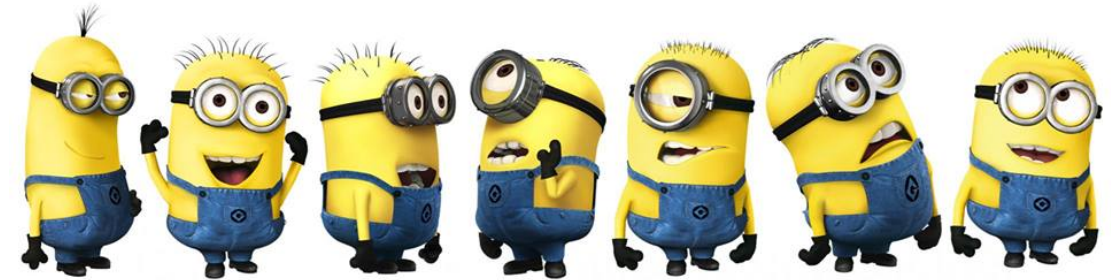
Instead of a list of rules, GEYC created the profile of the perfect member, named "GEYCculet" ("Little GEYC"), which often provides tips & tricks on how members can behave online in the group, how they can be active and work together to create a positive change in their community, or what types of conversation are encouraged. In this way, members try to copy the way he acts and call themselves "GEYCculeti" (plural of "Little GEYC"). This strategy fostered their sense of membership.

✓ **The map of volunteering** is an online [mapping network](#) that connects volunteers and NGOs across Romania, developed by VOLUM Federation. Membership is free. NGOs can post their call for volunteers and volunteers can make a profile to apply for the offered opportunities. Until now, 5079 volunteers and 461 NGOs have registered. However, this platform is more for youths that already know that they want to volunteer and can search the projects on their own. The platform provides 17 domains and 71 sub-domains of interest, linking the volunteering demand and supply in Romania. As the volunteer certificate is mandatory under the current law, it provides the opportunity for the NGOs to release this document directly from the platform, with a unique registration number.

HartaVoluntariatului.ro

3.5. Recommendations towards various stakeholders

Having in mind the context we described in the first part of this chapter, the challenges we identified and the best practices we shared, we will make some suggestions to raise the efficiency of the volunteering management process by using digital tools.

For the NGOs

✓ Create a **volunteering management strategy** to ensure a smooth process. Remember to include procedures regarding the selection and action plans of the volunteering activities and to define the profiles, roles and responsibilities of the key persons involved.

✓ In the same way, adopt a **digital strategy**, clarifying the way your NGO positions itself towards new technologies. It is useful to insert information on how it uses new media tools, how it communicates online and how it protects the privacy of data.

✓ Improving the **community management skills** of the volunteer coordinator and raising his/her **awareness upon the *no hate speech* online** are essential. The **digital youth worker** is the new trend.

✓ Choosing **free digital tools** for managing youth volunteers does not equal a low of quality of your work. The way you use them, however, could do that. There are many online resources that can help you in your youth work, free of charge. The key is to choose the most appropriate for your strategy.

✓ **Communicating with youth volunteers** has to be a constant concern and adapted to the audience's preferences. In the digital age, it seems that the ability

to stay focus is a superpower. Short yet relevant visually appealing messages can do the trick.

✓ **Do not be online everywhere, unless it is needed.** You do not have to have an organizational profile on every social media. Choose the channels that are the best fit for your public.

✓ **Combine online with offline activities**, in such a way that volunteers would have the same sense of membership towards both.

For the authorities, public institutions & companies

✓ **Speak directly to young people**. Dedicate a communication section online towards youths to engage them in a dialogue.

✓ When talking about **employment**, let youngsters find **what skills are you looking for**. In this way, they can choose their volunteering experience that

could provide them the best context to develop those competences. Win-win situation.

✓ Provide **recognition of the experience of young volunteers**, focusing more on what hard and soft skills they developed and less on whether this experience was not paid. At a second thought, you might understand that having no financial benefit yet working for a cause demonstrates perseverance and loyalty towards human values. You surely want this kind of people in your team!

CHAPTER 4

The Spanish approach

4.1. Summary of the chapter

The digital transformation is changing the labour market and digital skills are a key factor for socioeconomic development and employability. Spanish NGOs need to catch up on digital and provide continuous training and capability building on relevant topics and drive recruitment of digital talent. They need a holistic approach to speed up the digital journey, including a vision and prioritized initiatives. Unfortunately, the most critical need for the majority of Spanish organizations is the development of digital capabilities that can ensure their youth workers and volunteers to fully exploit all the potentials of digital education and digital skills, and give them possibilities to teach, show and inspire. Most of youth NGOs depend on volunteers to implement some of their activities but unfortunately project managers do not assign volunteers with tasks that require planning or management skills due to the lack of digital competences. In addition, according the report *Digital transformation of NGOs: concepts, solutions and case studies* by the ESADE Institute for Social Innovation in collaboration with the PwC Foundation, in Spain "only 8% of NGOs have a digital transformation strategy defined as such".

In this context, we will present in this chapter the challenges of NGOs in Spain, some digital initiatives that support the challenges identified, good practices of using digital tools for the management of the volunteers and recommendations towards various stakeholders.

4.2. The challenges of NGOs from Spain

According the report *Digital transformation of NGOs: concepts, solutions and case studies* by the ESADE Institute for Social Innovation in collaboration with the PwC Foundation, today in Spain most NGOs are still merely starting the process and "only 8% of NGOs have a digital transformation strategy defined as such".

This document was presented on 19 of January, 2018 in Madrid, Spain within the framework of the tenth anniversary of the ESADE-PwC Social Leadership Programme, aims to serve as a starting point to explore the challenge of digital transformation at social organisations and its impact on all stages of their activity.

Some of the main challenges for the successful development of a digital transformation strategy identified by the report are:

- ‣ having the **necessary talent** and providing **appropriate training**

- ‣ overcoming **budget constraints**

- ‣ the **complexity** and oversupply of **new technologies**

- ‣ the **long-term impact**

57% of NGOs claimed to have **staff limitations**, whilst 55% emphasised the need to train their employees. According to the report, it is advisable to set up a specific task force to oversee the initial move into the digital domain (as 47% of NGOs do), although in the medium-to-long term, efforts should be made to integrate this effort across the organisation.

Some of the main challenges identified by the report in the area of internal processes were taking advantage of NGOs' willingness to improve their internal flows in order to embark on a **digital transformation**; **embracing cultural changes**; alignment with the digital champions in each department; providing support for the sense of urgency in the form of empathy on the part of management and appropriate training for workers; carrying out an **adaptation process** and making sure that the **investment**

in technological tools goes hand in hand with cultural changes in the organisation.

In general, NGOs in Spain support the fact that digital tools can help their organizations to be more efficient, but still there are a lot of challenges since not all members are motivated to apply digital tools to their work and some of them do not have time to learn how to apply them into a practice.

Moreover, the development of digital tools is changing too fast and **youth workers/ volunteers do not receive technical support** in a long run, so they could not adapt and keeping up to date with technology. However, equipping citizen from all background with **relevant digital skills** is a responsibility shared between governments, industry, academia, and individuals.

NGOs need to involve youth workers and volunteers, who can contribute to reduce this major issue of today world, reducing the risk of social and economic exclusion created by the digital skills gap. Non-governmental organizations need to empower youth workers and volunteers to fully exploit all the potentials of digital education and digital skills, and give them possibilities to teach, show and inspire. Although involving volunteers take resources and time, their involvement can yield enormous rewards in the long term. They can enable the organizations offer more support or services to the people who help.

However, empowering Spanish population in digital competence is a big challenge for the Spanish non-profit sector. According the *Digital economy and society Index* (DESI), "Spain is weak on the demand side, with low levels of digital skills and internet use; only 54% of Spaniards have basic digital skills". Although society is moving towards the elimination of differences in access to information and communication technologies (ICT), considerable distances still persist between individuals with a more or less high educational level, those over or under 55 and those with a better or worse employment situation.

Moreover, the technological deterministic view presents the internet as an innovative force that has profound influence on young people. The integration of digital tools
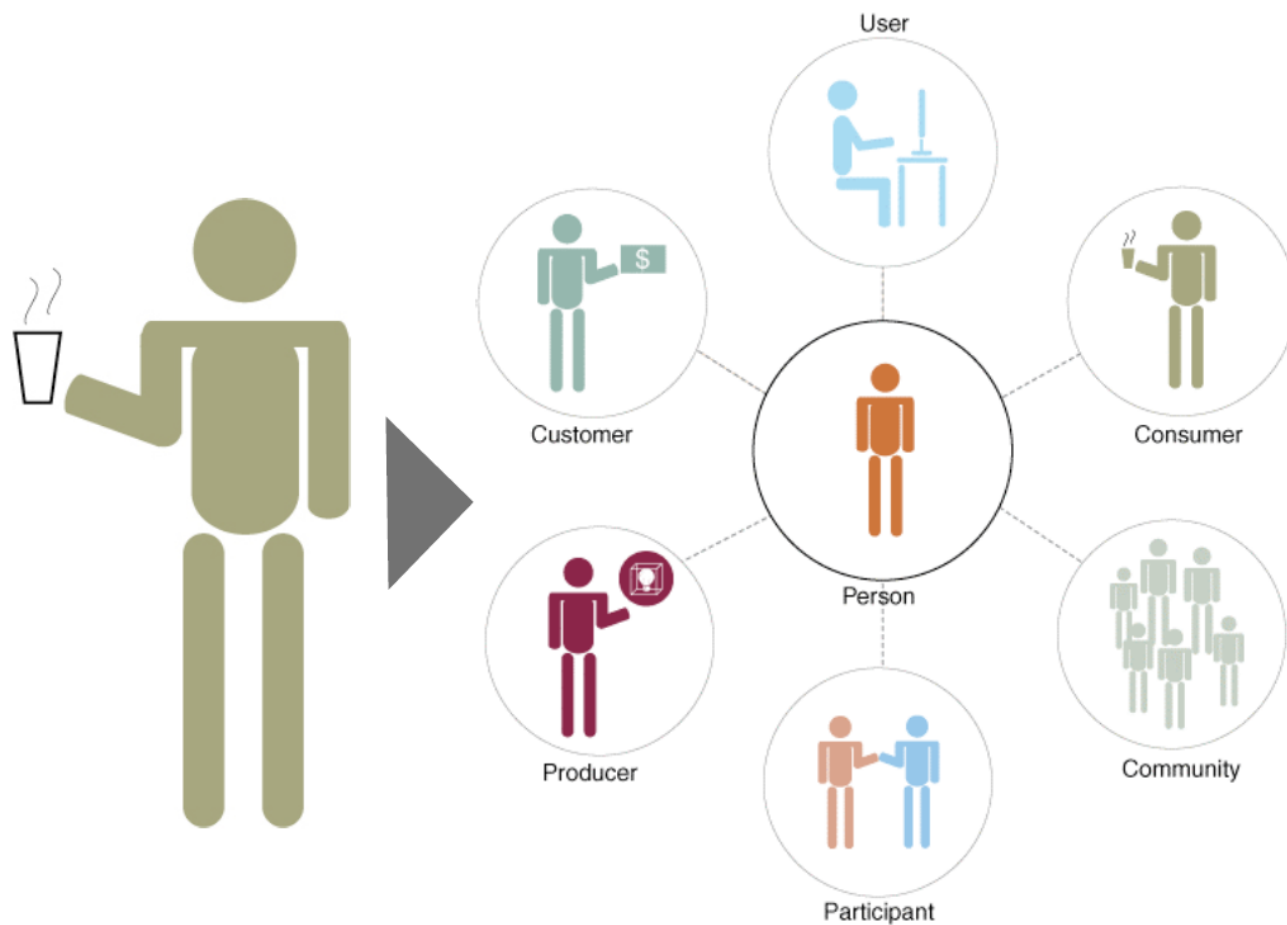
youngsters, the internet is mostly used for relationship formation and social interaction with peers.

In that context, the social media "addiction" can have a positive influence if we apply it to the NGOs daily tasks. Non-profit organizations are more social than ever. They use social networks as means of dissemination, communication with audience, partners and sharing/exploring their view of a similar group of people. Definitely, they open new paths for participation in international level and create new opportunities in relationship with socio-economic environment.

in their daily work and everyday life means that both need to be integrated. Nowadays **youth** are active participants in the use of social media channels but they tend to be **passive consumers of information and creation of media content**. They need to become active creators and contributors, engage with the content production and willing to share the right digital culture.

It´s not surprising that the most frequent use of the internet remains for social purposes and for majority of the

4.3. Digital tools for youth workers

Over the last couple of years many new initiatives in the field of non-formal and informal education, especially in the youth field, have arisen, with non-profits and non-governmental organisations playing a central role and being pioneers. In the following paragraph, we will present some initiative supported by European Commission and training programmes developed in the territory of Spain.

✓ **Red.es** has launched a call for proposals to develop training programmes oriented to the digital industry and aimed at young people enrolled in the National youth guarantee system. The aim of the call is to develop high level digital skills for ICT professionals in all industry sectors, supporting access into jobs that boost the digital transformation of companies. Red.es is a public enterprise of the Ministry of Energy, Tourism and Digital Agenda, whose role is to promote the development of the information society in Spain. This initiative is part of the Spanish digital agenda strategy, which has 106 lines of action structured around six axes, the sixth being to promote digital inclusion and literacy and the training of new ICT professionals. The scheme is endowed with EUR 20 million to subsidise training programmes, with a commitment to hire a minimum of 30% of the trainees for at least six months. Training may include topics such as big data, cybersecurity, cloud computing, innovation methodologies, e-commerce, programming in web and mobile technologies, and digital content. Non-profit organisations and companies with experience in developing training and employment projects on ICT and the digital economy are also eligible for these grants. Many of the projects that Red.es implement are possible thanks to funding from the European Union, through the European Regional Development Fund (ERDF) and the European Social Fund (ESF).

En la transformación digital

✓ **The Digital employment scheme** *(Empleo Digital)* is an initiative of the Telefonica Foundation aimed at unemployed young people aged 18-35. It offers free training, face-to-face and online, in technologies most needed in the labour market: web development with Java, Liferay or PHP, development of mobile applications, programming of video games, and big data. Telefonica Foundation has also another interesting project involving free, specialized training in digital employment that is open to individuals, companies, and in particular, they are looking for people between the ages of 18 and 35 who are interested in getting professional training in Information and Communication Technologies (ICT).

✓ **Digital Agenda for Spain** *(DAS)* is developed by the Government as a framework of reference to define a roadmap as regards information and communications technologies (ICTs) and eAdministration. The objectives, lines of action and plans established in this Digital Agenda are intended to encourage the creation of employment opportunities and economic growth through the smart adoption of digital technologies, thus contributing to the collective effort of promoting the economic recovery of the country. The Digital Agenda for Spain is structured around six major goals:

‣ Foster the deployment of networks and services to guarantee digital connectivity.

‣ Develop digital economy for the growth, competitiveness and internationalisation of Spanish companies.

‣ Improve eAdministration and adopt digital solutions for efficient provision of public services.

‣ Reinforce confidence in the digital environment.

‣ Boost R+D+i system in Information and Communications Technologies.

‣ Promote digital inclusion and literacy and the training of new ICT professionals.

The last goal aims to achieve an inclusive information Society where citizens and professionals enjoy a high level of training to benefit from the intensive use of ICTs.

According the Europe's Digital Progress Report (EDPR) regarding the Human Capital, Spain ranks 16th among EU

countries and below the EU average. The report show that despite an increasing number of Spaniards going online, basic and advanced digital skills levels remain below the EU average. In addition, as part of the measures to improve skill match and integration of university graduates to the productive sector, the Ministry of Education, Culture and Sports (MECD) in collaboration with the Social Security authority launched an Employability Map as a tool to match supply and demand. This *Employability and Employment of Spanish Graduates Map* crossed data registration with Social Security records.

✓ **Spain's ICT Strategic plan for 2015-2020**: The *Digital Transformation Plan for the General Administration and Public Agencies* (ICT Strategy 2015-2020) programme aims to ensure that in the future, public administration is electronically accessible for all citizens ("digital by default"). This plan was conceived as a continuation of the Digital Agenda in order to speed up digital transformation of the public sector. In order to facilitate the use of online services and make them digital by default, two new legal instruments were put in place to create the legal base for public service digitisation. Talking about Digital Pubic Service, it's important to

highlight that this is the dimension where Spain is performing best. Spain ranks 6th among EU countries, with a slightly increased score over last year's. Indeed, Spain scores the highest in Open Data and it is one of the EU countries with the highest online interaction between public authorities and citizens.
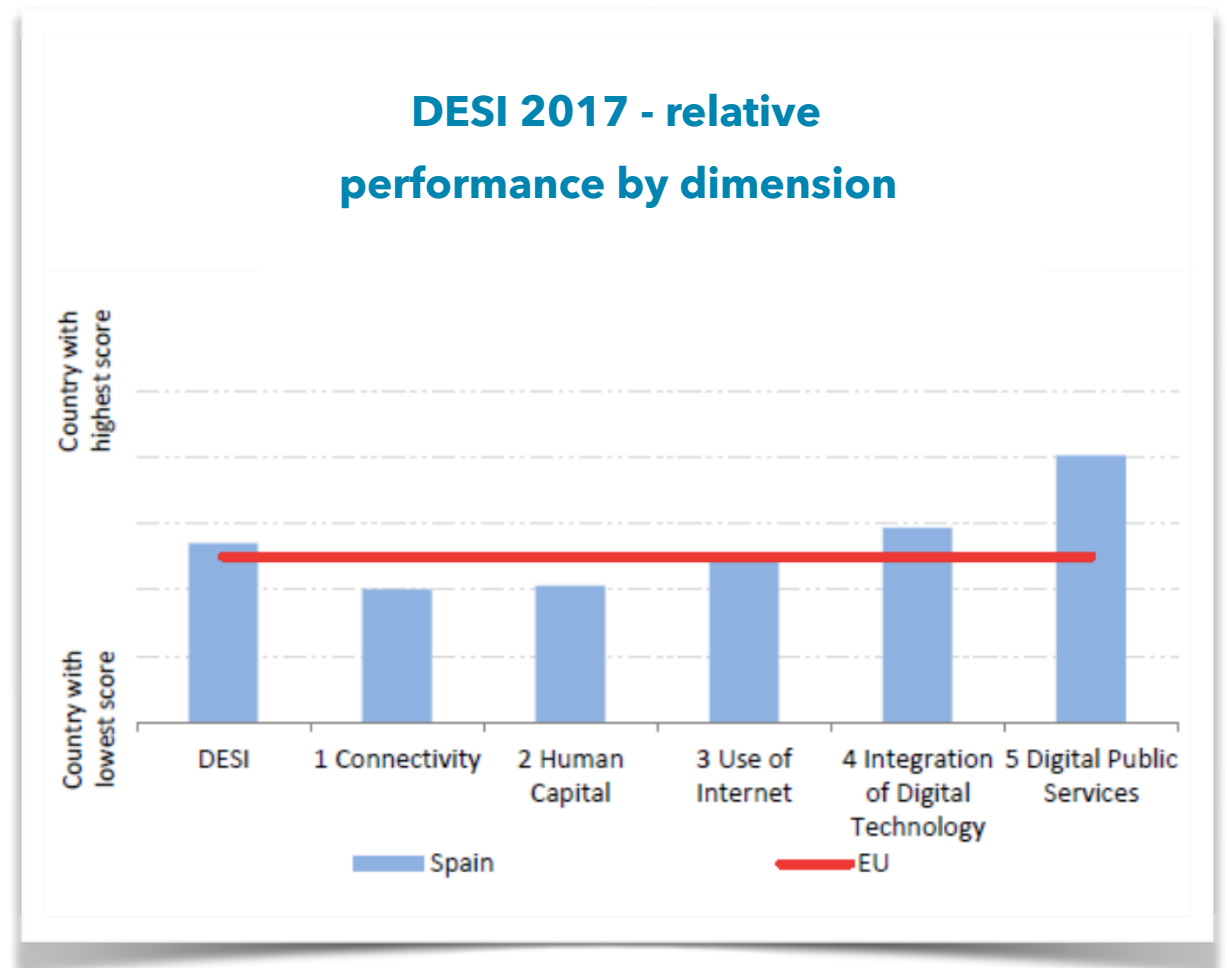
✓ **Spanish Coalition for Digital Jobs:** National Coalitions for Digital Skills and Jobs are partnerships between digital skills actors in Member States who work together

to improve digital skills at national, regional or local level. Spanish National Coalition bring together ICT and ICT-intensive companies, education and training providers, education and employment ministries, public and private employment services, associations, non-profit organisations and social partners, who develop concrete measures to bring digital skills to all levels of society. Spanish National Coalition is led by Association of Electronics, Information and Communications Technologies, Telecommunications and Digital Content Companies ([AMETIC](#)). In general, the Spanish Coalition tackles the need for digital skills of four broad groups: *Digital skills for all* (developing digital skills to enable all citizens to be active in our digital society); *Digital skills for the labour force* (developing digital skills for the digital economy, e.g. upskilling and reskilling workers, jobseekers; actions on career advice and guidance); *Digital skills for ICT professionals* (developing high level digital skills for ICT professionals in all industry sectors) and *Digital skills in education* (transforming teaching and learning of digital skills in a lifelong learning perspective, including the training of teachers).

4.4. Good practices of using digital tools for the management of the volunteers

How can teams use technology to improve their efficiency?

In the following part we will present you three project management tools that can improve the team's productivity of your organization.

Efficiency is a critical part of a productive working environment and studies show that for managers and senior team members, improving channels of communication should be a top priority for their organizations. Nowadays we can find a wide variety of project management software packages that can gives volunteers/youth workers a way to collaborate on projects by sharing documents, timelines and status updates. Volunteers can easily collaborate on projects and also help managers to reduce time spent on unnecessary administrative tasks.


✓ **Asana** is a web and mobile application designed to help teams track their work. It was founded in 2008 by Facebook co-founder Dustin Moskovitz and ex-engineer Justin Rosenstein, who both worked on improving the productivity of employees at Facebook .

Asana is a cloud-based project and task management solution that enables companies and NGOs to manage and organize tasks and projects, communicate and collaborate. It is helpful for teams and companies that handle multiple projects at one time, and it can serve organizations of any size. Features include task management, reporting, automatic notifications, a customer portal, collaboration tools, dashboards, a mobile application, document management and task assigning.

Asana can be accessed through mobile devices such as laptops, tablets and smartphones. Important to know is that Asana is free for up to 15 users. Beyond that, the price band is based on the number of users a company/ NGO has. Asana can be integrated with various

applications such as DropBox, Sunrise, HipChat, Slack, Box and Google Drive. It has an 100 MB limit per individual attachment.

Asana can help your work, because is very simple to use. The application is very user friendly and can help volunteer and youth workers to easily adapt to your organization's tasks. The application is structured into three shells: *Workspace*, where you can group different types of project; *Projects area*, where all the tasks are listed, grouped, tagged and prioritized; and *Tasks*, the part where volunteers can find specific information about a particular task, such as due dates, tagging, responsibility assignment, notes, comments, sub-tasks, and more.
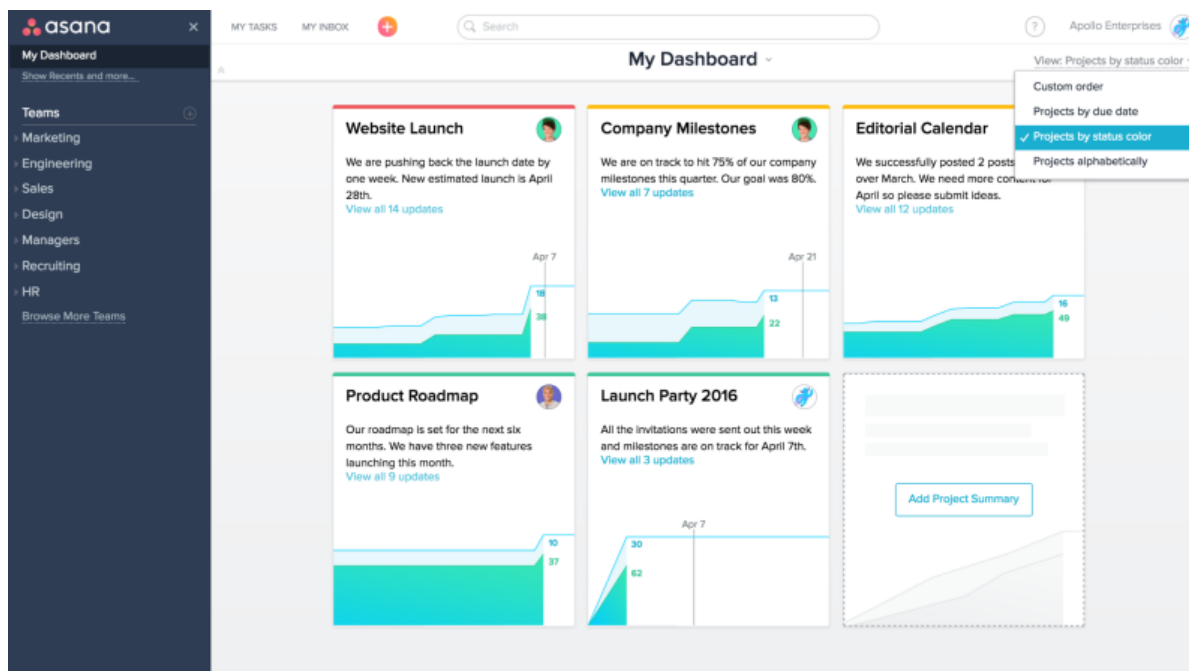
If you still wondering why to use Asana we give you three more reasons:

▸ *Improve General Management:* Manage multiple projects, tasks and sub-tasks with Asana is very easy. Team leaders tend to assign task or projects to their team through emails but unfortunately this can lead to many issues related to lack of communication, difficulty to tacking a task's progress, difficulty progressing multiple projects simultaneously, etc. Research has shown that 14% of an average workweek is spent communicating and collaborating with internal team members, and a large part of this time is occupied by sending and receiving emails. However, 96% of workers saying that unnecessary emails waste their time and there is need of better communication. With Asana, comments are centralized and recorded on a task's page, along with other meta data, such as when the task was created, when it was assigned, who is managing the task, when is the due date, and other information. This give possibility to volunteers and youth workers to adapt faster, and help team leader manage their multiple objectives and team members.

- *Improve Work Efficiency:* Prioritize and organize tasks on Asana it's also very easy. You can do that by moving their positions on the list, revising due dates, and changing the task class (i.e. Today, Upcoming, Later). From Asociacion PROJUVEN, we find very useful all the features of Asana, especially when they allow us to visualize our array of projects and fluidly revise objectives as the environment changes or as more information becomes available.

- *Increase Collaboration:* How we mentioned above, Asana gives you possibilities to invite people to join the *Workspaces*, where the relevant projects and tasks are situated. Members of a Workspace can see all the contents and you can assign some people to follow a task or your volunteers can also voluntarily follow a task, which allows them to keep informed with the task's activity. In addition, this open spaced platform can allow your volunteers and youth workers to suggest ideas, raise concerns, and offer new perspective with just a few keystrokes. For us, Asana represents a wonderful platform which facilitate collaboration and improve team efficiency and productivity.

✓ **Trello** is one of the favourite task management software that PROJUVEN use every day. Its interface is completely intuitive even for those with no digital skills. Trello is a task management app that gives you a visual overview of what is being worked on and who is working on it. It used the Kanban system, which was developed in Toyota as a system to keep production levels high and maintain flexibility. It is best represented as a whiteboard filled with post-it notes. Each post-it represents different tasks involved in the project.

Trello is a system of boards, lists and cards. These creates a system that allows for individuals or teams to track a project and collaborate or contribute where they can be most useful or where it is most needed. Trello boards serve for different purposes.

For us board is a project that is under development. A board has specific members that can see it and control the creation and flow of cards between the lists. They can add themselves or others to cards, begin conversations on the cards, add attachments and create checklists. Thanks of the list, we can divide a

board into different categories representing a stage of progress (to do, in progress or finished).

Last but not least, we have a card which is the most basic and flexible part of the system. Usually its represent a specific element of a project and generally we use them to represent an individual task. However, since they can also include comments and images and even checklists, you could have the task as an overall group and have individual tasks included inside the card.

✓ **Appear.in** is webcasting tool allows teams to video chat quickly and easily. It's great because you are not required to login or register and there is no need to download and install any particular app or software. All you need is a stable internet connection and a supported web browser such as Chrome, Firefox and Opera.

If you want to chat or start a video, you just need to create a chat room and then share the link to your chat room to your youth workers/volunteers. In addition, you should keep in mind that every appear.in chat room has a unique link. In order to invite other people
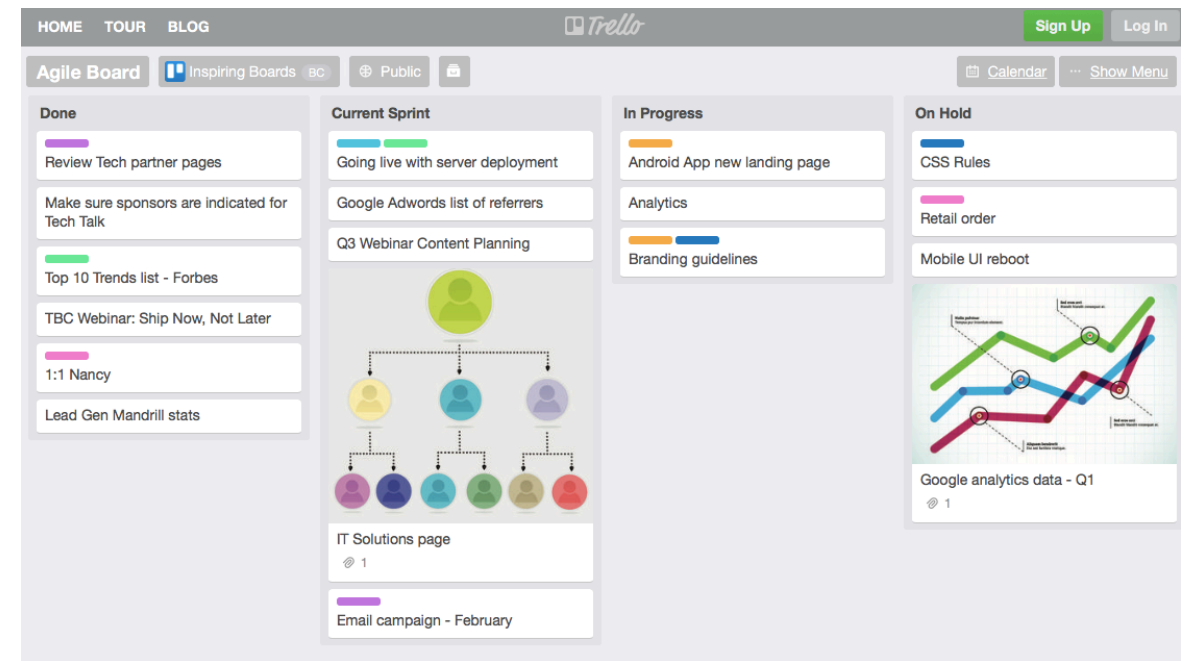
to join your room, what you need to do is to send or share your room's link to your recipients. So as soon as they click the link, they will automatically appear on your screen and vice versa.

Other than this, you can also opt to keep your room locked so that no one else can join your video conversations.

4.5. Recommendations towards various stakeholders

Most of youth NGO depend on volunteers to implement some of their activities but unfortunately project managers do not assign volunteers with tasks that require planning or management skills due to the lack of digital competences. The majority of volunteers get involved in the activities of the organizations without taking a real opportunity to go deeply in the organization management work.

On the other hand, most of the NGOs do not have a special department or section for volunteer management and usually volunteers are teaching in an informal way and moreover, the person in charge can change often. In addition, the dates presented by the report in the beginning of the Chapter *(Digital transformation of NGOs: concepts, solutions and case studies)* show that most NGOs lack a culture that is digitally oriented.

On this line, NGOs need to catch up on digital and provide continuous training and capability building on relevant topics and drive recruitment of digital talent. Spanish NGOs need a holistic approach to speed up the digital journey, including a vision and prioritized initiatives.

✓ A **new vision** to the **role of volunteers** and ways of properly integrating them inside the real work of the NGOs, **planning and decision making**, should be formulated.

✓ Spanish NGOs need to **extend the volunteering roles** beyond traditional activities, to also include activities related to **digital development**. They should establish platforms with tailored experiences for their volunteers and youth workers, individually adapted to their specific needs.


✓ Non-governmental organizations need to empower youth workers and volunteers to fully exploit all the potentials of **digital education** and **digital skills**,

and give them possibilities to teach, show and inspire.

✓ Spanish NGOs need to start a new **partnership** and **open collaboration** that can help them generate new ideas, adding value to their work. There is also need from collaboration between NGOs that are working in the youth sector on similar issue.

✓ Spanish government should provide **technical assistance** and **institutional building for youth NGOs** through a series of trainings tailored

according to their needs. Moreover, the **need of National Digital Plan for the Youth Sector in Spain** is increasingly important for equipping youngsters with the necessary digital skills.

✓ Establish by National Government an **innovative way of learning by using Information and Communication Technologies** (ICTs) methodologies and **virtual collaboration** for the Spanish Youth Sector.

CONSULTING

TRAINING

TECHNICAL ASSISTANCE
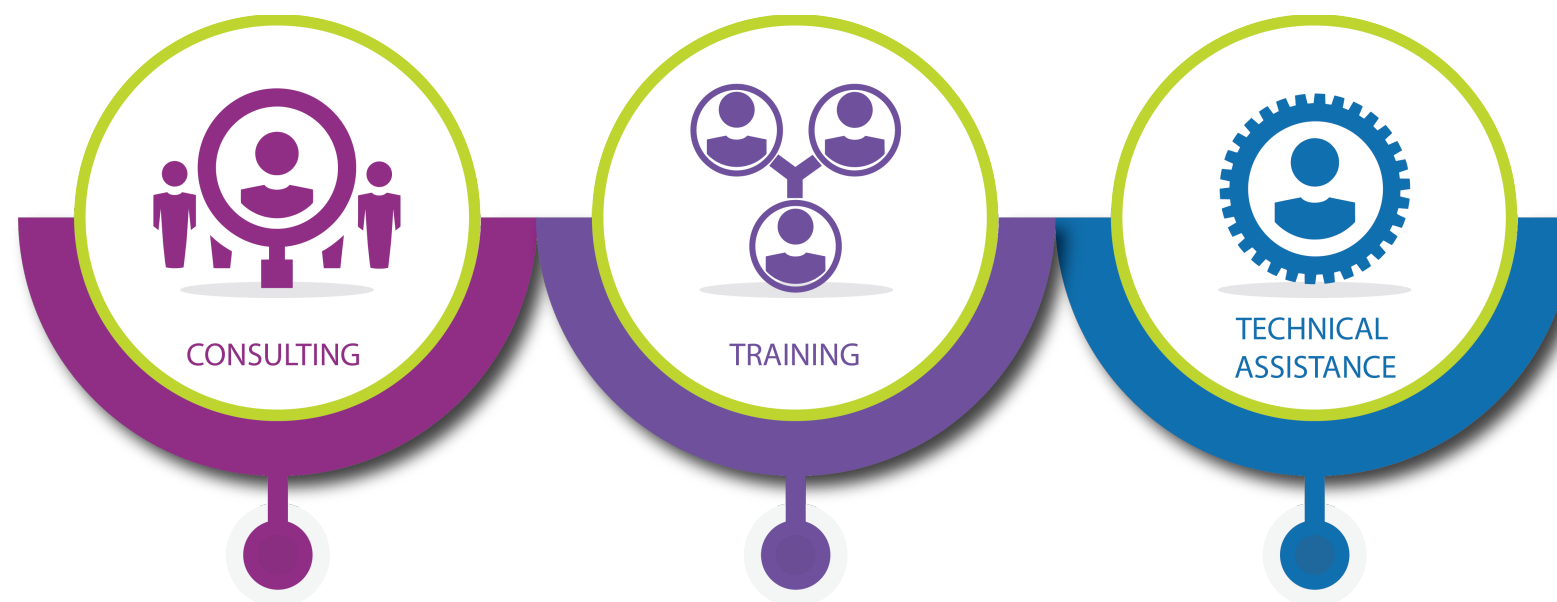
CONCLUSIONS

The NGO sector is in a continuous transformation worldwide, being influenced by the digital field at a great extent. At the same time, youth work is creating a special branch by developing online projects and tasks and volunteering activities are widening, including through virtual contributions. Digital youth work and online volunteering are gaining more and more followers.

Exploring the Italian, Portuguese, Romanian and Spanish realities regarding the use of digital tools in youth work to manage volunteers reveals the need to further increase the digital and media literacy of both, youth workers and youths. However, the efforts of the youth workers should be endorsed by all other key actors, such as education experts, IT private companies and authorities.

Moreover, it is advisable to raise awareness on the variety of free digital tools and virtual learning opportunities in the field. The best practices and initiatives presented in the

four chapters are just some of the digital tools that can be used by youth workers to manage volunteering activities. While one can adopt exactly the same resources, we would like to encourage each NGO to research and try others as well, according to their specific profile. Fitting the digital into their daily endeavours is essential to be connected to our nowadays reality.

Nevertheless, achievements in the field can be reached only if projects such as **eSkills for Volunteers**, a Strategic Partnership in the field of Youth in the frame of Erasmus+ are supported and follow-ups are fostered. Let's improve our presence and work online constantly, making the best out of the digital opportunity.

e-volunteers.eu