

Digital Volunteering Management Blueprint

Guidance for the implementation of a digital volunteering Management Model

Enhancing Aid Capacities Team – 27/02/2020 - Version 1

Contents

[1. Introduction 1](#_Toc43267584)

[2. Steps for model Implementation 2](#_Toc43267585)

[a. Step 1 – Draw up Guidance on Teams Involvement in Task Requesting 3](#_Toc43267586)

[b. Step 2 – Identify a Digital Volunteer Co-ordinator 3](#_Toc43267587)

[c. Step 3 - Onboard the Digital Volunteer Co-ordinator DVC 3](#_Toc43267588)

[c. Step 4 - Recruit and Onboard Digital Volunteers 4](#_Toc43267589)

[d. Step 5 - Volunteers to Create an Account for an online workspace 4](#_Toc43267590)

[e. Step 6 – Identify Tasks for Digital Volunteers 5](#_Toc43267591)

[f. Step 7 – Log the Tasks 6](#_Toc43267592)

[g. Step 8 – Verify Clarity of Tasks 6](#_Toc43267593)

[h. Step 9 – Monitor Acceptance of Tasks 7](#_Toc43267594)

[i. Step 10 – Monitor the Resolution of Tasks 7](#_Toc43267595)

[j. Step 11 – Obtain Feedback from the Task Supplier 7](#_Toc43267596)

[k. Step 12 – Provide Feedback to Volunteers 7](#_Toc43267597)

[l. Step 13 – Issuance of Volunteer Badges (or other forms of recognition) 7](#_Toc43267598)

[m. Step 14 – Evaluate the Model 7](#_Toc43267599)

[Annex 1 – Basis for the DIVOLVE pilot, from the Big Picture Report 9](#_Toc43267600)

[Practical Implications for DIVOLVE 9](#_Toc43267601)

[Digital Workspace Requirements 9](#_Toc43267602)

[Management Support in Digital Workspace 10](#_Toc43267603)

[Role of Digital Volunteer Coordinator 11](#_Toc43267604)

[Ad-Hoc Versus Long Term Digital Volunteer Coordinators 12](#_Toc43267605)

[Integration with Current Disaster Response Mechanisms in RCRC 13](#_Toc43267606)

[Annex 2: Digital Volunteer Co-Ordinator Terms of Reference 14](#_Toc43267607)

[Annex 3: Volunteer Registration Form and Consent Statement 15](#_Toc43267608)

[Annex 4: Digital Volunteer Introduction Task Example 17](#_Toc43267609)

[Annex 5: Task Generator (General Format) 19](#_Toc43267610)

[Annex 6: Task Description Format (Microsoft Teams) 20](#_Toc43267611)

[Annex 7: Monitoring and Evaluation Framework 22](#_Toc43267612)

[Introduction 22](#_Toc43267613)

[Models to be Assessed 22](#_Toc43267614)

[Target Groups 23](#_Toc43267615)

[Methods, Outputs, and Indicators 23](#_Toc43267616)

1. Introduction

The purpose of this blueprint document is to provide practical insights and resources that can assist in setting up a digital volunteer (DV) management model. These resources and insights are based on the experiences obtained during the implementation of a digital volunteering pilot by 510, an initiative of the Netherlands Red Cross, but also on the experiences that other organisations had with operating a (digital) volunteer management model. A comparative analysis of such volunteer management models was presented in the “[Big Picture Report](https://media.ifrc.org/ifrc/wp-content/uploads/sites/5/2020/01/510BRAND_BigPictureReport_final.pdf)” and provided the basis for the design of the pilot digital volunteer management model as part of the “Enhancing Aid Capacities” project. Finally, this document was revised again following the conclusion of the pilot and incorporates the lessons learned therein.

Here, digital volunteers are defined as volunteers that provide remote support using digital communication means. They are **not** present in and do **not** deploy to a location in the field.

The Enhancing Aid Capacities project set out to pilot a model, called DIVOLVE, with 100% digital volunteers to determine what added value this could have next to existing volunteer management practices. Having already run the pilot, this blueprint document offers 3 possible variants of this model which are based on experiences and shortfalls of said pilot. These are outlined below.

**1:Mixed Model**

The **first** variant refers to the model that 510 has operated for several years and consists of volunteers that come to the office regularly, that are familiar with the organisation and of whom the skill profiles are known to 510. Through this model 510 frequently provides both emergency and non-emergency support.

**2: DIVOLVE ER**

The **second** variant refers to a model with 100% remote volunteers that support emergency operations. This model was part of the DIVOLVE pilot.

**3: DIVOLVE Non-ER**

The **third** variant refers to a 100% remote volunteer management model that provides support outside of emergency situations. This model was also part of the DIVOLVE pilot.

The following table details the differences between the 3 identified variants:

|  |  |  |  |
| --- | --- | --- | --- |
| **Model Characteristics** | **1:Mixed Model** | **2: DIVOLVE ER** | **3: DIVOLVE Non-ER** |
| Purpose | Contributing to core business | Disaster | Non-critical support tasks |
| Specialisation | Digital humanitarian aid | Data and GIS | Communication |
| Modality | Online and Office | 100% online | 100% online |
| Selection of volunteers | Skill profile based | Selection based on motivation and basic data literacy | Selection based on motivation and basic data literacy |
| Volunteer status | Volunteer contract | No contract | No contract |
| DV co-ordinator | Yes | Yes | Yes |
| Functionality | Skill based task assignment | Skills need to be present in the pool | Skills need to be present in the pool |
| Sensitive information | Yes | No | No |
| Type of tasks | Support tasks | Non-critical tasks | Non-critical, non-time sensitive tasks |

The findings and recommendations of the Big Picture Report indicate that a crisis is not the best time to onboard volunteers and not the best time to familiarise an organisation with a new support structure. The following recommendations are made because of several concerns and practical experiences. These include:

* High probability for confusion among volunteers and volunteer management staff
* Expected inefficiency across the volunteer pool and the management team
* Disruption or duplication of existing volunteer outputs when piloting a new model.

During a major emergency, all attention of the involved staff should be directed towards the necessary tasks. The emergency response takes place largely through established routines and protocols. Bringing in new routines and protocols during a major emergency has high probability of causing confusion and frustration rather than an efficient and effective response to the emergency at hand.

The pilot, on which the three model variants in this blueprint are based, was initially set up to test a digital volunteer management model that supports non-emergency operations. It is important to note that, due to timing, the Covid-19 crisis offered an opportunity to test the model during emergency operations, but due diligence was taken to not interfere with the operational response.

1. Steps for model Implementation

Before initiating the setup of a DV management model an inventory should be made of the **existing support needs** in the organisation. It is important that a DV management model is not set up simply because the idea of Digital Volunteers appeals to people. Unless digital volunteers are given interesting and meaningful tasks to do, interest will dissipate soon, both on the side of the DV’s as well as on the side of the task suppliers.

Whereas the steps for setting up a digital volunteer model can be described in a concrete way, there is no straightforward, objective way to familiarise colleagues with the idea of how digital volunteers can help in their daily work. One of the hardest parts for some people turns out to be to familiarise themselves with the idea of working with remote volunteers and understanding what tasks they can ask of these remote volunteers.

In principle, any task that can be done on a computer can be done remotely on a computer as well. The biggest challenge to overcome when working with remote volunteers is effective and regular communication. In order to do this, the team supporting the model needs to understand what is required of them to be able to brief & manage the digital volunteer’s task.

* 1. Step 1 – Draw up Guidance on Teams Involvement in Task Requesting

In order to set the management team up for success, draw up guidance on the steps to follow when making task requests. This should be some formalised format on what the inclusions, scope and details of a specific task should be. These tasks will not represent the full range of tasks presented to volunteers but will be pooled together with the task requests from external providers once these become available in subsequent steps. These tasks can be used as preliminary tasks for volunteers to bolster volunteer engagement. See subsequent discussions.

* 1. Step 2 – Identify a Digital Volunteer Co-ordinator

The identification of the digital volunteer co-ordinator (DVC) should be done first. Example Terms of Reference for this position are provided in the annexes. Please note that for a volunteer coordinator for a “mixed model” providing core business support (see table above) you should consider a more significant time allocation (0,8 ftu) than for a “DIVOLVE” digital volunteer coordinator (0,2 ftu) for the non-emergency response model once it is up and running) Of course the time allocation should be adjusted based on the number of volunteers managed and on the turnover of tasks. Our aim was to pilot the DIVOLVE model with as little overhead as possible.

c. Step 3 - Onboard the Digital Volunteer Co-ordinator DVC

The onboarding process will ensure that the co-ordinator is familiar with:

* The teams set up and work method as well as the current modes of communication and team expectations
* The findings of the Big Picture Report
* Their duty description and working protocols
* Additionally, there will be ongoing support once the model is in place and in periods of ‘non-emergency’ where tasks are not as frequent.

This will involve answering questions on an ongoing basis rather than just when there is an emergency to facilitate ongoing engagement with digital volunteers. This will also allow the digital co-ordinator to manage the graduation model for promotion of volunteers as described above.

**Requirements:**

* Terms of Reference for Digital Volunteer Co-ordinator (see Annex 2)
  1. Step 4 - Recruit and Onboard Digital Volunteers

Two distinct recruitment methods were used. The mixed model has established long term relationships with universities through which a regular stream of students with specific skill sets is guaranteed. In addition, volunteers with specific skill sets are sourced through targeted volunteer vacancies. A requirement for these volunteers is that they come to the office regularly which greatly enhances the alignment and understanding between the digital volunteers and the organisation. These volunteers are given regular RCRC volunteer contracts which is a facilitating factor in complying with privacy legislation. Onboarding of these volunteers is a more significant time investment than onboarding DIVOLVE volunteers and generally involves one on one conversations with the DVC.

The DIVOLVE model variant 2 & 3 recruited digital volunteers from a pool of 35,000-40,000 existing volunteers associated to the Netherland Red Cross via the “Ready2Help network”. The digital volunteers recruited this way were not selected based on skill profiles. The idea was to create a pool of sufficient size that somewhere in the pool the capacity that you need exists. One prerequisite for such a model to be successful is that the pool of digital volunteers is of sufficient size. These digital volunteers were not given RCRC volunteer contracts which means that many of them register on a personal basis based on their contract/agreement with Ready2Help.

**Requirements:**

* An email address or webpage (for example Microsoft Forms) where interested digital volunteers can register themselves. An example of this is shown in Annex 3.
* A consent statement to be signed by all digital volunteers registering on a personal basis and not as an existing RCRC volunteer. See the annexes for an example of this consent statement (Annex 4).
  1. Step 5 - Volunteers to Create an Account for an online workspace

Registered digital volunteers should be asked to create an online workspace account or they can be added to a collaborative workspace such as Microsoft Teams. This is to facilitate communication and co-ordination of digital volunteer tasks. There are many options for such an account, the choice of which depends on the preferences of the pilot team but should consider the provided options to communicate and collaborate effectively. Privacy and the security of the personal data of participants should also be considered. All three variant models used Microsoft Teams as a platform.

**Data Responsibility**

Privacy and data sharing issues should be considered when making the decision as to which online group working system to use. The status of the digital volunteers should be carefully considered. Those DV’s who have signed RCRC volunteer agreements should be covered by those agreements but if DV’s join on a personal title then you are processing their personal data and should take custom measures to ensure clarity and consent. An example registration and consent statement are included in the annexes. This agreement is in relation to the data about the volunteers themselves rather than they data that they come into contact with during their volunteer experience.

**Considerations:**

Notification settings of participants should be carefully considered and pre-set if possible, to avoid people receiving too many unwanted messages.

Default notification settings may not be suitable for large groups, especially when they are added in bulk. Having noted this, however, the use of some degree of notifications is crucial to ensure that volunteers are sufficiently informed and engaged with incoming and available tasks.

**Requirements:**

* Instructions on where and how to create an account of the respective online group working system.
* An invitation sent to digital volunteers to join the relevant workspace.
* Onboarding: an explanation of communication and collaboration rules for digital volunteers.
  1. Step 6 – Identify Tasks for Digital Volunteers

For the mixed model tasks have either been identified beforehand and captured in a volunteer vacancy or acceptance of new (digital) volunteers is done based on generic skill profiles. A more regular working relationship results between the digital volunteers and the staff they are typically assigned to. The mixed model as operated by 510 does also make use of job boards for volunteers but relies less on them for managing the volunteers than a 100% remote model such as DIVOLVE.

For the DIVOLVE model specifically, **clarity** of tasks is extremely important both for the motivation of DVs and the satisfaction of those who provide tasks (task suppliers). Providing this clarity may be more challenging due to the absence of in-person contact as well as if the team is not prepared or does not have the time and capacity to create these tasks.

It is recommended that task suppliers are provided with skills profiles of the digital volunteers and example end-products to ensure that task suppliers are aware of the types of tasks that digital volunteers can be expected to fulfil and what types of tasks are beyond the scope of the volunteer pool so that expectations are sufficiently managed. These tasks can be combined with the preliminary tasks that the management team created in Step 1 to provide a range of tasks to the volunteers.

Ideally, a format is followed when preparing tasks for digital volunteers with the main objective being to provide as much **clarity** as possible. This format should allow tasks to be identified, reviewed for relevance and scope, where smaller tasks are preferred for this model and would most likely take the shape of a tabular format. Please see the “Task Generator” template provided in the annexes (Annex 6). This process should be done by the relevant NS or field office in charge of setting and managing tasks. These reviewed tasks should then be posted on the relevant channel or job board for the digital volunteers to access. An example of a format for the identification of tasks is shown below (Annex 6). This format should be placed on a shareable document wherein all relevant parties can add, edit, and review tasks before they are posted on the job board or channel. It is suggested that the following criteria are included in task reviewing:

1. Date requested
2. Task name
3. Requestor name
4. Requestor contact
5. Requestor national society or branch
6. Number of volunteers needed
7. Estimated time required to complete the task
8. Related project
9. Why is this needed?
10. Expected result
11. Format
12. Specifications
13. Resources
14. Are any of the resources confidential?
15. Skills needed
16. Start date
17. Due data
18. DVC comments
    1. Step 7 – Log the Tasks

The tasks requested from digital volunteers should be logged in the appropriate format. This step is to be done by the DVC. It is recommended that the relevant work file is attached to the relevant task when given to the volunteer from the task supplier. This ensures that the DVC is easily able to track task compliance and streamline the feedback process between the task supplier and the digital volunteer.

When the volunteer model is launched, it is recommended that some lower priority tasks/activities are already available to digital volunteers. This ensures that volunteers are not recruited and onboarded and then left without tasks for several weeks. An example of an introduction task is included in Annex 5.

* 1. Step 8 – Verify Clarity of Tasks

If necessary or when requested by volunteers, tasks should be verified for the volunteers. Additional information from the field needs to be requested by the DVC when necessary. The clarity is likely to be requested on the ‘Specifications’ section of the task description (Annex 6). This step is to be managed by the NS or local office which manages the digital volunteer tasking.

* 1. Step 9 – Monitor Acceptance of Tasks

If needed, digital volunteers with suitable profiles for specific tasks should be approached to pick up these tasks. In the first instance, the ‘Volunteers’ section of the task description should be used to identify the required skill level of the digital volunteer. If a task is not picked up, the DVC should approach appropriate digital volunteers with the task. When tasks are accepted, this should be logged and the digital volunteer responsible for the task should be noted.

* 1. Step 10 – Monitor the Resolution of Tasks

When tasks are submitted as being completed, quality control checks should be carried out by the DVC and/or the NS or local field office before the completed task is sent back to the field. Where necessary, issues should be resolved. Feedback should be provided to the relevant digital volunteers via the task description form (Annex 7).

* 1. Step 11 – Obtain Feedback from the Task Supplier

Feedback on the quality of the work being conducted by digital volunteers as well as the impact obtained via this network should be requested by the DVC from the task provider intermittently as well as following the completion of said task.

* 1. Step 12 – Provide Feedback to Volunteers

Once the field office has provided feedback on the quality and perceived impact of the tasks being completed by digital volunteers, the DVC should package this feedback and communicate this to the pool of digital volunteers.

* 1. Step 13 – Issuance of Volunteer Badges (or other forms of recognition)

Recognition plays an important role in managing volunteer motivation. The DIVOLVE pilot developed digital badges on Badgr ([www.badgr.com](http://www.badgr.com)) that can be shown on e.g. LinkedIn. Badges were issued by the Digital Volunteer Coordinator at the end of the pilot period to all digital volunteers that contributed to a task.

**Requirements:**

* Badges need to be designed according to branding of respective NS societies.
  1. Step 14 – Evaluate the Model

After deactivation of the model or at a predefined intermediate point, the model should be evaluated in order to assess its strengths and weaknesses. Organisational needs vary and the effectiveness of the digital volunteer model depends mostly on the people involved: digital volunteers, task suppliers and not least the digital volunteer coordinator. In every case it will be different how they can work together most effectively, and the final model will be the outcome of a series of adjustments made during operation. Therefore, evaluating and adjusting the model is particularly important.

**Requirements:**

* A feedback form or framework should be developed to assist with model evaluation.
* Feedback from the field should be included in the evaluation of the model. This should have been gathered by the DVC in previous steps.
* Feedback from digital volunteers should be included in the evaluation of the model and this should be gathered by the DVC. Feedback on specific issues that were handled should be documented and included in this step.

Annex 1 – Basis for the DIVOLVE pilot, from the Big Picture Report

Practical Implications for DIVOLVE

* + 1. Effectively working with digital volunteers during a disaster response and tapping into their capacity requires that approaches from the above models are factored into the DIVOLVE model and that the core ways of working identified through the analysis. However, it is apparent that there are implications for the collaboration environment, namely, the digital workspace and that there seems to be a strong need for a DVC.

Digital Workspace Requirements

* + 1. Considering the large volume of work generated at a time of disaster response and the varying characteristics of the digital volunteer pool involved (location, availability, skills etc.), collaboration is essential. A digital workspace for supporting disaster response needs to offer solid features that facilitate effective digital collaboration in a fast-moving environment. Bringing together the research conducted into different volunteer models as well as the 3 main components and the requirements of the model described above, eight (8) key requirements for a digital volunteer management platform for disaster response can be highlighted:

1. **Task formulation needs to be both clear and flexible.** Considering that the available digital volunteers will change per disaster and that their combined profile and availability will be different every time, task formulation should be able to adapt to this. This should not be underestimated and adds pressure as to how consistent the requestor in the field formulates the requests for support. The biggest change will be from formulating Terms of Reference for short to medium term positions to formulating concrete and concise tasks of different size:
2. Tasks with different skill requirement (skills of digital volunteers likely vary)
3. Tasks that require different durations to finish (digital volunteers have different amounts of time available)
4. Tasks that can be completed at different moments (digital volunteers are available at different moments).
5. Matching of people and **tasks can be based in principle on self-selection but complex or long running tasks need to be assigned to experienced staff.** Partially to ensure the tasks are executed with the right skill level, but partially also to avoid that certain tasks remain open or incomplete. The staff member can then split the work into smaller work packages assigned to remote volunteers.
6. **Onboarding is important** digital volunteers need time to familiarize themselves with the group, the workspace and communication protocols before they are able to perform. The disaster response phase is not the right moment for onboarding. Onboarding is ideally done before or after a disaster occurs. Visits to the office, if possible, are recommended. Therefore, it is recommended to first engage with digital volunteers on non-emergency phases (prevention, preparedness, recovery) and when they are performing, “graduate” them to the emergency response roster (SIMS in the case of RCRC).
7. **Training and e-learning opportunities should be provided** outside of disaster response periods as the disaster response phase is not suitable for on the job learning. If possible, e-learning in combination with internally facilitated face-2-face events (for example in the office) increases effectiveness of the training and commitment of volunteers. An entry level online curriculum on data literacy for volunteers has been developed and is available through the IFRC learning platform.
8. **Feedback on impact and performance needs to be provided to the contributing volunteers**. Impact can typically be observed and measured best sometime after the digital volunteering support has been provided. The envisaged volunteer coordinator plays an important role in (1) storytelling about the impact to which the remote volunteers contributed and (2) conducting a client satisfaction survey during and after the response and feeding these results back to the digital volunteers (Annex 8).
9. **Room for (informal) social interaction** needs to be provided so that those volunteers interested in this aspect of their volunteering assignment can participate.
10. **Personalized references** and/or letters of support should be provided at request.
    * 1. Based on practical experiences with volunteer engagement elsewhere, on a case by case basis it should be considered whether:
11. Terms and conditions of service for the protection, liability and accountability of volunteers are needed. As a matter of principle, the deliverable produced by the volunteer becomes an RCRC product and as such the NS managing the digital volunteers takes responsibility for this product. The (digital) volunteer should not be held individually responsible for any negative effects associated with his or her contribution. Digital volunteers can be asked to sign a volunteer agreement which can clarify the accountability and insurance issues but also e.g. binding them to regulations, policies, distribute intellectual property rights etc.
12. It adds value to add the possibility to register organizations in the platform and not only individuals.

Management Support in Digital Workspace

* + 1. Considering the platform requirements described above, the need for clarity of tasks and deliverables, the matching of volunteers with tasks, onboarding, feedback and references, it is in most situations unrealistic to expect a digital volunteer management platform to be entirely self-organising. An element of matching and management is necessary, especially during times of disaster response. As can be seen in several other remote support models, such as SIMS and 510, having an (digital) volunteer coordinator in place is standard. Based on the analysis of volunteer models, three basic models have been identified for a digital volunteer management model for disaster response.
  1. A self-organising model for repetitive, standardized tasks - no volunteer coordinator needed, for example the Missing Maps initiative. This model for the time being should be considered as an “ideal-type”. It may be possible for a self-organizing model to pick up some tasks but experience so far shows that a coordinator is needed at least for onboarding new volunteers and for sustaining the volunteer community.
  2. A model that functions with a remote coordinator for managing more complex tasks and maintain contact with the teams in the field. The remote coordinator is responsible for quality assurance (quality of deliverables, matching of tasks where needed, timely delivery of tasks), community management (onboarding, moderation if needed, feedback, impact stories, recognition).
  3. A model with an onsite coordinator, if needed combined with a remote coordinator. An onsite coordinator significantly shortens the gap between the team in the field and the digital volunteers.
     1. During the first few iterations of digital volunteer support in disaster response situations it will likely be beneficial to have an onsite digital volunteer coordinator (option 3). This is because most disaster responders will be unfamiliar with how remote digital volunteers can effectively support disaster response efforts in the field. The large distances, communication challenges, the ability of field-based responders to formulate tasks that are suitable for digital volunteers and the lack of experience among digital volunteers all play a role in the inefficiencies. The engagement of digital volunteers at the scale of disaster response situations has not occurred.
     2. The Red Cross, as a case in point, has invested in building inhouse capacity for SIMS in order to be less dependent on the availability of (digital) volunteers for this mechanism. Setting up a model for digital volunteer support for disaster response, therefore, goes against this particular trend and requires additional effort and negotiation to make it happen. An onsite digital volunteer coordinator can ensure that the required capacity is available in the field in the short term. The capacity to engage with digital volunteers during disaster response situations should in the meantime be incorporated into the training packages for regular surge profiles in field. To bridge that training gap, it is recommended that a temporary surge profile be developed for digital volunteer coordination.

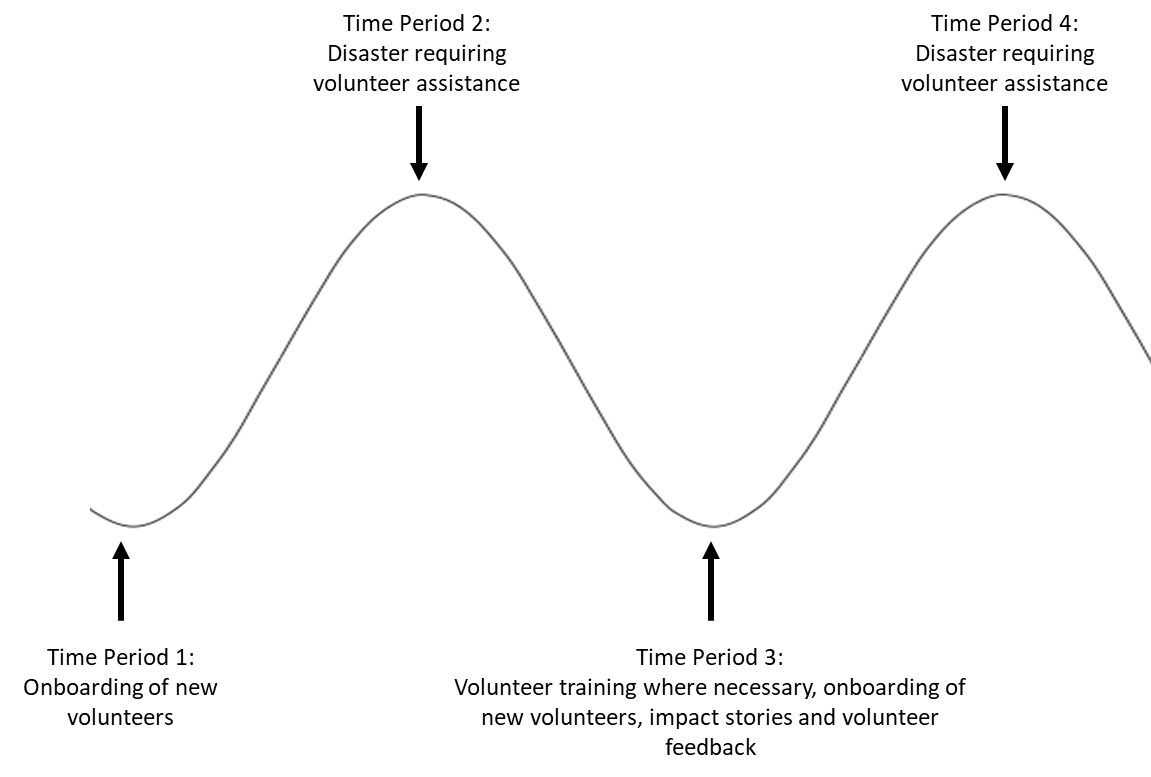
Role of Digital Volunteer Coordinator

* + 1. As described above, a digital volunteer coordinator is considered necessary for anything outside of repetitive, standardized tasks such as online mapping. The following key functions were identified for the role of digital volunteer coordinator.
  1. Responsible for recruiting and onboarding digital volunteers (outside of the disaster response phase) in a general pool.
  2. Know the task-relevant skill levels of each digital volunteer.
  3. For each activation, build a disaster specific digital volunteer team for which volunteers are drawn from the overall pool of onboarded volunteers.
  4. Pivot with the field, especially during disaster response situations: oversee task formulation (as described above) and quality of deliverables.
  5. Ensure matching of the right volunteers to each specific task.
  6. Moderate group discussions and interactions between volunteers (if necessary).
  7. Warn or expel digital volunteers from the group if necessary.
  8. Ensure impact stories are provided to volunteers.
  9. Identify training needs and opportunities for digital volunteers.
  10. Provide reference and/or letters of support on request.

Ad-Hoc Versus Long Term Digital Volunteer Coordinators

* + 1. The nature of disasters means that volunteers are only necessary for a short period of very intense work and collaboration followed by periods of down time. The experience of the Ready2Help model, for example, highlights that in order to maintain a digital volunteer community for repeated involvement in disaster response, one must keep volunteers engaged. When volunteers experience longer periods of ‘down time’ and are not engaged, they start to disassociate from the management model and the community. Therefore, it is important to dedicate the periods in between natural disasters to community building and maintenance of systems, documentation and finally to onboarding and training. The above described functional profile of a volunteer coordinator includes these tasks that are best performed before and after natural disasters strike. A viable model could be to engage digital volunteers on a continuous basis in ongoing projects and then “repurpose” them during times of disaster response.
    2. When setting up a digital volunteer management model it is recommended to invest in at least a 2-year (volunteer) position to get the model up and running and to then, after this 2-year period, carry out reviews on the position. The role that started out as ‘volunteer model creator’ will transform to a ‘volunteer coordinator’ who will ensure (1) continuous recruitment of new digital volunteers, (2) onboarding, partially face-to-face, and (3) linking remote volunteers with disaster situations based on their skills.

**Figure 3.** Pattern for Volunteer Coordination in Disaster Response Context

* + 1. 

Integration with Current Disaster Response Mechanisms in RCRC

* + 1. The RCRC organisation has existing mechanisms that activate in the case of a disaster. It is imperative to avoid setting up parallel systems in order to avoid confusion, especially at a time of disaster response.

Annex 2: Digital Volunteer Co-Ordinator Terms of Reference

A detailed Terms of Reference for a Digital Volunteer Co-Ordinator will depend on the specific needs of the organisation and should be locally developed. What follows is a competency framework which we believe contains the core skills and competencies that such a position should be built on.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| ROLE | POSITION | PURPOSE | SKILLS (LEVEL 1-4) | COMPETENCIES (LEVEL 1 - 9) |
| Volunteer coordinator | Volunteer Coordinator | Ensure a highly motivated and qualified group of technical experts that have a humanitarian impact by contributing to our products and services | Human resource management (3) Community Engagement (3) Evaluating (3) Reporting (2) | Delegate (5) Plan (4) Motivate (8) Listening skills (7) Gain support (5) Creativity (4) |

Annex 3: Volunteer Registration Form and Consent Statement

Teams Registration and Consent – Digital Volunteering

\* Obligatory

First name \*

|  |
| --- |
|  |

Last Name \*

|  |
| --- |
|  |

Email address to use for Microsoft Teams \*

*If you already use Teams with another email account, you may find it easier to use this same email address as a digital volunteer.*

|  |
| --- |
|  |

Display name to use for Microsoft Teams

*Note that the email address you choose above will also be visible. If you provide no display name, it will automatically be set as the text of your email address before the @ sign.*

|  |
| --- |
|  |

I understand and consent that my personal data, including my chosen display name and email address that I use to register will be visible to all participants in the digital volunteering pilot. These participants include other digital volunteers, staff and regular volunteers of the Netherlands Red Cross or other parts of the Red Cross Red Crescent Movement.

At my request or at the end of this pilot, whichever comes sooner, the Netherlands Red Cross will remove all my personal data. Currently, the end data of this pilot is envisaged for 30 April 2020, but this may be extended in which case I will be notified by MS Teams. Nevertheless, I understand and consent that it is currently technically NOT possible to permanently remove all traces of my participation in the Microsoft Teams environment set up for this pilot (e.g system notification that includes my email address will remain visible in the Microsoft Teams environment after I leave the pilot) \*

*By choosing “no”, you will not be able to participate in the Digital Volunteering pilot.*

|  |  |
| --- | --- |
|  | Yes |
|  | No |

I confirm that I will communicate with digital volunteers only via Teams. I will not use their personal data, including names and email addresses for any reason unrelated to digital volunteering tasks. \*

*By choosing “no”, you will not be able to participate in the Digital Volunteering pilot.*

|  |  |
| --- | --- |
|  | Yes |
|  | No |

I understand that if I am inconvenienced by the amount of email or other communications I receive because of my participation in this pilot, I am solely responsible for adjusting the notification settings in Teams. Guidance on how to configure your notification settings will be provided in the Teams workspace. \*

*By choosing “no”, you will not be able to participate in the Digital Volunteering pilot.*

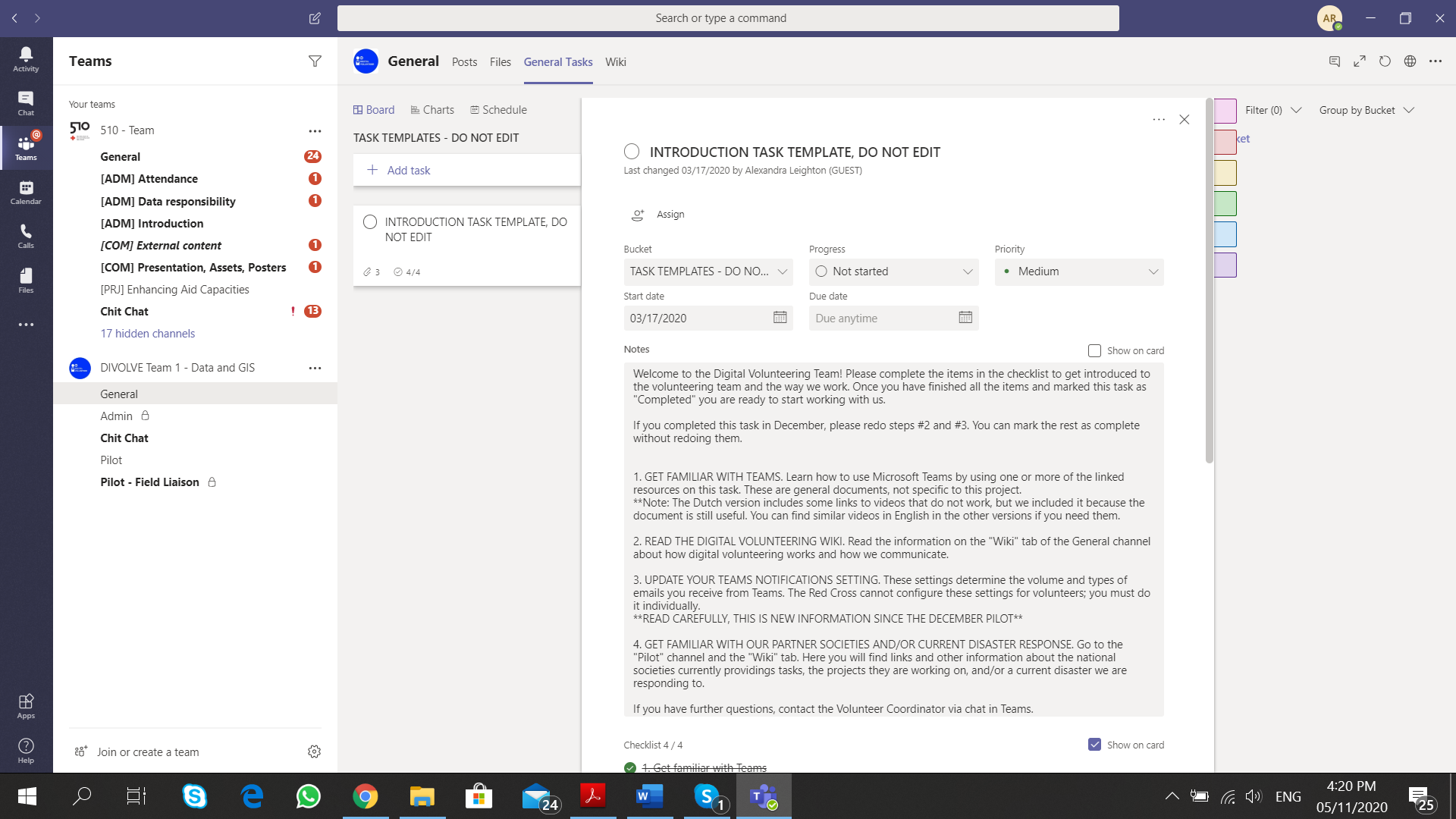
|  |  |
| --- | --- |
|  | Yes |
|  | No |

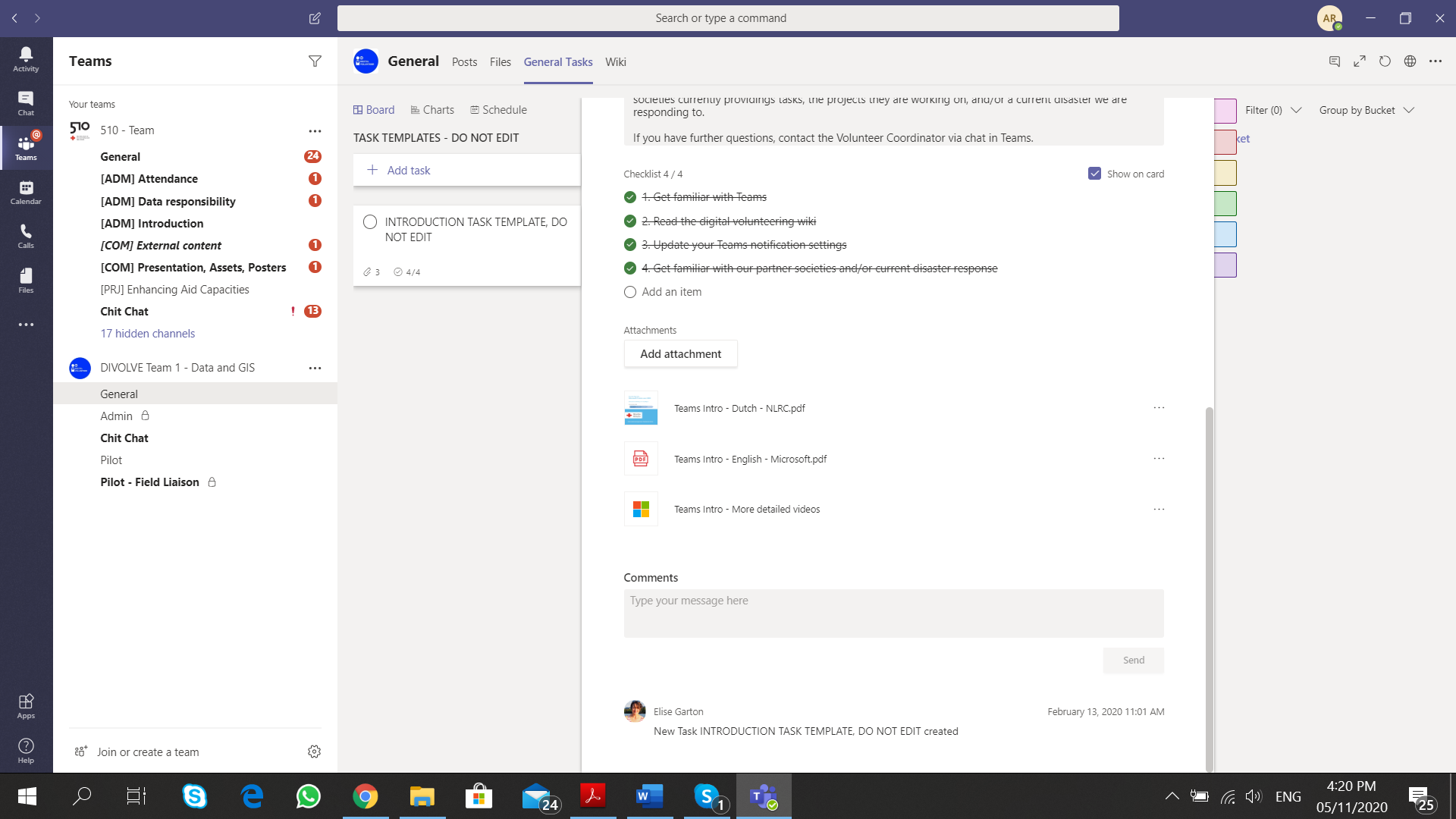
I have read and agree to Netherlands Red Cross privacy statement which can be found at the following address: <https://www.rodekruis.nl/privacy-statement/> \*

*By choosing “no”, you will not be able to participate in the Digital Volunteering pilot.*

|  |  |
| --- | --- |
|  | Yes |
|  | No |

Annex 4: Digital Volunteer Introduction Task Example

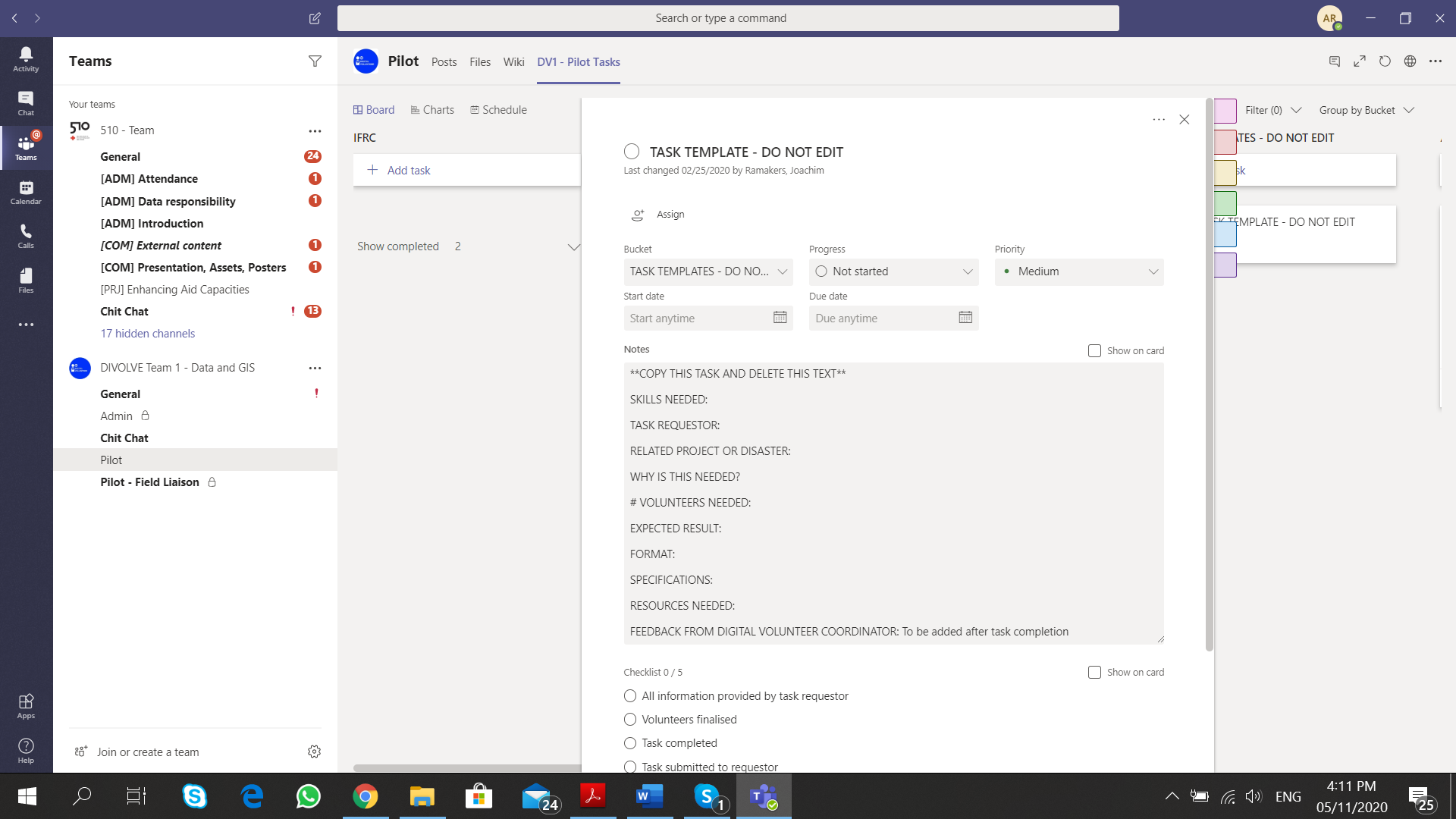


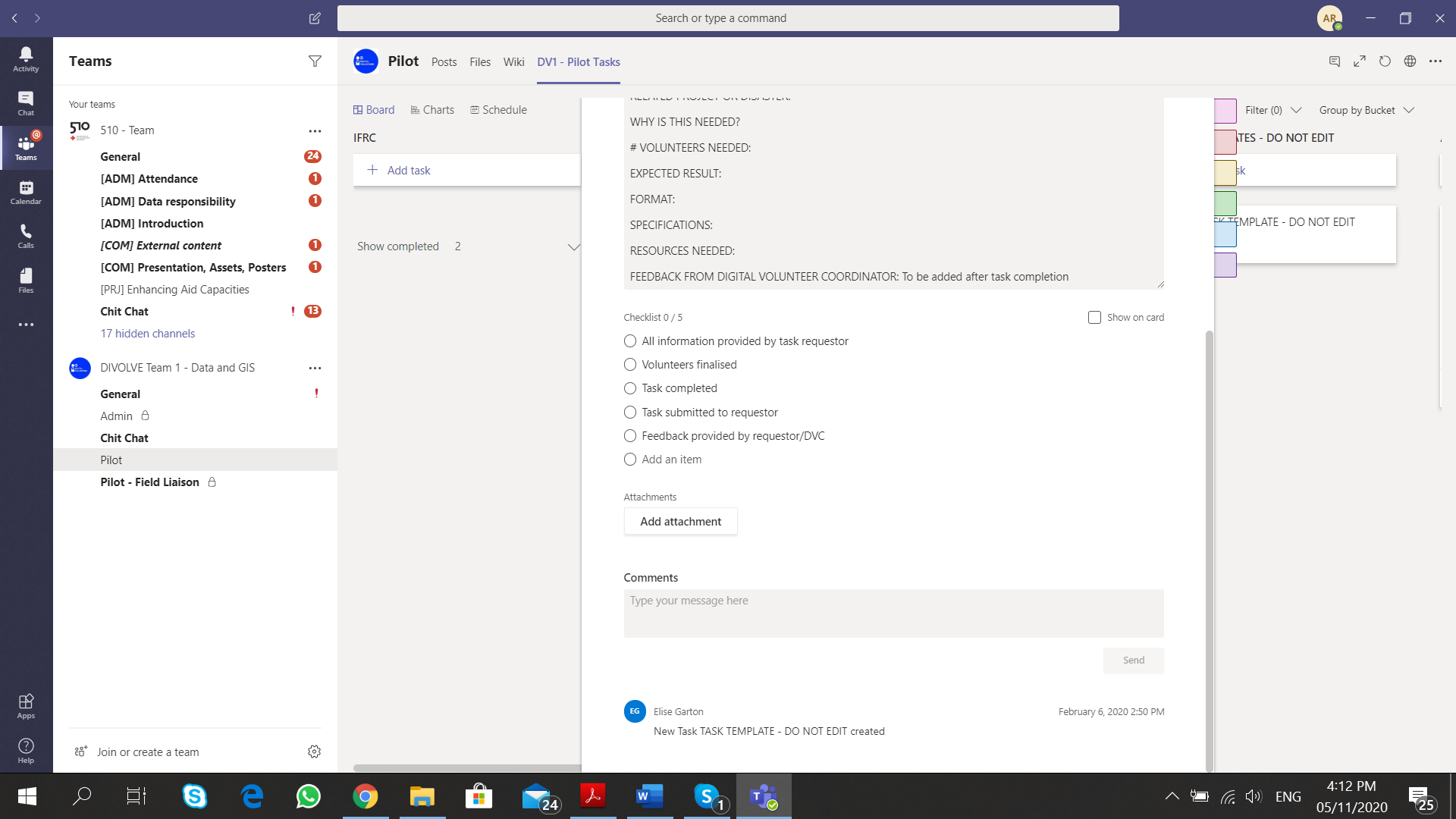


Annex 5: Task Generator (General Format)

|  |  |
| --- | --- |
| **Item Number** |  |
| **Date Requested** |  |
| **Task Name** |  |
| **Requestor Name** |  |
| **Requestor Contact** |  |
| **Requestor National Society** |  |
| **Related Project** |  |
| **Number of Volunteers Needed** |  |
| **Why is this needed?** |  |
| **Expected Result** |  |
| **Format** |  |
| **Specifications** |  |
| **Resources** |  |
| **Are any of the resources confidential?** |  |
| **Skills Needed** |  |
| **Start Date** |  |
| **Due Date** |  |
| **DVC Comments** |  |

Annex 6: Task Description Format (Microsoft Teams)





Annex 7: Monitoring and Evaluation Framework

Introduction

The following document sets out a framework to capture lessons learned from the digital volunteer pilot, which ran from April 2018 until April 2020 and was co-funded by European Union Aid Volunteers (EUAV) and the Netherlands Red Cross as part of the Enhancing Aid Capacities (EAC) project.

The project’s overall objective was to “improve the capability of potential Sending Organisations within the Red Cross Red Crescent (RCRC) Movement to provide quality support, managing enhanced pools of competent volunteers and staff for emergency response and improving remote support of operations”.

Within the context of this project, several work packages were identified of which one (work package 4) focused specifically on digital volunteering. The aim of this work package was to “establish, pilot and evaluate online volunteering models that sustainably strengthen humanitarian aid operations”.

Models to be Assessed

|  |  |  |  |
| --- | --- | --- | --- |
| **Model Characteristics** | **Mixed Model** | **DIVOLVE ER** | **DIVOLVE Non-ER** |
| Purpose | Contributing to core business | Disaster | Non-critical support tasks |
| Specialisation | Digital humanitarian aid | Data and GIS | Communication |
| Modality | Online & office | 100% online | 100% online |
| Selection of volunteers | Skill profile based | Selection based on motivation and basic data literacy | Selection based on motivation and basic data literacy |
| Volunteer status | Volunteer contract | No contract | No contract |
| DV co-ordinator | Yes | Yes | Yes |
| Functionality | Skill based task assignment | Skills need to be present in the pool | Skills need to be present in the pool |
| Sensitive information | Yes | No | No |
| Type of tasks | Support tasks | Non-critical tasks | Non-critical, non-time sensitive tasks |

Target Groups

|  |  |  |
| --- | --- | --- |
| **Main group** | **Subgroup** | **Number** |
| Volunteer Divolve | * Old, inactive * Old, active, non-emergency * Old, active, emergency * New, active, emergency | 44 |
| Volunteer 510 | - | 9 |
| Coordinator | DIVOLVE | 1 |
| Coordinator | 510 | 1 |
| Task Suppliers | DIVOLVE | 2 |
| Task Suppliers | 510 | 2 |

Methods, Outputs, and Indicators

The below table presents methods, outputs, and indicators to evaluate the digital volunteer models, based on relevant activities as outlined in the project’s Gantt-chart.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Method** | **Subject** | **Output** | **Indicator** | |
| Surveys | Volunteer | Volunteer satisfaction (Galindo, Kuhn & Guzley, 2002) | * Goal achievement * Community feeling * Recognition of efforts * Clarity of tasks * Workload * Digital workspace * General impression | |
| Task suppliers | 1. Efficiency of the model 2. Quality of outputs delivered 3. General | 1. Efficiency of the model 2. Clarity of the process:  * Explanation how the digital volunteering model works * Creating tasks * Receiving outputs from volunteers * Reviewing outputs delivered by volunteers * Providing volunteers feedback about their work * Understanding of volunteers’ competencies  1. Communication  * with the coordinator * with the volunteer who worked on given task  1. Output quality  * Outputs delivered matched expectations * Volunteers’ competencies matched needs * Time needed to complete a task  1. General  * General impression * Type of tasks best suited for digital volunteers * Willingness to work with digital volunteers again | |
| Semi-structured interviews | Volunteer | Crosscheck with survey | | |
| Task suppliers | Crosscheck with survey | | |
| Volunteer coordinator | 1. Efficiency of the model 2. Efficiency of quality control system 3. Quality of outputs delivered 4. General | 1. General    1. General impression    2. Expectations about own role    3. Expectations about the model 2. Efficiency of the model    1. Clarity of the process    2. Pilot introduction    3. Task creation    4. Task completion    5. Assigning tasks    6. Communication among volunteers    7. Reception and review of end products    8. Feedback provision    9. Understanding of the volunteers’ competencies 3. Coordinator’s role    1. Responsibility    2. Initiative    3. Workload    4. Reward 4. Volunteer engagement    1. General observation of volunteer engagement    2. Feedback received from volunteers 5. Communication    1. with the volunteer who worked on given task    2. with 510 staff 6. Quality control system 7. Output quality 8. Type of tasks    1. Type of tasks best suited for digital volunteers | |
| Other | Task-tracker | x | 1. Task compliance 2. Balance task supply / demand | 1. Task compliance:    * # of tasks submitted    * # of tasks completed    * # of outputs matched requirements 2. # of volunteers active versus # of tasks supplied |
| Teams analytics | x | Volunteer activity | * # of volunteers recruited * # of introduction tasks submitted * # of volunteers who completed their introduction task * # of active / inactive volunteers |
| Network assessment | x | Partnerships established | # of project partners (universities, EUNS, private sector) |