Catching up with society

– A DIGITAL reality check for Nordic NGOs
NGOs need to get on-board. To shape everything—from their volunteer programs to donations to receiver outreach and everything in between—with the user experience in mind. Because the bar has risen from innovation in other sectors. And now that society has had a taste of the simplicity and ease of digital there, they will demand it in every corner of life. These increased stakeholder expectations are reinforced by other paradigm shifts such as:

All about transparency: Where does my money go? Increased demand from individuals and institutional donors calls for more transparency around the impact created by NGOs. Digital lays the foundation for a much more open environment where stakeholder trust needs to be gained and maintained almost on a daily basis. Additionally, smart use of digital tools can help reduce the administrative burden that NGOs are facing on data collection and reporting.

Rise of the start-ups: Like every other sector, digital has made it possible for new entrants to gain traction in the hearts and minds of consumers. Netflix competes for peoples attention by providing personalized entertainment wherever there is connectivity. In the NGO sector, nimble players like Crowdrise, Trine and HelpToHelp offer compelling propositions and social impact that compete for the hearts and minds (not to mention wallets) of traditional NGO stakeholders.

The end of DIY (“do-it-yourself”): Many organisations have had an “island mentality” when it comes to their value chains, doing everything themselves—from A to Z. But the power in digital comes through the ability to link to different partners and build on each others’ strengths. Making the ultimate offering much more compelling to its users.

Digital technology is both the reason why NGOs need to change, and the tool they can use to transform. Clearly now is the time for Nordic NGOs to engage in digital. But are they ready?

Digital reality check
To answer that question, Accenture launched the Digital Performance Index to do a reality check for the Nordic region. Through it, we examined the digital readiness of 60 NGOs, 15 organizations from each country: Denmark, Finland, Norway and Sweden. We also gathered nine Nordic NGOs to a creative workshop. We innovated new services that addressed three key stakeholder needs.

Our findings from this process lay out the road ahead for NGOs to catch up with society, to stay relevant and thrive in the future. Those that take on this challenge will reach their goals faster—whether those are increasing donations, improving volunteer engagement, delivering improved outcomes for receivers or driving operational efficiency.
1. **NGOs need to catch up on digital**
   Our assessment of 60 NGOs across Nordic countries show that the sector is failing to unleash the full potential from digital. There are some areas of progress: mainly within facilitating donations and social media presence. On the other hand, NGOs are struggling to embed digital across strategy, culture and operations. Those who manage to catch up will gain an advantage in a crowded landscape. Those who don’t may fall hopelessly behind.

2. **Success requires deep understanding of stakeholders**
   In order to catch up with society, NGOs need to understand and meet their stakeholders’ needs. Long-term success starts with having a deep contextual understanding of stakeholders—receivers, donors, volunteers, etc.—and their needs. With strong user focus as a backbone, NGOs can develop digital solutions that solve real problems.

3. **Collaborate, collaborate, collaborate**
   Truly meeting user needs is difficult to do alone. NGOs need to collaborate. How does that look? Several NGOs addressing a specific stakeholder need and engaging them through existing channels they use every day (e.g. Facebook and Snapchat). This will ensure better services and access to a wider audience. Delivered in a more cost efficient way.

4. **Embed key digital competencies**
   To deliver on stakeholder needs through digital, NGO needs to have key capabilities in place. This calls for rethinking functions, training employees and potentially recruiting new talent. NGOs will need to balance the use of in-house and external capabilities. It can be more beneficial and cost efficient to share capabilities and train staff in collaboration with other organizations.

5. **When to start? Today.**
   Understand and prioritize initiatives across four key dimensions related to Digital Performance (Plan, Make, Sell and Manage), while maintaining focus on stakeholder needs. This will set NGOs in the right direction to catch up with society on digital.

**Recommendations for Nordic NGOs**

- NGOs need to embrace the full potential from digital
To get a strong view of the current state of Nordic NGOs, we researched the Digital Performance of 60 NGOs across Norway, Sweden, Finland, and Denmark. Our findings show that NGOs are lagging behind other sectors and have substantial catching up to do across four key dimensions: Plan, Make, Sell, and Manage.

Despite the low score across capability dimensions, there are examples of NGOs in the Nordics that excel within each dimension:

**Plan:**
Plan International Finland has a forward-looking, partner-driven digital strategy.

**Make:**
Mattecentrum offers prize-winning interactive tools to tutor math students.

**Sell:**
Save the Children Norway streamlines donor recruiting and engagement through mobile apps.

**Manage:**
Danish Church Aid uses digital tools to facilitate effective training.

In general, NGOs are performing best within the “Sell” dimension, which reflects the emphasis they have on effectively accessing and engaging donors. The lowest performance can be seen within the “Manage” dimension, which covers the NGOs’ ability to embed digital in internal culture and operations.

NGOs, just like for-profit businesses, have a lot to gain from deploying digital tools to better reach their objectives, whatever they may be. In areas like leveraging social media to drive engagement or online fundraising, NGOs have come a long way. The challenge for many will be to see full opportunity in the digital “forest” compared to just seeing the social media and web content “trees”, which is the case today.

What NGOs should do next to catch up depends on where they are in their digital maturity. Whatever the next step is, it should have one shared commonality: Relentless focus on the stakeholder experience.

### 1. Playing catch up

<table>
<thead>
<tr>
<th>Plan</th>
<th>Make</th>
<th>Sell</th>
<th>Manage</th>
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<tbody>
<tr>
<td>1.6</td>
<td>2.0</td>
<td>1.4</td>
<td>1.7</td>
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The Digital Performance Index measures organizations on a wide range of activities grouped into four main dimensions. Organizations are given a score of 1-4 for each group of activities based on their strength in evidence found. See more details and case examples in the Deep-dive chapter.

### 2. Success requires deep understanding of stakeholders

Establishing deep empathy for stakeholders—receivers, employees, volunteers, donors, etc.—by understanding their needs, motivation, behavior, and challenges is the most effective first step to digital service development and design. Without a deep understanding of potential and current stakeholders, reaching them through digital means becomes difficult. If not impossible.

Moving existing processes to digital channels is simply not enough. NGOs need to solve true problems to stay relevant for their stakeholders.

#### Donors seek personal connection to the NGO and the cause they support

Donations tend to rely on the same volunteers over and over again.

### DONOR AND VOLUNTEER PERSONAS

**Maria, 31 y/o**
A passionate donor of a project related to children’s rights and a sponsor child, with a conscience that tells her she is not doing enough.

**Sofia, 22 y/o**
An irregular donor. She donated to TV fund raising last time it was one, and once she made bracelets for a cancer-related organization.

**I used to volunteer regularly but it took too much of my time, so now I am only a donor.**

**I like it when organizations tell me stories I can relate to.**

**I feel good when I have donated money to charity but I cannot do it every month.**

**I like to see results, and when I can clearly see that I have done a good job.**

**Yesterday it was Alex, Norah and I on shift again, when will the others start to help out as well?**

**I used to volunteer regularly but it took too much of my time, so now I am only a donor.**

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Workshop with Nordic NGOs:

Meeting stakeholder needs through collaboration

To further explore personas (shown on the previous page) and develop new solutions, we invited NGOs from Norway, Sweden and Finland to a creative workshop. In the workshop we collaboratively explored the personas and addressed their needs and pain points with new, digitally enabled solutions. The workshop process consisted of three phases:

1. Establishing common ground:
   We gathered all the values and goals of the NGOs and discussed which ones they shared to identify overlapping areas. This made it easier for the participants to face the remaining activities in the workshop with a similar mindset, despite representing different organizations.

2. Developing empathy for the stakeholder:
   We enriched the personas’ characteristics and explored their needs and behaviors. And we worked out a clear problem statement that addressed key challenges each persona faces.

3. Generate solutions:
   We facilitated a creative process to find solutions that addressed the problem statement defined for the persona. In total, we developed three solutions, one for each persona. The following page shows an example for the Maria persona. Most solutions would be much more powerful if they were built on a platform operated by several NGOs.

See a video from the workshop here: www.accenture.com/no-en/insight-nordic-digitalngo

NGOs that participated in the workshop: WWF (Norway), Plan International (Norway and Finland), Save the Children (Sweden), Fryhuset (Sweden), Red Cross (Norway), Redningsenskapet (Norway), Mitt Liv (Sweden), DNT (Norway)

How can we help Maria feel her contributions are important?

Suggested solution from workshop with NGOs: Storyteller platform

I MISS THE DAYS WHEN I VOLUNTEERED. I DON'T HAVE ENOUGH TIME NOW. ARE MY CONTRIBUTIONS REALLY SUFFICIENT?

MARIA GETS THE PERSONAL FEELING OF BEING A VOLUNTEER ALSO WHEN DONATING MONEY TO A PROJECT SHE IS NOT DIRECTLY INVOLVED IN.
3. Collaborate, Collaborate, Collaborate

Solving stakeholder needs requires platform-based solutions often available “beyond the walls” of a single organization, and through an ecosystem of players. It is becoming a common practice across most sectors. Digital players don’t build and maintain every link of the value chain. And instead use third-parties in an ecosystem for non-core areas like payments, fulfillment, etc. It’s a model NGOs should follow to get the full value from digital. In addition to improving the service provided, it will reduce the cost of development and maintenance.

NGOs need to understand their own intellectual property and unique selling points. If those are clear, they can collaborate with other NGOs and partners to innovate and deploy enablers across the value chain. Platform collaboration can drive various benefits such as improved marketing reach, increased funding and better services delivered to receivers.

**Example**

Crowdfunding platforms such as Crowdrise lets users share and fund new inspiring causes

Open-source software development platforms that lets multiple users contribute, such as GitHub

Facebook, the world’s most popular media owner, creates no content, everything is generated by users

REFUNITE connects multiple NGOs and mobile network operators to help displaced refugee families find each other with help of SMS

**Stakeholder groups**

- Donor
- Volunteer
- Influencer
- Partners
- Receiver

**Platform enablers**

- FUND
- DEVELOP
- MARKET
- DELIVER

**Ecosystem partners**

- NGOs
- Commercial partners
- Software developers
- Startups
- Design agencies
- Freelancers

**Suggested platform concepts from workshop with NGOs**

**ONE-team**

Drives collaboration, motivation and coordination of a liquid volunteer workforce. Volunteers register a profile with interests and experience, and are matched with relevant work. They can also post feedback and stories from their volunteering experiences.

**Potential value:**

Increased number of volunteers that can be deployed to different NGOs when needed. More diverse and interesting work for volunteers.

Why NGOs should collaborate:

Stronger volunteer workforce through better understanding of shared capabilities. Opportunity to pool resources when possible.

**Storyteller**

Donors receive project updates and goals through notifications, stories and videos on specific projects they support. Donors can easily share stories on social media to increase attention and donations.

**Potential value:**

Closer and more personal relations between NGO/project and donor leads to retention and advocacy. Increased attention on social media.

Why NGOs should collaborate:

Ability to reach a wider range of donors with relevant messages in a more cost efficient way.

**HELP**

Potential donors and volunteers are met where they are in their everyday life, with deals and events with a charitable touch. A deal can look like: “10% off at H&M with a 10% donation to NGO/project”. Deals and events can be shared with friends in social media.

**Potential value:**

Release untapped potential from less committed donors and volunteers. Unlock new corporate partnerships, and increase donations and volunteering activity.

Why NGOs should collaborate:

An all-in-one place creates a new market/sales channel where NGOs can better meet the users where they are.
NGOs will need to renew functions and roles in order to keep up with society. Digital capabilities and user-focused innovation must be infused in the organization. This calls for rethinking functions, training employees and potentially recruiting new talent. NGOs will need to balance the use of in-house and external capabilities. It can be more beneficial and cost efficient to share capabilities and train staff with other organizations. One example: Sharing functions related to digital delivery or rapid innovation. Nordic NGOs can do this by cooperating with start-ups and establishing corporate partnerships. They can also provide more volunteering roles with focus on digital and potentially share this talent with partners.

We have suggested several functions and roles that NGOs can consider

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<tr>
<th>FUNCTION</th>
<th>DESCRIPTION</th>
<th>POTENTIAL ROLES</th>
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</table>
| Digital Center of Excellence    | Drives organizational focus and know-how regarding digital experience design, digital marketing and analytics | • Service Design Lead – Responsible of the design process from uncovering needs to implementing services  
• Digital Marketing Lead – Responsible for driving marketing campaigns through digital channels  
• Data Management & Analytics Lead – Provides leadership and expertise on data, analytics and insights |
| Digital partnerships            | Screen, identify, select, set-up and manage partnerships that support the delivery of new and improved digital services | • Partnership Manager – Owns and manages the relationships with partners and other third parties  
• Partnership Scout – Searches and goes into dialogue with potential partnerships |
| Rapid Innovation                | Test new ideas quickly and turn them into viable and proven products or services through rapid prototyping and developing Minimum Viable Products (MVP) | • Innovation pipeline owner – Owner of the list of potential and work-in-progress services pipeline  
• Commercial manager – Responsible for the economic viability assessment of potential products/services  
• Growth hacker – responsible for tracking and testing end user experience and performance in marketing channels |
| Digital Delivery                | Use agile methodology to design, build, and test new solutions and ensuring the organization can quickly adapt when the new solution is implemented | • Product owner – Owner of the solutions/services that are being developed  
• Scrum master – Facilitator for the agile development team that build prototypes and MVPs  
• Business readiness lead – Responsible for driving the organizations readiness to implement solutions |
| Digital academy and recruiting  | Provide continuous training and capability building on relevant topics and drive recruitment of digital talent | • Academy Lead – Responsible for the relevance of digital learning programmes  
• Specialist Recruiter – Attract, recruit and retain staff and volunteers with digital capabilities |
The Digital Performance Index shows fragmented initiatives across the four capability dimensions among the organizations examined. But it’s not enough. NGOs need a holistic approach to speed up the digital journey, including a vision and prioritized initiatives. These are short-term strategic initiatives within the Plan dimension that can be complemented by initiatives within Make, Sell and Manage. Long term, several transformative initiatives across all four dimensions require comprehensive investments and support from key stakeholders. The journey can be eased through collaboration, knowledge sharing, pooled funding and partnerships.

5. When to start?

**Today**

The Digital Performance Index shows fragmented initiatives across the four capability dimensions among the organizations examined. But it’s not enough. NGOs need a holistic approach to speed up the digital journey, including a vision and prioritized initiatives. These are short-term strategic initiatives within the Plan dimension that can be complemented by initiatives within Make, Sell and Manage. Long term, several transformative initiatives across all four dimensions require comprehensive investments and support from key stakeholders. The journey can be eased through collaboration, knowledge sharing, pooled funding and partnerships.

We have suggested several future initiatives that NGOs can consider

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<tr>
<th>DIMENSION</th>
<th>SHORT-TERM INITIATIVES</th>
<th>LONG-TERM INITIATIVES</th>
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<tbody>
<tr>
<td><strong>Plan</strong></td>
<td>- Develop a common view on the opportunities and risks that digital brings to the NGO across all key user groups - Assign clear responsibility to ensure digital is embedded in the overall strategy (e.g. assigning a Chief Digital Officer) - Map digital capabilities across leadership/staff and create plan to improve competence - Drive active presence in forums and events related to digital - use opportunity to understand trends and expand network - Map out which parts of the current internal operations and service portfolio that will benefit the most from digital</td>
<td>- Set up processes that ensure continuous focus on how digital can streamline operations and drive new value opportunities - Establish partnership with start-ups and other technology companies with aim to drive shared innovation - Develop a meeting platform to facilitate idea exchange with innovators, start-ups etc. to explore how digital can address pressing issues</td>
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<td><strong>Make</strong></td>
<td>- Ensure all new digital solutions are based on user focused and agile development approaches - Extend the volunteering roles beyond traditional activities, to also include activities related to digital development - Establish a digital crowdsourcing platform (across staff, donors, volunteers and receivers) for idea generation - Facilitate hackathons with digital volunteers to discover and design new solutions that addresses the current challenges of a stakeholder group</td>
<td>- Share internal data on open platforms to enable partners in the ecosystem to provide actionable analytics / new solutions based on your information - Develop digital ecosystems where internal and external developers can build and test new digital solutions in a collaborative environment</td>
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<tr>
<td><strong>Sell</strong></td>
<td>- Involve commercial players across different touch-points to increase donations (e.g. UNICEF and Norwegian) - Implement real-time, two-way communication with donors and volunteers through digital channels - Ensure that the potential impact from a donation is clearly communicated in digital channels, preferably with interactive tools - Map initiatives and policies that will help ensure long-term user data security</td>
<td>- Establish platforms with tailored experiences for donors &amp; volunteers, individually adapted to their specific needs - Ensure that donor and volunteer activity is closely integrated with social media channels to ensure visibility and engagement - Adopt artificial intelligence to help perform real-time tailored communication with users, donors and receivers</td>
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<td><strong>Manage</strong></td>
<td>- Map which digital tools for collaboration and information sharing that work across functions, stakeholders and touchpoints - Map how to use digital tools to drive effective learning across staff, volunteers and receivers - Define the insights, data sources and digital tools needed to drive more actionable insights - Define core and non-core digital operations, and determine which activities should be outsourced</td>
<td>- Free up resources and remove manual and repetitive resources with help of digital training and intelligent automation - Drive virtual collaboration with startups, innovators etc. to solve cross-NGO challenges with help of digital tools - Consolidate data across silos and make use of analytics to continuously drive actionable insights</td>
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The Digital Performance Index (DPI) is an Accenture proprietary framework for using external data to assess a company’s digital maturity across the entire business. It features four dimensions: Plan, Make, Sell, and Manage, split into sub-components, split further into 42 business activities and 117 detailed metrics. In the adjusted DPI framework for NGOs, the framework has been slightly scaled down to reflect 40 business activities and 100 detailed metrics. The adjustment has been done to ensure that only metrics relevant to the context of NGOs are included.

The four dimensions in the performance index can be defined as follows:

**Plan**
This encompasses digital strategy and whether companies see digital trends impacting the business, plan strategies and budgets for digitalization, act decisively on digital, and take a leading role in digital development in their industry rather than reacting to it.

**Make**
Involves digital production and delivery and whether companies design with digital technology and innovative approaches, build digital and digitized products and services, and leverage digital solutions that streamline activities across the supply network.

**Sell**
Encapsulates the digital customer experience and the extent to which companies engage customers through digital means, sell through multiple integrated channels and serve customers with a seamless experience post sale or subscription.

**Manage**
This is the dimension that covers culture and operations and how readily an organization can assess the status of its digital culture, cyber infrastructure and capabilities, improve operating efficiency through digital deployments, and renew resources through digital.

Key insights for each component and detailed case examples will follow. For more details, see also the detailed DPI tool on www.accenture.com/no-en/insight-nordic-digitalngo.

With help of Accenture’s proprietary Digital Performance Index (DPI), we have assessed the digital readiness for 60 NGOs in the Nordics – 15 from each country across Finland, Denmark, Sweden and Norway.
Plan International Finland is the largest child sponsorship organization in Finland. Plan receives funding from thousands of individual donors, corporate partners, The Finnish Ministry of Foreign Affairs, the EU and the UN. Plan Finland has a strategic focus when it comes to digital. By 2020, they want to be at the forefront of utilizing technology and digital platforms in all areas of their work. To achieve this, they are working closely with start-ups. These collaborations help Plan to generate new ideas and products that more effectively help stakeholders.

It’s a win-win: Plan gets valuable insight into methods for developing new solutions that add value to their work and benefits from rapid prototyping. The entrepreneurs use Plan as a pilot platform and get continuous feedback on their ideas. And collaboration can be useful in proposals for new funding.

How? Together with the start-up Pajat Solutions, Plan Finland developed the mobile solution Poimapper, a functional data collection tool. It enables more efficient planning and decision-making by allowing staff and volunteers to gather, share and analyze real-time data from projects all over the world. Poimapper creates a rich data set with geotagged data depicted on maps, in graphs or tables. The tool can be installed on most mobile devices and is used across 20 countries where Plan operates.

Based on positive experiences with Plan International, Poimapper has been adapted by several other international NGOs and commercial companies in areas such as market research and industrial inspections. The solution has been awarded the European CSR award for helping solve a global social problem by allowing the sharing of real-time data (about water and food supplies, the spread of diseases and treatment possibilities) in affected geographical areas.
The **Make** dimension examines whether companies design with digital technology and innovative approaches, build digital and digitized products and services, and leverage technology (cloud, mobility, analytics) that streamline activities across the supply network.

**Activities include:**

- Using digital tools and methodologies such as open innovation and crowdsourcing on platforms to develop new solutions and services
- Leveraging digital to enhance existing services and develop completely new services
- Enabling an efficient service delivery through the use of digital tools to align staff & volunteers, partners and material supplies

**Key insights from our research**

- Using digital tools to enhance services is not yet widespread, but quite a few NGOs have started to explore the use of apps for offering easy-access information, supporting their user groups, or for information collection. Information provision-type of apps (i.e. crowdsourcing) appear in different forms.

Examples are from overall support for teenager/young adults, language training support for refugees, first aid and blood donation info, map services for volunteers working in unknown territories. While functionality is still relatively simple, and the connection to other systems is lacking, efforts like these are a step in the right direction.

- Leveraging the ideas and experience of everybody in the organization – crowdsourcing of ideas – is part of the DNA for many NGOs. However, few have transferred crowdsourcing to digital platforms. And in cases where there are platforms for submitting ideas, few support collaboration and sharing. Turning this rich set of ideas and experiences into an asset would put a powerful tool into the hands of the NGOs.

One that would optimize the design of development programs, allocate resources, and improve coordination between teams.

- When it comes to analytics, few NGOs leverage it to deliver services – in development programs, policy campaigns or feedback from donors. More advanced use of analytics would help NGOs improve the use of their resources. For instance, NGOs could direct volunteers and supplies to where they are most needed, providing updated safety information to stakeholders, or deciding on the best timing for initiating a development program. Going forward, NGOs should improve their ability to streamline internal collaboration and business partnerships with help of digital tools.

**Mattecentrum provides free tutoring in mathematics to students in Sweden.** With 550 volunteers, the organization provides more than 350,000 users with physical and online tutorials each month.

Mattecentrum launched the digital tool matteboken.se, which enables pupils and students to study mathematics at all levels up to high school online. Matteboken.se provides users with test cases, trial exams and video walkthroughs. The site is sorted after each school year, enabling the user to go back to former lessons or have a glimpse on themes coming up if they are a bit ahead as a student.

The founder of Mattecentrum was the promoter at start, but several employees has continuously worked on the material. Matteboken.se was originally a home-made web page that has been updated by the help of a web design agency. On a daily basis, Mattecentrum’s digital in-house manager is managing the work on their digital tools by coordinating input from the web design agency, mathematicians, educators and quality reviewers to keep the web page as relevant and updated as possible.

Mattecentrum has a strong focus on the learning outcome of their stakeholders. To inspire and reach out to children, they have developed a series of videos including math games, experiments and magic tricks. A new video is launched on YouTube each week and integrated on their website.

Video clip from #Beppematik on Matteboken.se

"The aim was to make matteboken.se available for those who couldn’t attend our math labs, and use the technology to reach pupils at home."

Karolina Lisslö, Secretary General

And it’s shared on social media with the hashtag #Beppematik.
Save the Children is one of Norway’s largest NGOs. Seventy percent of their private donations come from people signing up to the organization’s monthly donation program. Almost all of these donors first engaged with Save the Children through contact with recruiters on the street.

Save the Children struggled with a 20 percent drop-off by recruited donors. To improve donor retention, Save the Children recently launched a new mobile app to demonstrate donor impact. The app provides stakeholders with personal stories and insights about the positive impact of their contributions. Donors can read about the organization’s work across the globe, participate in quizzes and donate directly through the app. The app is user-friendly and staff can easily update the content without using a code.

With the app, they hope to inspire their stakeholders with regular updates and make them think twice about cancelling their donations.

The next step for Save the Children is to personalize the donation experience by utilizing big data. By tracking donations and contributions to projects, they want the content to be dynamic and based on the individual donor’s interests.

For recruiters, the iPad app is a secure system that assists them in the recruiting process and helps reduce errors. For donors, the app gives a new sign-off experience that is quicker and easier to complete. The automated process has reduced time spent on processing paperwork from 2,000 hours to 130 hours annually. Errors in filing papers (and prompting a reject) have dropped from 1,000 forms annually to nearly zero.

"Instead of wasting time on administration, we direct resources where they count the most: generating even more funding for projects supporting children around the world."

Klaus Damlien, Head of Marketing and Digital Channels
DanChurchAid assists the world’s poorest in their struggle for a dignified life. They are one of the largest development and humanitarian NGOs in Denmark and their work is based on collaboration with local partners in the countries, which they operate in.

DanChurchAid has a strong focus on innovation within capacity development. They have established a Learning Lab as a dedicated innovation space to explore, develop and mainstream new and blended approaches to capacity development. Traditionally in-person training is replaced or blended with online learning environments. The core of these innovations is a mixture of technology, creativity, user-driven design and evidence-based practice. This helps DCA improve learning outcomes cost-effectively, and at the same time reduce CO2 emissions.

The Learning Lab facilitates and empowers a variety of learning processes – from classic on-demand courses (such as anti-corruption, procurement and core humanitarian standards) to travel-streaming kits. This ensures cost effective broadcast from conferences and side events, video trainings etc.

Online training in real-time has been one of the key successes. All relevant staff groups across multiple geographies are offered it. The training is based on highly participatory learning methodologies including group work, creating change pathways with virtual sticky notes, and other interactive elements for knowledge sharing and idea creation.

We have made a free innovation space to explore improvements in our capacity development efforts. Digital, blended learning and developing performance in the workflow is fundamentally changing our way of developing capacity internally, of our partners and ultimately our receivers.

Birgitte Qvist-Sørensen, Secretary General

Activities include:
- Using analytics for assessing internal efficiency and setting up routines for stress-testing IT infrastructure and security solutions
- Enabling continuous development of internal skills through online training, collaboration tools and encouraging a digitally oriented mindset
- Using digital tools for better decision making on what investments to make and what technologies and other assets to terminate

Key insights from our research
- Evidence from our research shows that most NGOs lack a culture that’s digitally oriented. While becoming digital may not be a goal in itself, it is an important sign of how well the NGO is up to speed with the overall society.
- Most NGOs are falling short when it comes to continuous assessments and stress-testing of IT infrastructure. The net result: they are vulnerable to cyberattack and other digital threats. These activities are vital in strengthening the digital trust with donors, volunteers and recipients.
- Analytics is not widely used to measure and improve the efficiency of internal operations. While internal operations may not be the first priority of an NGO, it is a way of ensuring to multiple stakeholders that money is being used in the best possible way. Just like the IT infrastructure assessments, it’s important to be open and transparent with everything— even internally focused activities. Again, it’s about gaining trust.

Most NGOs have implemented digital collaboration tools to help streamline communication among employees. And a few are leveraging things like eLearning to bring new skills across the organization. These initiatives will save time and money and allow for more flexibility. Even within volunteer outreach, an area NGOs are ahead of compared with traditional companies, digital capabilities are limited to basic email campaigns and mass text messaging.

DanChurchAid, Denmark

The Manage dimension reflects the extent to which a company can assess the status of its digital culture, cyber infrastructure and capabilities, improve operating efficiency through digital deployments, and renew resources with the aid of digital means.

The case study above provides insights into how DanChurchAid has successfully integrated digital solutions into their operations, leading to improved learning outcomes and a more efficient workflow. This approach not only reduces CO2 emissions but also enhances the organization’s ability to respond to the evolving needs of its partners and receivers.
Whatever your next step will be on the digital journey, always start with a deep understanding of the users' needs.
About Accenture

Accenture is a leading global professional services company, providing a broad range of services and solutions in strategy, consulting, digital, technology and operations. Combining unmatched experience and specialized skills across more than 40 industries and all business functions—underpinned by the world’s largest delivery network—Accenture works at the intersection of business and technology to help clients improve their performance and create sustainable value for their stakeholders. With more than 373,000 people serving clients in more than 120 countries, Accenture drives innovation to improve the way the world works and lives. Visit us at www.accenture.com