





## **RESEARCH RESULTS**







MOVE IT





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# **DESK RESEARCH**

#### Introduction

Human civilization has entered a completely new revolution in which digital, virtual, innovative and imaginary are becoming the main driver of the entire social development, and it is about the industrial revolution 4.0 or the fourth industrial revolution. The emergence of the Industrial Revolution 4.0, which is often equated with the terms Fourth Industrial Revolution or Digital Smart Revolution refers, among other things, to the intensive application of digital, namely, information and communication technologies in business, which causes radical changes in the understanding of business resources - from physical, tangible, to digital, electronic, or intangible (Kahrović, 2021). Digital technologies have changed the way the world works, the business environment has changed fundamentally, the way people communicate and exchange information and the interaction in the public and private sectors, the for-profit and non-profit sectors have changed. The process of digitalization has affected all segments of the global society, economy and the environment in which all organizations operate, so that it can be freely said that the digital transformation has become a necessary determinant of tomorrow. Consequently, neither NGOs, their goals, mission, and the environment in which they operate, are immune to the process of digitalization and the changes brought about by the transition to digital work. All organizations/companies (organization, business network, industry, and society) have valuable digital assets, whether they are data or functionality, but resources (human, financial, and knowledge) and capabilities (digital capabilities and dynamic resources) are the strategic assets for initiating or accelerate transition to digital work, leveraging, reusing, combining, and sharing with stakeholders. In this sense, as Bălăcescu (2021:201) points, it is vital that it adapts to digital reality, especially since all its stakeholders are in this reality subjected to the process of digital transformation.



In business, regardless of the sector in question, for-profit or non-profit, digitalization most often refers to enabling, improving and transforming business operations, business functions, models, processes and activities, using digital technologies and wider use and context of digitalized data. The digital strategy of the NGO is a tool through which the NGOs can fulfill its mission faster and easier, to save and use resources as rationally as possible, to increase the interaction with stakeholders (ibidem). Therefore, to compete and survive, NGOs also must include appropriate digital transformation as a core strategy. However, organisations in various sectors face new challenges when taking different initiatives in transition to digital work. It is the same with NGOs, which face a number of challenges and problems in the process of digitalization and the transition to digital work.

The following part of this document presents the results of a desk research, divided into three parts. The first part provides an overview of the effects of the use of digital tools and transitions on the digital work of Yos. The second part of the desk research presents an analysis of the current state of use of digital technologies and tools in the work of YOs, followed by an analysis of problems and obstacles encountered by YOs in the process of digitalization and transition to digital work.

### 1. An overview of the effects of using digital technologies and tools in the work of YOs

Many authors go beyond a business- and profit-centric perspective to claim that digital technologies can also benefit NGOs and other forms or social or hybrid organizations with various social or public good objectives (e.g., Bentley et al., 2019; Kolk and Ciulli, 2020). For example, digital technologies have been used by civil society groups such as Human Rights Watch and Amnesty International to address human rights violations, by environmental groups such as the World Wildlife Fund to protect animal species and maintain biodiversity, and by developmental organizations such as UNAID to organize food production/distribution and fight global hunger (Trittin-Ulbrich et. al., 2021).



Caralt, Carreras and Sureda (2017) in their book "The digital transformation in NGOs. Concepts, solutions and practical cases ", explain the reasons and advantages of digitization and the transition to digital work NGOs. These authors state remote working, communication channels and digital fundraising, such as social networks, contacts through web pages, crowdfunding, email-marketing, as key advantages of using digital technologies and tools. They point out that NGOs should take advantage of the benefits of technology: e.g. optimizing the internal management of the entity, automating and improving programs and services for users, increasing the productivity of these programs and services to have a greater impact on communication; expand and add more sources of income, and be a competitive entity in the social sector. Furthermore, the authors indicate that digital transformation creates and deepens communication channels with people (both volunteers, users, donors and partners) and other entities. This is possible because digital tools provide NGOs with greater opportunities to influence social causes since they can sensitize, raise awareness and mobilize potential followers through digital campaigns on social media. As a powerful digital tool, social media allows NGOs to expand their opinions, make a positive impact and contribute to positive social transformation. Cooperation should also not be left out, as a positive effect of digitalization, since different digital tools facilitate collaboration between NGOs, between volunteers and NGOs, between NGOs and the Public Administration. According to this the main benefits of digital transformation are:

- ability to reach a larger audience and grow their social base;
- more efficient use of resources and better team and process management;
- improvement of their programs and services for users (the ability to automate services, increased possibilities for collaboration).



Other authors believe that NGOs, as part of the nonprofit sector, have many similarities with the for-profit sector. Nahrkhalaji et. al. (2018) explains that non-profit do not sell anything per se, but they are trying to sell their mission, their programs, and their services to clients, donors, volunteers, and staff members. A non-profit should differentiate their services from the rest of the non-profit sector - with a competitive advantage. These authors point out a number of problems faced by nonprofit organizations, such as limited availability of resources, increasing numbers of agencies seeking support, raising their funds, new trends in donation, and the presence of for-profit organizations in human services, and note that these and similar problems require from non-profit sector organizations to adapt and seek competitive advantage through innovation. All of this can be made possible by digitalization. In that sense it can be said that digitalization for NGOs means greater efficiency as it makes work straightforward, communication simpler, and collaboration seamless (Nahrkhalaji et. al., 2018). Herbert (2017) explains that digitalization enables NGOs to reduce labor costs by automating manual tasks, personalize donation process, increase transparency and trust digital, raise friends rather than funds, virtualize paperless marketing and decentralize their services.

For example, Oxfam Hong Kong increased donations by dramatically improving the visitor experience on the website for its annual fundraising race, increasing page views by more than 600 percent - from 117,000 to 774,000 over a year. OxFam Hong Kong accomplished this by moving to a cloud platform, Microsoft Azure, which enabled it to maintain stability and rapidly scale up to easily handle peak race-day traffic for donors who expect a quality, trustworthy user experience (Nethope, 2017).



Gemperle Sánchez del Corral (2022), talking about the process of digitalization in NGOs starts from the point that the main challenge for NGOs lies in the collection of donations and volunteers, so there are numerous digitalization options to improve the fundraising of non-profit organisations. This author draws attention to the fact that it is crucial for NGOs to take advantage of the situation caused by the pandemic to implement digitalization in a way that improves operations in the medium and long term. The main forms of digitalization for NGOs consist of digitalizing internal processes, analysing available information, developing multi-channel fundraising systems, offering different payment methods and investing in donor loyalty and engagement (Gemperle Sánchez del Corral, 2022).

In the report of the Association of German Development and Humanitarian Aid NGOs entitled "Tech for Good: The possibilities and limits of using digital instruments in international development projects of non-governmental organisations", the advantages and obstacles of using digital tools in the work of NGOs are thoroughly analyzed (Venro, 2019). According to this report, the main benefit of the transition to digital work of NGOs is the possibility of improving projects using digital technologies. Adding digital components can improve the efficiency, usability, security, fit, reach, reporting, or transparency of a project. Also, the ability to analyse large data sets improves project selection and design.



### 2. Analysis of the current state of use of digital technologies and tools in NGOs

Based on surveys made by Nonprofit Tech for Good since 2016 with NGO representatives all over the world, the Global NGO Technology Report is published. The report summarizes how NGOs use web and email communications, online fundraising tools, social media, mobile technology, and data management and security software. In this report which covers the information of 5721 organizations from 160 countries, it is stated that NGOs worldwide have increased their technology investments in 2019 by 51 percent. According to the latest survey from 2019, 90% of NGOs regularly use social media and 97% of them see social media as effective for brand awareness, while 78 % of the participants believe in the power of social media to reach volunteers and inspire people (Nptechforgood, 2019). Also, 80% of NGOs worldwide have a website, while 71% regularly send

email updates to supporters and donors. Although at first glance these numbers seem satisfactory, they also show that 20% of NGOs worldwide do not have their own website, and that as many as 29% of NGOs do not use email regularly, indicating that even in terms of using basic digital communication tools with stake-holders and external communication in general, there is room for significant improvements.

The situation is completely different with Productivity & Emerging Technology, whose use is at a low level, so that internal communications tools are used by only 19% of NGOs globally, while online project management tools are used by only 22% of NGOs (see diagrams 1 and 2).

### Diagram 1: Use of Internal communications tools by NGOs globally



### Diagram 2: Use of Online project management tools by NGOs globally



Regarding the use of Customer Relationship Management (CRM) software to track donations and manage communications with supporters and donors, the situation is somewhat better, so CRM software is used by 43% of NGOs globally, while 40% NGOs globally use encryption technology to protect their data and communications (see diagrams 3 and 4).



#### Diagram 4: Use of encryption technology by NGOs globally



Important information also applies to the use of digital fundraising tools. Two thirds (64%) of NGOs globally accept online donations on their website. If we look at these data, we notice that there is significant room for improving the use of digital tools in the work of NGOs in all segments of their daily activities. The lowest prevalence is the use of Online project management tools, as well as Internal communication tools, where less than a quarter of NGOs use these tools globally. Given that the data refer to the year 2019, before the beginning of the Covid-19 virus pandemic, it can be assumed that the use of digital tools is somewhat more intensive today, but that the process of transition to digital work of NGOs still requires improvement and application of a wider range of digital tools.

Given that the research sample in this Project includes YOs from the territory of EU member states and Erasmus+ program countries, we will especially emphasize the findings of the 2019 Global NGO Technology Report for NGOs from the territory of Europe. Similar to the global sample, 95% NGOs from Europe regularly use social media to engage their supporters and donors, and 95% agree that social media is effective for online brand awareness (Nptechforgood, 2019). Also, 95% in Europe have a website, while 80% regularly send email updates to supporters and donors. From these data we see that NGOs from Europe are at a higher level of use of web & email communications and social media tools compared to the global average. Very few NGOs in Europe do not use these tools. However, the situation is different when it comes to Customer Relationship Management (CRM) software and encryption technology. Regarding use of Customer Relationship Management (CRM) software to track donations and manage communications with supporters and donors, the situation is somewhat better, so CRM software is used by 43% NGOs in Europe, while 40% NGOs in Europe use encryption technology to protect their data and communications (see diagrams 3 and 4).



#### Diagram 5: Use of CRM software by NGOs in Europe

#### Diagram 6: Use of encryption technology by NGOs in Europe



An even lower rate of use of digital tools by NGOs in Europe exists in the case of Online project management tools and Internal communication tools (see Diagram)



Diagram 7: Use of Internal communications tools by NGOs globally



### Diagram 8: Use of Online project management tools by NGOs globally



Important information also applies to the use of digital fundraising tools. More than half (56%) of NGOs in Europe accept online donations on their website. It is important to refer to the findings of the research Do (not) Digitalize Me, conducted by CONNECT International, according to which 70,4% of YOs and organizations for youth across Europe reported using digital tools on daily bases in their work. According to CONNECT's research, the COVID-19 pandemic enhanced the youth sector's digitalization. 49.7 percent of youth organizations claimed that more than half of their in-person activities had been shifted to digital platforms, while another 32.7 percent reported that they had transferred all of their in-person activities to digital platforms. Additionally, 61.6 percent of respondents indicated that they intend to utilize digital tools extensively in the future, while 32.1 percent indicated that they intend to use them for some activities.

The current state of use of digital technologies and tools shows that the largest share of NGOs, both globally and in Europe, has largely adopted and used

basic digital tools, primarily for marketing and external communication. A digitalization commonly includes three components: digitalizing project management systems, digitalizing services and products, and communication digitalization. According to the data presented previously in the document, NGOs' digitalization efforts merely refer to communicating on digital media platforms. It can be said that the use of digital tools for fundraising is at good level. However, the presented data indicate that the application of digital tools in the field of Productivity & Emerging Technology is still relatively low, and that it is necessary to further develop and improve the use of these tools.



#### 3. Common challenges for NGOs in digitalization process

In order for the process of digitalization in YOs to be fully understood, the key obstacles that YOs face in the adoption and application of digital tools must be considered. Most authors agree that the main obstacles are lack of funding for complex end-to-end technology infrastructure, software and systems and unavailability of human resources to develop and maintain it (technical support, system administrators, software developers, etc.). To this should be added the usage of legacy technologies, hardware, and systems that are no longer supported or updated so NGOs need to replace the existing IT infrastructure in order to be able to move to digital work. Koita Fondation (n.d.), referring to the main challenges faced by NGOs in the digitalization process, states:

- large number of volunteers, often with limited education and experience,
- high employee / volunteer turnover making training and continuity a challenge,



- highly manual and non-standard processes e.g., data collection, data management,
- inadequate management bandwidth to track and monitor performance with growth,
- difficulty in monitoring operational and financial performance and controls,
- inadequate data available to take data driven decisions,
- lack of IT systems / technology to drive efficiencies and effectiveness.

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 about Usage of digital tools and ICT by youth NGOs in Spain: Some of the main challenges for the successful development of a digital transformation strategy identified by the report were "having the necessary" talent and providing appropriate training (57% of NGOs claimed to have staff limitations, whilst 55% emphasised the need to train their employees), overcoming budget constraints, the complexity and oversupply of new technologies, and the long-term impact" (Caralt, Carreras, Sureda, 2017). Thus, it is not difficult to conclude or confirm that the main obstacles that YOs face in the digitalization process are lack of resources, insufficient knowledge of people and the need for additional training in the use of digital tools. This is not difficult to understand, given that NGO's have a unique financial mechanism. As Canova et. al. (2021) state in most cases, the money NGOs receive from donors cannot be used in a flexible way, meaning that it needs to be allocated transparently based on pre-assigned budgets and is often called "earmarked money". At the same time, we should not focus only on financial resources, because the problem of NGOs in the digitalization process is not only financial resources. It is primarily about limited access to resources and the difficulty of dedicating resources to digitalization.



An important aspect of the transition to digital work is also digital insecurity, which include: protocols, practices, and behaviours that can increase the risk towards an organisation, its staff, and the communities they work with. This includes practices such as poor encryption protocols; lack of strong data protection policies and practices etc. It can therefore be understood why there is a delay in using free digital tools whose security is questionable.

The complexity of the use of software and digital tools should also be addressed, given that a large number of digital tools do not meet the needs of NGOs, and it is also necessary to use several different tools that are accessed separately, which further complicates their use and raises the required level of knowledge and skills of organization's members. This problem can be overcome by creating a single platform multiple tools for different segments of digital work.

Addressing all these issues with timely and adequate solutions is the only way we could see NGOs flourish in future.

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## **RESEARCH PROPOSAL**

#### 1. Research Overview

Technology and its segments redefine the way people live on a whole new level. Never before has there been an opportunity for a person to engage with other individuals or groups around the world in a second. The variability of the entire environment was also reflected in the changing environment in which today's companies operate. The business environment is becoming increasingly dynamic as both for-profit and non-profit firms face intense, complex and unpredictable changes. Numerous factors contributed to the creation of such conditions, among which the digitization process, further strengthened by the COVID-19 virus pandemic, had a dominant impact. After the process of globalization and connecting the world into a global village, a new era has begun that we can call the age of digital transformation. The basic characteristic of the new, digital age is that day by day it takes on new dimensions and new forms. Accelerated technological development, expansion of smart devices, the proliferation of mobile devices as some of the elements of the fourth industrial revolution put before all organizations certain challenges to which they responded by digitalization, creating new communication channels to customers and many other innovative services. New technologies and platforms bring numerous opportunities not only to launch new projects and companies, but also to improve existing ones. Opportunities that open up to organizations in all sectors through digitalization are an incentive to accelerate digital transformation. Therefore, digitalization is no longer an option, but a necessity for organizations that want to be competitive. The issue of digital transformation, ie complete digitalization, gained special significance with the current pandemic of the COVID-19 virus, which made digitalization a necessity for the survival of organizations.

Digitization refers to the use of digital technologies and data in order to achieve business goals and improve the business of organizations. The term 'digitalisation' is not the irruption of a new revolution, but the pervasive synergy of digital innovations in the whole economy and society (Perez, 2015). One of the most accepted definitions of digitalization is implied "integration of digital technologies into everyday life by the digitization of everything that can be digitized" (Hagberg et al., 2016, p. 696). In that sense, digital transformation can be understood as the transition from traditional ways of doing business to digital business. Digital transformation can include areas such as digital marketing, digitalization and automation of business processes, business models, sales channels, ->

digital procurement, Big Data and other similar processes associated with multidimensional transformation of organizations.



With the advent of the digital age, the need for digitalization has therefore become a necessary prerequisite for further business in all sectors and organizations, including non-governmental organizations, which include the Youth organization. In the case of YO, adopting a well-designed digital strategy that connects people, processes and technology can greatly enhance their impact and enable you to more effectively achieve the purpose, goals and mission of YO. Although the importance of the digital transformation of YO has begun over the last decade, it has been drastically accelerated since the beginning of the COVID-19 pandemic. Measures of social distancing have led to the need for flexibility and urgent adjustment of NGOs, and consequently YO, the process of digitization and remote work in a very short time. For organizations that did not begin the digitization process before the start of the COVID-19 pandemic, the pandemic led to an previously unplanned, urgent digital transformation.

The benefits of a successfully implemented YO digitization process are numerous, and we will mention only the key ones, which relate to taking advantage of technology to optimize management; automation and improvement of programs and services for users; increase the productivity of these programs and services; achieving greater influence on communication; providing more sources of income; achieving the status of a competitive entity in the social sector. In addition, digitalization enables YOU to have a greater capacity to influence social problems, as they can raise awareness and mobilize potential followers through digital marketing campaigns on social networks. Facilitated communication and cooperation between different YOs, reduction of barriers and new ways of cooperation and improvement of services and programs aimed at social goals (cooperation between YO, between volunteers and YO, between YO and public administration) should not be left out. Mobile technology allows employees to access the tools and information they need anytime, anywhere and on any device. Online meetings provide opportunities for organizations working in different offices, locations or sending workers to meetings with clients / users to overcome physical limitations, hold a face-to-face meeting, share a screen, collaborate on real-time documents. When information is isolated, scattered and not consolidated in one system, employees cannot access the information they need when they need it, which slows down the process, dissatisfied employees and customers. Creating a single platform on which all documents of the organization are digitized raises the overall efficiency of all processes. The issue of cyber security should not be left out either. Given that the large number of free tools and applications available to YOU for digital work is controversial from a security point of view, YO faces the challenge of adequate data protection, including payment details and personal data, which is implied to be protected.



However, the implementation of the digitization process is neither simple nor easy. Almost all NGOs have used digital technology in various forms and activities for years, but many of these organizations have faced or continue to face many challenges in the digitalization process, due to lack of resources, knowledge, resources, nature of the field in which they work or various other reasons. Lack of financial resources may force YOU to use less efficient digital tools because better tools are more expensive, or working with efficient tools requires prior knowledge acquired through formal education. One of the problems is insufficient training of employees for digital work, as well as insufficient information about available tools, including free tools. CharityVillage (2019), in addition to the lack of funding for adequate information infrastructure and CRM system, cites the obsolescence of technologies used, as well as the complexity of the structure of YO employees, often a combination of part-time, flexible and full-time volunteers. working hours, where everyone has different sets of skills and talents. A particular problem is the fact that digital tools are developed primarily for the needs of business users, and therefore do not reflect the real needs of YO. To this can be added the problem of the lack of a single platform that would unite different tools in one place, which is why employees often have to manage processes through a dozen different tools, becoming clear dimensions of the complexity of the transition to digital work YO.

Identifying the problems and obstacles that YO encounter in the process of digitalization has determined and directed the direction of this research. In this sense, the results of the research should provide insight into the state of available capacities for digitization of YO, key obstacles encountered in the process of digitization and transition to digital work, and ways to overcome them, as well as show the extent to which a single digital platform with tools for different segments of YO work, can enable YO to move efficiently to digital work.

#### 1.1. Research subject

The subject of this research is the identification of key problems and obstacles that YO encounter in the process of digitization and the transition to digital work. The complexity of the examined research subject imposed the need to determine whether and to what extent the creation of a single digital platform with multiple tools for different segments of YO activities facilitates the process of digitization of YO and the transition to digital work..



#### **1.2. Research Aims and Objectives**

The extraordinary circumstances caused by the COVID-19 pandemic created an urgent transition of YO to digital work, and made the process of digital transformation, which until the outbreak of the pandemic was seen as something that all NGOs must do, but one day become what must be solved today. Therefore, the general goal of this research is to examine the capacity of YO to switch to digital work, identify key problems and obstacles encountered in the digitization



process and determine whether and to what extent creating a single digital platform with multiple tools for different segments of YO activities facilitates YO transition to digital work.

In addition, the goals of the research are to create an experiential record of:

- Tools used by YO in digital work;
- The extent to which existing tools meet the needs of YO;
- Problems encountered by YO in the process of transition to digital work;
- Needs for necessary interventions and additional education of YO employees;
- The need to create a single digital platform with tools for different segments of YO's work.

Starting from the defined goals of the research, the following research tasks have been determined:

- 1. Examine the use of digital tools in everyday YO activities.
- 2. Examine the level of knowledge and skills of YO members for the use of digital works.
- 3. Examine the knowledge of benfit using digital tools in YO.
- 4. Examine the impact of digitization on various aspects of YO work.
- 5. Examine the capacity of YO to organize training for digital work.
- 6. Examine the segments of YO digital work activities in which there is a need for additional training and coaching of members of the organization.
- 7. Identify the key obstacles YO encounter in the transition to digital work.
- 8. Examine the extent to which YO have a problem with financial resources for the purchase of information infrastructure equipment.
- 9. Examine the extent to which YO have a problem with financial resources for organizing training and digital training.
- 10. Examine the extent to which insufficient information on available tools is a problem for YO in the transition to digital work.



- 11. Examine the extent to which existing digital tools meet the needs of YO.
- 12. Examine the extent to which a large number of different digital tools is a problem in the daily work of YO;Ispitati u kojoj meri bi prelazak na digitalni rad YO bio olakšan kreiranjem jedinstvene digitalne platforme sa alatima za različite segmente rada YO;
- 13. Determine the characteristics of a single digital platform with tools for different segments of YO's work, in order to meet YO's needs for digital work.

#### 1.3. Research hypotheses

The research is based on the general hypothesis that YO capacities are not adequately developed for the successful implementation of the digitization process and the transition to digital work.

The general hypothesis of the research indicates the complexity of the problem of the examined phenomenon, which is why the validity of the following specific claims will be checked in the research:

- It is assumed that one of the key problems of YO in the digitalization process is the lack of financial resources needed for the procurement of hardware / software and training of people;
- It is assumed that one of the key problems of YO in the digitization process is insufficient training of staff for digital work;
- It is assumed that one of the key problems of YO in the digitization process is the large number of different digital tools that YO members have to access separately,
- It is assumed that existing digital tools do not meet the needs of YO,
- It is assumed that creating a single digital platform that combines multiple tools for different segments of YO activities raises productivity and facilitates everyday YO activities,
- It is assumed that there is a connection between the level of action of YO and the problems that YO encounter in the process of digitization and the transition to digital work.



- It is assumed that there is a connection between the size of YO and the problems that YO encounter in the process of digitization and the transition to digital work.
- It is assumed that there is a connection between the size of the YO budget and the problems that YO encounter in the process of digitization and the transition to digital work.

#### **1.4. Research variables**

The following variables were defined in the research:

- The level of YO action is determined as local, national and international.
- Size YO expressed by the number of members of the organization.
- YOs budget size.

#### 2. Research Methodology

Various scientific methods and techniques were used in the research, as appropriate. The main method for collecting secondary data that will be used for theoretical foundation of research problems and deriving theoretical conclusions on which research is based is desk research, and for this purpose an analysis of theoretical works and empirical research of domestic and world scientific production will be performed, available online. Methods that will be used for theoretical analysis and generalization of certain, previous knowledge about the characteristics, essence, and effects of digitization processes in YO, are content analysis method, inductive and deductive method, synthesis method, abstraction and concretization method, generalization and specialization method. The method of content analysis will be an unavoidable method for studying extensive literature that deals with the issue of digitalization, digital transformation and the effects of the transition to digital work in various sectors, with special reference to NGOs, ie YO. In addition, the method of content analysis will be used when studying the review of the results of empirical research and studies, professional and scientific papers that have dealt with this phenomenon. The inductive method will enable, on the basis of the collected information and individual observations, to formulate general conclusions about the problems encountered by YO in the process of transition to digital work and ways to overcome them. The deductive method will be used in order to draw special conclusions from these general conclusions about the problems that YO encounter in the process of transition to digital work and ways to overcome them. The method of abstraction and concretization will enable the separation of less important data from the material collected, and highlight the key problems of YO in the process of digitization, and to point out the optimal ways to overcome these problems. The methodological approach in this paper is adapted to finding answers to research questions and the realization of research goals. The use of special and individual methods, which are listed, will enable the research and analysis of those complex and lesser - known dimensions of the studied phenomenon. Positivist philosophy was applied in the research, which determined the research as quantitative. According to the positivist understanding, knowledge is measurable, it can be quantified, thus very precise and accurate knowledge of the subjects of examination is obtained. Therefore, positivists prefer a research methodology that allows for repetition and measurable observations, which are then statistically analyzed. In accordance with the chosen research philosophy, the collection of primary data will be carried out using a survey method, a questionnaire technique, which includes a method of research that systematically collects data from a set of representative respondents in the form of personal views. As Creswell (2013 p. 328) points out: "a survey design provides a quantitative or numeric description of trends, attitudes, or opinions of a population by studying a sample of that population" and enables the researcher to generalize or draws inferences to the population from sample results.



#### 2.1. Sample

The sample included 100 respondents. The sample included responsible persons from YO who were included in the research. During the formation of the sample it was take care that the research would cover small, medium and large YOs, as well as YOs with different levels of activity and different budget sizes. The sample in this study consists of YOs from EU member states and Erasmus+ program countries. As Creswell (2013 p. 335) states "with randomization, a

representative sample from a population provides the ability to generalize to a population". Edmonds and Kennedy (2017 p. 134) emphasize that random selection is a critical element to survey research in that generalization(external validity) is the primary goal of the findings. According to these authors, external validity is provided when the characteristics of the sample reflect the population it represents well, which requires the use of appropriate probability sampling strategy: simple random, cluster, stratified, systematic or multistage (Edmonds and Kennedy 2017 p.134). We selected a simple random strategy.

#### 2.2. Time and place of research

The research will be conducted during the month of July / August 2022 on the territory of EU member states and Erasmus+ program countries.



#### 2.3. Research instrument

In the conducted research as instrument used a survey with a formalized questionnaire, with precisely defined questions and offered answers. Questionnaire on problems in the process of digitization of YOs was constructed for the purposes of this research. The questionnaire consists of four parts. The first part of the questionnaire is composed of data on YO profiles that are included in the research (level of action, size of the organization and size of the budget of the organization). The second part contains questions related to the current level of digitization of YO (the extent to which they use digital tools), the third part of the questionnaire contains questions about the problems YO encounter in the transition to digital work, while the fourth part contains questions related to a single digital platform with tools for different segments of YO's work, as a way to overcome YO's problems in the digitalization processThe questions in the questionnaire are formulated as closed-ended questions, and the respondents express themselves on a five-point Likert scale (the respondent should choose the answer, which is entered as a score from 1 to 5 in the meaning defined within the questionnaire). Likert-type scales are used regularly, and much is known about their properties, which make Likert-type scales reliable for use (Hartley 2014 p. 84). Besides, this measurement scale has a procedure that facilitates survey construction and administration, and data coding and analysis (Li 2013 p. 1609). The questions contained in the questionnaire were made on the basis of a review of the literature and previous research, which was presented as part of the findings of the conducted desk research.

#### 2.4. Research procedure

The YOs included in the research sample will be required to consent to the conduct of the research while informing them about the objectives of the research. In the initial phase of the research, the respondents will be explained the purpose of the research, key concepts, as well as how to fill in the questionnaires, noting that the research is anonymous and that the data will be used exclusively for research purposes.



#### 2.4.1. Data processing

In the statistical processing of data obtained by the research, the optimal methods for testing the set hypotheses will be applied:

- *Techniques of descriptive statistics* arithmetic mean, frequency and percentage.
- *Qualitative analysis and interpretation* of the obtained data.

Statistical analyzes will be performed within the statistical package SPSS 17.0 (Statistical Package for Social Sciences for Windows).



#### 2.5. Research results and discussion

The results of the research will be tabulated and graphically presented, as well as the relationships of the variables defined by the research goal. The obtained results and their relationships will be analyzed, discussed and used to create training programs and platforms for digital work YO.

#### 3. Conclusion

Based on the obtained results, their processing and analysis, conclusions are expected on the state of development of YO capacities for successful digitization and transition to digital work, identification of key problems and obstacles encountered by YO in the digitization process and possibilities for introduction of a single digital platform with tools for different segments of YO activities, including conducting training on the use of the platform to YO members.

#### Literature for research proposal

1. CharityVillage (2019). Why Digital Transformation Is Crucial For Nonprofits. Available at: https://charityvillage.com/why\_digital\_transformation\_is\_crucial\_for\_nonprofits/, retrieved 14 June 2022.

2. Creswell, J. W., 2013. Research design: Qualitative, quantitative, and mixed methods approaches. London and New York: Sage publications.

3. Edmonds, W. A. and Kennedy, T. D., 2017. An Applied Reference Guide to Research Designs: Quantitative, Qualitative, and Mixed Methods, Second Edition. London: Sage. 4. Perez C (2015) From long waves to great surges. European Journal of Economic and Social Systems 27(1-2):69-80.

5. Hagberg, J., Sundstrom, M. and Egels-Zanden, N. (2016), "The digitalization of retailing: an exploratory framework", International Journal of Retail Distribution Management, 44 (7): 694-712.

6. Hartley, J., 2014. Some thoughts on Likert-type scales. International Journal of Clinical and Health Psychology, 14(1), pp. 83-86.

7. Li, Q., 2013. A novel Likert scale based on fuzzy sets theory. Expert Systems with Applications, 40(5), pp. 1609-1618.

# STATISTICAL PROCESSING

The following statistical techniques and methods were used for statistical processing of data and testing of research hypotheses:

- Techniques of descriptive statistics arithmetic mean, frequency and percentage.
- Qualitative analysis and interpretation of the obtained data.

#### Description of the sample

Statistical data processing includes a sample of 104 respondents, responsible persons from YO, on which we will examine their views on the capacity of YO to switch to digital work, identify key problems and obstacles encountered in the digitization process and determine whether and to what extent creating a single digital platform with multiple tools for different segments of YO activities facilitates YO transition to digital work. It will also be considered the current level and aspects of the use of digital tools in YO. The mentioned thematic units will be analyzed on the basis of the content collected by the questionnaire, which contains questions that will enable the realization of the research objectives. The independent variables in relation to which the possible statistically significant differences in the received answers will be discussed are the level of YO action. size of YO and YOs budget size. The following is a presentation of descriptive statistics of all variables in the research in order to determine general trends, and in order to test the research hypotheses. and making research conclusions about the examined problem. In the statistical analysis, we will start from the characteristics of the sample.

#### The characteristics of the sample

In the presentation of the characteristics of the sample, we will start from the presentation of the structure of the sample according to the variable the level of YO action. Table 1 and Chart 1 show the structure of the sample according to the variable the level of YO action.

#### Table 1: The structure of the sample according to the level of YO action

The level of YO action	Frequency	Percentage
Local	41	39,4
National	39	37,5
International	24	23,1
Total	104	100

#### Chart 1: The structure of the sample according to the level of YO action



From the data shown in Table 1 and Chart 1, we can see that there is a slightly higher share of YOs that are active at the local (39.4%) and national level (37.5%), compared to YOs that are active at the international level, of which in the sample 23.1%. Nevertheless, it can be stated that the sample is relatively uniform according to the variable the level of YO action.

Table 2 and Chart 2 show the structure of the sample according to the size of YO.

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The size of YO	Frequency	Percentage
Small	33	31,7
Medium	34	32,7
Large	37	35,6
Total	104	100



Chart 2: The structure of the sample according to the size of YO



In relation to the variable the size of YO, we see that the sample is relatively uniform. Small and medium-sized YOs have the same share in the sample with about 32% each, while large YOs, with over 20 members of the organization, have the highest share in the sample and take up to 35.6%.

When it comes to the YOs budget size variable, the sample is not uniform. Table 3 and Graph 3 show data showing the structure of the sample according to the YOs budget size variable.

The YOs budget size	Frequency	Percentage
Less than 50 000 eur	49	47,1
Between 50 000 and 100 000 eur	29	27,9
Between 100 000 and 500 000 eur	15	14,4
Over 500 000 eur	11	10,6
Total	104	100

#### Table 3: The structure of the sample according to the YOs budget size

From the data presented, it can be seen that the sample is not uniform according to the YOs budget size variable. The majority are YOs who have a budget of less than 50,000 eur, which is slightly less than half of the total sample (47.1%), while the share of YOs who have a budget between 50,000 and 100,000 eur is 27,9%. YO with a larger budget (between 100,000 and 500,000 eur) is 14.4%, and YO with a budget over 500,000 eur occupies a share of 10.6%.

#### Table 3: The structure of the sample according to the YOs budget size



The variable the YOs budget size, although it does not allow direct comparison and identification of differences in the views and experience of respondents, is important, because it will allow us to see possible similarities and differences in the current practice of using digital tools in the work of YOs, as well as the obstacles and problems with which YOs face in the process of digital transformation, and a comparison of experiences of YOs about how much of a problem in the process of digital transformation financial resources represent.

#### **Research results**

In this part of the paper, research results and general trends will be presented in order to test the hypotheses and draw conclusions regarding the capacity of YOs to switch to digital work, the current practice of using digital tools and the obstacles and problems faced by YOs in the process of digital transformation. The statistical data obtained from the research will provide important information about the capacities of YOs for the transition to digital work, the obstacles they face and the needs for additional education, training and support, as well as their attitude towards the need to create a single platform with multiple tools for different segments of digital work.

#### Current level, capacities and aspects of the use of digital tools

As a first step in the research, it is very important to determine whether and to what extent YOs use digital tools in their daily activities, what they rate as the most important advantages of using digital tools in their work, how they evaluate the capacities for applying digital tools in key aspects of their work, as well as how they evaluate the impact of the application of digital tools in key aspects of their work. The following is a tabular and graphic presentation of YOs categorized according to the frequency of use of digital tools.

Frequency of use of digital tools	Frequency	Percentage
Entry level	11	9,7
Intemediate level	37	35,9
Higher level	42	40,8
Advanced level	14	13,6
Total	104	100

#### Table 4: The YOs frequency of use of digital tools

From the data presented in Table 4, we can see that the smallest share of YOs rate the frequency of use of digital tools as at "initial level" (9.7%), which practically means that very few YOs use digital tools only occasionally. The frequency of use of digital tools at the medium level is 35.9% of YOs who participated in the research, which consequently means that slightly more than one third of YOs of the research sample use one or more digital tools on a daily basis. The largest share of YOs declared that they use digital tools at a higher level (daily use of a variety of digital tools in different segments), namely a 40.8% of them, while 13.6% of YO stated that they use digital tools at an advanced level, i.e. that the majority of the organization's activities are performed online through different digital tools. Therefore, it can be concluded that more than half of the YOs involved in the research sample use digital tools intensively in various segments of their daily activities, while the other half of the sample is still at a rather low level of engaging with digital tools in their work.

#### Chart 4: The YOs frequency of use of digital tools



While proceeding with the analysis of the current level and aspects of the use of digital tools in YOs, it is important to examine what YOs perceive as the most important advantages of engaging with digital tools in their work. The results are presented in Table and Graph 5 as follows:

#### Table 5: The most important advantages in using digital tools

The most important advantages in using digital tools in	Frequency	Percentage
Remote work and organization of activities	79	79,6
Flexibillity of work schedule	53	51,5
Flexibillity of work environment	43	41,7
Reduce operational and organizatio- nal costs	31	29,1
Improved productivity	30	29,1
Easier communication with target groups (members/participants/volunteers)	69	67
Better cooperation with stakeholders (sponsors/donors/authorities)	25	24,3
Accessibility to grants and funding opportunities	29	28,2
Improved team coordination and management	52	50,5
Improved access to information	56	54,4
Easier dissemination of information and multiplicaition of results	50	48,5
Total	104	100

#### Chart 5: The most important advantages in using digital tools



When it comes to the advantages of using digital tools in YO work, it appears that responses generally fall into three main categories: highly important advantages of using digital tools, moderately important advantages, and less important advantages. The highly important advantages of using digital tools as highlighted by the research sample are: remote work and organization of activities - which 76.7% of respondents rate as the most important advantage, and easier communication with target groups (members/participants/volunteers), which is rated by 67% of the respondents. The category of moderately important advantages of using digital tools includes: improved access to information (54.4%), flexibility of work schedule (51.5%), improved team coordination and management (50.5%), easier dissemination of information and multiplication of results (48.5), and flexibility of work environment (41.7%). The less important advantages of using digital tools in YO activities are: better cooperation with stakeholders (sponsors/donors/authorities) (24.3%), accessibility to grants and funding opportunities (28.2%), improved productivity (29.1%), and reduced operational and organizational costs (29.1%).

Considering the circumstances that arose with the pandemic of the Covid-19 virus, and the necessary swift to remote work, it can be concluded that the largest number of YOs extensively used digital tools in segments od remote work and internal communication in order to be able to continue their activities even in pandemic conditions, which is why this aspects of their use is the most important and well-known. This is naturally followed by the advantage of digital tools to allow and enhance easier communication with target audiences (members/participants/volunteers), which for a number of years now has been one of the most important aspects of digital tools that led to their expansion and integration in YOs' work.

How YOs perceive the process of digital transformation and how much they recognize the importance of digitization also derives from their responses to the question about how they assess the impact of digitization on key aspects of their work. Table 6 and Chart 6 present the respondents' answers to this question and reveal their original perception.

Different aspects of YO's work	Strong positive influence influence	Somehow positive influence	No influence	Somehow negative influence	Strong negative influence
Marketing & external communication tools	37%	34%	16%	12%	2%
Fundraising & online accessibility to grant opportunities	19%	17%	38%	19%	7%
Networking with other organizations	35%	26%	27%	11%	1%
Attracting and engaging volunteers	18%	36%	29%	13%	4%
Attracting and engaging stakeholders	16%	31%	25%	21%	7%
Internal communication tools	48%	19%	20%	11%	2%
Implementation of activities	34%	28%	26%	11%	1%
Online project management tools	28%	30%	29%	8%	5%
Online team management tools	27%	29%	31%	10%	3%
Online task management tools	28%	23%	36%	9%	4%
Online meeting management tools	36%	32%	20%	8%	4%
Online decision making process	21%	22%	30%	20%	6%
Digital collaboration, assessment & evaluation	21%	34%	29%	12%	4%
Risk management	7%	17%	34%	25%	17%
Online issue tracking	11%	15%	34%	25%	16%

#### Table 6: Digitalisation influence on different aspects of YO's work

From the data in Table 6, we notice that YOs believe that digitization had a strong positive influence in the field of marketing & external communication as well as internal communication, and this is considered by a strong 2/3 of the respondents (a total of 71% if we look at the categories strong positive influence and somehow positive influence combined). More analytically, 37% of the respondents believe that digitization had a strong positive influence in the field of marketing & external communication, while 34% of them believe that it had a somehow positive effect, while 14% of respondents believe that digitization had a negative influence on marketing & external communication (somehow negative influence 12%, and strong negative influence 2%). The influence of digitization on internal communication is evaluated by almost half of the respondents (48%) as strongly positive, while 19% of the respondents believe that it had somehow a positive influence. On the other hand, 13% of respondents estimate that digitization influenced internal communication in a rather negative way (somehow negative influence 11%, and strong negative influence 2%). Online meeting management tools are also highly ranked, for which 36% of the respondents rate it as a segment that has been strongly positively influenced by digitalisation, while 32% of them believe that it had been somehow positively impacted (68% of respondents in total), for the last 12% of the respondents to agree that digit isation has had a negative influence on this segment of work YO. The influence of digitization on networking with other organizations is rated by slightly more than 1/3 of respondents (35%) as strongly positive, while 26% of them support that it had received a somehow positive influence (61% in total). Implementation of activities appears to have been very positively affected by digitization. In this case, barely 12 % of the respondents perceive the digital shift as a negative result against fruitful and effective networking.



The data which present how YOs evaluate the impact of digitization on risk management are interesting. Only 7% of the respondents believe that it had a strongly positive influence, a slightly larger 17% believe that it had a somehow positive influence on risk management, while as many as 42% of the respondents believe that digitization had a negative influence on risk management ( somehow negative influence 25%, and strong negative influence 17%). YOs are quite equally divided in relation to the assessment of the impact of digitization on the online decision making process: 21% of YOs believe that digitization has achieved a strongly positive influence, 22% somehow positive influence, while 20% of them

believe that it has achieved a somehow negative influence, while only 6% of YOs assesses the impact of digitization on the online decision process as strongly negative. Despite the fact that fundraising and online accessibility to grant opportunities is one of the key activities for the successful implementation of YOs activities, only 19% of them assess the impact of digitization as strongly positive, 17% as somehow positive, while 19% of YO assesses it as somehow negative and 7% as strongly negative. Furthermore, Table 7 and Chart 7 provide us with information regarding the capacity of YOs to switch to digital work.

The YO work segment in which a positive impact of digitization is considered the weakest is online issue tracking, where only 1/4 of YOs (26% of them) evaluateit as positive, while the 41% of YOs, namely twice as many, evaluate this impact as negative. The share of YOs who in all mentioned segments of YO work assessed the impact of digitization as neutral is approximately the same, and represents about 30% of the YOs included in the research sample.

Segments of YO work	5-Excellent	4-Good	3-Medium	2-Low	1-None
Marketing & external communication tools	17%	40%	32%	11%	1%
Fundraising & online accessibility to grant opportunities	8%	17%	35%	33%	7%
Networking with other organizations	21%	31%	36%	10%	2%
Attracting and engaging volunteers	13%	29%	30%	25%	3%
Attracting and engaging stakeholders	8%	23%	31%	35%	3%
Internal communication tools	39%	33%	18%	9%	1%
Implementation of activities	21%	43%	23%	11%	2%
Online project management tools	27%	25%	27%	18%	2%
Online team management tools	26%	24%	34%	13%	3%
Online task management tools	21%	30%	29%	17%	3%
Online meeting management tools	37%	28%	22%	12%	1%
Online decision-making process	16%	23%	36%	18%	7%
Digital collaboration, assessment & evaluation	22%	26%	32%	15%	5%
Risk management	0%	20%	34%	26%	19%
Online issue tracking	4%	23%	33%	26%	14%

#### Table 7: The capacities of YO to use digital tools

The data presented in this Table reveal that the YOs included in the research sample evaluate that they have the weakest capacities in the risk management segment, since not a single YO rated their capacities for transitioning to digital work in risk management as excellent. Only 1/5 of the YOs assess their capacities in this field of work as good, while the majority of the respondents rate it as medium. Out of 104 YOs who entered the sample, 1/4 of them rate their capacities

for transitioning to digital work in the risk management segment as low, and even 1/5 state that they are not there at all. issue tracking segment, YOs have weak capacities, with only 4% of YOs assessing their capacities as excellent, 23% of consider their capacities as of good level, while 26% of YOs acknowledge to have weak capacities, and even 14% of them admit to have none at all. YOs also have issue tracking segment, YOs have weak capacities, with only 4% of YOs assessing their capacities as excellent, 23% of consider their capacities as of good level, while 26% of YOs acknowledge to have weak capacities, and even 14% of them admit to have none at all. YOs also have poorly developed capacities for transitioning to digital work in the fundraising and online accessibility to grant opportunities, since 8% of YOs rate their capacities as adequate, 17% assess them as good, 35% as average, and 33% rate their skills in this area of work as weak. Even 7% of YOs do not have any capacity for fundraising and online accessibility to grant opportunities whatsoever. The capacities for transitioning to digital work when it comes to attracting and engaging stakeholders are similarly weak, since about 1/3 of YOs believe that their skills in this segment are good (of which 8% are excellent), 31% of them rate their capacities as mediocre, an almost equal 35% of YOs as weak, while 3% of YOs do not at all believe that they have any capacity to switch to digital work in terms of attracting and engaging stakeholders segment.



It is important to highlight that the segments of YO work in which respondents rated their capacities as good, are in accordance with respondents' answers regarding the assessment of the impact of digitization on different segments of YO work (see Table 6 and Graph 6). Thus, YO's capacities for the transition to digital work seem to be the highest in the segments of marketing and external communication tools, internal communication tools and online meeting management tools. Capacities for digital work in the internal communication tools segment are rated as good by 72% of YOs, of which 39% as excellent and 33% as good. Only 1% of YOs believe that they do not have the capacity to switch to digital work in this segment, while 9% of YOs consider that their capacities are low, and 18% medium. When it comes to online meeting management tools, 37% of YOs rate their capacities as excellent, 28% as good, 22% as average, while 12% of them rate their skills for turning digital as weak, and 1% of YOs do not have any

capacity to switch to digital work in this segment. YOs have also solidly developed capacities for transitioning to digital work in the implementation of activities, where 64% of YOs rate their capacities for transitioning to digital work as good (21% as excellent, 43% as good), while 1/3 of them rate it as weaker (23% as medium, 11% as weak), and 2% of them admit they do not have the capacity to switch digitally in this work segment. In the remaining segments of YOs work, there is a relative uniformity of the capacities of YOs who have good capacities and those who have weaker capacities for transitioning to digital work. It can be concluded that in the segments related to online decision-making, digital collaboration, assessment and evaluation, and digital tools for project management, team management and task management, there is a serious proctor for improving the capacity of YOs to transfer their work digitally, including education and training.

#### The state of knowledge and training for the use of digital tools

In this segment of the analysis of the collected research material, the following research results present the current state of YOs in terms of knowledge and training for the use of digital tools in different segments of their work. The table and graph below show how YOs of the research sample assess the knowledge of their organization's members to use digital tools.

The knowledge level	Frequency	Percentage
Entry level	9	8,7
Intemediate level	51	49
Higher level	32	30,8
Advanced level	12	11,5
Total	104	100

#### Table 8: The knowledge of YO's members to use digital tools

#### Chart 8: The knowledge of YO's members to use digital tools



Based on the results presented in Table 8 and Graph 8, we can state that the largest number of YO members, namely 51% of them, have an intermediate level of knowledge regarding the use of digital tools. At the same time, 9% of YOs responded that their members are still at the initial level of knowledge of the use of digital tools, which indicates a particularly great need for training and training of YO members for the use of digital tools in various segments of work. The findings indicate that slightly less than 1/3 of YOs (30.8% of them) rate their members' knowledge of using digital tools as high, while 11.5% of YOs rate their members' knowledge as advanced.

Important information about the current state of knowledge and training of YO members for the use of digital tools is extracted by examining the amount of training for the use of digital tools that YO members have undergone in the past period, as presented in Table 9 and Chart 9.

#### Table 9: The number of trainings in digital tools in past three years

The number of trainings	Frequency	Percentage
None	30	28,8
1 to 5	48	46,2
6 to 10	17	16,3
More than 10	9	8,7
Total	104	100

#### Chart 9: The number of trainings in digital tools in past three years



The presented data reveal that 28.8% of YOs included in the sample did not have a single training in digital tools in the past three years, which practically means that the members of these organizations did not have the opportunity to improve/develop their skills and knowledge in the use of digital tools, despite the urgent need for digital transformation during the pandemic. Between one and five training sessions in digital tools use were delivered to as many as 46.2% of the respondentshad YO, while 6 to 10 trainings had 16.3% YO. More than 10 trainings had 8.7% of YOs, which is in agreement with the data from Table 8 regarding the assessment of 11.5 YOs that their members have an advanced level of knowledge in the use of digital tools.

Table 10 and Graph 10 show data showing in which segments of digital work there is a need for additional training for the members of YO.

Segments of digital work	5-Very high need for training	4-High need for training	3-Moderate need for training	2-Low need for training	1-no training required
Marketing & external communication tools	25%	29%	25%	17%	3%
Fundraising & online accessibility to grant opportunities	35%	28%	22%	10%	5%
Networking with other organizations	18%	33%	30%	16%	3%
Attracting and engaging volunteers	28%	33%	21%	13%	5%
Attracting and engaging stakeholders	29%	34%	24%	8%	5%
Internal communication tools	12%	19%	33%	20%	16%
Implementation of activities	28%	17%	26%	22%	6%
Online project management tools	22%	26%	29%	14%	9%
Online team management tools	17%	24%	29%	21%	8%
Online task management tools	16%	22%	38%	18%	6%
Online meeting management tools	15%	15%	30%	24%	17%
Online decision making process	17%	23%	34%	18%	8%
Digital collaboration, assessment & evaluation	21%	29%	29%	16%	5%
Risk management	19%	41%	24%	10%	6%
Online issue tracking	15%	42%	24%	16%	4%

#### Table 10: Where is a need for additional training for the members of YO?

The data shown in Table 10 show that the YOs included in the research sample have the greatest need for additional training for their members in the segment of digital work: fundraising & online accessibility to grant opportunities: 63% of YOs express a high need for training (35% very high need for training and 28% high need for training), and if we add to this 22% of YOs who have a moderate need for training, we get data that even 85% of YOs who entered the research sample have a need for additional training in the fundraising & online accessibility

segment to grant opportunities. Only 5% of YO assesses that they do not need additional training in this segment of digital work. Also, YOs express a great need for additional training in the risk management segment, 84% of YOs, where by 19% of YOs have a very high need for training, 41% high need for training, while 24% of YOs have a moderate need for training. Only 6% of YOs have no need for additional training in the risk management segment, while 10% of YOs have a low need for training. The above data are in full agreement with the findings we reached during the analysis of capacities of YO to use digital tools, considering that the segments risk management and fundraising & online accessibility to grant opportunities were evaluated as segments for which YO has poorly developed capacities.



Furthermore, the data shown in Table 10 show that there is a great need for additional training in the marketing & external communication tools segment, where 79% of respondents confirm the need for specific training, with 25% very high need for training, 29% high need for training , while 25% of YOs have a moderate need for training. Of the total number of YOs , 17% of them have a low need for training, while 3% of YOs have no need for additional training. These findings do not fully agree with the findings we came to during the analysis of YO capacity for the use of digital tools in different segments of YO work. Namely, when analyzing the capacity of YOs for digital work in the marketing & external communication tools segment, we saw that only 1% of YOs consider that they have excellent capacities for digital work in this segment. while we observe that 3% of YOs believe that there is no need for additional training. The fact that even 25% of YOs show a very high need for training can be explained by the fact that the share of YOs who rated their capacities for using digital tools in the marketing & external communication tools segment as good believes that they should improve this segment of digital work. The situation is similar with the networking with other organizations segment , where the largest share of YOs stated that they have good capacities for digital work in this segment (72% of YOs and plus 18% of YOs who consider that they have mediocre capacities), but as many as 81% of YOs lieve that they need be certain additional training, which means that they highly value the segment of internal additional training are attracting and engaging volunteers and attracting and engaging stakeholders. As many as 87% of YOs believe that they need additional training in the segment attracting and engaging stakeholders, while 82% of YOs believe that they need additional training in the segment attracting and engaging volunteers. Therefore, the largest share of YOs, 87% of them, chose the attracting and engaging stakeholders segment as the most important when it comes to the need for additional training. Although YOs rated their capacities for digital work in these two segments as good, it can be assumed that the aforementioned segments of digital work are also important, which is why they want to further improve their knowledge for working with digital tools.

Significant interest of YO in additional training also exists in the segments of online project management tools and digital collaboration, assessment & evaluation. Of the total number of YOs included in the research, 77% of YOs consider that they need some additional training in the online project management tools segment (22% very high need, 26% high need and 29% moderate need), while 14% assess that has a low need for additional training in this segment, and 9% YO that there is no need for additional training. In the digital collaboration, assessment & evaluation segment, a large share of YOs, 79% of them express the need for additional training (21% very high need, 29% high need and 29% moderate need), 16% YOs have a low need for additional training, while 5 % YO does not need additional training in this segment of digital work.



In the segment of digital work YO online project management tools 75% of YO express the need for additional training (22% very high need, 26% high need and 29% moderate need), 14% of YO express a low need for additional training, while 9% of YO consider that they do not need additional training in this segment of digital work. There are similar data for the online task management tools segment, where 76% of YOs believe that there is a need for additional training (16% very high need, 22% high need and 38% moderate need), 18% of YOs express a low need for additional training, while 6% of YO believe that they do not need additional training in this segment of digital work. Of the total number of YOs who entered the research sample, 70% of them believe that they need additional training in the online team management tools segment (17% very high need, 24% high need and 29% moderate need), 21% of YOs expressa low need for additional training, while 8% of YOs do not need additional training in this segment of digital work.

Data from Table 11 and Graph 11 provide additional information about which segments of digital work YOs consider they need training and further development of skills.

### Table 11: Most important digital segments for further training and skilldevelopment

Digital segment	Frequency	Percentage
Marketing & external communication tools	41	39,4
Fundraising & online accessibility to grant opportunities	43	41,3
Networking with other organizations	25	24
Attracting and engaging volunteers	27	26
Attracting and engaging stakeholders	34	32,7
Internal communication tools	13	12,5
Implementation of activities	24	23,1
Online project management tools	27	26
Online team management tools	16	15,4
Online task management tools	7	6,7
Online meeting management tools	1	1
Online decision making process	13	12,5
Digital collaboration, assessment & evaluation	15	14,4
Risk management	19	18,3
Online issue tracking	7	6,7

#### Graph 11: Most important digital segments for further training and skill development



From Table 11 and Graph 11 we see that the most important segment of digital work in which the largest number of YOs (41.3%) want additional training and further development of skills is fundraising & online accessibility to grant opportunities, followed by marketing & external communication tools (39.4% YO), and attracting and engaging stakeholders (32.7% YO). These are the three most important segments of digital work in which the largest share of YOs think they should have training and further skills development.



#### Challenges faced by YOs in performing digital work

In this segment of the analysis of the research material, the results of the research are presented, which show the key obstacles faced by YOs in the process of transitioning to digital work. The results for 14 categories of obstacles are presented, and Table 11 and Graph 11 show how YO valued each of the given categories of challenges.

#### Table 12: Challenges faced by YOs in performing digital work

Challanges in performing digital work	5-major challenge	4-big challenge	3-medium challenge	2-small challenge	1-no challenge
Lack of financial resources for the purchase of adequate information infrastructure (hardware/software /applications)	22%	19%	30%	20%	8%
Lack of financial resources for organizing capacity building trainings in the use of digital tools	21%	24%	32%	17%	6%
Insufficient knowledge and skills of the organization's members	7%	24%	33%	27%	9%
Insufficient information on available tools (including free tools)	14%	28%	27%	22%	9%
The majority of tools does not fit the needs of non-formal education methods	8%	17%	35%	23%	17%
Present mechanisms cannot replicate real life experience	25%	20%	22%	27%	5%
Existing tools don't fit the needs of Yos	12%	17%	24%	23%	24%
Safety issues arise from the use of some free tools	7%	23%	37%	21%	12%
High quality tools are expensive	28%	31%	19%	17%	4%
High quality tools are complicated and difficult to learn	11%	21%	31%	29%	8%
Lack of support for peers when starting to use a new tool	13%	17%	37%	20%	13%
The use of many tools to cover all the needs of our work at the same time is confusing	20%	28%	28%	15%	9%
Members find it hard and are unwilling to adjust to new tools	8%	24%	34%	19%	15%
Digital tools are not as interactive and engaging as in person methods	18%	21%	25%	25%	10%

The most significant Table 12 is the fact that a large portion of 77% of YOs face problems revolving around the lack of financial resources for organizing capacity building trainings in the use of digital tools (21% of YOs see this as a major challenge, 24% as a big challenge and 32% as a medium challenge), while 17% of YOs evaluate the use of different tools as a small challenge, and barely 6% of them claim that this issue is not problematic in their work. The lack of

financial resources for the purchase of adequate information infrastructure (hardware/software/applications) proves to also be a significant challenge for as many as 71% of YOs, since 22% of them consider it a major challenge, 19% of them agree that it is a big issue and the rest 30 % acknowledge that it is a medium challenge in their work. According to the target group's opinion, a big challenge in the transition to digital work is also the price of high quality tools because they are expensive, as stated by 78% of YOs (for 28% of YOs this is a major challenge, 31% of YOs see this as a big challenge and 19% of YOs as a medium challenge, while 4% of YO do not see this as a problem). No less significant is the research finding that 76% of YOs believe that one of the biggest obstacles they face in their transition to digital work is that the use of many different tools to cover all the needs of their work at the same time is confusing (20% of YOs see this as a major issue, 28% as a big and 28% as a medium challenge), while the minority of 15% of YOs consider this a small challenge and 9% do not consider this problematic. Insufficient information on available tools (including free tools) is a challenge that is perceived as a serious obstacle for 69% of YOs covered by the research. Of that, 14% of YOs consider this issue as a major challenge, 28% as a big and 27% as a medium one. The fact that existing mechanisms cannot replicate real life experience is considered by 67% of YO as challenging, whereby 25% of them evaluate this as a highly concerning issue, 20% of them acknowledge it is a big challenge, and 22% of YO as a medium challenge. Only 5% of YOs do not believe that present mechanisms cannot replicate real life experience as a problematic issue.



The next group of challenges includes problems that are recognized by about 3/5 of the respondents, which means that when examined in comparison to the total sample, these challenges figure at a medium level. Lack of support for peers when starting to use a new tool is a challenge that is recognized by 67% of the respondents, however, the largest share of this percentage belongs to those who

consider this as a medium challenge (37% of them), and for that exact reason this challenge is placed in this category. The situation is identical with safety issues arising from the use of some free tools, which 67% of YOs acknowledge this as a problem, but of moderate intensity. Insufficient knowledge and skills of the organization's members is recognized by 64% of YOs as challenging, of which 7% of YO consider it as a major challenge, 24% as a big one and 33% as a medium, while another 27% of YOs experienced this as a small challenge). The problem with adapting members of the organization to the use of a new digital tools in their daily work is recognized by 64% of YOs, of which 8% perceive this as major, 24% as big and 34% of YOs as a challenge of medium level, where as for 15% of YOs this does not represent a challenge at all. Finally, 64% of YOs believe that digital tools are not as interactive and engaging as in person methods, with 18% of them claiming that it is a highly concerning issue, 21% recognizing that it is quite an important matter, and 25% that it is a medium challenge.

Observed on the total sample of YOs, the categories they perceive as the least challenging when it comes to performing their work are: the fact that existing tools don't fit the needs of YOs (53%) and the majority of tools does not fit the needs and specificities of non-formal education methods (60%), whereas also in the very same two categories of challenges, the largest number of YOs declares that there are no problems at all (24% and 17%).



### YO's views on a single platform with multiple tools for different segments of digital work

In this segment of the research material, the analysis is focused on the attitudes of YOs in the possibility of developing a single platform with multiple tools for different segments of digital work, which features of this Platform would be mostly used, how and to what extent YOs would rely on the use of this Platform in the framework of their digital work and how much it would facilitate their daily work activities. Table 13 and Graph 13 present detailed data on the YO's views on the extent to which they feel they would be assisted by the creation of this single platform which would combine multiple tools to cover different segments of digital work.

Table 13: To which extent YO would be helped by creating a single platform with multiple tools for different segments of digital work?

Segment of digital work	5-Extremely	4-Very	3-Moderatly	2-Slightly	1-Not at all
Marketing & external communication tools	28%	29%	25%	15%	3%
Fundraising & online accessibility to grant opportunities	36%	27%	19%	17%	1%
Networking with other organizations	31%	30%	30%	9%	0%
Attracting and engaging volunteers	27%	27%	28%	13%	5%
Attracting and engaging stakeholders	35%	32%	18%	13%	2%
Internal communication tools	29%	24%	24%	18%	4%
Implementation of activities	37%	25%	22%	13%	3%
Online project management tools	33%	23%	29%	13%	2%
Online team management tools	27%	31%	26%	11%	5%
Online task management tools	29%	27%	26%	14%	4%
Online meeting management tools	31%	21%	29%	14%	5%
Online decision making process	28%	29%	28%	11%	4%
Digital collaboration, assessment & evaluation	27%	30%	26%	14%	3%
Risk management	23%	29%	27%	14%	7%
Online issue tracking	23%	35%	23%	15%	4%

According to the data presented in Table 13, it can be noticed that the segment of digital work in which YOs believe that they would be mostly helped by the creation of such a multi-functioning platform is networking with other organizations. In this preference it can be observed that out of the total research sample as many as 91% of YOs believe that their work would be improved and better facilitated (31% of YO believe that it would be extremely helpful, 30% of them that it would help a lot, and 30% of YOs that it would help on a moderate level). In all other segments of digital work. YOs agree that the creation of a single platform with multiple tools would be helpful (ranging from extreme to moderate help) where between 75% and 85% of YO agree with this opinion, depending on which segment of digital work we are talking about. Without going into the analysis of each individual segment of digital work, considering the relatively minor differences in the evaluation of individual segments of digital work from the aspect of the importance of creating this single platform, it can be concluded that the YOs that entered the research sample agree that a single platform with multiple tools would be of great importance for their successful transition to the digital world, and it would greatly facilitate their work.

Table 14 and Graph 14 present the results of the research related to the specific hich features of a single platform with multiple tools that YOs value the most and which they think would facilitate their digital work to the greatest extent.

Characteristics	5-Extremely	4-Very	3-Moderatly	2-Slightly	1-Not at all
to be creative	39%	23%	26%	9%	3%
to be innovative	37%	36%	20%	7%	0%
to be interactive	54%	32%	12%	2%	0%
to be functional	78%	17%	4%	1%	0%
to be easy to use	69%	20%	9%	2%	0%
to have clear instructions	61%	25%	10%	4%	0%
to involve peer support	24%	40%	24%	9%	3%
to allow interaction among users	29%	39%	26%	4%	2%
to have modules for a variety of work segments	37%	38%	19%	3%	3%
to allow hosting online activities	35%	40%	17%	5%	4%
to have limitless portability	34%	32%	28%	4%	2%
to enable collaboration and work flexibility	41%	36%	19%	4%	0%

#### Table 14: The most important characteristics of the Platform

From the data in Table 14, we can notice that there is a great deal of agreement among YOs about the most important features of such a Platform. Almost all the offered features of the Platform have been supported by more than 90% of YOs. Nevertheless, the functionality of the Platform was singled out as an extremely important feature of the Platform, which was stated by 99% of YOs (ranging from extremely to moderately important), where as many as 78% of YOs consider this an extremely important feature, followed by the ease of use of the Platform (69% YOs consider this extremely important) and its interactivity (54% of YOs consider this an extremely important feature), cited by 98% of YOs. The characteristics of clarity of instructions and the possibility of cooperation and flexibility of work are also characteristics supported by 96% of YOs who entered the sample. The characteristics of the Platform's creativity and the involvement of peer support received the least support, conditionally speaking, with 88% YO each (ranging from extremely to moderately important).

Table 15 and Chart 15 present data on whether YOs think that the Platform would facilitate the day-to-day internal work (i.g. administrative tasks, internal management, team work, internal communication etc.) and to what extent.



#### Table 15: Whether and to what extent the Platform facilitates the day-to-day internal work

To what extent the Platform facilitates the day-to-day internal work	Frequency	Percentage
Not at all	1	1
Slightly	10	9,6
Moderately	34	32,7
Very	46	44,2
Extremely	13	12,5
Total	104	100

#### Chart 15: Whether and to what extent the Platform facilitates the day-to-day internal work



According to the data from Table 15 and Graph 15, we can observe that 89.4% of YOs believe that the Platform would facilitate their day-to-day internal work. Of that number, 32.7% think that the Platform would moderately facilitate their day-to-day internal work, 44.2% think that the Platform would be very help-ful, while 12.5% think it would be extremely important in their day-to-day internal functioning. Only 1% of YO think that the Platform would not be of any help to them, while 9.6% YO feel that it would make their life slightly easier.

Table 16 and Chart 16 present data on how willing YOs are to include such a Platform in their external work (i.g. implementation of online activities, network-ing, external communication, promotion of activities, etc.).

## Table 16: Whether and to what extent the Platform can be included in the external work of YO

To what extent the Platform can be included in external work	Frequency	Percentage
Not at all	0	0
Maybe a little	9	8,7
In some segments of work	40	38,5
In the majority of activities	51	49
l would transfer completely to the digital world	4	3,8
Total	104	100

### Table 16: Whether and to what extent the Platform can be included in theexternal work of YO



The data shown in Table 16 and Graph 16 unequivocally show that YOs would be ready to use the Platform in their external performance as well. As many as 91.3% of YOs claim that they would accept the Platform in their external work, with nearly 49% of them stating that they would perform most of their external activities through such a Platform, 3.8% of YOs would decide to fully digitize their external work, and 38,5% of them would choose to perform certain segments of their external work through the Platform. Not a single YO stated that they would not use the Platform at all for the purposes of external interaction, while only 8.7% of YO stated that they would do so to a lesser extent. It can be concluded that YOs fully recognize, valorize and express the need to create a single platform with multiple tools for different segments of digital work.

## DISCUSSION AND CONCLUSION

The aim of the conducted research was to determine key problems and obstacles that YOs encounter in the process of digitization and the transition to digital work, as well as to examine whether and to what extent the creation of a single digital platform with multiple tools for different segments of YO activities could facilitate the process of digitization of YOs and their transition to digital work. In order for the stated main goal of the research to be valid, it was necessary to examine the tools used by YOs in digital work; the extent to which existing tools meet the needs of YOs; needs for necessary interventions and additional education of YO employees. This chapter provides a discussion of the results in relation to the research hypothesis.



The analysis of the research results is divided into four segments, setting their current level, capacities and aspects of the use of digital tools in YO work as a starting point. Regarding the current level, capacities and aspects of the use of digital tools is the first segment of the research findings, and the data obtained from the research showed that the current level of use of digital tools in YOs is uneven, i.e. that one part of YOs uses digital tools in their work every day, while another part of YOs does so only at a basic level. As it has also been mentioned in the analysis of the research results, it can be concluded that more than half of the YOs included in the research sample use digital tools intensively in various segments of their daily activities, while the other half of the sample is at a lower level of using digital tools in their work. Therefore, it is concluded that there is room for additional education and training in terms of the elementary use of digital tools in

the work of YOs, as well as education and information about the benefits that the transition to digital work brings. The most important advantage of using digital tools for YOs is the possibility of remote work and organization of activities, which is confirmed by 2/3 of respondents, as well as easier communication with target groups (members/participants/volunteers), which 67% of YOs believe. The least important advantages of using digital tools in YO activities according to the research results are: better cooperation with stakeholders (sponsors/donors/authorities) (24.3%), accessibility to grants and funding opportunities (28.2%), improved productivity (29.1%), and reduced operational and organizational costs (29.1%). Such findings are contradictory, starting from the fact that the segments of work that YOs indicated have the least advantages from the use of digital tools (less than 1/3 of YOs believe that these segments have advantages from digitization) are precisely very significant aspects of YOs' work, which are necessary in achieving the goals and mission of the YO business, as well as providing the necessary funds for the functioning of the YOs. In this sense, the conclusion emerges that these are the key segments in which additional YOs education and training for the use of relevant digital tools is needed. The next important finding refers to digitization's influence on different aspects of YO's work, where marketing and external communication as well as internal communication are singled out as key segments of YO's work on which digitization has a positive impact (2/3) of YOs believes that these are the two segments on which digitization has had a positive influence). Online meeting management tools are also highly ranked in terms of the positive impact of digitization, as well as networking with other organizations, and implementation of activities. On the other hand, YOs believe that digitization had a particularly negative impact on risk management and online issue tracking, while YOs appear to be divided on the impact of digitization on the segment of fundraising and online accessibility to grant opportunities and online decision making process. This confirms that the digital work of YOs in terms of risk management and fundraising and online accessibility to grant opportunities represents a special problem, and that YOs in these segments of digital work need support, education and training.



In this segment of research findings, data related to the capacity of YOs for a successful transition to digital work were also processed. Based on the obtained research results, it can be said that the general hypothesis that YOs' capacities are not adequately developed for the successful implementation of the digitization process and the transition to digital work has been confirmed. The capacities of YOs for turning digital, viewed by individual segments of YO work, are uneven: there is a smaller number of YO work segments that the respondents claim to have well-developed capacities for digital work, but also a certain number of segments that they admit to have clearly poor digital capacities. Segments of YO work in which respondents rated their capacities as good or bad, are in accordance with respondents' answers regarding the assessment of the impact of digitization on different segments of YO work. Capacities for digital work in the internal communication tools segment are rated as good by 72% of YO, in the marketing and external communication tools segment are rated as good by 57% and in the online meeting management tools segment by 65% of YO. The fact that YOs have the most developed capacities for digital work in the segment of internal communication is logical, and is a consequence of the working conditions of YOs during the Covid-19 virus pandemic, during 2020-2021, when YO members necessarily organized mutual communication and meetings of YO members using corresponding digital tools.



The weakest capacities for digital YOs work appear in the risk management segment, where not a single YO rated their capacities for transitioning to digital work in risk management as excellent, and only 1/4 YO assessed their capacities as good, exactly equal percentage as those rating their capacities as low, and the remaining 1/5 stated that they do not have any skills at all. The situation is similar with the issue tracking segment, where only 4% of YOs have excellent capacities, 23% of them have good capacities, 26% of YOs have weak capacities, and even 14% of YOs have no capacities at all. YOs also appear to have very weak capacities in fundraising and online accessibility to grant opportunities, since 33% of YOs rate their relevant capacities as weak and even 7% of them appear not to have any skills at all. The capacities of YOs for the transition to digital work in other work segments are relative uniformity: the capacities of YOs who have good capacities and YOs who have weaker capacities for the transition to digital work are relatively equal. So it can be concluded that in these segments there is serious space for improving the capacity for the transition to digital work, including education and training. If we observe the total capacities of YOs for digital work, unrelated to individual work segments, we can state that the general hypothesis that YO capacities are not adequately developed for the successful implementation of the digitization process and the transition to digital work is confirmed, and that YO must additionally educate and train themselves in order to succeed in turning digital.

YOs, which is why they want to further improve their knowledge for working with digital tools. In all other segments of work, YOs expressed a very high interest in additional training (about 2/3 of all YOs express the need and desire for additional training).



An important piece of information that was sought to be obtained through this research is information about the current state of knowledge and training of YOs for the use of digital tools. In the second segment of the research results, we analyzed the data obtained through the research related to the knowledge of YO members to use digital tools, the number of trainings in digital tools in the past three years, as well as the work segments in which YO members most need further training and skill development. Based on the research results, it is concluded that the largest number of YOs (51%) have an intermediate level of knowledge regarding the use of digital tools, and even 9% of YOs answered that their members are at the initial level of knowledge of the use of digital tools , which indicates a particularly great need for training and training of YO members for the use of digital tools in various segments of YO work. The next important research finding refers to the number of trainings in digital tools in the past three years, where even 28.8% of YOs included in the sample stated that they did not have a single training in digital tools in the past three years. This finding shows that almost 30% of YOs did not have the opportunity to improve and develop their skills and knowledge for digital work, and that training and education for this proportion of YOs is a key problem in the digital transition. At the same time, it is important to emphasize that the data related to the segments of digital work that there is a need for additional training for the members of YOs, unequivocally indicate an extremely large need for additional training in the fundraising and online accessibility to grant opportunities segment (85% of YO), and in the risk management segment (84% of YO). This finding is in agreement with the findings we reached during the analysis of capacities of YOs to use digital tools, considering that the segments risk management and fundraising and online accessibility to grant opportunities were evaluated as segments for which YOs have poorly developed their capacities. It is also important to point out that research findings show that a large proportion of YOs express the need for additional training in the marketing and external communication tools segment (79% of YO), in the segment attracting and engaging stakeholders (87% of YO), training in the segment attracting and engaging volunteers (82% of YOs), and the networking with other organizations segment (81% of YOs). Although YOs in these segments rated their capacities for digital work as relatively good (or at least at an average level), it can be assumed that the aforementioned segments of digital work are important for YOs, which is why they want to further improve their knowledge for working with digital tools. In all other segments of work, YOs expressed a very high interest in additional training (about 2/3 of all YOs express the need and desire for additional training).



The segment of research findings on challenges faced by YOs in performing digital work, allowed us to test three specific research hypotheses. We started from the assumption that the key problems faced by YOs in the transition to digital work are the lack of financial resources needed for the procurement of hardware / software and training of people; insufficient training of staff for digital

work; the large number of different digital tools that YO members have to access separately and existing digital tools do not meet the needs of YO. The findings of the research showed that the first special hypothesis that one of the key problems of YOs in the digitization process is the lack of financial resources needed for the procurement of hardware / software and training of people was fully confirmed. Namely, the research results show that as many as 77% of YOs have problems with the lack of financial resources for organizing capacity building trainings in the use of digital tools, as well as the lack of financial resources for thepurchase of adequate information infrastructure (hardware/software/ applications) is a challenge for as many as 71% of YOs. Another special hypothesis, that one of the key obstacles to the successful transition of YOs to digital work is insufficient training of staff for digital work, was also fully confirmed, as we noticed during the discussion of research findings on the need for additional training and skills development. This is explicitly confirmed by so much as 64% of YOs. The special hypothesis that one of the key obstacles for YOs in the transition to digital work is the large number of different digital tools that YO members have to access separately, was also confirmed. Even 76% of YOs believe that one of the biggest obstacles they face in the transition to digital work is that the use of many tools to cover all the needs of YO work at the same time is confusing. The research findings show that the special hypothesis that existing digital tools donot meet the needs of YOs is partially confirmed. Namely, 53% of YOs consider that the fact that existing digital tools do not meet the needs of YOs (in the range of major to medium challenge) represents a problem for the successful YOs transition to digital work.

The last segment of research findings refers to YOs' views on the development of a single platform with multiple tools for different segments of digital work. Based on the findings of the research, it can be said that the special hypothesis that creating a single digital platform that combines multiple tools for different segments of YO activities raises productivity and facilitates everyday YO activities has been fully confirmed.



The research results point to the conclusion that YOs agree that the creation of a single digital platform that combines multiple tools for different segments of YO activities would greatly help and facilitate the transition of YOs to digital work. In all segments of digital work, YOs agree that the creation of a single platform with multiple tools would be helpful (ranging from extreme to moderate help) and that on average from 79% to 91%, depending on which segment of digital work it is. This is additionally confirmed by findings that show that 89.4% of YOs believe that such a Platform would facilitate their day-to-day internal work, as well as that 91.3% of YOs would accept and incorportate it in their external work. It is important to point out here that the research findings showed that YOs believe that a single digital platform that combines multiple tools for different segments of YO activities should be functional (99% YOs) and interactive (98% YOs), while the characteristics of clarity of instructions and the possibility of cooperation and flexibility of work are features supported by 96% of YOs, and the least support, conditionally speaking, the characteristics of creativity and the involvement of peer support, with 88% of YOs.

Finally, we will mention that the last three special hypotheses related to the research variables (YO activity level, YO size and YO budget amount) were not confirmed, given that no differences were found between YO in relation to the research variables.

Starting from all the research findings, it can be concluded that YOs understand the importance of switching to digital work, the benefits of digitization and want to accept digitization, use digital tools and improve those segments of digital work in which they lack knowledge and skills. YOs express a desire for further training and improvement of knowledge and skills in the use of digital tools, but their key obstacles are the lack of finances for the purchase of equipment and training of YO members. The creation of a single digital platform that combines multiple tools for different segments of YO activities would greatly help YOs to overcome the obstacles they face in the transition to digital work, and facilitate their path of transition.











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