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The Strengths and Weaknesses of Micro-volunteering:
The Case Study of Help From Home

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If the world's population of 7 billion all performed a 5 minute microvolunteering action (...) it would equate to 583 million hours of volunteering or 66,590 years.

- Mike Bright, founder of Help From Home

Abstract

Thesis Title: The Strengths and Weaknesses of Micro-Volunteering: The Case Study of Help From Home

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The purpose of the present master thesis is to study the strengths and weaknesses of micro-volunteering, through the analysis of the nonprofit organization Help From Home. This organization offers a platform where nonprofits can promote micro-actions and where volunteers can perform them.

With the development of the Internet and information and communication technologies, new ways of volunteering arose. Currently, it is possible to engage in voluntary activity on-site and online, with bite-sized actions that take at most one day to be completed, require no training or screening and can be performed anywhere, at anytime.

Help From Home intends to take micro-volunteering to the masses, thus it focuses on unskilled micro-actions, which can be completed by anyone. Nevertheless, this type of actions is not what many organizations seek. Therefore, the present dissertation suggests a combination of both unskilled and skilled micro-actions, which are more directed to the daily activities of these organizations, to attract more micro-actions and volunteers, in order to scale its impact.

The master thesis is structured in seven main chapters: (1) Introduction, presenting the issue; (2) Literature Review, addressing academic studies on the topic of volunteering; (3) Methodology; (4) Case Study, where Help From Home is presented in a descriptive approach; (5) Teaching Notes, providing guidance to professors to analyze the case study; (6) Conclusion, main findings to answer to the research question; (7) Limitations and Future Research.

Resumo

Título da Tese: Os Pontos Fortes e Fracos do Micro-Voluntariado: O Estudo de Caso de *Help From Home*

Autora: Maria Madalena Barosa Clara

O objetivo da presente tese final é estudar os pontos fortes e fracos do micro-voluntariado, recorrendo ao caso da organização *Help From Home*. Esta organização oferece uma plataforma onde organizações sem fins lucrativos oferecem micro-ações e onde voluntários podem completá-las.

Com o desenvolvimento da Internet e de tecnologias de informação e comunicação, apareceram novas formas de voluntariado. Atualmente, é possível participar em atividades de voluntariado no local e online, com ações pequenas que demoram no máximo um dia a serem completadas, não requerem qualquer treino ou supervisão, e podem ser desenvolvidas em qualquer lugar, a qualquer altura.

Help From Home pretende levar o micro-voluntariado a toda a gente, daí o seu foco em ações não especializadas, que podem ser completadas por qualquer pessoa. Contudo, este tipo de ações não é o que muitas organizações procuram. O presente estudo defende que esta plataforma deve oferecer uma combinação de ações não especializadas e especializadas, que são mais diretas às atividades diárias destas organizações, com o objetivo de atrair mais ações e mais voluntários, para aumentar o seu impacto.

A tese está estruturada em sete capítulos principais: (1) Introdução, onde a questão é introduzida; (2) Revisão da Literatura, abordagem de estudos académicos sobre o tópico de voluntariado; (3) Metodologia; (4) Estudo de Caso, onde *Help From Home* é descritivamente apresentado; (5) Notas de Ensino, facultam orientação aos professores de como analisar o caso; (6) Conclusão, principais conclusões para responder à questão de principal; (7), Limitações e Futura Pesquisa.

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List of Acronyms

HFH - Help From Home

ICT - Information and Communication Technologies

NPO - Nonprofit Organization

Preface

During the course of Lean Entrepreneurship Project at Católica Lisbon School of Business and Economics, my team developed a sustainable business model concerning a platform that would connect nonprofit organizations and students. The purpose was to help these organizations with their marketing and communication difficulties. Students would volunteer through performing the activities proposed and have the chance to extend their knowledge by applying theoretical concepts into real life situations with real outcomes.

My first intent for the present master thesis was to run a pilot on this platform, by connecting organizations and volunteers, assigning a real project and studying key success factors and threats. While further exploring the topic of online volunteering, I discovered the subject of micro-volunteering and decided to shift the focus of my thesis. I took this as an opportunity to expand my knowledge in this area, as well as to discover current solutions in the market.

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1. Introduction

As Faircloth (2005) cites Salamon (2002), nonprofit organizations (hereafter NPOs) are challenged due to human and financial resources constraints. In order to overcome these difficulties, many organizations rely on volunteers to obtain support on operational and managerial activities (Cravens, 2006).

In recent years, there has been a shift from traditional volunteering, characterized by long-term and high commitment conditions, to episodic volunteering, in which volunteers give their time on an on-off basis, either on-site or online, and where no formal commitment is required (as Jochum & Paylor, 2013 cite Hustinx & Meijs, 2011). Moreover, with the development of the Internet and of the information and communications technologies (hereafter ICTs), there have been further movements of goods, knowledge and people between countries (Kozma, 2005), which enabled volunteers to easily and freely have access to information (Amichai-Hamburger, 2007). While in 1995, less than 1% of the worldwide population had access to the Internet, today this number is at 40%¹. Together with the development of ICTs, the conditions to engage in online volunteering became much more favorable (Browne et al., 2013).

The term micro-volunteering appears from the Spanish organization “Microvoluntarios”, who established an online platform in 2008 to allow charities to post micro-actions and connect to volunteers who could perform these (Jochum & Paylor, 2013). These activities, either online or offline, should take at most one day to be completed and no formal commitment between the organization and the volunteer should be required (Browne et al., 2013).

While micro-volunteering enables both experienced traditional volunteers and non-volunteers, as those who cannot leave home, people with disabilities or even people with a busy lifestyle (Bright, 2011; Browne et al., 2013), it still faces many challenges (Browne et al., 2013). The main drawback on micro-volunteering is the lack of awareness on its existence, both from NPOs and volunteers. Moreover, creating micro-actions that are easy to perform, with no training, and, at the same time, that are meaningful, may impose difficulties for organizations (Browne et al., 2013). Lastly, while traditional volunteering organizations can access their impact and value, entities applying micro-volunteering are challenged to

¹ Internet Live Stats, 2015

show evidence of results, either because some activities do not produce direct impact on society or because volunteers do not report completed micro-actions (Browne et al., 2013).

In the present paper, the case of Help From Home (hereafter HFH), a micro-volunteering platform working as a connector between supply and demand of micro-actions, will be presented. This specific case was chosen due to its vision of “Change the World in Just Your Pyjamas!”, their focus on unskilled micro-actions and their relevance to the industry. Since its foundation in 2008, HFH has helped NPOs raise more than £20 million, donate almost 100 billion grains of rice and much more, with over 10,000 micro-actions performed for about 1100 organizations.

The purpose of the present master thesis is to understand the strengths and weaknesses of this new way of volunteering, through the analysis of HFH.

Research Question: *What are the strengths and weaknesses of micro-volunteering?*

In order to support the case study, the literature review will start with a brief description of NPOs and their challenges. In the second chapter, volunteering will be introduced, showcasing the different forms it can assume, followed by the importance of volunteers to organizations and the main reasons behind people’s motivation to volunteer.

After, a new chapter in the literature review will highlight the role of the Internet and ICTs on volunteering, acting as an introduction to online volunteering. This topic is then further analyzed in the fourth chapter. Lastly, the chapter concerning micro-volunteering is introduced.

Afterwards, the methodology conducted to support this master thesis is presented. The author based its research on secondary data, such as articles, to develop the literature review as well as gather insights on the platform of HFH for the case study, and also on primary data, through a semi-structured interview with the founder of such platform.

The case study is then introduced, showcasing who are the organizations using this platform and their characteristics, and who are the volunteers performing the micro-actions. Furthermore, the managerial choices of HFH on attracting and retaining volunteers, and assuring a good quality of work are studied. The critical topic of evidence of impact is then introduced, followed by the challenges this platform faces. To conclude, the future of HFH is presented and final concerns and questions of the author are displayed. The case study is presented in a descriptive approach and it is then strategically analyzed on the teaching notes.

Finally, the conclusions and limitations of the present master thesis are introduced, followed by suggestions on the future research on the topic.

2. Literature Review

2.1. Nonprofit Organizations

NPOs focus on their social mission first and base all their strategies to achieve their socially oriented goals. Nevertheless, there is a growing concern of these organizations on management, performance and results, without losing their sight on doing well for society (Drucker, 1989). These organizations are allowed to make profits but these have to be reused to support the organization's mission and cannot be distributed to any founders or third parties (International Centre of Research and Information on the Public, Social and Cooperative Economy (CIRIEC), 2012)

As Faircloth (2005) cites Salamon (2002), “nonprofits have historically been strapped for both human and financial resources”. Additionally, NPOs face higher competition for the scarcer donations available and an augmented rivalry from for-profit enterprises entering the social sector, leading them to search for new sources of funding in the for-profit sector (Dees, 1998).

2.2. Volunteering

“Volunteering means any activity in which time is given freely to benefit another person, group, or organization” (Wilson, 2000). Moreover, volunteering is a proactive and conscious decision to help others, by committing in terms of time and effort (Wilson, 2000).

2.2.1. Types of volunteering

As Jochum & Paylor (2013) cite Hustinx & Meijs (2011), there has been a shift from traditional volunteering, characterized by long-term and high commitment, to new ways of volunteering, which are understood as individualized and episodic. Furthermore, there has been a transition from collectivistic to individualistic volunteering, from membership-based to program-based and even from institutionalized to self-organized volunteering (Hustinx & Lammertyn, 2003).

Reflexive volunteering, as opposed to collective volunteering, positions the individual at the center of the experience, both in terms of choice on when to participate and also on the activity to volunteer, which can be easily changed according to the preferences and interests of the individual (Hustinx & Lammertyn, 2003; Jochum & Paylor, 2013). Moreover, self-realization is the ultimate motive for reflexive volunteers, whereas collective volunteers are

driven by a sense of responsibility towards an organization or community (Jochum & Paylor, 2013).

An episodic volunteer is someone who engages in an organization on an on-off basis (Cnaan & Handy, 2005). As Cnaan & Handy (2005) cite Cnaan and Amroffell (1995), the relationship between episodic and traditional volunteering should be seen in a continuum approach, based on the frequency of the activities. On one hand, there are true episodic volunteers, who have the predisposition only for one-time activities, regardless of their duration. On the other hand, traditional volunteers offer their help with a higher frequency and for a longer period of time. In the middle, there are situations in which people volunteer in a one-time activity, but this sole activity repeats again after a certain period of time. Thus, despite the two extremes of the continuum, there are also many in-between possibilities of volunteering. Furthermore, as Jochum & Paylor (2013) cite Bryen & Madden (2006), episodic volunteers also fluctuate between reflexive and collective volunteering.

Lastly, there is yet another possible way of volunteering, directed at students. Service learning allows students to participate in an activity organized by their school and an organization, in which community goals are met, volunteers gain an added knowledge on the course content, by putting theory into practice, and develop awareness of civic engagement (Bringle & Hatcher, 1996).

2.2.2. The Importance of Volunteers for NPOs and for the Country

The primary benefit for NPOs of involving volunteers, online or on-site, is to take advantage of free labor (Cravens, 2006). In 2012, voluntary activity in the United Kingdom was estimated to be worth £23.9 billion², approximately 1.5% of its GDP (Office for National Statistics, 2013).

Different types of volunteers are differently important to organizations, require adjusted volunteer management and produce varying benefits (Handy & Brudney, 2007). Service learning volunteers tend to be the most costly to the organization and the benefits produced are uncertain, since participants are young and often inexperienced. In turn, episodic volunteers may be the least expensive, but the benefits produced may also be low. Nevertheless, since there is an increasing trend in episodic volunteering (Cnaan & Handy,

² Estimation based on the cost the same number of hours would produce by a paid person, assuming 2.12 billion hours of volunteering

2005), organizations should take the most by clearly defining tasks for limited participation and ensuring neither training nor supervision is required (Handy & Brudney, 2007).

Online volunteers tend to produce a high benefit for the organization since they are more likely to participate in activities in which their skills fit the best. Additionally, the cost induced to the organization is expected to be low, as these volunteers require little screening (Handy & Brudney, 2007).

Lastly, traditional volunteers are the type of volunteers that present the highest cost, as it is necessary to recruit, train and screen them; and the benefits are dependent on the volunteer management. Nevertheless, these volunteers are often ambassadors of the organization, functioning as role models for potential volunteers (Handy & Brudney, 2007).

2.2.3. Why People Volunteer

Following a functional perspective, people volunteer to accomplish and satisfy motives that are important to them (Clary, Ridge, Snyder, Copeland, Haugen, & Miene, 1998; Davis, Hall, & Meyer, 2003). According to Clary et al. (1998) there are six different motivations for volunteering:

- Values, expressing standards of altruistic and humanitarian concerns for others;
- Understanding, through learning new skills and exercising underutilized abilities;
- Social, by growing concern and developing relationships with others;
- Career, making new contacts and exploring different career options;
- Protective, protecting from negative aspects of the self;
- Enhancement, which is related to the esteem of oneself, by enriching personal development.

Lastly, as Meier & Stutzer (2008) cite Argyle (1999), many people volunteer to feel rewarded by the outcome of their work. When these motivations are satisfied and fulfilled, volunteers express stronger motivations to keep volunteering (Clary et al., 1998).

2.3. The Role of Internet and ICTs in Volunteering

The development of ICTs has reduced costs of transportation and communications, which in turn has enabled further movements of goods, services, knowledge, capital and people between countries (Kozma, 2005). Beyond the greater access to new channels, reduced costs combined with real-time communication represent today's revolution of information (Meier, 2011).

The term information society appears to characterize a social era in which production and services depend highly on information technologies (Vukašinović, 2014), as well as the creation of a modern society, which relies not only on material and financial resources, but also on knowledge and information (Ziemba, 2003). Moreover, according to Kozma (2005), the development of computers and communication technologies, such as laptops, wireless connection to the Internet and cell phones, and their use for collaboration and share of knowledge has allowed for further social changes. These changes include the restructuring of organizations and improvement of their transparency, further collaboration between people, more availability and accessibility to education and health care worldwide and enhancement of social integration of individuals marginalized by society (Kozma, 2005).

However, the high pace at which technology is changing may turn these new products and services less accessible not only to the elderly and disabled people, but to anyone who does not possess the particular skills and abilities required to use them (Stephanidis & Savidis, 2001).

As Cravens (2014) cites Treese (1995), the Internet started being used by a wider public in the 1980s and it began being commercialized in the 1990s, with the World Wide Web being developed between March 1989 and December 1990 (Cravens, 2014). The Internet became a key instrument to help those in need, as it enabled volunteers to easily and freely have access to information and to overcome difficulties (Amichai-Hamburger, 2007).

Nowadays, there are between 2.8 billion (Central Intelligence Agency, 2015) and 3.2 billion (Internet Live Stats, 2015) Internet users around the world. Today, around 40% of the total population worldwide has access to the Internet, while in 1995 this number was less than 1% (Internet Live Stats, 2015).

In turn, social media has “been used by volunteers and organizations for recruiting, organizing collective action, increasing awareness, raising funds and communicating with decision makers” (UN Volunteers, 2011). Nevertheless, while it may raise awareness for different causes, “it does not inspire the passion to create effective social change” (UN Volunteers, 2011). Moreover, new technologies have contributed and augmented the alteration in the volunteering sector (Browne, Jochum, & Paylor, 2013). Through the use of Internet and social media, organizations may announce new opportunities for volunteering to a bigger target audience and develop online volunteering initiatives that people can participate anywhere at anytime (Browne et al., 2013).

2.4. Online volunteering

2.4.1. What is Online Volunteering

“Online volunteering means volunteer activities that are completed, in a whole or in part, via the Internet on a home, work or public access computer, usually in support of or through a mission-based organization (non-profit, NGO, civil society, etc.)” (Cravens, 2006). There are many ways volunteers can use the Internet to support organizations, such as conducting online research, providing online mentoring and instruction, participating in chat rooms to support customers, providing professional expertise, translating documents and editing or transcribing video (Cravens, 2000; Cravens, 2014).

According to Cravens (2014), online volunteering may range from long-term commitment with an organization to short-term tasks, which do not require any form of commitment. Furthermore, several people are searching for virtual volunteering due to constraints in time, preference, home-based obligation, or a disability, that prevents them from engaging in volunteering activities on-site. Additionally, online volunteering allows for helping a different geographic community with which volunteers may have a relation (Cravens, 2000).

2.4.2. The History of Online Volunteering

According to Cravens (2000), in 1971 began the *Project Gutenberg*³, which is identified as the first online volunteering initiative. At first, it began “to digitize, archive and distribute written cultural works that were no longer protected under copyright laws” (Cravens, 2014). With the spread of Internet use, in the 1980s and 1990s, online volunteers began typing and proofreading these works (Cravens, 2014).

As Cravens (2014) cites Cravens and Ellis (2013), in 1995 emerged, in the United States of America, a new nonprofit organization named *Impact Online*. This organization discovered that while many people were interested in participating in online volunteering, only few organizations were making activities available online. Therefore, in 1996, this organization launched the *Virtual Volunteer Project*, in an attempt to research the topic and to promote this practice.

According to Finn (1999), organizations began using the Internet to grow visibility, educate the community, receive feedback and, later, as a source of fundraising. Recently, it started

³ www.gutenberg.org

being used as a way of recruiting volunteers, either through individual websites or umbrella organizations that post the information of the nonprofits and their requests. Furthermore, organizations recruit online volunteers through social media channels, such as Facebook or Twitter, or even through emails and newsletters (Cravens, 2014).

2.4.3. The Benefits of Online Volunteering for Organizations

From the point of view of organizations, online volunteering brings new volunteers who for any reason could not participate on-site, it allows targeting new areas and helps organizations to augment staff resources (Cravens, 2000). Furthermore, it brings new expertise to the organization's staff, a global network with an increased diversity, fosters publicity and new funding opportunities (Cravens, 2006).

Additionally, according to Cravens (2006), online volunteering will allow for the development of new capabilities of the on-site staff. It will improve their employees' management skills, as they have to motivate and reward volunteers through the Internet, and they will expand their written communication skills, becoming more clear and complete.

2.4.4. Disadvantages and Challenges of Online Volunteering

Nevertheless, organizations still face challenges when engaging in online volunteering. According to Cravens (2006), the main disadvantages regard the dropout of volunteers after receiving an assignment, the time necessary to give assistance to online volunteers, the lack of information and the constant desire of volunteers for more tasks than the organization can give them.

It is relevant to notice, as Cravens (2006) mentions that all these disadvantages stated above also apply to volunteering on-site. Disadvantages specific for online volunteering concern the lack of face-to-face contact (Cravens, 2000), volunteers' deficiency in language skills, besides English, and the requirement that everything has to be in written (Cravens, 2006). Furthermore, organizations fear negative behavior from volunteers online and the lack of understanding regarding online volunteering (Cravens, 2014).

2.4.5. Who is Volunteering Online

In a study by Paylor (2012) concerning the mobile application “Do Some Good”⁴, of the telecommunications company Orange, it was found that micro-volunteers participating were mainly from the United Kingdom, 56% of them were female and 78% between 16 and 34 years old. In contrast, in the case of the United Nations Online Volunteering, results show that almost 40% of participants are from developing countries in Asia, South America, Africa and Eastern Europe, as Cravens (2014) cites the United Nations Online Volunteering, 2004.

Therefore, “without a comprehensive study (...) it is impossible to have a fully-informed idea of who is volunteering online, in terms of age groups, economic levels, education levels, employment status and other demographic information” (Cravens, 2014).

2.4.6. Attracting Volunteers

Moon & Sproull (2008) defend that volunteers find, by themselves, organizations to participate in, choosing based on their interests, and, therefore, organizations do not have to engage in any activity to attract them. However, Shields (2009) supports that organizations should appeal to the volunteers’ motivations in order to attract them.

According to Shields (2009), organizations should target individually different sub-groups of volunteers, according to their main motivations. Callow (2004) identified four different appeals for targeting retiree volunteers, which, according to Shields (2009), are also significant and applicable for the young adult market. These appeals combine high and low social and humanitarian motivations. Therefore, organizations should identify and segment volunteers based on these four combinations of motivations and use specific positioning strategies to target each cohort and send direct messages.

According to Shields (2009), the recruitment of young adults is a long process and this segment will quickly quit any assignment if they are not impressed or engaged. Nonetheless, if they are effectively recruited and if the perceived benefits surpass the costs involved, young adults are a key source, as they will volunteer today and in the future.

⁴ No longer active

2.4.7. Retaining Volunteers

Retention is a key aspect for the success of the organization as prior experience of volunteers facilitates and improves the quality of future work (Moon & Sproull, 2008).

As volunteers' management and motivation cannot be controlled with monetary compensations and training, the retaining of volunteers has to be balanced with systematic feedback from their peers and the organization (Moon & Sproull, 2008). Positive feedback supports the sense of being important to the group, which plays a role in one's self-esteem and it potentially leads to higher retention rates (Moon & Sproull, 2008). Furthermore, as Moon & Sproull (2008) cited Cosley et al. (2005), feedback from established members of the community may also influence the continued participation of volunteers.

Moon & Sproull (2008) also cited Arguello et al. (2006) stating social interactions as a key element for increasing the likelihood of a participant to remain in the online community. Moreover, volunteers who are motivated by common interests with the group are more likely to be concerned with behaviors to protect it than volunteers only motivated by self-interest (Butler, Sproull, Kiesler, & Kraut, 2007).

According to Shields (2009), mentorship also plays a significant role in retaining volunteers, as they will be more satisfied with the volunteering experience, either if they are receiving or giving the mentorship.

2.4.8. Manage the Work

Managing work in online volunteering, "entails work design, work capture, work aggregation, and work display" (Moon & Sproull, 2008). Concerning design, attention should be paid to the action being small, so it does not require much time and effort to be completed, but at the same time meaningful, in order to motivate volunteers (Moon & Sproull, 2008). Unlike work design, "work capture, aggregation and display are primarily governed by software applications that manage these processes relatively automatically" (Moon & Sproull, 2008).

Quality control, "the extent to which the provided outcome fulfills the requirements of the requester" (Allahbakhsh et al., 2013), is a key factor affecting online volunteering platforms or websites, since high-quality contributions lead to high-value products, encourage repeated business and attract new volunteers who are more motivated if the perceived quality of others' contributions is high (Moon & Sproull, 2008).

Work quality can be improved either through “rejecting or correcting low-quality contributions and through accepting and reinforcing high-quality ones” (Moon & Sproull, 2008), and it can be controlled through automatic checkups that make sure the quality is at least at the agreed level. Nevertheless, many websites do not implement automatic controls, but rather conduct it with the support of volunteers (Moon & Sproull, 2008). When it is left to volunteers to assess other volunteers’ work, feedback should be given privately or posted publicly in a systematic manner, either structured, as using ratings, or unstructured, as free text (Moon & Sproull, 2008).

2.4.9. Factors for success

According to Cravens (2000) who cited *The Virtual Volunteering Project*, a successful online volunteering program is one in which all volunteer tasks are related to the organization’s mission and that staff members stimulate and value the contributions of online volunteers. Therefore, organizations should appoint a staff member whose main task is the volunteer management (Cravens, 2000). Nevertheless, managers should avoid over-managing volunteers in an effort to increase quality (Moon & Sproull, 2008). In addition, potential volunteers should be immediately matched with assignments and the organization should give support to the completion of those (Cravens, 2000).

Concerning specific activities to achieve a good performance and retention of volunteers, communication is pointed out as a key aspect (Cravens 2006; Dhebar & Stokes 2008). This may include answering e-mails immediately, value volunteers’ feedback, demand regular reporting (Cravens, 2006) and clearly communicate expectations early in the process (Dhebar & Stokes, 2008). A lack of communication is highlighted as a source of dissatisfaction among volunteers (Dhebar & Stokes, 2008).

Regarding the management of volunteers, Cravens (2006) states that it is crucial to keep tasks simple and informative and to use a support system or protocols to monitor performance and give feedback. Additionally, Dhebar & Stokes (2008) defend a constant study of completion and retention rates, in order to understand and distinguish the characteristics of volunteers who quit from those who keep supporting organizations.

2.5. Micro-volunteering

According to Jochum & Paylor (2013), the term “micro-volunteer” appears from the Spanish organization *Microvoluntarios*⁵, who established an online platform in 2008 to allow charities to post requirements for help in small tasks. Later, with the development of Internet-based technologies, similar organizations were developed in Western Europe and Northern America, and the term became wider (Jochum & Paylor, 2013).

Micro-volunteering activities can be either completed online or offline and while the definition of the term may be contested among the major players in the field, there is a general consensus that micro-volunteering activities are “bite-size volunteering with no commitment to repeat and with minimum formality, involving short and specific actions that are quick to start and complete” (Browne, Jochum, & Paylor, 2013).

There are eight key features specific of micro-volunteering (Browne et al., 2013):

- Duration, actions take small portions of time, at most one day⁶;
- Access, volunteers should be able to perform the activity without any recruitment or training before;
- Immediacy, it should be quick and straightaway to start;
- Convenience, the volunteer decides when and where to perform the activity;
- Level of formality, there should not be any formal agreement between the organization and the volunteer;
- Frequency, the volunteer decides if it is a one time or repeated experience;
- Activity, actions should be specific and well-defined;
- Location, activities can be completed online or offline.

2.5.1. Advantages of Micro-volunteering

According to Jochum & Paylor (2013), micro-volunteering brings several advantages to the organization. First, micro-actions are convenient and flexible, as actions require little time to be completed, there is no requirement of on-going commitment with volunteers and they require no training or screening. On the side of volunteers, the main benefits are the flexibility in changing the scope or cause of the voluntary activity and also in terms of place

⁵ www.microvoluntarios.org

⁶ According to Mike Bright (through personal communication via email), many experts in the field, including himself, disagree with this paper that micro-actions can take up to one day. These should take at most 2 hours

and time, as they can be performed anywhere and require little time to be completed (Browne et al., 2013). For volunteers, this flexibility translates into a greater focus on the process of the activity rather than on its outcome (Paylor, 2012).

Secondly, due to its virtual component, micro-volunteering potentially allows for reaching and engaging with more and different people (Browne et al., 2013; Jochum & Paylor, 2013). Furthermore, it will also allow for reaching people who could not volunteer in traditional settings, such as seniors and disabled people (Bright, 2011; Browne et al., 2013).

Lastly, micro-volunteering can be an entryway into a longer and more committed volunteer experience in the future, as Jochum & Paylor (2013) cite Laughlin (2012), but it is also suitable for current traditional volunteers who view micro-volunteering as a good supplement to their on-going and long-term involvement with organizations (Browne et al., 2013).

2.5.2. Demand for Micro-volunteering

According to Browne et al. (2013), there has been an increase in demand for micro-volunteering activities in the last five years. There are several factors impacting this trend. First, people are looking for these activities due to their increasingly busy and unpredictable lifestyle, making them keen to engage in short-term activities that do not require any commitment. Then, there is a new societal pressure and trend towards participative democracy, which encourages people to participate and get involved in their communities and abroad (Browne et al., 2013). Additionally, there is also a tendency for people to make a stand and get involved in personalized activities. Micro-volunteering offers them flexibility to change among causes or categories of activities depending on people's interest at the moment, and it even allows for control over where, when and how they want to participate (Browne et al., 2013).

Lastly, technological developments are allowing organizations to share their causes, ideas and opportunities through the Internet and social media, making more information available and making it possible for more people to join and work together, easily, from anywhere at any time (Browne et al., 2013). Furthermore, there is an increasing trend on the access to the Internet, since from 2014 to 2018 a growth of 71 million people is projected, which represents a shift from 40.4% of the worldwide population to 48.2% that have access to the Internet (eMarketer, 2014).

Nevertheless, the increasing demand for micro-volunteering cannot predict the future growth of these actions since not everyone identifies themselves with this type of activities as they feel they do not experience and get the same knowledge as if they would volunteer in traditional settings, and also because the Internet is not accessible for everyone and many people still do not have the necessary technological knowledge to engage in these activities (Browne et al., 2013).

2.5.3. Attracting and Retaining Micro-volunteers

The main obstacle in attracting volunteers concerns the low awareness of the existence and the possibility to micro-volunteer. Their retention is then challenged by the lack of relationship and contact between the organization and the volunteer and, sometimes, by the lack of recognition of their work (Browne et al., 2013). Nevertheless, a characteristic of micro-volunteers is their emphasis on the activity itself rather than on its outcome (Paylor, 2012). Thus, organizations should understand their motivations and manage their relationship accordingly (Browne et al., 2013).

2.5.4. Micro-volunteering Offers

According to Browne et al. (2013), there are different types of entities offering and directly benefiting from micro-volunteering, as local community initiatives, large national charities, national organizations and universities. Companies are also involved in micro-volunteering, mainly as intermediaries between NPOs and volunteers, as it is the example of the “Do Some Good” mobile application. Furthermore, other local brokers function as third-party entities offering micro-volunteering activities.

2.5.5. Challenges of Micro-volunteering

A main drawback regarding micro-volunteering is concerned with the creation of the activities, specifically in matters of time, funding, knowledge and management. The effort organizations should put on creating these activities depends on the complexity of the action and the time to be completed. Oftentimes, organizations do not see the benefit of supporting the costs needed to create micro-volunteering activities (Browne et al., 2013).

Likewise, “creating useful, meaningful activities which can be delivered through micro-volunteering can also be difficult for organizations” (Browne et al., 2013). Many organizations believe their initiatives are not applicable for micro-volunteering because they

either require long-term commitment and training or they cannot be divided into micro-actions (Browne et al., 2013).

Furthermore, lack of understanding about micro-volunteering and knowledge of how to manage social media and new technologies possess challenges to the creation of initiatives (Browne et al., 2013).

Additionally, organizations may lack control of their reputation to society due to decreased control over volunteers, especially since activities online “are instant and fast-moving, they can reach large audiences quickly and the organization may be unaware that they are happening” (Browne et al., 2013).

Also, organizations engaging in online micro-volunteering are threatened with the possibility of disclosure of information and private data of those being helped, either organizations or individuals (Browne et al., 2013).

Moreover, as micro-volunteers lack a face-to-face relationship with the organization and other volunteers, and as they do not get direct contact with the impact they are producing, micro-volunteering faces the challenge of dissatisfaction of volunteers, which consequently impacts their retention (Jochum & Paylor, 2013).

Lastly, while traditional volunteering organizations can assess their impact and value, either through the actual result to society or the economic value of their work, entities applying micro-volunteering are challenged to show evidence of impact (Browne et al., 2013). As Browne et al. (2013) express, the measure of impact will be dependent on the type of activity. Outcome for some initiatives is easily calculated, such as fundraising campaigns, but others, such as liking a Facebook page, are more challenging because even if the number of likes increased, the organization cannot measure the real impact it had on the beneficiaries. Furthermore, since some micro-actions are simple and quick to complete, such as forwarding an e-mail, volunteers may not inform the organization of its completion, thus it will further difficult the measure of impact (Browne et al., 2013).

2.5.6. Criticism to Micro-volunteering

Notwithstanding the mostly positive feedback regarding micro-volunteering, there has also been criticism and negative comments about it (Jochum & Paylor, 2013). As Jochum & Paylor (2013) cite the volunteering consultant Rob Jackson (2011), the main reason why people do not volunteer is that people think they do not have the time for it, and so micro-

volunteering will not be able to attract new volunteers, as it does not “tackle the reasons for the perception of time poverty” (Jochum & Paylor, 2013).

Moreover, as Jochum & Paylor (2013) cite Fine (2009), there has been a concern with the impact micro-volunteering may have, as there has been hesitation if micro-actions help to bring about “the systematic change that is needed to combat the issues that they seek to address” (Jochum & Paylor, 2013).

Furthermore, micro-volunteering may be representative of the new trend on individualism and consumerism, which is viewed as a detachment from the spirit of generosity that embodies traditional volunteering and that is vital for producing social change (as Jochum & Paylor, 2013 cite Shanks, 2011). Some experts in the social sector go even further, affirming, “it creates an illusion of social engagement that threatens the work of people who engage with social issues ‘in a serious way’” (Jochum & Paylor, 2013). 2

Additionally, while signing an online petition is considered micro-volunteering (Conroy & Williams, 2014), it would never be considered as traditional volunteering if conducted on-site (Peña-López, 2007).

Lastly, as Jochum & Paylor (2013) cite Sparrow (2011), micro-volunteering should not be seen as the ultimate and effortless solution to every volunteering program, as many organizations still need formal, long term and face-to-face volunteering.

3. Methodology

In order to address the research question presented in the introduction chapter, it was vital to collect data. The present thesis relied on secondary data to develop the literature review, the case study and the teaching notes. Nonetheless, primary data was also collected in order to get in-depth insights and results.

Regarding the literature review, the author used online resources available at search engines, such as the Google Scholar, and academic databases, such as EBSCO. Relevant articles were retrieved from specific nonprofit journals and institutes, such as the Nonprofit Management & Leadership and the Institute for Volunteering Research, from broader journals and periodicals, for example the Harvard Business Review and Information Systems Research, and statistics were collected from the European Parliament and eMarketer, among others.

The secondary data for the case study was retrieved from HFH's website⁷. The primary data was collected through a semi-structured interview via Skype with the founder of HFH, Mike Bright, on the 9th of October 2015 (Appendix 1) and further questions and suggestions were exchanged via email.

A semi-structured interview was chosen as it allows for “finding out *Why* rather than *How Many* or *How Much*” (Miles & Gilbert, 2005). Moreover, beyond answering to the questions, it permits the conversation to vary and, potentially, to discuss topics beyond the ones prepared (Miles & Gilbert, 2005).

⁷ www.helpfromhome.org

4. Case Study

Merely based on unskilled micro-volunteering, HFH has helped nonprofit organizations raise more than £20 million, donate almost 100 billion grains of rice and much more (Exhibit A), with over 10,000 micro-actions performed for about 1100 organizations. This platform counts 700,000 to 800,000 yearly site visits, translating into 2,000 people actively using the website per day.

Like HFH, there are around 21 other Dedicated Micro-volunteering Platforms (Exhibit B). These are initiatives whose focus is on promoting and offering third party micro-actions, either skilled or unskilled. Some of these platforms, as Skills for Change⁸, Global Giving Time⁹ and Microsoft Microvolunteering¹⁰, are powered by Sparked¹¹ and offer activities in the fields of marketing, design and technology. Others offer actions in fundraising, strategic consultancy, legal and more.

4.1. Introducing Help From Home

Under the motto “Change the World In Just Your Pyjamas!”, HFH offers a platform for micro-volunteering based on the ease of use and the opportunity for no formal commitment, while focusing on unskilled actions, which can be completed by anyone. The main goal is to show people that their spare time can have an impact on society, thus actions are organized by intervals ranging from 10 seconds to 30 minutes to fit the busy lifestyle of volunteers.

HFH is a nonprofit organization that was founded in December 2008 in Cardiff, United Kingdom, by the experienced micro-volunteer Mike Bright. According to Bright, “if the world’s population of 7 billion all performed a 5 minute micro-volunteering action (...) it would equate to 583 million hours of volunteering or 66,590 years”¹².

Bright is one of the awardees of the 2015 Points of Light by the United Kingdom Prime Minister’s Office¹³, which recognizes outstanding volunteers who have contributed to society in an inspiring, innovative, and impactful way. In addition, he was acknowledged by one of

⁸ www.skillsforchange.com

⁹ <https://globalgiving.sparked.com>

¹⁰ <http://microsoft.sparked.com>

¹¹ <http://hello.sparked.com>

¹² <http://www.i-genius.org/epfiles/changing-the-world-in-just-your-pyjamas-an-interview-with-mike-bright>

¹³ Awardee 223 at <https://www.gov.uk/government/news/points-of-light-february-2015-winners>

the most comprehensive papers on micro-volunteering¹⁴ for the “invaluable knowledge and information he shared” (Exhibit C).

In addition to Mike, the team is composed by five women, working as volunteers, with ages between the late 20s and mid 60s. Moreover, while two members of the team are retired, the remaining are working full time in journalism, communications, marketing and secretariat.

The financial income of HFH is currently less than £1 per day, which originates from the two sets of Google Ads displayed at each page of the website¹⁵. To overcome this difficulty, the organization relies on free resources, conducts its business online to avoid paying for physical materials and immaterial, and no salaries are paid.

4.2. How It Works

When entering the website, volunteers simply have to choose the category of actions they want to work on, from Do Good, Green and Advocacy actions, followed by a sub-category.



Figure 1 - Landing Page

Source: Screenshot from Help From Home. (2015). *Help From Home*. Retrieved October 9, 2015, from Help From Home: <http://helpfromhome.org>

¹⁴ Browne, J., Jochum, V., & Paylor, J. (2013).

¹⁵ According to Mike Bright, in an email exchanged between him and the author

After, volunteers should choose a concrete action to perform, according to their interests, the time required and the effort needed (in a Pyjamas Rating, from the easiest “100% full-on Pyjama Zone”, to the medium “Day Clothes or PJs” and the most demanding “Day Clothes”) (Exhibit D). Finally, volunteers should click on the web link provided, read the instructions and start the micro-action.

After completing the micro-actions, volunteers should go back to the webpage and confirm they have performed it, by clicking on the button “Did it? Click” (Exhibit E). Through this method, HFH records the number of actions by type, category and sub-category of the activities.

4.3. For Organizations

HFH accepts nonprofits, worthy causes and charities to be included in the actions list. These organizations can directly get in contact with HFH and start the micro-volunteering activities. However, most of the initiatives, around 90%, are found on the Internet and then the respective organizations are contacted to be part of the actions list.

The team of HFH believes that this lack of initiative by the organizations to put their actions on the platform is mainly due to a lack of awareness about the existence of micro-volunteering. Furthermore, since the majority is looking for help on skilled activities and HFH is focused on unskilled ones, organizations that know about micro-volunteering make their actions available through other websites.

Nonetheless, in order to achieve the best results for the micro-volunteering activities, HFH helps organizations to prepare and create the actions. Through online resources, organizations get to know how to develop these actions, how to engage and manage volunteers, and the best practice policies. Moreover, on the platform there are suggestions for actions by cause, sector and skill to facilitate the creation process.

4.3.1. Screening Organizations

There is a screening process for organizations to be included in the database of HFH, which includes the following criteria:

- It has to be a registered charity and recognized nationally;
- The promotion of religion, military or political parties is forbidden;
- It is mandatory to present a contact address or email for participants to get in contact with the organization;

- Transparency of impact and financial results is required.

Besides, the websites of the organizations are examined on a weekly basis to assure they still exist. If the domain is sold or transferred to any other website, this organization is omitted from the platform.

4.4. For Volunteers

Despite the main focus on home-based volunteering, HFH is also targeting students, employees, senior citizens, disabled people and people on holidays.

“Help From School” offers an alternative to volunteering in which students do not need to leave the classroom in order to participate. With activities under 30 minutes, they are taught about citizenship and responsibility to others, they develop their personal skills (writing skills, memory, decision making, communication, education, problem solving and research) as well as expand their professional curriculum. Through Award Badges, volunteers can obtain certificates on the number of hours they have volunteered: the Bronze Award for 10 hours micro-volunteered, the Silver Award for 25 and the Gold Award for 50 hours micro-volunteered (Exhibit F).

“Help From Work” targets any employee, regardless of their main capabilities. Micro-volunteering activities offer many advantages to employees and companies since there is no need to exit the office or to lose time in preparing the voluntary activities, as they are easy to perform, and they may even boost the morale of the staff.

For employees, volunteering meets the usual activities conducted during their spare time, as surfing the net, viewing photos, watching movies, being on Facebook, listening to music, playing games and emailing.

For example, if a person is surfing the net, “Help From Work” suggests this person to use a certain search engine that will donate money to any cause this person is interested in, at no cost for him or her (Exhibit G). They can also help in fundraising simply by listening to a specific band, which will then donate to a cause (Exhibit H). Through viewing photos, employees can help by writing an alternative text (alt-text), based only on 3 to 7 words, which will help blind people or people who have low vision to have access to these pictures (Exhibit I). Furthermore, employees can also support causes by adding subtitles to videos, which will enable deaf people to have access to these (Exhibit J). They can even help the hungry simply by playing a game (Exhibit K). All these activities are organized according to

the time each requires to be completed, allowing employees to fit the actions into their spare time.

Without the effort of leaving home and engaging in traditional volunteer action, seniors can have an active role in society. The main beneficiaries of “Help From Seniors” are sick children, homeless people and animals. Since many seniors may lack skills on using a computer or lack access to the Internet, there are activities that can be conducted offline. Nevertheless, they still have to access the website online, either for getting instructions or to submit the final work.

Disabled people, either housebound or less able to participate in traditional on-site volunteering, can also help others. Their actions can be completed by using the Internet, writing letters or by performing craftwork. Moreover, simply by downloading an app and replying to blind people (Exhibit L), who request information, through participating in research studies (Exhibit M) or in discussion threads, disabled people can make a change.

With the motto “Travel the world. Change the world!”, HFH encourages people to help from their holidays. Either at the beach, hotel, restaurant or in-flight, volunteers can make a change.

Lastly, micro-volunteering is going beyond laptops, by becoming embedded on people’s daily routine through smartphone apps. While in 2015, one quarter of the global population is using a smartphone, by 2018 it will be 2,56 billion people, representing one third of the population¹⁶. As an example, through smartphones volunteers can support organizations simply by using an app for their fitness exercise (Exhibit N) and depending on the distance traveled, corporations donate money to charities.

The main segment of volunteers participating in HFH is female, under 29 years old (75% and 69% of the total participants, respectively). Micro-volunteers, in general, have some experience in traditional volunteering and they are testing a new way of participating, as opposed to what some articles state¹⁷, that micro-volunteering is a gateway for attracting new volunteers to traditional volunteering, including long-term on-site participation.

¹⁶ eMarketer, 2014

¹⁷ Such as the article by Jochum & Paylor (2013) that cites Laughlin (2012)

4.4.1. Attracting Volunteers

Attracting volunteers for micro-volunteering is different than attracting to traditional, long-term volunteering. Since common micro-volunteering actions are not restricted by geographic constraints, there should be a mind shift to think globally and to reach potential volunteers through the Internet and Social Media. Through this approach, the target audience becomes much larger and it may lead to a higher recruitment as compared to the traditional method of finding volunteers in volunteer centers.

While the main focus of HFH is to increase the awareness on micro-volunteering in general, volunteer centers and the organizations should focus on attracting volunteers to the actions. Nevertheless, there is room for improvement. As volunteer centers are mainly concerned about their communities and are not thinking globally, and also since they have restricted funding, their main concern is getting volunteers in their geographical area. By producing this mind shift of thinking outside their communities, it may potentially increase the number of micro-volunteers attracted.

Regardless the method, when attracting volunteers, the following advantages should be mentioned:

Table 1 - Advantages of micro-volunteering at HFH

Duration	Actions take small portions of time, at most 30 minutes
Access	No recruitment or training is necessary
Immediacy	Actions are quick and straightaway to start
Convenience	The volunteer decides when and where to perform the activity
Level of formality	There is no formal agreement between the volunteer and HFH
Frequency	Volunteers decide if it is a one-time micro-action or if they want to repeat
Activity	Actions do not required any particular skill and are well defined
Location	Activities can be completed online or offline, however online access is always necessary to download the instructions or to deliver the outcome of the action

Source: Adapted from Browne et al., 2013 and from the semi-structured interview with Mike Bright

Furthermore, in order to attract volunteers to perform micro-actions, it is important that these are meaningful for them. Nonetheless, meaningfulness varies from person to person¹⁸. On one hand, some are looking for real impact, either for them or for the organizations, thus actions requiring only a click on a button become a source of dissatisfaction. On the other hand, others may be just looking for the convenience of the micro-action and an activity to occupy short slots of spare time. Therefore, when creating the micro-volunteering activities, organizations should pay close attention to make them simple but impactful.

4.4.2. How to Retain Volunteers

Incentives and prizes are essential to motivate those who want something more besides the good feeling of helping others. Therefore, gamification, the application of games or game-like elements, was introduced within the website to retain volunteers. “Challenge2015” is an example in which volunteers have the goal of volunteering 2015 seconds in the year of 2015.

Moreover, through forums volunteers can chat between them and with the organization, thus creating a sense of belonging and clarifying any concern. While in the past HFH offered a forum within its website, this was cancelled due to inactivity. Mike Bright believes this was due to the low number of participants and, as this number is increasing, as well as the awareness on micro-volunteering, Bright is now in the process of reintroducing a forum.

Currently, as many more actions are being performed and the number of volunteers did not increase proportionally, Mike Bright believes that the number of repeated actions, and consequently retained volunteers, is increasing. Nonetheless, there is no data or scientific proof supporting this reasoning.

4.5. How to Assure Good Quality of Work

For most actions, a system of do-it-by-the-book was created to make sure volunteers follow procedures. If they fail at them, their actions are not counted. Additionally, as some of the activities conducted have a direct impact on people’s life, a further attention is taken. This varies from action to action but, as an example, letters sent to sick children to make them happier are screened before being delivered by their parents or families. Nevertheless, it is not an activity of HFH to assure the quality of work but rather a concern for the organizations.

¹⁸ According to Mike Bright, in the semi-structured interview

4.6. Evidence of impact

Regarding evidence of impact, it is relevant to notice the different beneficiaries of skilled and unskilled volunteering actions¹⁹. Typically, skilled volunteers give their specific expertise in order to help the organization on their operational activities. Thus, the impact of having a skilled volunteer should be measured on the organizational level. Concerning unskilled volunteering, as it is the case of HFH, the impact is on society and on those being helped by the organizations.

At the time this paper was written, there were around 5500 micro-actions registered at website. The category that shows the most actions completed is the “Do Good”, which is the broadest, and registers 4261 actions. The second category with high results is “Green”, with 1113 micro-actions performed, and it is followed by “Advocacy” with 131. For further results, see Exhibit O.

However, the number of actions alone does not show any impact of the micro-volunteering. Thus, HFH provides the results of their activities on the organizations. It is relevant to notice, while some numbers presented in Exhibit A are fully related to the direct impact of HFH on the NPOs, others are the combined result of micro-actions performed through this website and other sources organizations have. As an example, the case of *Everyclick* is presented, which has raised £5,920,046 until June 2015. While the use of this search engine, as a micro-action of HFH, helped to reach this amount of money, this number represents all the donations gathered by this search engine, through the volunteers of HFH and other users.

Nevertheless, evidence shows that HFH has helped to raise more than £20 million for organizations, distribute almost 100 billion grains of to those in need, sign more than 30 billion signatures on petitions, donate 32 million books to 49 African countries and plant more than 2 million trees. For more in-depth results see Exhibit A.

4.7. Challenges of Help From Home

The main challenge for HFH is the awareness on micro-volunteering itself. This is mainly due to the novelty of the concept, but also since there is still an old mindset of traditional volunteer managers who do not want to change their current practices. Moreover, funding scarcity is affecting the promotion of micro-volunteering. Since a pre-requisite for getting

¹⁹ According to Mike Bright, in the semi-structured interview

funding is the impact money will have on a community level, micro-volunteering is challenged due to its global focus, rather than local.

Additionally, HFH is conditioned due to time constraints of the team, since they are all working on the project as volunteers themselves.

4.8. Future

The ultimate goal of HFH is to increase the awareness on the topic of micro-volunteering. In order to further increase its presence on society, this platform has the vision of introducing this initiative within prisons, hospitals, hotels and cruise ships.

4.9. Final Questions

Who is the mission stakeholder of HFH? What are the strengths and weaknesses of this organization?

Will the opportunities and threats in this industry affect the scalability of such platforms?
What strategies could HFH follow to scale its impact?

5. Teaching Notes

5.1. Case Synopsis

The case study *The Strengths and Weaknesses of Micro-volunteering: The case of Help From Home* presents a platform where offer and demand for unskilled micro-volunteering actions are matched.

Founded in 2008, HFH is a nonprofit organization run by a team of 6 volunteers, two of them retired and the remaining working full-time aside from HFH. Its main goal is to raise awareness on micro-volunteering, while offering micro-actions. Through over 10,000 micro-actions performed for about 1100 organizations, HFH has helped NPOs raise more than £20 million, donate almost 100 billion grains of rice and much more.

5.2. Learning Objectives

The present case study was developed for students with interest in social innovation and social entrepreneurship. It provides an opportunity to develop a strategic analysis on a nonprofit organization that supports other organizations in the third sector, with focus on its key stakeholders and on scaling its impact.

The main objectives of this case are:

- To introduce the concept of micro-volunteering;
- To explore who the mission stakeholder of such an organization is;
- To assess the strengths and weaknesses of a micro-volunteering platform;
- To introduce possible opportunities and threats in this market;
- To analyze possible solutions to scale the impact of this platform.

5.3. Suggested Assignment Questions

- 1) What are the key and mission stakeholders of HFH?
- 2) What are the strengths and weaknesses of HFH?
- 3) What are the opportunities and threats in the market where HFH operates in?
- 4) How can HFH scale its impact?

5.4. Case Discussion

TQ1: What are the key and mission stakeholders of HFH?

The stakeholder analysis allows for identifying who can impact or be impacted by the strategy of the organization²⁰. Moreover, it is relevant to categorize stakeholders according to their interest on the strategy of the organization and on their power to influence its outcome²¹.

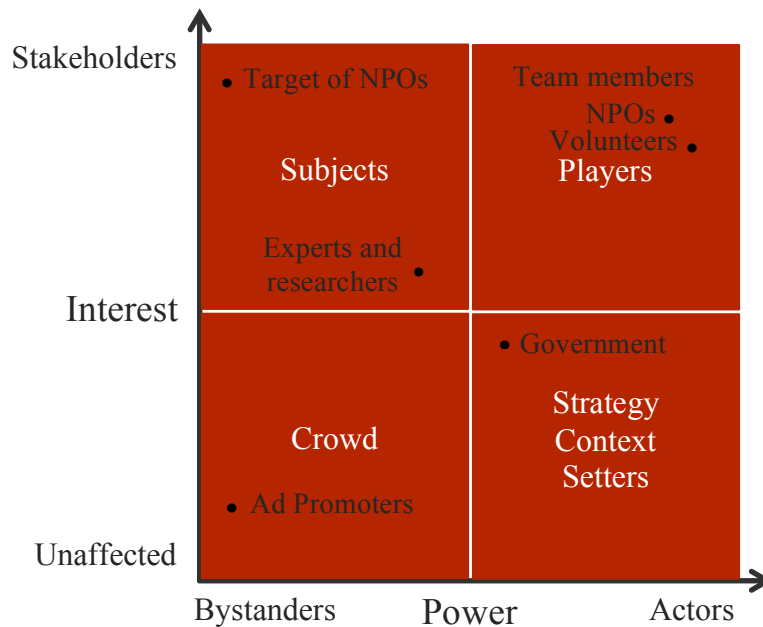


Figure 2 - Power/interest Grid

Source: Adapted from Eden & Ackermann (1998), p. 121

Regarding the external stakeholders, HFH affects:

- NPOs, the beneficiaries of the service of HFH, with high interest that the platform succeeds, as it will impact their target community, and high power to affect its strategy, since without NPOs there is no purpose for the mission of HFH;
- Volunteers, who have higher power than NPOs, since they are the working force of the actions and if they are not motivated or satisfied with these, they will not complete them. Moreover, they have high interest that the strategy of HFH succeeds, as they have access to unskilled micro-actions. Nevertheless, their interest is lower than the one of NPOs since they have other platforms where they can volunteer in;

²⁰ Nutt & Backoff, 1987

²¹ Eden & Ackermann, 1998

- Those who are targeted by the social mission of the organizations, since they directly benefit from the micro-actions. They have high interest that the strategy of this platform succeeds but little power to affect it;
- The government, who is indirectly affected by the micro-actions of HFH as these contribute to the improvement of the well-being of the population;
- Researchers and other experts in the sector benefit from the existence and success of HFH, since they rely on the articles and information supplied by this platform. They also profit from the expertise of Mike Bright, as well as contribute with their knowledge. Hence, researchers and experts have intermediate interest and power to affect HFH;
- Ad promoters on the website, also benefit from the success of HFH, as if more people visit HFH's website, the more money they may earn. Still, they have the lowest interest and power on the strategy of this platform.

Moreover, the six volunteers working in the operationalization and daily activities of the platform (as mentioned in chapter 4.1) are the internal stakeholders of HFH. This team has the highest interest on the strategy of this platform, since, as they do not earn any monetary compensation, they are dedicated to it due to its outcome and success. They have also the highest power to define the future strategies of the organization, as they run the operational activities and they do not have to report to any other stakeholder.

As Figure 2 shows, team members, NPOs and volunteers are the stakeholders with the highest power and interest to affect and enjoy the success of HFH. Nevertheless, team members are only instrumental to achieving such goals. The stakeholders to whom the mission of HFH is directed to are the NPOs and the volunteers (see Figure 3).



Figure 3 - Mission Stakeholders

Source: Case author

HFH is a platform connecting the micro-actions of organizations and the volunteers to perform them. Nevertheless, after analyzing how it is organized, its goals and priorities, it is not clear who is the mission stakeholder of this organization.

While NPOs should be the focus of the activities of HFH, as the purpose of volunteering is to help them to create value and leverage impact, it seems that volunteers, who should be instrumental to achieving such goals, are a priority in the strategy of HFH. First, there is a constant focus on the advantages of micro-volunteering for volunteers, such as the convenience, duration and scope of activities (as mentioned in chapter 4.5). Moreover, through the focus on unskilled micro-actions, HFH is aiming to take micro-volunteering to everyone, becoming less concerned with the main difficulties of NPOs and what they seek through micro-volunteering. Even though organizations enjoy and benefit from the help of unskilled actions, as these are targeted to generate direct impact within the community, oftentimes organizations have scarce resources in their skilled operational activities and prefer to get help on these (as stated in chapter 4.3).

TQ2: What are the strengths and weaknesses of HFH?

Table 2 - Strengths and Weaknesses of HFH

	Strengths	Weaknesses
NPOs	<ul style="list-style-type: none"> - Records of the number of actions and its evidence of impact; - Good reputation fosters trust to NPOs to offer their actions; 	<ul style="list-style-type: none"> - Many organizations do not value help on unskilled actions; - Manual system to count the actions performed may become unrealistic; - Human resources constraints limit the outcomes of HFH; - Lack of financial resources difficult the attraction of NPOs;
Volunteers	<ul style="list-style-type: none"> - Access to impact they are producing; - HFH attracts volunteers due to its recognized reputation; - Unskilled micro-actions allow for anyone to volunteer; 	<ul style="list-style-type: none"> - Lack of financial resources challenges the promotion of the platform.

Source: Case author

Considering that HFH has two mission stakeholders, it is relevant to analyze how the key features of this platform impact each separately.

The action tracker and the records of evidence of impact (Exhibit O and Exhibit A, respectively) represent strength of HFH to both volunteers and NPOs. On one side, by measuring the number of actions performed and its impact, HFH can study their evolution, analyze specifically for each organization, and provide this information to them, who could then adapt to the new insights received. On the other side, showing the outcome produced by the actions of volunteers is a source of motivation to keep volunteering, as they feel rewarded by their effort²², thus it may play a crucial role to retain volunteers.

Moreover, by having strong ties within the micro-volunteering sector, through being a go-to resource on the topic and through the awards received (as mentioned in chapter 4.1), HFH and the founder Mike Bright enjoy a good reputation within this sector. This affects NPOs and volunteers positively, as it fosters trust to offer the micro-actions through this platform and desire from volunteers to be involved in a recognized platform.

The focus of HFH on unskilled micro-actions has different meaning for each mission stakeholder. On one hand, having this type of actions is a key differentiator factor of this platform for volunteers, since, as stated in chapter 4, most of the others offer activities targeted for specific skills. This different scope allows for attracting absolutely anyone with interest in micro-volunteering and access to the Internet, regardless of his or her education and study background. Therefore, the focus on unskilled micro-actions represents strength to volunteers.

On the other hand, creating micro-actions that are useful and meaningful can be difficult for organizations²³, thus many prefer to use this effort for activities that bring more benefits to them, hence their emphasis is on skilled activities rather than on unskilled ones. Therefore, the focus of HFH on unskilled micro-actions represents a weakness in its activity for NPOs. This platform becomes then dependent on the few organizations that have this type of micro-actions to offer (as mentioned in chapter 4.3).

The manual system to count the micro-actions performed (as mentioned in chapter 4.2), which entails volunteers going back to the action webpage, finding the button, which is placed below the text (Exhibit E), and clicking on it, and that allows for the number of actions to be altered, i.e. volunteers could say that they had completed more actions than they

²² As Meier & Stutzer (2008) cite Argyle (1999)

²³ Browne et. al, 2013

actually did, represents a weakness of this platform to NPOs. By being dependent on volunteers, HFH loses control on whether they will record the actions or not, and if volunteers do not add the activities completed, the final results of the action tracker become unrealistic. Therefore, NPOs that want to follow the progress they are having through HFH become also dependent on volunteers.

A possible solution would be to create an automatic system to record actions as volunteers complete them, resulting in up-to-date results and no numbers altered. Nevertheless, HFH has no means to know if volunteers have indeed performed the micro-action, as they are conducted with third party organizations and websites, or if they had just opened the action webpage. Thus, the author suggests creating a pop-up display (a small window that appears in the foreground of the webpage²⁴), which would appear when volunteers would return to the website. This would not erase the possibility of altered results but it would make it more difficult, and volunteers would have to inevitably reply if they had completed or not the micro-action.

Moreover, as mentioned in chapter 4.1, this platform faces human resources constraints, as, in addition to being only six people in the team, four of them are working full time in other jobs. Simultaneous to the current situation of the team, about 90% of the micro-actions listed at the platform are found online, and then the respective organizations are contacted to be part of the actions list (as stated in chapter 4.3). Therefore, this limitation imposed by the human resources is a weakness to NPOs, since if HFH would have more people searching for these actions, the number of organizations contacted could increase. Additionally, with a bigger team more effort could be performed in order to adapt the offer to what organizations are looking for.

Lastly, HFH also faces financial resource difficulties as it is currently earning less than £1 per day (as stated in chapter 4.1), representing a weakness to both volunteers and NPOs. With more income available, HFH could increase the promotion of the platform hence attract more organizations and volunteers, and expand its current offer of services.

²⁴ <http://whatis.techtarget.com/definition/pop-up>

TQ3: What are the opportunities and threats in the market where HFH operates in?

Table 3 - Opportunities and Threats of Micro-volunteering

Opportunities	Threats
<ul style="list-style-type: none"> - People have increasingly busier lifestyles; - Increasing trend on civic engagement; - More value on the process of the activity rather than on its outcome; - Awareness of micro-volunteering is increasing; - More access to computers and to the Internet; 	<ul style="list-style-type: none"> - Lack of awareness on micro-volunteering; - Many volunteers seek more meaningful activities; - Micro-volunteers have no direct contact with real impact; - No face-to-face contact between the organization and volunteers; - Some organizations do not see the benefit of creating micro-actions.

Source: Case author

HFH benefits from the opportunity of the increasing trend on civic engagement, encouraging people to participate and get involved in their communities and abroad²⁵. This, allied with the increasingly busier lifestyle of many people²⁵, may lead traditional volunteers and people with interest in volunteering, but no time to perform it, into micro-volunteering, as a solution to contribute to society, with less amount of time dedicated to it.

Additionally, the flexibility in scope, time and place of the micro-volunteering actions²⁵ translates into a greater focus on the process of the activity rather than on its outcome²⁶. Therefore, there is an opportunity for platforms, as HFH, to attract people who, unlike traditional volunteers, value more the convenience and flexibility of the voluntary activity.

Moreover, “on Google in 2003 there were 15 new websites added using the term ‘micro-volunteering’ versus 4,220 in 2012”²⁷, showing that the awareness of micro-volunteering is increasing, which results in a higher offer of micro-actions, therefore an opportunity for HFH to grow its actions list.

²⁵ Browne et al., 2013

²⁶ Paylor, 2012

²⁷ Browne et al., 2013

Furthermore, the Internet became a key instrument to help those in need²⁸ and it enabled volunteers to easily and freely have access to information and to overcome difficulties²⁹. While in 2014, 40.4% of the worldwide population had access to the Internet; in 2018 this number is projected to reach almost half of the population (48.2%), representing an increase of 71 million people³⁰. The pace at which the Internet is spreading in the world will allow for more people to micro-volunteer, representing an opportunity for HFH to increase its pool of volunteers.

Nevertheless, HFH faces a few threats in its market. The first concerns the low awareness on micro-volunteering despite its recent and continuous growth³¹ as there is yet many people who do not know about the possibility to volunteer online and to micro-volunteer. This lack of awareness was acknowledged by Mike Bright, as one of their main challenges to overcome.

Secondly, many volunteers become dissatisfied with micro-volunteering, as they perceive that many of the activities are not meaningful to them. According to Bright³², the meaningfulness varies from person to person but, for many, completing micro-actions that only require clicking a button become a source of dissatisfaction. Thus, organizations should make an effort to elaborate micro-actions that have real impact and are simple to develop and perform³³. Likewise, the lack of direct contact with the impact of the micro-action is a threat to micro-volunteering, since experiencing the effect on society of the volunteering work is a main source of motivation for people³⁴.

Furthermore, as many of the micro-actions are conducted online, there is no face-to-face contact between the organization and the volunteer, and between volunteers, which may be considered a threat to micro-volunteering. Moreover, developing relationships with others is a key motivation for people to volunteer³⁵.

²⁸ Cravens, 2014

²⁹ Amichai-Hamburger, 2007

³⁰ <http://www.emarketer.com/Article/Internet-Hit-3-Billion-Users-2015/1011602>

³¹ Browne et al., 2013; Jochum & Paylor, 2013

³² Interview between the author and Bright

³³ Browne et al., 2013

³⁴ As Meier & Stutzer (2008) cite Argyle (1999)

³⁵ Clary et al. (1998)

Lastly, HFH is threatened with organizations' perception that the development of micro-actions is not worth its cost³⁶. This cost is in the form of the time exempted to the development of the micro-actions, the knowledge to its creation and management after completion, and on the money required.

TQ4: How can HFH scale its impact?

HFH has two main strategies to scale its impact, depending on its mission stakeholder. The first strategy emphasizes on the volunteers and what they seek through the micro-volunteering. On the other hand, the second focuses on the organizations requesting the micro-actions and what they hope to achieve through it.

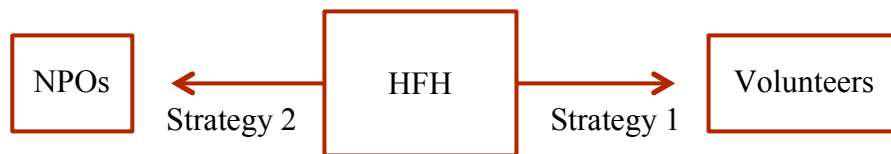


Figure 4 – Strategies to scale impact for each mission stakeholder

Source: Case author

Regardless of the strategy pursued, increasing the overall awareness on the topic of micro-volunteering is fundamental for scaling the impact of organizations as HFH. A higher awareness on the topic may translate into more NPOs eager to create micro-actions and more volunteers to perform them. This can be achieved by organizing events to explain and discuss the concept, its procedures, advantages and outcomes, with organizations and centers of volunteers.

Strategy 1: Taking micro-volunteering to the masses

HFH aspires to take micro-volunteering to everyone, thus its focus on unskilled micro-actions, which can be completed by anyone as they do not require any training, a specific study background or set of skills. As mentioned in chapter 4.5, these actions allow for people who cannot volunteer in traditional settings, due to disabilities, and people who do not have the time or opportunity to volunteer on-site, to engage in an uncommitted, convenient and simple way to volunteer.

Nevertheless, while HFH is concerned on increasing the quantity of actions and the number of volunteers, it should not lose its attention to deliver meaningful opportunities to them.

³⁶ Browne et al., 2013

Whereas this platform would offer, in the past, actions as tweeting and liking on Facebook, nowadays these are no longer available since HFH has raised its bar as to which type of actions it accepts, according to their relevance.

HFH is then challenged to offer both meaningful and simple actions, which engage volunteers and can be completed fast, anywhere and at anytime.

In order to increase its pool of volunteers, HFH could contact unemployment centers to divulge micro-volunteering as a way to occupy time meaningfully while searching for a job, as well as to develop new skills and improve the curriculum. Moreover, the adoption of micro-volunteering in schools as well as within companies should be further promoted. Again, events should be created with the top players in these fields in order to give them the possibility to show their concerns and to be clarified.

Additionally, it is important to address the focus on the process of the activity rather than on its outcome³⁷. While many volunteers value the impact they produce on society, and they are motivated by it³⁸, a unique characteristic of some micro-volunteers is the importance they attribute to the convenience and flexibility of these actions. Therefore, it is important to analyze, first, the motivations of the target group and then adapt the advantages mentioned.

Strategy 2: Delivering more valuable services for NPOs

Focusing on the needs of the organizations, HFH could scale its impact by delivering more valuable micro-actions to them.

While not diminishing the impact this platform is having with the unskilled micro-actions, as it is observed in the Exhibit A, offering opportunities more directed to the operational activities and needs of organizations could boost the overall impact these are having, assuming no alterations on the remaining factors. Likewise, as stated in chapter 4.3, most organizations look for help in this type of activities. Hence, by including skilled micro-actions in the platform, HFH could immediately attract more organizations and, consequently, increase its offer and scale its impact.

In parallel, by broadening the scope of activities and including skilled ones, HFH can attract more volunteers to perform the micro-actions, as there will be more to choose from.

³⁷ Paylor, 2012

³⁸ As Meier & Stutzer (2008) cite Argyle (1999)

Nevertheless, while these skilled actions are important to NPOs, they represent a challenge for HFH. First, including these new actions defies the current strategy of delivering simple, fast and convenient opportunities, as more effort from volunteers would be necessary. Therefore, HFH would have to adjust its overall strategy but remain true to the values of micro-volunteering.

Secondly, HFH would have to adapt its website to include the new actions and set of skills. After, it would have to develop its Search Engine Optimization, to be also associated to skilled actions, as well as develop a marketing strategy to attract other organizations and volunteers.

Alongside, HFH would be further challenged due to its resources constraints, as mentioned in chapter 4.1, which limit its actions. Thus, effort in finding long-term volunteers to help on the daily activities of HFH is recommended.

While HFH would have the advantage of including both unskilled and skilled micro-actions, it would have to compete with more established organizations in offering the latter type of actions. Nonetheless, the present paper suggests that by offering a combination of both, HFH could position itself as the go-to platform for any type of action.

Finally, regarding the field of actions accepted, this dissertation suggests HFH to include all, but to create broad topics and allocate each inside the most appropriate. Moreover, HFH should pay close attention to the complexity of the new actions and it should remain true to its value proposition of delivering simple and convenient micro-actions, which can be conducted anywhere and at anytime.

5.5. Teaching Plan

A suggested teaching plan would be:

Block 1: Introduction to micro-volunteering

First, the professor should start with an overview of the concept of micro-volunteering, identifying its unique characteristics. He or she should then perform an overview of the case study.

Block 2: Key stakeholders of HFH

Secondly, the professor should ask students to analyze who the key stakeholders of HFH are and who the mission stakeholder is, explaining the importance of identifying them. Then the conflict over who is the mission stakeholder should be discussed.

Block 3: HFH SWOT Analysis

Thirdly, the professor should ask students to study what the key strengths and weaknesses of such platforms are, and what the opportunity and threats of the market in which HFH is operating are.

Block 4: Strategies to scale impact

Finally, students should be asked to define two strategies to scale the impact of HFH, one for each mission stakeholder.

6. Conclusion

As Faircloth (2005) cites Salamon (2002), NPOs are challenged by human and financial resource constraints. In order to overcome these difficulties, many organizations rely on volunteers to get support in their operational and managerial activities (Cravens, 2006).

Whereas, in the past, volunteers would only help on-site, now and for the last 20 years, especially with the development of the Internet and ICTs, it is possible to participate online in voluntary activities (Cravens, 2000). Moreover, in 2008 the first platform for micro-volunteering appeared (Jochum & Paylor, 2013), which allowed for the completion of micro-actions.

Throughout the case study, the nonprofit organization Help From Home was presented in a descriptive way, showing its unique characteristic of the unskilled micro-actions, how it is organized and the evidence of its impact.

The teaching notes were then focused on analyzing such platform strategically. First, the key stakeholders were identified and the conflict over the mission stakeholder was presented, then the strengths and weaknesses of this organization as well as the opportunities and threats in this market were examined and, lastly, two strategies for scaling impact were suggested.

The purpose of the present master thesis was to answer the following research question: “What are the strengths and weaknesses of micro-volunteering?”, through the analysis of the case of HFH.

The previous analysis has shown that the key strengths of micro-volunteering are the flexibility and convenience of the micro-actions, as well as the lack of commitment necessary (Browne et al., 2013). As these activities should take at most 2 hours³⁹, they suit people’s decreasing spare time due to the increasingly busier lifestyle. Nevertheless, micro-volunteering is challenged to show the meaningfulness of some activities, as well as presenting direct evidence of its impact.

Regarding the specific case of HFH, the key strength and competitive advantage of this platform for volunteers is its focus on unskilled micro-actions, as these allow for anyone to participate, regardless of their education and educational background. Therefore, through unskilled micro-actions, HFH can take micro-volunteering to the masses and, at the same

³⁹ According to Mike Bright, in the semi-structured interview

time, it can become the go-to platform for this type of actions and attract organizations seeking to offer them, since it is one of the few platforms offering them.

Nevertheless, this focus is a weakness in its activity for NPOs. As most unskilled actions affect directly the target groups of the NPOs and not their operational activities, organizations become less willing to create these micro-actions, as they do not perceive the positive return on investment. Therefore, HFH faces difficulties to attract more organizations and micro-actions.

In order to scale its impact, the present paper suggests HFH to combine both skilled and unskilled micro-actions. On one hand, this platform should keep focusing on unskilled micro-actions, as it is a key differentiator factor and it allows for reaching absolutely anyone with Internet access. With more volunteers, more micro-actions can be performed and the impact of this platform increases.

On the other hand, volunteering should be focused on producing value for the NPOs. Whereas organizations benefit from the support on unskilled micro-actions, they would also profit from further support in their operational and daily activities. Therefore, the present paper suggests an emphasis on skilled micro-actions, as a complement to the present focus on unskilled ones.

Nonetheless, with the introduction of new actions, new challenges arise. HFH would have to adapt its website to include activities by skills, and it would have to develop a new marketing strategy. Moreover, HFH would be competing with organizations that are specialized in offering this type of actions.

The present paper defends that while HFH would face many challenges in the short-term, in the long-term it could be positioned as the go-to platform for any type of action.

7. Limitations and Future Research

The research conducted in the present paper faces a few limitations. First, since it is a relatively new concept, there is very little scientific research and data available to support and showcase different viewpoints in the literature review. Likewise, much of the information presented is based on few authors, which fosters a lack of a comprehensive analysis. Moreover, as it is based on a case study of only one organization, it becomes limited to its perspective and data, and it may lose an overall view of the industry.

Additionally, the primary data collected is based on qualitative research, through a semi-structured interview, which is not statistically as reliable as quantitative research.

Regarding future research, it would be interesting to study if this business model is replicable anywhere in the world and to analyze if cultural differences would play a relevant role in the adoption of micro-volunteering and on the impact of spreading this new concept. Therefore, quantitative research in the form of survey could be conducted to analyze what would be the key factors affecting the participation of volunteers and organizations in this new type of volunteering.

Moreover, it would be important to understand if micro-volunteering would be able to attract new volunteers, i.e. people without experience in volunteering, and if it would then have a consequence in transferring these people into traditional volunteering activities.

Appendices

Appendix 1 – Semi-structured interview with Mike Bright

Interview conducted via Skype on the 9th of October of 2015

1. What is the difference between online volunteering and online micro-volunteering?
2. In terms of marketing, between you and the organizations, who attracts the volunteers?
What is done to do so?
3. Do you believe micro-volunteering is attracting those who already engaged in volunteering or those who have not?
4. Do you incentivize repeated actions? How?
5. How is characterized the main segment of your volunteers? In terms of age, gender, education and geographical location.
6. Is it important to assure the quality of work?
7. Who does it, between you and the organizations? How do you do it?
8. Why organizations are not going directly to your website and you have to attract them?
9. Do you measure the impact of your actions?
10. Do you believe they are really that impactful?
11. Would you say micro-volunteering actions are as impactful as traditional volunteering?
12. Do you agree online micro-volunteering actions are decreasing the face-to-face relations and make volunteering impersonal?
13. Do you agree this lack of face-to-face relation and the lack of contact with the impact of the volunteering are dissatisfaction factors?
14. For you, what are the main challenges Help From Home and micro-volunteering face?

Exhibits

Exhibit A - Evidence of Impact

Category "Do Good"		
Organisation	Time Period	Impact
Kibblekat (online charity donating quiz)	Up to June 2015	Donated 2,567,293,250 pieces of kibble to dogs and cats in animal shelters
Everyclick (charity donating search engine)	Up to June 2015	£5,920,046 raised for charity
Hunger Notes (charity donating quiz)	Up to June 2015	Over 70 charities donated to
Phrase Detectives (puzzle games with a purpose)	Up to June 2015	546 documents completed
Free Cakes For Kids (making birthday cakes for needy kids)	Up to June 2015	Active in over 60 UK communities
Helpuu (charity donating search engine)	Up to June 2015	11,824 starving children have received an extra day of food
iGive (charity donating search engine + shopping portal)	Up to June 2015	\$8,173,620 donated to 35,965 causes via 916,952 members
Hunger Site (charity donating search engine + click-to-donate)	From January 2014 to Dec 2014	Just under 26.5 million clicks which generated 29,930,112 cups of food
I Fight Cancer (click to donate)	Up to June 2015	\$2831.60 raised for cancer research
Squidoo (article writing)	Up to June 2015	‘Over a million dollars to charity’
Fix MyStreet (community reporting platform)	Up to June 2015	651,671 updates on reports submitted
FreeRice (charity donating game play)	September 2007 to June 2015	98,389,531,450 grains of rice donated
Describe Me (describing pictures for the blind)	Up to June 2015	14,904 images described for the blind or people with low vision
Click to Cure (analyzing cancer cell slides)	Up to June 2015	2,545,850 cell cancer slides analysed
Mutopia (transferring public domain music into eMusic)	Up to June 2015	1,907 pieces of music available
Fix The Web (reporting web accessibility issues)	Up to June 2015	148 websites fixed, 350 reports in progress, 4,456 websites reported
Logos Dictionary (contributing to an online dictionary)	Up to June 2015	7,580,560 dictionary entries
Craft Hope (crafting handmade items for charities)	Jan 1st to December 31st 2014	Handcrafted 2,200 superhero capes, and 1,500 miscellaneous items for a project in Kenya

Skills For Change (microvolunteering portal)	Up to June 2015	17,481 'challenges' answered or actioned
Good Return (microloans to the Asia Pacific area)	Up to December 2014	7,771 microloans fully funded to 98.4% of women
Nabuur (virtual assistance for 3rd world community projects)	Up to June 2015	42,425 Neighbours, 92 Villages, 10 groups, 1603 ways you can help
Seti@home (distributed computing for alien life)	Up to June 2015	121,780 active users
AXS Map (mapping wheelchair accessibility)	Up to June 2015	11,072 places mapped with wheelchair accessibility ratings
Touching Little Lives (knitting items for newborn babies)	Up to June 2015	Has donated over 994,500 items since 2000
Folding@Home (distributed computing to investigate protein folding)	Up to June 2015	145,000 active citizen computers participating
World Community Grid (distributed computing to help cure cancer, muscular dystrophy etc)	Up to June 2015	650,000 participants donated 880,000 years of computing time
Phylo (puzzle game that contributes to genetic disease research)	Up to June 2015	355,053 puzzles completed
Wheelmap (mapping wheelchair accessible places)	Up to June 2015	Over 470,000 crowdsourced data entries submitted by roughly 35,000 users per month
Project Linus (creating handmade blankets and afghans)	Up to June 2015	Over 5,000,000 blankets delivered since 1998
Luba's Blankets (donating knitted squares)	Up to June 2015	6,393 squares donated; 1,009 scarves donated; 351 blankets donated; 3,011 hats donated, 69 booties donated, 80 knitted toys donated, 196 mittens donated among many others
Project Linus UK (creating handmade blankets and afghans)	Up to June 2015	234,389 handmade items delivered to good causes
Quilts4Leukaemia (handcrafting quilts for cancer sufferers)	Up to June 2015	41 quilts donated
LoveQuiltsUK (handcrafting quilts for sick children)	Up to June 2015	465 quilts donated
AIDS Memorial Quilt (handcrafting panels to make a huge quilt)	Up to June 2015	Over 48,000 memorial panels. Quilt size, 1.3 million square feet. 94,000 names on quilt.
Knit-a-square (knitting squares for charity)	Up to June 2015	170,000 squares knitted, representing over 7,000 blankets and over 11,000 garments for AIDS orphans in South Africa

CureCaps (knitting hats to be sold)	Up to June 2015	Over 3,000 hats knitted to be sold to fund a brain research project, with \$15,000 donated for medical grant research
Head Huggers (knitting hats for medical hair loss patients)	Up to June 2015	Donated over 50,000 chemo caps to individual patients and cancer centres
Bonnie Babies (handcrafting premature baby items)	2003 – 2015	618,013 items donated to parents and hospitals
Stitches From The Heart (handcrafting premature baby items)	Up to June 2015	17,000 knitters; over 1 million handcrafted items distributed
Wiggly Bags (handcrafting bags for Hickman Lines)	Up to June 2015	26 children using donated bags
Knit4Charities (handcrafting warm clothing)	Up to June 2015	195,677 items handcrafted and donated to people or animals in need
Knitting for Brisbane's Needy (knitting items for homeless, prem babies, animal refuges)	Up to June 2015	Over 150,000 handmade items donated by 330 people
Mother Bear Project (handcrafting bears that bring hope to AIDS children)	Up to June 2015	110,700 bears sent to children affected by HIV / AIDS
HalfKnits (handcrafting items for needy people)	Between Jan 1st to December 31st 2014	70 blankets, 93 hats, and 44 washcloths all handcrafted and donated to deserving projects
Angels for Hope (crocheting angels for anyone in need of hope)	Up to December 2013	23,496 Angels, 16,927 Butterflies and 607 Smiley Faces sent in 2013
Snuggles Project (handcrafting snuggles for homeless animals)	Up to June 2015	Over 1,000,000 snuggles donated and sent to animal shelters around the world
Teddies for Tragedies (knitting teddy bears to bring a smile to a child's face)	1985 - 2015	'Hundreds of thousands teddies have been knitted and given to charities'
Love Quilts (cross stitched quilts for sick kids)	Up to June 2015	Over 800 quilts hand crafted and donated to sick kids
Knit With Love (spreading love through hand knitted items)	Up to June 2015	Over 7,000 handknitted items have been donated to projects in 39 different countries
Little Dresses For Africa (clothing African girls)	Up to June 2015	Over 3 million dresses distributed within 78 different countries
GalaxyZoo (armchair astronomy)	Up to June 2015	Over 60 million classifications made
They Work For You (timestamping parliament speeches)	Up to June 2015	139,905 videos parliament speeches matched with text

MoonZoo (providing detailed visual examination of moon's surface)	Up to June 2015	3,912,289 images visually categorised
Globe at Night (measuring light pollution)	1st January to 1st May 2015	13,648 observations from 81 different countries.
Field Expedition Mongolia (search for Genghis Khan's tomb)	Up to June 2015	210,103 people have processed 1,004,480 image tiles with visual data
Old Weather (analysing ship's old log books for weather prediction clues)	Up to June 2015	10 voyages complete; 95,479 pages done
Opinion World (charity donating surveys)	Up to June 2015	£1,120,000 donated to various charities
FreeBMD (transcribing genealogical records)	Up to June 2015	246,665,112 distinct records (314,117,056 total records) transcribed
Kiva (microloans to 3rd world entrepreneurs)	Up to June 2015	1,299,643 people have lent \$714,893,650 to people in 85 countries
Shared Interest (microloans to fair trade entrepreneurs)	Up to June 2015	Shared interest made payments of over £48 million to fair trade businesses
Lend4Health (microloans to people with autism and related issues)	Up to June 2015	\$76,289 in loans lent to 98 people
Babyloan (microloans to micro-entrepreneurs to improve living)	Up to June 2015	22,899 projects funded in 18 different countries
Vittana (microloans to students in the developing world)	Up to June 2015	\$16,050,796 loaned to 20,453 students
Lend With Care (microloans to help people transform their lives in developing countries)	Up to June 2015	23,789 people have lent over £6million to just under 19,000 individuals
Social Psychology Studies	1999 – 2015	Site hosts average 230 surveys
Face Research (Questionnaire studies on faces)	2007 – 2015	293,098 people have participated in experiments; 312,107 people have participated in questionnaires
Rupert Sheldrake Online Experiment Portal (online research into anomalous issues)	2003 – 2005	1,741 people participated in 35,020 trials in the online staring test
PhotoFoundation (publicly sourced photos by smartphone)	Up to June 2015	8160 images displayed online which were taken by smartphone users for free use by nonprofits
iPet Companion (ending animal homelessness)	Up to June 2015	Participating animal shelters have seen a 67% increase in kitten adoptions, and 295% increase in sponsorships

Mappiness (mobile app tracking impact of people's wellbeing for research)	Up to June 2015	63,318 participants contributing data to project that attempts to make the world happier
Boskoi (mobile app tracking wild edible food for others to harvest)	Up to June 2015	1,361 reports made. Average number of reports per day = 0.74
Mark2Cure (Finding clues in biomedical literature)	Up to June 2015	212 volunteers submitted 10,345 document annotations in just over 4 weeks.
Panda Nation (spreading awareness of WWF through free personalised web pages)	Up to June 2015	Over 4,000 pages created that raise money or spread awareness of World Wildlife Fund
Trove (correcting digitized Australian newspapers)	Up to June 2015	426,894,721 work units have been contributed to the site
What's The Score (describing musical collections)	Up to June 2015	40,397 sheets transcribed
Flickr: Free Use Photos (publicly sourced photos for anyone to use)	Up to June 2015	5,900 photos taken by 3,509 members of public
Donate A Photo (charity fundraising with photo donations)	Up to June 2015	503,494 photos donated
JustCoz (Tweeting about worthy causes)	Up to June 2015	74,640 people registered to spread awareness about worthy causes via Tweets
Smile Cards (spreading kind acts through cards)	Up to June 2015	Over 1 million Smile Cards shipped to over 90 different countries
Forvo (user submitted word pronunciations)	Up to June 2015	2,870,948 words 3,082,740 pronunciations 325 languages all helping people to speak proper
Pressure Net (collecting local weather statistics)	Up to June 2015	Over 400,000 devices collecting 5 million measurements, with an archive of over 1 billion readings
Milaap (Microloans to India)	Up to June 2015	\$4.3million disbursed in loans, lent by 24,529 which has changed 133,745 lives
Postpals (writing letters to sick children)	As of June 2015	50 sick children receiving uplifting letters
Crayfis (detecting cosmic ray particles)	Up to June 2015	812 devices have gathered 30,053,109 candidate observations
Crowdcrafting (bite-sized citizen science projects)	Up to June 2015	38,593 have contributed to 1,026 projects
Wiki Crimes (publicly submitted crime data)	Up to June 2015	284,336 crimes reported that bring greater transparency to dangerous areas in the world
Rosetta Project (scan in antique childrens books)	Up to June 2015	6,501 documents in the archive, 710 recordings, 119 videos in 100 languages

Distributed Proofreaders (distributed proofreading of books)	Up to June 2015	29,826 public domain books proofread and converted to ebooks for future generations to read
Distributed Proofreaders Europe (distributed proofreading of books)	Up to June 2015	787 public domain books proofread and converted to ebooks for future generations to read
Distributed Proofreaders Canada (distributed proofreading of books)	Up to June 2015	2,118 public domain books proofread and converted to ebooks for future generations to read
Project Madurai (distributed proofreading of books)	Up to June 2015	Over 240 public domain Tamil books proofread and converted to ebooks for future generations to read
Experience Project Stories (sharing themed stories to inspire people to change their lives)	Up to June 2015	Over 36 million experiences shared, and 10 million friendships made
Librivox (converting public domain books to audio books)	Up to June 2015	8,740 public domain books converted to audio books for future generations to enjoy
Horesesmouth (online life issue mentoring)	Up to June 2015	9,769 people mentoring others online about life issues
Housing Crowd (helping the homeless find homes)	Up to June 2015	85 posts made that potentially identifies housing for the homeless
Place Pulse (mapping urban perceptions)	Up to June 2015	1,242,226 responses to 7 questions
Worm Watch Lab (researching genes by watching worms lay eggs)	Up to June 2015	11,041 volunteers have watched 60,250 videos and made 597,406 classifications
Cyclone Centre (classify tropical cyclone satellite imagery)	Up to June 2015	9,390 people have submitted 443,640 observations

Category "Green"

Organisation	Time Period	Impact
Ecology Fund (click to donate and adverts in email)	Up to June 2015	105.9 sq miles saved and protected
Books for Africa (donating gently used books)	Up to June 2015	Donated over 32 million books to 49 different countries
Answer4Earth (charity donating game playing)	Up to June 2015	3,068 trees planted via donations generated through advertising revenue from website
Open Green Map (publicly submitted 'green' local community data)	Up to June 2015	Serving 900 communities in 65 countries to map green living, nature and culture
Seafloor Explorer mapping the ocean floor to aid conservation)	Up to June 2015	1,924,467 scallops identified; 166,553 fish marked; 3,652,242 seastars identified

Fruit City (publicly submitted data on fruit tree locations in London)	Up to June 2015	Over 250 locations posted
Land Care Niagara (click to donate environment site)	1st January to 31st May 2015	1,633,912 visitors to the site have helped to donate 100,240 trees at no cost to the visitor
Blackle (energy saving search engine)	Up to June 2015	5,002,877 Watt hours saved
Ecosia (environmental charity donating search engine)	Up to June 2015	2,485,024 users to the site have helped to plant 2,090,740 trees
The Eco Key (environmental charity donating search engine)	Up to June 2015	4,240,345 sqft of land cleaned of litter through search engine advertising revenue)
One Warm Coat (donating coats to the needy)	1992 to June 2015	More than 4 million coats have been collected and distributed to the needy
ClimatePrediction (distributed computing to predict climate)	Jan 1st to December 31st 2014	7,500 years of computing time donated, that completed 500,000 successful simulations
Ancient Tree Hunt (publicly submitted old tree data)	Up to June 2015	113,423 trees verified to protect
SpringAlive (bird sightings to track bird migrations)	1st January to 31st May 2015	55,636 sightings contributed by members of public
Big Garden Birdwatch (publicly submitted garden bird sightings)	1st January to 31st May 2015	Over 500,000 people participated and counted 8,546,845 birds in total
Project Squirrel (publicly submitted data on squirrel habits)	1997 to 2015	Over 1,000 people participants contributing observations from their own garden
Great Backyard Bird Count (publicly submitted data on bird sightings from people's backyard)	Up to June 2015	Total Individual Birds Counted: 147,265. Total Species Observed: 5,090 by 143,000 people in over 100 countries.
Add an Adder (publicly submitted data on adder sightings)	Up to June 2015	1,467 registered recording 4,723 accounts of adders
Spiders in your World (taking photos of spiders for a citizen science project)	Up to June 2015	201 observations made, that recorded 16 species, by 27 people
Herbaria@home (public documentation of herbarium sheets)	Up to June 2015	Over 156,759 herbarium specimens have been documented, adding to climate change or conservation data
Morsbags (making reusable cloth bags from junk)	Up to June 2015	171,848 bags made or potentially 89,360,960 fewer plastic bags used, so protecting the environment

Read It, Swap It (book swapping/recycling that prevents books from being binned)	Up to June 2015	308,566 books available to swap / prevent from being binned
Books Through Bars (recycling books to prisons)	Up to June 2015	Send 2,100 books to about 700 prisoners
Open Air Laboratories (biodiversity survey)	Up to June 2015	55,000 surveys completed
Wheels For Wishes (donating used vehicles for charity)	Up to June 2015	Donated over \$21 million to charity from the sale of donated vehicles
Treezilla (mapping trees in the UK)	Up to June 2015	49,733 trees added to their database
Bugs Count (investigating invertebrates)	Up to June 2015	800,000 bugs counted as part of an environmental research study
Earth Day (pledging acts of green)	Up to June 2015	2,023,199,136 'green' pledges of action
Magpie Mapper (mapping magpies in the UK digitally)	Up to June 2015	Over 700 people have contributed over 25,000 sightings
Notes From Nature (transcribing biological collections)	Up to June 2015	7,614 people have contributed 1,118,933 transcriptions

Category "Advocacy"		
Organisation	Time Period	Impact
StopGlobalWarming (virtual march to demand leaders freeze and reduce CO2 emissions)	Up to June 2015	1,466,382 participants
Feeding The 5000 (pledging to reduce food waste)	Up to June 2015	36,299 people signed up to pledge to reduce their food waste
Taking It Global (petition portal)	Up to June 2015	455,000 signatures added to 1,991 petitions
Change (petition portal)	Up to June 2015	Over 70 million people in 196 people taking action
GetUp (Australian advocacy platform)	Up to June 2015	948,231 Australians taking advocacy micro-actions
38 Degrees (actions that bring about change)	Up to June 2015	28,975,725 actions taken in 15,176 campaigns on issues that could bring about change
EveryMinute (declaration to stop suicide)	Up to June 2015	1,885 people signed the declaration

The Petition Site (petition portal)	Up to June 2015	Over 330 million petition signatures
Bloody Ivory (ban the ivory trade petition)	Up to June 2015	50,727 people have signed the petition
R-word (pledge to omit the r-word from the english language - see website for what the r-word is)	Up to June 2015	570,041 pledges made to omit the r-word
White Ribbon (stopping violence against women by swearing an oath to the cause)	Up to June 2015	166,139 people have signed to the cause
Avaaz (global action on global issues via petitions etc)	Up to mid September 2015	41,840,982 members in 194 countries, taken 257,948,617 actions since January 2007
Amnesty International (campaigning for human rights)	Up to mid September 2015	Over 7 million people in more than 150 countries taking action via petitions and emails

Source: Help From Home. (2015, June). *Microvolunteering - Evidence of Impact*. Retrieved October 9, 2015, from Help From Home: <http://helpfromhome.org/impact-micro-2015.pdf>

Exhibit B - Offer of Micro-volunteering

Name	Location	Field Of Action
Dedicated Micro-volunteering Platform		
7Days4Stow	London, UK	Loans, fundraising
Barclays Skillsbank	London, UK	Design, marketing and technology
Bright One	London, UK	Strategy consultancy, social media advice, press release
Cause Corps	Glebe, Australia	Disaster response, poverty and community
cdcology	Atlanta, USA	Legal and administrative, information technology, design, marketing, emergency management, business, ...
Collavol	Tokyo, Japan	Marketing and Communications, accounting, fundraising
Crowd4U	Tsukuba, Japan	Academic and Public
Deloitte Australia	Sydney, Australia	Fundraising, blogging, website, strategy, social media, translation, governance, SEO, project plan, community campaign, volunteer management, event planning...
DonorsChoose	Bronx, USA	Fundraising
GlobalGivingTIME	Washington, USA	Design, marketing and technology
Help From Home	Cardiff, UK	Unskilled actions
Kraft Foods Group	Winnetka, USA	Design, marketing and technology
Microsoft Microvolunteering	Redmond, USA	Design, marketing and technology
Project Heena	Mumbai, India	Accounting, Marketing, HR, Computer Software, Content Creation, Social Media, ...
Raise5	Chicago, USA	Fundraising
Skills For Change	San Francisco, USA	Design, marketing and technology
Spots of Time	London, UK	Pamper treats, green fingers, cup of tea and chat, make a mix tape, bring a pet, quizzes and games, knit or skitch, feeling crafty, share a rehearsal, perform live, pitch talk, stories and poems
Tag Del	Copenhagen, Denmark	Content and Design, Strategy
TuDu	Warszawa, Poland	Logo design, sponsorship, promotion events, letter to people in need, advice, tax advice, brainstorming
Um Sem Um Tam	Prague, Czech Republic	Graphic works, IT consultancy, webdesign, translations, accounting to event management, interior design, ...
Volunteering Bytes	Aberdeen, UK	Environment
Youvo	Berlin, Germany	Marketing and Communication

Source: Jähnert, H. (2015). *Where to Microvolunteer*. Retrieved October 2, 2015, from Help From Home: <http://helpfromhome.org/where-to-microvolunteer>

Exhibit C - Featured In and Awards



Source: Screenshot from Help From Home. (2015). *Help From Home*. Retrieved October 9, 2015, from Helo From Home: <http://helpfromhome.org>

Exhibit D - Pyjama Rating

Surfaid – Do Good Whilst Sleeping!

Time taken:	5-20 minutes (or however long you want) to listen to music
Impact:	Helping to bring about positive, sustainable health change in various Indonesian communities
Cost:	Nothing
Pyjama Rating:	100 percent PJ's (and tucked in bed if you like)!

Categories: Actions, Actions for the Immobile, Asia, By Category, By Time, Campaigns, Charity Donating Advertising Revenue, Community Development, Commute and Care, Computer & Internet, Country, Disabled Volunteering, Do Good, Help From Work, Indonesia, Popular Causes, Quickies!, Under 20 minutes

→ [Find out more about Surfaid – Do Good Whilst Sleeping!](#)

Source: Screenshot from Help From Home. (2015). *Surfaid - Do Good Whilst Sleeping*. Retrieved November 29, 2015, from Help From Home: <http://helpfromhome.org/surfaid-do-good-whilst-sleeping>

Everyclick – Supporting UK Charities

Time taken:	10 seconds but could take longer if you're typing a search query for 'supercalifragilisticexpialidocious'!
Impact:	Raises money for quite a few UK charities of your choice
Cost:	Nothing
Pyjama Rating:	100% full-on pyjama zone!

Every time you use these type of search engines, such as EveryClick, a small proportion of money is donated to a charity of your choice at no cost to you. It works just like any other search engine and all donations raised are paid for by advertisers. It is powered by Yahoo! and focusses on supporting UK charities.

Microvolunteer for this role

Did it? Click  2 action completed

Source: Screenshot from Help From Home. (2015). *Everyclick - Supporting UK Charities*. Retrieved November 9, 2015, from Help From Home: <http://helpfromhome.org/everyclick>

Exhibit F - Award Badges



Source: Screenshot from Help From Home. (2015). *Skills 4 You - For Activity Co-ordinators*. Retrieved December 8, 2015, from Help From Home: <http://helpfromhome.org/campaigns/work-skills-4-you/skills-4-you-for-activity-co-ordinators>

Exhibit G – Micro-Action: Search Engine

iSearchiGive – Fund Raising for Charities

Time taken:	10 seconds to conduct a search query
Impact:	Raises money for an American charity of your choice
Cost:	Nothing
Pyjama Rating:	100% full-on pyjama zone

Categories: Actions, Actions for the Immobile, By Time, Campaigns, Charity Donating Search Engine, Computer & Internet, Country, Disabled Volunteering, Do Good, North America, Quickies!, Under 1 minute, United States

→ [Find out more about iSearchiGive – Fund Raising for Charities](#)

Source: Screenshot from Help From Home. (2015). *Charity Donating Search Engine*. Retrieved December 8, 2015, from Help From Home: <http://helpfromhome.org/category/actions/do-good/computer-and-internet/charity-donating-search-engine>

Exhibit H - Micro-Action: Listening to a Band

Fan Donation – Listen to Music for Charity

Time taken:	A few seconds to click to donate and then possibly a few minutes to listen to a song.
Impact:	Helps to prevent teen suicide in the U.S.
Cost:	Nothing
Pyjama Rating:	100% full-on pyjama zone

Source: Screenshot from Help From Home. (2015). *Click To Donate For Free*. Retrieved December 8, 2015, from Help From Home: <http://helpfromhome.org/category/actions/do-good/computer-and-internet/click-to-donate-for-free>

Exhibit I - Micro-Action: Alt-text

Describe Me – Add Alt-Text to Photos to Assist the Blind

Time taken:	5 minutes to add alt-text to photos
Impact:	Enables Museum Victoria's Collection Online images to be more useable and accessible to people who are blind or have low vision
Cost:	Nothing
Pyjama Rating:	100% pyjama rating

Source: Screenshot from Help From Home. (2015). *Describe Me - Add Alt-Text to Photos to Assist the Blind*. Retrieved December 8, 2015, from Help From Home: <http://helpfromhome.org/describe-me>

Exhibit J - Micro-Action: Subtitle Videos

Amara – Translating Videos for Deaf & Hard of Hearing

Time taken:	Upto 30 minutes to caption / translate a video, but it depends on length of video
Impact:	Enables the deaf and hard of hearing to access videos
Cost:	Nothing
Pyjama Rating:	100% pyjama zone

Source: Screenshot from Help From Home. (2015). *Amara - Translating Videos for Deaf & Hard of Hearing*. Retrieved December 8, 2015, from Help From Home: <http://helpfromhome.org/amara-translating-videos-for-deaf-hard-of-hearing>

Exhibit K - Micro-Action: Play a Game

Play Games that Donate to Charity for Free

What a brilliant combination. Playing a game which donates money to charity, depending on how well you perform. This has got to be the most enjoyable way of raising money for worthy causes.

Molly's World – Feed A Hungry Child For Free

Time taken:	5-10 minutes to watch a video and take a short quiz
Impact:	A hungry child receives a free meal
Cost:	Nothing
Pyjama Rating:	100% Pyjamas

Categories: [Actions](#), [Actions for the Immobile](#), [Africa](#), [By Category](#), [By Time](#), [Campaigns](#), [Commute and Care](#), [Computer & Internet](#), [Country](#), [Disabled Volunteering](#), [Do Good](#), [Game and Learn](#), [Help From School](#), [Help From Work](#), [Impact](#), [Kenya](#), [No Login](#), [Play Games that Donate to Charity for Free](#), [Popular Causes](#), [Poverty](#), [Quickies!](#), [Under 10 minutes](#)

Source: Screenshot from Help From Home. (2015). *Play Games that Donate to Charity for Free*. Retrieved December 8, 2015, from Help From Home:

<http://helpfromhome.org/category/actions/do-good/computer-and-internet/play-games-donate-csharity>

Exhibit L - Micro-Action: Be a Virtual Guide for the Blind

My Smart Eye – Be A Virtual Guide For The Blind

Time taken:	A few minutes to download an app, thereafter under 5 minutes to answer questions from a visually impaired person
Impact:	Help crowdsource vision for the visually impaired through the use of an app
Cost:	Free!
Pyjama Rating:	Day clothes or Pyjamas

Categories: Actions, Actions for the disabled, By Category, By Time, Campaigns, Disabled Volunteering, Do Good, Helping the Disabled, Human Welfare, Miscellaneous, Popular Causes, Quickies!, Smartphone Apps, Under 5 minutes

→ **Find out more about My Smart Eye – Be A Virtual Guide For The Blind**

Source: Screenshot from Help From Home. (2015). *My Smart Eye - Be a Virtual Guide for the Blind*. Retrieved December 8, 2015, from Help From Home: <http://helpfromhome.org/my-smart-eye-be-a-virtual-guide-for-the-blind>

Research Kit – Mobile Medical Research

Time taken:	A few minutes to download the app, thereafter upto 30 minutes or longer to participate in medical research, depending on the study chosen
Impact:	Potential to contribute to scientists understanding of medical issues
Cost:	Nothing
Pyjama Rating:	Day clothes or PJs

Categories: **Actions, Actions for the disabled, By Category, By Time, Campaigns, Disabled Volunteering, Do Good, Health & Medicine, Helping the Disabled, Impact, Impact Tracking, Miscellaneous, Popular Causes, Quickies!, Smartphone Apps, Under 30 minutes**

→ **Find out more about Research Kit – Mobile Medical Research**

Source: Screenshot from Help From Home. (2015). *Actions for the Disabled*. Retrieved December 8, 2015, from Help From Home: <http://helpfromhome.org/category/actions/campaigns/disabled-volunteering/actions-for-the-immobile>

Exhibit N - Micro-Action: Fitness Smartphone App

Charity Miles – Exercise To Donate For Free	
Time taken:	A few minutes to download an app, thereafter time dependant on how long you wish to exercise for
Impact:	Donates funds to nonprofits for free
Cost:	Nothing
Pyjama Rating:	Day clothes

Categories: Actions, By Category, By Time, Campaigns, Commute and Care, Country, Do Good, Help From Work, Impact, Impact Tracking, Miscellaneous, Multiple 30 minute sessions, North America, Offline, Popular Causes, Quickies!, Smartphone Apps, United States

→ **Find out more about** [Charity Miles – Exercise To Donate For Free](#)

Source: Screenshot from Help From Home. (2015). *Smartphone Apps*. Retrieved December 8, 2015, from Help From Home: <http://helpfromhome.org/category/actions/do-good/miscellaneous-do-good/phone-apps-for-common-good>

Exhibit O - Activity Tracker

DO GOOD	4261
Computer & Internet	2539
Charity Donating Advertising Revenue	184
Charity Donating Messages & E-cards	14
Charity Donating Search Engine	90
Click to Donate for Free	1276
Micro-volunteering Networks	75
Play Games & Contribute to Research Pro	259
Play Games that Donate to Charity for Fre	424
Share Your Idle PC Power	41
Virtual Volunteering	122
Webcam Watch	41
Worthy Causes Toolbars	13
Crafts	242
Blankets, Quilts and Afghans	76
Caps and Hats	23
Clothing for Babies and Children	54
Clothing for Needy Adults	24
Miscellaneous Craftwork	65
Miscellaneous	639
Citizen Science Projects	64
Donate AirMiles / Credit Card Loyalty Poi	4
Genealogy Help Wanted	18
Micro / Ethical Lending	31
Miscellaneous	36
Photos, Clipart and Videos	92
Promote Good Causes	48
Research Project Studies	300
Smartphone Apps	21
Submit an Idea	25
People	502
Be a Translator	78
Contribute to a Support Group	39
Donate your Hair	31
Donate your Knowledge /Expertise	35
E-Mentoring	22
Letter Writing	132
Locate Missing People	24
Miscellaneous	37
Share an Experience / Story	18
Share Opinions	42
Stopping Crime	19
Teach a Language	15
Tutoring By Video	10
The Written Word	339
Book Scanning	17

Book Searching	21
Proofread a Page	126
Record Audio Books	33
Transcription	142
GREEN	1113
Computer & Internet	636
"Green" Games that Donate Free Money	107
"Green" Toolbar	11
Click to Donate	286
Emails with a Conscience	69
Energy Saving / Offsetting Software	42
Miscellaneous	6
Paper Saving Printing	14
Search Engines with a Conscience	66
Send Ecards, Save the Planet	13
View, Listen or Join to Donate For Free	13
Volunteer Your Spare Computer Power	9
Home & Garden	69
Collecting Tree Data	11
Family Projects	19
Garden Insect, Bird, Flowers and Animal C	25
Plant a Tree	14
Miscellaneous	119
Citizen Science Studies	13
Donate Excess Food, Plants and Seeds	11
Eat Differently!	21
Ethical Lending	8
Miscellaneous	41
Stop Junk Mail and Faxes	19
Submit a "Green" Idea	6
Recycle	289
Exchange or Donate Books	37
Exchange or Donate Films & CDs / DVDs	4
Recycle Cars and Bikes	16
Recycle Clothes & Shoes	44
Recycle Gadgets	28
Recycle Miscellaneous Stuff	39
Recycle Mobility / Medical Items	24
Recycle Postage Stamps	13
Recycle Printer Cartridges & Mobiles	24
Recycle Surplus Toys / Stationary / Toiletr	43
Recycle / Swap Everything	17

ADVOCACY	131
Environment	21
General Issues	10
Global Warming	2
Habitat Conservation	7
Specific Issues	1
Toxic Waste	1
Green	4
Miscellaneous	2
Renewable Energy / Energy Saving	2
Miscellaneous	78
Animal Rights	15
Debt Cancellation	2
Education	1
Fair Trade	2
General Causes	8
Health	5
Housing and Homeless	3
Hunger and Poverty	6
Miscellaneous	15
Petition Portals	12
War and Peace	9
People	28
Family and People	8
Human Rights	15
Humanitarian Issues	4
Slavery	1

Source: Help From Home, accessed on the 9th of October of 2015 (no longer available due to restructures on the website⁴⁰)

⁴⁰ According to Mike Bright on an email exchanged

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