



Volunteering Equality
Rights Action
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PLATAFORMA
DEL VOLUNTARIADO
DE ESPAÑA

STATE DIGITALISATION PLAN FOR VOLUNTEER ORGANISATIONS

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I. Introduction

Context of the VERA 2025 project and commitment of CEV

The **VERA 2025 - Volunteering, Equality, Rights, Action** project arises as a strategic initiative of the **European Volunteer Centre** (hereafter, CEV) to strengthen volunteering in Europe at a time of profound social, technological and cultural transformations. Within this framework, the **Spanish Volunteering Platform** (hereinafter, PVE) is committed to designing a **State Plan for the Digitalisation of Volunteering**, with a local presence, which allows social entities to incorporate digital tools and artificial intelligence in an ethical, inclusive and sustainable way.

The commitment to the CEV includes the preparation of a rigorous document that combines **regulatory analysis, good practices** and **strategic proposals**, ensuring that digitalisation is an instrument at the service of social cohesion, equal opportunities and citizens' rights. This Plan is also linked to the international reference framework represented by the **United Nations Agenda 2030** and the **European Volunteering Plan 2030**, which positions digitalisation as a key means of reducing inequalities, promoting inclusive participation and strengthening the transformative role of volunteering in our societies.

Justification of the need for a State Digitalisation Plan

Digital transformation is reshaping all areas of social life, including volunteering. However, recent data reflects significant digital divides that affect both citizens and social organisations themselves. According to the **National Statistics Institute (INE, 2023)**, **17% of the population in Spain lacks basic digital skills**, which can make it difficult for them to participate in volunteering initiatives that require the use of technological tools. Furthermore, according to the **Telefónica Foundation's Report on Digital Transformation in the Third Sector in Spain (2022)**, **only 26% of social organisations have a digitalisation plan**. These shortcomings generate inequality of access, especially in rural areas, among vulnerable groups or the elderly, and limit the capacity of the third sector to adapt to contemporary challenges and take advantage of the transformative potential of technology.

The digitisation of volunteering is not limited to the use of technologies, but involves rethinking participation models, strengthening competences and guaranteeing digital inclusion. At the regulatory level, both the **Law 45/2015 on Volunteering**, the **Spanish Charter of Digital Rights (2021)** and the **European Declaration of Digital Rights and Principles for the Digital Decade (2023)** reinforce the obligation to ensure accessibility, equality and equity in the use of digital tools. Furthermore, the **Code Guide on Ethics and Volunteering of the Spanish Volunteering Platform (2020)** establishes dignity, equality and justice as guiding values, which should also guide the processes of technological transformation.

In this context, a **State Plan for the Digitalisation of Volunteering** is essential not only to prevent digitalisation from widening inequalities, but also to turn it into a lever for innovation, participation and social justice, in line with current European and global frameworks.

Working methodology used for the preparation of the report

The methodology adopted has combined an analytical approach with a participatory approach, synthesised into four main axes:

1. **Regulatory and documentary review:** analysis of national and international legislation on volunteering, e-inclusion policies and relevant strategic ethical frameworks. In addition, the code-guide on ethics and volunteering (PVE, 2020) is integrated into this review.
2. **Collection of empirical data:** questionnaire answered by 152 volunteering organisations in Spain, the results of which allow for the identification of gaps, barriers and opportunities.
3. **Identification of good practices and barriers:** analysis of national and international experiences of digitalisation in the third sector.
4. **Spaces for contrast and validation:** dialogue roundtables with social entities, public administrations and experts in digitalisation and artificial intelligence.

This participatory process has allowed the report to be not only an academic exercise, but a practical and transformative instrument, oriented towards action and aligned with the principles of inclusion, equity and sustainability.

2. Normative, ethical and strategic framework

The process of digitalisation of volunteering in Spain is framed within a regulatory, strategic and ethical framework that combines legal provisions, public policies and principles of social value. At national and regional level, Law 45/2015 on Volunteering and its territorial developments have recognised new forms of participation linked to the use of technologies, while at European and international level, key instruments have been approved that guide the digital transformation towards equity, accessibility and the protection of fundamental rights. Alongside this regulatory framework, the EVP Code-Guidance on Ethics and Volunteering (2020) provides the indispensable social and humanistic dimension, ensuring that the incorporation of digital tools is not limited to a technical change, but reinforces the values of dignity, inclusion and justice that define voluntary action.

2.1. Ethical framework: code on ethics and volunteering (EVP, 2020)

The digitisation of volunteering cannot be reduced only to a technical or regulatory process; it needs to be guided by ethical principles to ensure that innovation translates into inclusion, equity and social justice. In this sense, the **Code of Guidance on Ethics and Volunteering (PVE, 2020)** is the main reference, establishing universal values and concrete commitments that guide the action of entities.

The Code establishes an **inalienable guiding principle: human dignity**, and articulates universal values such as freedom, equality, justice, solidarity and tolerance. It also incorporates fundamentals of action such as gender equality, environmental sustainability, inclusion, transparency and financial legality.

The Code translates the regulatory framework into practical commitments in the relationship between entities and their stakeholders:

- **With the beneficiaries:** respect, diversity and empowerment.
- **With volunteers:** equal access, training, support and recognition.
- **With public administrations:** cooperation and transparency.
- **With society and companies:** promotion of social cohesion and responsible alliances.

In this sense, the **Code of Guidance acts as a bridge between the legal level and day-to-day management**. While Law 45/2015 on Volunteering formulates general principles such as equal opportunities, universal accessibility, democratic participation and solidarity, the Code translates them into specific criteria of action for organisations. Thus, equality is converted into open and non-discriminatory selection processes; accessibility, into inclusive inclusion of

vulnerable groups; participation, into real mechanisms of voice and protagonism of volunteers; and solidarity, into social responsibility and transparent cooperation with society and companies. In this way, the Code ensures that the values set out in the regulations do not remain abstract statements, but materialise in everyday practices that guide digitalisation and strengthen the ethical coherence of volunteering.

2.2. National standards, recommendations and plans for the digitalisation of volunteering and the inclusion of artificial intelligence

Law 45/2015 of 14 October 2015 on Volunteering constitutes the basic legal framework for voluntary action in Spain. In its preamble, it recognises that volunteering has evolved, encompassing new social realities and forms of participation - areas of volunteering - including those facilitated by information and communication technologies (ICT).

Although the regulation does not expressly use the term *e-inclusion*, it incorporates key principles that favour it: **equal opportunities, universal accessibility, non-discrimination, democratic participation and complementarity with public administrations**. These elements have opened the door to the consolidation of new forms of volunteering mediated by technological tools.

Digital Spain Strategy 2025

The Digital Spain Strategy 2025 sets specific goals to advance towards an inclusive digital model:

- Universal digital coverage of 100 Mbps for 100% of the population.
- Basic digital skills for 80% of citizens, with special attention to women.
- Full implementation of the Digital Bill of Rights (2021), which recognises digital inclusion as a fundamental right and a pillar to guarantee equality in the digital society.

Artificial Intelligence Strategy 2024

The strategy aims to accelerate, facilitate, accompany and promote the development and expansion of AI in our country, responding to the speed at which this transformation has taken place. To achieve this, it is essential to build on existing strengths, and leverage them through a set of initiatives backed by a government firmly committed to the digital transition. These measures are designed not only to capitalise on the benefits of AI, but also to drive progress towards transparent, ethical, accountable and humanistic AI.

Law 15/2022 on equal treatment and non-discrimination

This law is pioneering in Spain in explicitly mentioning artificial intelligence. In its Article 23, it states that public administrations must implement mechanisms to ensure that algorithms used in decision-making are transparent, minimise bias and are accountable. This approach seeks to prevent discrimination and ensure fair use of AI in the public sector.

Preliminary draft law for the good use and governance of AI

Spain has approved such a draft law that is aligned with the European AI Regulation. What this law makes explicit is: prohibition of discriminatory practices such as biometric classification by race, sexual orientation or politics; establishing sanctions for misuse; introducing the right to provisional withdrawal of AI systems that cause serious harm; and defining high-risk systems in education, employment, justice, etc. that must comply with human supervision requirements, among others.

2.3. Relevant Autonomous Community legislation

The autonomous communities have developed their own regulations and volunteering plans, in line with Law 45/2015, adapting it to the different social and territorial contexts. These frameworks reinforce the promotion of citizen participation and, in many cases, incorporate measures linked to technological literacy, the reduction of the digital divide and accessibility at the local level.

Although heterogeneous, this autonomous legislation constitutes a key space for bringing the digitalisation of volunteering closer to the most vulnerable communities, favouring territorial cohesion and equitable access to participation.

2.4. Declarations, agendas, plans, pacts and standards in the European Union for the digitalisation of volunteering and the inclusion of artificial intelligence

The digitalisation of volunteering cannot be understood in isolation, but in the broader framework of European and national policies that steer the digital transformation towards inclusion, equity and sustainability. In recent years, strategic instruments have been adopted that set the roadmap in this area, from the **2030 Agenda and the Sustainable Development Goals** to specific plans on digital skills, education and governance of artificial intelligence. These strategies set common priorities - universal access, bridging the digital divide, digital skills training and protection of fundamental rights - that are essential to guide the process of modernising volunteering in Spain.

Agenda 2030 and Sustainable Development Goals (SDGs)

The 2030 Agenda establishes a global reference framework in which digitalisation is linked to the goals of reducing inequalities (SDG 10), quality education (SDG 4) and inclusive and effective institutions (SDG 16). These SDGs align directly with the need to ensure digital inclusion in volunteering as a means to achieve more equitable and sustainable societies.

European Declaration on Digital Rights and Principles (2023)

This policy instrument states that digitalisation should be people-centred, ensuring dignity,

freedom, equality and solidarity. It also reinforces the principles of accessibility, sustainability and social cohesion as guiding principles for the digital transformation in the European Union.

Plans and policies on AI and digital education

- The **Digital Education Action Plan 2021-2027** aims to build an inclusive digital education ecosystem, improve teacher training and ensure equitable access to technology resources across the EU.
- The **European Interoperability Framework (EIF)** sets out 47 recommendations to ensure interoperability of digital public services, including universal accessibility and user-first as guiding principles.
- The **European Regulation on Artificial Intelligence (EU 2024/1689)** is the first international legal framework to regulate the development and use of AI systems, establishing risk categories, prohibiting discriminatory uses and guaranteeing security and fundamental rights.
- In Spain, the **Draft Bill for the Good Use and Governance of AI** aligns with European regulations and establishes the prohibition of discriminatory practices (such as biometric classification), human supervision in high-risk systems and sanctions for misuse.

Taken together, these strategies form a solid policy framework that guides digitalisation from a rights, equality and social cohesion perspective. However, for their impact to be real in the field of volunteering, it is essential to complement them with ethical references that guarantee their practical application. In this sense, the **Code Guide on Ethics and Volunteering** becomes a key tool to transfer these principles to the day-to-day work of the entities, ensuring that the digital transformation is developed in coherence with the values that define the sector.

2.5. Ethical principles applicable to artificial intelligence

To conclude, it is essential to point out that the European, national and regional regulatory framework establishes the minimum legal conditions for promoting e-inclusion in volunteering. However, it is the **Code of Ethics for Volunteering** that provides the social maximums, guaranteeing that the digital transformation is not limited to the adoption of technology, but that it is carried out with criteria of dignity, justice and inclusion.

Very graphically, the European Regulation on Artificial Intelligence states that "the introduction on the market, putting into service and use of artificial intelligence systems (hereinafter "AI systems") in the Union, in accordance with the values of the Union, in order to promote the adoption of human-centred and trustworthy artificial intelligence (AI), while ensuring a high level of protection of health, safety and fundamental rights as enshrined in the Charter of Fundamental Rights of the European Union (hereinafter 'the Charter'), including democracy, the rule of law and the protection of the environment, to protect against the detrimental effects of AI systems in the Union, as well as to support innovation'.

There is therefore an initial agreement that the starting point and ethical premise of AI in the numerous declarations and different documents we have referred to is none other than **dignity and fundamental rights**.

Despite this initial agreement, it is worth making some general considerations on the subject:

- The proliferation of new AI applications and the speed of their adoption makes it difficult to predict a priori the problems generated.
- Regardless of how the ethics of AI may be qualified (applied, metaethical, etc.), the challenge is to opt for a model that does not stop at general statements that are difficult to implement, but goes further to ensure its effectiveness.
- Humans cannot easily access or understand the logic that leads the system to recommend certain decisions, hence the need for intermediaries to help end-users understand the limitations and use the systems correctly.
- Responsibility for compliance with ethical principles rests with all those involved.

It is worth noting the comparison of the principles of AI with those of the Code-Guidance on Ethics and Volunteering shown in the table below:

AI ETHICS	CODE-GUIDELINE ON VOLUNTEERING
BENEFACTENCE AND NON-MALEFACTENCE	These are recognised in the above-mentioned values of volunteering. Special mention should be made of the importance of AI in achieving the Sustainable Development Goals. Furthermore, as a basis for voluntary action, environmental harmony and sustainability must be present in the work of the entities. This implies a commitment to future generations through the rational use of resources and responsibility for sustainability.
JUSTICE	• As a value that inspires voluntary action. ○ To each his own and not the same for everyone, precisely because fairness means treating different realities differently. • As principles underpinning voluntary action ○ Non-discrimination of volunteers and recipients of voluntary action on grounds of nationality, racial or ethnic origin, religion, ideological or trade union convictions, illness, disability, age, sex, sexual identity, sexual orientation or any other personal or social condition or circumstance.

	○ Accessibility for people with disabilities, the elderly and people in a situation of dependence. ○ Equality as a commitment based on the recognition and understanding of differences, promoting measures of all kinds that contribute to the generation of opportunities and the free development of all people. ○ Given that ethics is, and must be, a theoretical-practical matter, this commitment must be evident in concrete measures and policies. ○ integrative inclusion, which implies a commitment to the rights of people whose rights may be eroded by virtue of their belonging to a particular group or sector susceptible to discrimination.
AUTONOMY	● As a principle underpinning voluntary action ○ Autonomy and independence in management and decision-making. ○ Freedom as the exercise of dignity, the ability to exercise one's potential and the right of all people to develop as such.
EXPLAINABILITY AND TRANSPARENCY	● As principles underpinning voluntary action ○ Efficiency, which seeks to optimise resources by thinking both of the people for whom voluntary action is intended and of voluntary action as a whole, in the interest of the social function that it must fulfil. ○ Transparency: ▪ All stakeholders can know how they work, how they are organised and how they are governed in order to achieve their goals, and, consequently, also with regard to the AI systems. ▪ To the extent that financial resources are used, commitment to other entities and accountability are inseparable elements of the entities' actions. ▪ If funding is obtained from the private sector, it is essential to

	guarantee that the funds received come from legitimate activities that do not harm people's health or integrity. ▪ Finally, transparency implies radical opposition to any type of illicit and fraudulent conduct, as well as the denunciation and prosecution of such conduct.
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3. Analysis of the current situation

The process of digitalisation in volunteer organisations in Spain is in a transitional phase. On the one hand, there is widespread recognition of its strategic importance; on the other hand, there are still structural, training and resource barriers that condition its development. In order to better understand this reality, the **Spanish Platform for Volunteering (PVE)** has worked with three main sources of information:

- The results obtained in a **questionnaire answered by 152 social and volunteering entities**, which provide an updated x-ray of the state of digitalisation.
- The analysis of **barriers and needs** linked to the digital divide in the third sector.
- The **identification of experiences and good practices**, collected in the report *Good practices and barriers in the digitalisation of volunteering* (PVE, 2025), with national and international cases that show different approaches to innovation.

3.1. Results of the questionnaire to 152 organisations

The questionnaire, designed by PVE under the title *Digital diagnosis and use of Artificial Intelligence in volunteering organisations*, was conceived with a double purpose: to obtain a real picture of the degree of digitalisation of the sector and to collect useful information to design support adapted to the needs of the organisations.

In this sense, it fulfilled several functions:

- **Diagnostic:** providing direct information on how organisations currently manage digitalisation (use of tools, degree of implementation, internal capacities, resource limitations).
- **Strategic:** providing empirical evidence to serve as a basis for designing measures adapted to the realities detected, preventing the State Plan from being built on abstract assumptions.
- **Participatory:** giving a voice to the entities themselves, placing them as protagonists of the process and not only as recipients of digitalisation policies or programmes.

Among the most relevant findings, the following stand out:

- **Predominance of basic digital tools.** The most commonly used tools in volunteer management are WhatsApp/Telegram, email, social networks and Microsoft 365. Google Workspace, CRM and the organisations' own platforms also appear frequently. These tools are used in all phases of the volunteering cycle (recruitment, reception, follow-up, closure and engagement).

- **Low current use of artificial intelligence.** Most organisations do not currently use AI-based tools. Where they are used, ChatGPT, Copilot, Gemini and some conversational agents stand out, but their adoption is still in the minority.
- **Interest in applying AI in the engagement and recruitment phases.** Organisations show greater interest in applying AI in the outreach phase (communication of activities, invitations to events, etc.) and in the recruitment and selection of volunteers. Reception and follow-up are also mentioned, but to a lesser extent.
- **Main expected benefits of AI.** The most expected benefits of AI are: time savings, optimisation of resources, greater personalisation and reduction of response time to volunteers. Strengthening the bond with the volunteer is also mentioned.
- **Frequent barriers to the adoption of AI.** The most frequently mentioned barriers are lack of technical knowledge, security and privacy concerns, financial cost, resistance to change and ethical issues. Some organisations also mention environmental issues and the dehumanisation of contact.
- **Support needs identified.** Organisations mainly demand specific training, technical advice, financial support, use cases adapted to the third sector and accessible tools. They also ask for support in implementation and practical examples of success.

Overall, these results reflect a sector with a **clear awareness of the importance of digitalisation**, but with an uneven degree of implementation and marked by **strong resource and capacity constraints**.

3.2. Digital divide in the third sector: barriers, needs and opportunities

The information presented in this section comes from a search carried out using digital media and collaboration spaces between third sector entities, as well as from the experiences generated by the associations themselves. This participatory approach has made it possible to gather a broad and representative vision of the current reality, reflecting both the difficulties and the opportunities that arise from interaction and exchange between organisations. The data from the questionnaire are part of a broader reality: the digital divide affecting the Third Sector in Spain. This is manifested in various dimensions:

- **Economic:** lack of funding for technological investment and infrastructure maintenance.
- **Training:** digital skills deficit, with inequalities marked by age, educational level and territory.
- **Organisational:** cultural resistance to change and difficulty in integrating digital into traditional management models.
- **Territorial:** greater difficulty in rural areas or areas with low connectivity.

At the same time, this situation opens up opportunities to:

- Improve the management of volunteering in all its phases (recruitment, training, monitoring, recognition).
- Offer more flexible, inclusive and accessible volunteering.
- Strengthen transparency and accountability.
- Promote new networks and forms of collaboration between entities.

3.3. Identified experiences and good practices

Despite the difficulties mentioned above, there are experiences that show that it is possible to overcome the digital divide and take advantage of the opportunities offered by technological innovation. The document *Good practices and barriers in the digitisation of volunteering*, Plataforma Voluntariado de España 2025, includes a wide range of national and international cases that illustrate how different organisations have implemented digitalisation projects with an impact on management, participation and inclusion.

In the national sphere, initiatives such as the following stand out:

- **Plataforma del Voluntariado de España:** Voluncloud, a digital ecosystem that connects volunteering offers with interested people and allows the entire volunteering cycle to be managed. It includes self-diagnosis tools and quality standards, although it faces challenges of integration with internal systems.
- **Fundación Cibervoluntarios:** technological volunteering network that trains vulnerable groups in digital skills, especially in areas with less access to infrastructures.
- **Mangas Verdes:** digital volunteering programme where volunteers teach digitalisation classes to students, promoting collaborative learning. Its main challenges are the commitment of volunteers in virtual environments and the lack of resources to scale the model.
- **San Juan de Dios:** creation of a digital ecosystem to promote the comprehensive management of volunteering, with training and support for organisations, overcoming resistance to change in traditional profiles.
- **ASPACE:** pilot digitalisation project in six organisations, aimed at improving volunteer management in contexts of limited resources.
- **Esplai Foundation** with *DigitalizaciONG*: offers support to organisations in digital transformation processes through diagnostics, training and advice.
- **Fundación Tomillo** with *VolunTIC*: compilation and analysis of good practices in ICT-mediated volunteering, with emphasis on the lack of common indicators to measure impact.

- **COCEMFE:** use of artificial intelligence to improve communication processes, facing the need for specialised training and risks of technological dependence.
- **La Rueca:** comprehensive digital transformation plan to incorporate social technology in internal management and community intervention.
- **Tenerife Isla Solidaria:** digital transformation programme for local entities, which faces barriers of inter-institutional coordination and initial resistance to the use of new technologies.

Relevant experiences have also been identified at the international level:

- **UNV (United Nations Volunteering Programme):** a global platform that integrates face-to-face and digital volunteering in more than 180 countries, facing challenges of cultural and linguistic diversity and equity of access.
- **VASED Foundation:** promotes cross-border digital volunteering (mentoring, coaching, design, translation) from an ethical and humanistic perspective of digital inclusion.
- **ProVol Digital (Erasmus+):** training in digital skills for professional volunteers in Europe, which must deal with the pressure towards professionalisation and the exclusion of profiles with a lower technological level.
- **Fundación Telefónica:** digital volunteering programmes in Spain and Latin America to promote inclusion and education in virtual environments, where the main barrier is the measurement of real impact and technological inequality between regions.

These experiences show that when organisations have **resources, vision and support**, digitalisation is no longer a threat but a **lever for positive transformation**. At the same time, they reveal that digital training, technological accessibility, change management and impact measurement are common challenges that require shared solutions to ensure truly inclusive and sustainable volunteering.

This analysis confirms that volunteer organisations in Spain are aware of the need to digitalise, but face significant barriers to progress. Lack of resources, the need for training and territorial inequality are key factors that need to be addressed in a national strategic plan. At the same time, best practice experiences show that digitalisation can become a tool for equity, innovation and social cohesion if articulated with an ethical approach and adequate support.

4. Diagnosis and main challenges

The analysis carried out on the basis of the responses to the questionnaire by 152 organisations, the documentary review and the compilation of national and international experiences allows us to identify a set of **structural shortcomings** and **cross-cutting challenges** that affect the Third Sector in its digitalisation process. These limitations not only affect the internal efficiency of the organisations, but also condition the capacity of volunteering to guarantee **inclusion, equity and social cohesion** in the digital era.

4.1. Gaps identified in organisations

The evidence gathered shows a picture marked by insufficient resources, inequality between organisations and a lack of strategic planning:

- **Shortage of economic and technological resources:** a large part of the entities lack stable budgets that would allow them to invest in equipment, management software or maintenance of digital infrastructures.
- **Limited specialised profiles:** many organisations do not have staff trained in digital transformation, which hinders the adoption of advanced tools and technological innovation.
- **Inequalities between organisations:** while large or institutionally supported organisations show higher levels of digitalisation, smaller, local or rural organisations show significant delays.
- **Insufficient training:** both contracted staff and volunteers demand training in basic and advanced digital skills, which is perceived as a priority area not yet adequately covered.
- **Insufficient strategic planning:** most organisations do not have internal digitalisation plans or common indicators to measure progress, which limits the coherence and monitoring of processes.

4.2. Technological, organisational and social challenges

Overcoming these shortcomings involves taking on a set of **cross-cutting challenges** covering different dimensions:

- **Technological:** incorporating interoperable management platforms, guaranteeing universal connectivity, improving digital security and ensuring that digital tools meet accessibility and usability criteria. In addition, exploring in an ethical way the use of artificial intelligence in management, communication and training processes.

- **Organisational:** integrate digitalisation into volunteer management models, overcome cultural resistance to change, accompany digital transformation with participatory leadership and promote inclusive governance.
- **Social:** reduce generational and socio-economic gaps in access to digital volunteering, promote digital literacy as part of volunteering training and ensure that the benefits of technology are always for the common good and not just for internal efficiency.

4.3. Risks associated with lack of digitalisation

Failure to make progress in this process poses significant risks for the future of volunteering in Spain, both in terms of social cohesion and organisational sustainability:

- **Exclusion:** groups with less digital access or training would be left out of opportunities for volunteer participation.
- **Inequality:** the gap between organisations with resources and those with fewer resources would widen, weakening the cohesion of the sector.
- **Loss of impact:** without digitalisation, organisations run the risk of not adapting to new forms of citizen participation, reducing their capacity for social impact.
- **Institutional outdatedness:** the lack of digital adaptation may limit the access of organisations to public or private funding, which is increasingly linked to criteria of transparency, traceability and technological innovation.

4.4. Comparative summary of challenges, good practices and proposals

In order to offer an integrated and operational view of the diagnosis carried out, a **comparative table** is presented below that summarises the main challenges detected in the digitalisation of volunteering, the good practices identified both nationally and internationally, and the strategic proposals derived for the **State Digitalisation Plan**. This contrast makes it possible to visualise, in a clear and structured way, the current gaps, the successful experiences that can serve as a reference and the priority lines of action to advance towards inclusive, innovative and sustainable volunteering in the digital environment.



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CHALLENGES	GOOD PRACTICES	STRATEGIC PROPOSALS
Technological - Digital divide between entities (only 26% have a digitalisation plan) - Territorial inequality in connectivity, with a particular impact on rural areas - Lack of interoperability between systems and platforms.	Voluncloud (PVE): comprehensive digital ecosystem for volunteer management. Fundación Cibervoluntarios: digital training for vulnerable groups. UNV (UN): interoperable global platform that combines face-to-face and digital volunteering.	- Ensure equitable access to devices and connectivity (device banks, agreements with companies, public aid). - Create minimum standards for interoperability and digital security. - Establish a mandatory digital diagnosis for entities accessing public funding.
Organisational - Lack of digital culture in small entities - Difficulties in managing change and resistance in traditional structures - Lack of systematisation of indicators to evaluate digital impact.	Esplai Foundation (DigitalisationNGO): personalised support to organisations in their digital transition. EAPN-ES: digital transformation guide for NGOs. San Juan de Dios / ASPACE: training and digital management ecosystems applied to volunteering.	- Continuous training in digital skills for technical teams and volunteers. - Establish a framework of common indicators to measure the impact of digital volunteering. - Promote spaces for political reflection and shared governance (monitoring committees, multi-stakeholder roundtables at the Autumn School of Volunteering).
Social - Generational, educational and skills gaps (17% of the population lacks basic digital skills) - Risk of digital exclusion in vulnerable groups - Ethical dilemmas in the use of AI (bias, surveillance, data protection).	Mangas Verdes: intergenerational digital volunteering in educational environments. VASED Foundation: cross-border digital volunteering with an ethical approach. Telefónica Foundation: digital volunteering programmes in Spain and Latin America.	- Incorporate digital ethics as a transversal axis of the Plan (aligned with the Code of Ethics and the Council for Ethical Reflection of the PVE). - Design awareness-raising and inclusive digital culture programmes for entities and citizens. - Reinforce the perspective of universal accessibility and inclusive design in all tools (compliance with Law 11/2023 on accessibility).
Risks if no action is taken - Digital exclusion of people and territories - Loss of social impact due to lack of technological adaptation - Organisational fragmentation of the third sector - Unequal opportunities in voluntary participation.		- Integrate digitalisation as a strategic priority in public policies and in strengthening the third sector, to prevent exclusion, inequality and loss of impact.

5. Proposal for a State Plan for the Digitalisation of Volunteering

The State Plan for the Digitalisation of Volunteering presented here is framed within the framework of **current public policies at national and European level**. At the national level, it responds to the objectives of the **Charter of Digital Rights** and the **Digital Agenda Spain 2026**, which prioritise equitable access, citizen empowerment and technological modernisation. At European level, it is linked to the **Digital Decade 2030**, which establishes common goals for universal connectivity, digital skills and the provision of digital public services. This regulatory and strategic fit provides the Plan with **regulatory coherence and measurable targets**, favouring its sustainability and institutional recognition.

This plan is formulated in response to the shortcomings and challenges identified in the previous diagnosis: the existing digital divide between entities, the difficulties in accessing technological tools, the lack of homogeneous training and the risks of exclusion associated with non-digitalisation. It also integrates the experiences and good practices analysed, as well as the regulatory and strategic framework that recognises the value of digital volunteering and universal accessibility. In this scenario, the Plan is supported by two fundamental pillars already available in the sector: **Voluncloud**, the digital platform of the PVE that functions as a management and connection ecosystem between volunteers and entities; and the **Manual of the Management Cycle of Volunteers (MCGPV)**, which offers the methodological framework to organise and accompany the volunteer experience in a comprehensive manner. The linking of both instruments ensures that the objectives of the Plan are based on solid, proven foundations with the capacity for expansion at national and local level, **with a vocation for permanence and structural transformation of volunteering in a digital key**.

5.1. General and specific objectives

General objective

To promote a model for the digitalisation of volunteering in Spain that, taking the Voluncloud ecosystem and the Volunteer Management Cycle Manual as its axes, strengthens organisational capacities, facilitates comprehensive management and guarantees the inclusive and accessible participation of citizens in voluntary action.

Specific objectives

- **SO1. Consolidate** Voluncloud as a digital platform of reference for the connection between volunteers and entities, integrating new functionalities that improve the management of the complete volunteer cycle.

- **SO2. Operationalise** the Volunteer Management Cycle Manual in digital environments, ensuring that each phase (recruitment, reception, accompaniment, closure and involvement) has adapted and accessible tools.
- **SO3. Provide** entities with proven digital methodologies that reinforce the quality of management and data-based decision-making.
- **SO4. Deploy** training and support itineraries that help technical teams and volunteers to use Voluncloud and other digital tools linked to the MCGPV, guaranteeing accessible and progressive learning.
- **SO5. Reduce** the digital divide in volunteering, promoting measures to ensure universal access to devices, connectivity and inclusive digital content, consistent with universal design and current regulations, with special attention to technical teams, managers, volunteers and trainees.
- **SO6. Ensure** the territorial capillarity of the Plan, guaranteeing that Voluncloud and the digitised MCGPV are implemented both in state entities and in local and regional networks.
- **SO7. Promote** innovation and artificial intelligence applied to volunteering, always based on ethics and in connection with Voluncloud, to optimise management, communication and data analysis processes.

The choice of **Voluncloud** and the **Volunteer Management Cycle Manual (MCGPV)** as the backbone of the Plan responds to their complementary nature and their already consolidated role in volunteer management.

Voluncloud provides the technological dimension, as the digital platform of reference for connecting volunteers and organisations, while the **MCGPV** provides the methodological dimension, offering a comprehensive framework for managing the volunteer cycle. Their integration ensures that digitalisation is developed with ethical and organisational coherence, based on legitimised and operational instruments, directing innovation towards improving the volunteer experience and strengthening organisations. **On this basis, the strategic axes of the Plan define the priority areas of intervention necessary to transform voluntary action into a digital key and guarantee its scope throughout the territory.**

5.2. Strategic lines of the Plan

The **Strategic Lines of the State Plan for the Digitalisation of Volunteering** define the main areas of transformation on which the digital modernisation of the Volunteering sector is based. Their design has been based on the previous diagnosis, on the analysis of the current regulatory and strategic framework, and on the digital instruments already consolidated in volunteering. These axes establish the general direction of the Plan and guarantee that

digitalisation is developed in an ethical, inclusive and sustainable way, strengthening both organisations and volunteers.

LINE1. Governance and policy reflection.

The digital transformation of volunteering requires a **participatory governance framework** that ensures the active involvement of all stakeholders: social organisations, public administrations, territorial platforms, volunteering networks and digitalisation experts. Only through a multi-stakeholder approach will it be possible to align priorities, validate proposals and guarantee the coherence of the Plan with the real needs of the sector.

In this sense, the **consolidation of stable spaces for dialogue and consultation** will be promoted, which will function not only as forums for debate, but also as instruments for monitoring and evaluating the Plan itself.

The Plan's governance must be guided by principles of **ethics, transparency and equity**. To this end, the **PVE Code-Guideline on Ethics and Volunteering** and the role of the **Council for Ethical Reflection**, which will act as a consultative body in sensitive decisions related to data management, the application of artificial intelligence or digital accessibility conditions, will be explicitly integrated. This alignment with a recognised ethical framework ensures that digitalisation is not reduced to a mere technical process, but reinforces the values underpinning voluntary action.

In short, governance and policy reflection are the basis for ensuring that the digitalisation of volunteering in Spain is promoted in a **coherent, participatory manner, aligned with ethical principles and public frameworks of reference**, thus consolidating a legitimate, transparent process with the capacity for long-term transformation.

This strategic axis ensures that the digitisation of volunteer management is developed in a legitimate, participatory and transparent framework, where decisions are made collectively and in coherence with the ethical principles of the organisation and current public policies. In this way, the confidence of the sector is strengthened and the sustainability of the Plan over time is guaranteed.

LINE 2. Digital tools and methodologies

Strengthening the digitalisation of volunteering requires a solid and accessible **digital ecosystem** that enables organisations to manage the entire volunteer cycle in a comprehensive manner. This strategic axis aims to consolidate existing tools -**Voluncloud** as a reference platform and the **Volunteer Management Cycle Manual (MCGPV)** as a methodological framework- and adapt them fully to the digital environment. At the same time, it seeks to promote the use of methodologies based on **data governance**, the systematisation of good practices and compliance with European accessibility standards, ensuring that technological innovation results in **greater efficiency, transparency and quality of voluntary action**.

This strategic axis consolidates **Voluncloud** and the **digitalised MCGPV** as the operational pillars of the Plan, guaranteeing accessible tools, proven methodologies and management based on quality data. This ensures that the digital transformation of volunteering translates into a

tangible improvement in the efficiency, transparency and quality of voluntary action throughout the sector.

LINE 3. Capacity building and coaching

The digitalisation of volunteering will only be sustainable if it is accompanied by a **systematic and continuous process of training and technical support** that allows organisations, their teams and volunteers to adapt to the new tools and methodologies. This axis seeks to reinforce the **digital skills** of all the profiles involved - **technical teams, managers, volunteers and trainees** - through accessible, progressive training itineraries adapted to different levels of knowledge. It also aims to ensure that the learning process is supported by **close accompaniment**, which facilitates the implementation of what has been learned and the resolution of difficulties in the use of digital platforms and resources.

With this axis, the Plan ensures that digitalisation is not limited to the implementation of tools, but is **accompanied by sustained learning and support processes**, guaranteeing inclusion and effectiveness throughout the sector.

LINE 4. E-inclusion and universal accessibility

The digitalisation of volunteering must be a process that **reduces inequalities and does not create new barriers**. This strategic line seeks to ensure that all people - regardless of their age, gender, educational level, socio-economic situation or any other issue - can participate on equal terms in voluntary action. It also contributes to the digital inclusion of the technical staff of organisations, ensuring that those who manage and coordinate volunteering have the necessary tools and skills to adapt to the digital environment and facilitate the participation of all groups.

Digital inclusion is conceived as a **basic right** and a requirement for citizen participation, while universal accessibility is proposed as a cross-cutting principle that must be incorporated from the design of all the tools, contents and processes of the Plan. This approach is aligned with the **European Accessibility Act (Dir. 2019/882)**, its transposition in Spain through **Law 11/2023 and RD 193/2023**, as well as with the **Charter of Digital Rights**, which recognises equality and non-discrimination in digital environments.

This line ensures that the digitalisation of volunteering and its management becomes a **factor of equality and social cohesion**, and not a new reason for exclusion, aligning the sector with national and European standards in terms of accessibility and digital inclusion.

LINE 5. Local presence with national reach

The digitalisation of volunteering must advance in terms of **territorial cohesion**, guaranteeing that all entities, regardless of their size or location, can access the resources and benefits of the Plan. This strategic axis seeks to ensure **real capillarity**, combining state coordination with the

implementation of strategies adapted to local and regional levels. In this way, it recognises the territorial diversity of volunteering in Spain and ensures that digital modernisation reaches both large organisations and small rural or community-based entities. The articulation of this dual approach will allow the Plan to have an effective impact throughout the territory, reinforcing the equity, sustainability and legitimacy of its results.

This strategic axis guarantees that the Plan is not limited to the large organisations in the sector, but becomes an **inclusive project with a real scope throughout Spain**, respecting territorial diversity, including territories with a particularly rural character, and strengthening access to quality, digitalised voluntary action for the whole of civil society.

LINE 6. research and artificial intelligence applied to volunteering.

The incorporation of new technologies in volunteering, and in particular **artificial intelligence (AI)**, opens up opportunities to improve management, communication and decision-making in the sector. However, it also raises ethical, regulatory and social challenges that need to be addressed responsibly. This strategic axis aims to **explore and apply technological innovation in volunteering** in an ethical, transparent way and in the service of the common good, ensuring that digital advances do not generate inequalities or infringe rights. It is inspired by the **European AI Regulation (EU 2024/1689)**, the work of the **Spanish AI Supervisory Agency (AESIA)** and the **EVP Code-Guidance on Ethics and Volunteering**, which acts as a transversal reference to guide decisions around data, accessibility and the use of artificial intelligence.

This strategic axis ensures that technological innovation and artificial intelligence are integrated into volunteering **in an ethical, inclusive and regulated** manner, under the principles of the **PVE Code-Guidance on Ethics and Volunteering** and in coherence with European and national frameworks. In this way, digitalisation not only responds to current challenges, but also looks to the future, placing volunteering at the forefront of the digital transformation with guarantees of fairness, transparency and respect for rights.

Each strategic line establishes a broad framework for action that is subsequently specified in the lines of action and activities listed in section 5.3. In this way, coherence is ensured between the Plan's objectives, its methodological foundations and practical implementation, favouring a digitalisation process with a real impact on entities, volunteers and society as a whole. Furthermore, this approach allows the Plan's implementation to be adapted to the specific needs of each area, ensuring that the digital transformation is not only homogeneous, but also sensitive to territorial, social and organisational diversity. Thus, the active participation of all the actors involved is encouraged, from large organisations to local and rural entities, promoting equity and digital inclusion. The proposed methodological structure facilitates the monitoring and continuous evaluation of the results, ensuring constant improvement and transparency throughout the process. In short, the articulated deployment of the strategic lines, actions and activities reinforces the legitimacy of the Plan and its capacity to respond to the present and future challenges of volunteering in the digital context.



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STRATEGIC LINE

MAIN ACTIONS

Line 1. Governance and political reflection

- Multi-stakeholder working groups (organisations, administrations, territorial platforms, experts).
- Creation of a monitoring committee for the Plan with stable representation.
- Integration of the **Code of Ethics for Volunteering** and the **Council for Ethical Reflection of the PVE** as consultative bodies.

Line 2. Digital tools and methodologies

- Complete adaptation of **Voluncloud** and the **MCGPV** to the digital environment.
- Creation of an interoperable ecosystem with security and accessibility standards.
- Implementation of digital diagnostics as a requirement for technical and financial support.

Line 3. Training and support

- Training in basic and advanced digital skills for technical teams and volunteers.
- Progressive training itineraries linked to Voluncloud and the digitalised MCGPV.
- Personalised accompaniment for small and rural entities from the point of view of associations.

Line 4. Digital inclusion and universal accessibility

- Compliance with Law 11/2023 on accessibility in all digital tools.
- Inclusive digital volunteering programmes (intergenerational, vulnerable groups, rural areas).
- Alliances with technology companies to provide devices and connectivity.

Line 5. Local presence with a national scope

- Extension of the Plan at territorial level through regional and local networks.
- Reinforcement of territorial cohesion to guarantee equal opportunities.
- Integration of local experiences in a shared state strategy.

Line 6. Innovation and artificial intelligence applied to volunteering

- Use of AI for data management, communication and impact analysis from an ethical perspective.
- Ethical and human supervision of AI systems, in coherence with European regulations.
- Development of innovative pilot projects to assess the added value of AI in volunteer management.

5.3. Activities by Strategic Lines

Activities Line I. Governance and policy reflection.

A. Consolidation of multi-stakeholder dialogue spaces

- Organisation of **roundtables and working groups** differentiated into two areas:
 - **Public administrations:** to contrast regulatory frameworks, competencies and available resources.
 - **Social entities and volunteer networks:** to validate priorities and proposals in practice.
- Creation of a **stable mechanism for monitoring the Plan** (working group or steering committee), with representation of entities, territorial platforms and experts in digitalisation.
- Establishment of a **calendar of regular meetings** (at least every six months) to review progress and update priorities.

B. Alignment with the ethical framework for volunteering

- Integration of the **Code-Guideline on Ethics and Volunteering** in the guidelines of the Plan, with dissemination among the participating entities.
- Involvement of the **PVE Council for Ethical Reflection** as an advisory body to:
 - Review the ethical implications of the digitalisation of sensitive processes (data capture, use of AI, accessibility).
 - Issue recommendations on good ethical practices in the digital management of volunteering.
- Inclusion of an **ethical-digital protocol** in the Plan, with criteria of equity, data protection and respect for diversity.

C. Alignment with existing public frameworks

- Systematic review of the main applicable national and European strategies:
 - **Charter of Digital Rights.**
 - **Digital Spain Agenda 2026.**
 - **EU Digital Decade 2030.**
 - **European Accessibility Act** and its transposition in Spain.
- Preparation of a **comparative report** linking the objectives of the Plan with these policies, ensuring regulatory coherence.

- Definition of **measurable targets** aligned with official indicators (e.g. % digital coverage, % of people with basic digital skills).

D. Communication and political legitimacy

- Presentation of the Plan's progress in **public forums and spaces** for volunteering and digitalisation.
- Dissemination of governance agreements through **PVE territorial networks** to ensure transparency and legitimacy.
- Establishment of **strategic alliances with institutional actors** (ministries, regional councils, European bodies) to reinforce the sustainability of the Plan.

Activities Line 2. Digital tools and methodologies.

A. Voluncloud as a reference ecosystem

- **Consolidate Voluncloud** as the central platform for volunteering in Spain, ensuring that organisations use it to publish offers, manage volunteers and generate impact reports.
- **Participate in areas of improvement** of Voluncloud by contributing the organisation's experience, offering quality information and allowing comparative analyses between organisations and territories.

B. Digital operationalisation of the MCGPV

- **Map each phase of the volunteering cycle** (recruitment, reception, accompaniment, closure and linking) in digital tools, with accessible templates, guides and checklists.
- Create a **digital volunteering management kit**, based on the MCGPV, which can be used directly in Voluncloud by organisations.
- Develop **digital self-diagnostics** that allow entities to assess their degree of compliance with the phases of the cycle and receive automatic recommendations for improvement.

C. Sectoral repository of methodologies and good practices

- **Systematise experiences** of organisations that have already incorporated digital tools in volunteer management (e.g. Fundación Cibervoluntarios, ASPACE, San Juan de Dios).
- Also include the **barriers and levers** identified in the previous research of the project, in order to facilitate the transfer of learning.
- Publish the **repository in an open and accessible format**, integrated in Voluncloud, so that any entity can consult it and replicate solutions.

D. Accessible design by default in all tools

- Ensure that Voluncloud, the digitalised MCGPV modules and the repository comply with web accessibility and digital services standards (**European Accessibility Act - Dir. 2019/882, Law 11/2023** and technical standards such as **WCAG/EN 301 549**).
- Establish a **timetable for the progressive adaptation** of digital tools to the accessibility standards required in the EU by 2025 and 2030.

Activities Line 3. Training and support.

A. Design and implementation of training itineraries

- Develop **training programmes in digital competences** linked to the use of Voluncloud, the digitised MCGPV and data management.
- Adapt the contents to different profiles (technical teams, managers, volunteers and trainees), with introductory, intermediate and advanced modules.
- Incorporate **accessible and progressive learning** methodologies, with inclusive and multi-format resources (manuals, videos, training pills, synchronous sessions).

B. Technical support to entities

- Offer a **personalised support service** for the implementation of Voluncloud and the digitalised MCGPV to the people in charge of volunteering.
- Establish **technical assistance channels** (support chat, forums, webinars to resolve doubts).
- Create a **mentoring system between entities** to foster peer learning and the transfer of successful experiences.

C. Ongoing and networked training

- Integrate training as a **continuous process**, with regular updates on new tools and digital trends.
- Offer **training itineraries in mixed modality** (face-to-face and online), with special attention to accessibility (subtitles, easy reading, sign language, compatibility with screen readers).
- Connect training with the objectives of the **Digital Agenda 2026** and the **European Digital Decade 2030**, ensuring coherence with the goals in basic and advanced digital skills.

D. Evaluation and continuous improvement

- Incorporate **learning evaluation** mechanisms (questionnaires, evaluated practices, online feedback).
- Measure **satisfaction and impact** of training on entity management and volunteer experience.

- Annually review and update the training itineraries according to the results and changes in the technological context.

Activities Line 4. Digital inclusion and universal accessibility.

A. Reducing the digital divide in volunteering

- Implement **measures for access to devices and connectivity** (equipment banks, agreements with technology companies, use of public support programmes).
- Design **specific actions for groups at greater risk of digital exclusion** (the elderly, vulnerable young people, migrants, people with disabilities).
- Include in the Plan a **map of the digital needs** of entities and their volunteers to guide support interventions.

B. Guarantee accessibility in tools and content

- Promote compliance with international accessibility standards.
- Develop training and communication materials in **accessible formats** (easy reading, subtitling, sign language, compatibility with screen readers).
- Establish a **default universal design protocol** to guide all entities in the production of digital content.

C. Inclusive accompaniment - aimed at volunteers, paid staff, trainees and/or any other type of person involved.

- Offer **adapted training** in basic digital skills to volunteers and teams with less technological experience.
- Create a **specific support service** for entities that serve groups with digital accessibility needs.
- Incorporate **digital inclusion criteria** in the Plan's evaluation processes, ensuring that improvements reach all people and territories.

D. Alignment with public policies

- Link the Plan's measures with the **objectives of Digital Spain 2026** (connectivity and digital skills) and with the **European Digital Decade 2030**, which sets targets for equitable access and full compliance with accessibility.
- Take advantage of **national and European inclusion programmes** to co-finance actions aimed at volunteering entities.

Activities Line 5. Local presence with national scope.

A. Local digitalisation strategies

- Promote the development of **local plans for the digitalisation of volunteering**, linked to regional and municipal networks.
- Encourage the **adaptation of Voluncloud and the digitalised MCGPV**, offering flexible configurations for small or rural entities.
- Promote work in **alliance with territorial platforms**, ensuring the participation of grassroots organisations in the implementation of the Plan.

B. Spaces for contrast and territorial validation

- Develop working groups and spaces:
 - One with **public administrations** (local, regional and state) to articulate joint policies.
 - Another with **social entities** to gather experiences and adjust the implementation of the Plan to local realities.
- Establish a **continuous feedback** system from the local networks to the PVE to monitor the Plan.

C. Publication and dissemination with a national scope and local projection

- Publish the Plan in an accessible format and distribute it through the **Spanish Platform for Volunteering and its territorial networks**.
- Develop **materials adapted to local contexts** (practical guides, templates, use cases) that facilitate the application of the Plan in different Autonomous Communities.
- Design a **decentralised communication** strategy that makes local experiences visible and promotes the exchange of learning.

D. Cohesion with state connectivity and digitalisation policies

- Align the Plan's measures with the objectives of **Digital Spain 2026** and the **European Digital Decade 2030**, which pursue universal broadband coverage and equal access to digital services throughout the territory.
- Encourage the participation of voluntary organisations in **territorial digitalisation programmes** financed by the General State Administration and the EU.

Activities Line 6. Innovation and artificial intelligence applied to volunteering.

A. Ethical and regulatory framework for AI in volunteering

- Align all AI initiatives with the **European AI Regulation** and **AESIA** guidelines, ensuring regulatory compliance and risk management.
- Integrate the **EVP Code of Ethics** and the role of the **Ethical Reflection Board** as consultative bodies in the development and application of AI, especially in sensitive decisions (data protection, algorithmic biases, digital accessibility).
- Draw up an **ethical protocol for the use of AI in volunteering**, connected both to the European regulatory framework and to the ethical principles of the sector.

B. Identification and systematisation of uses of AI in the sector

- Document **existing experiences in Third Sector entities** that already use AI in communication, data management or process automation.
- Incorporate these experiences into the **Plan's repository of good practices**, as a basis for transfer and responsible innovation.
- Develop **AI application pilots**, exploring functionalities such as the intelligent matching of volunteer offers and profiles, or the generation of automated reports.

C. Technological innovation with social impact

- Promote the use of AI and other emerging technologies (chatbots, advanced analytics, virtual assistants) to **facilitate digital inclusion and accessibility**.
- Encourage collaborative projects with universities, research centres and technology companies to **explore innovations applicable to volunteering**.
- Incorporate **accessibility and equity** criteria in any innovative development, ensuring that the benefits reach all entities and volunteers.

D. Evaluation and continuous improvement

- Create a **system for evaluating the impact of technological innovation** on volunteering, measuring effectiveness, satisfaction and associated risks.
- Periodically review progress to adjust the use of AI to the needs of the sector and to the evolution of the regulatory framework.

Strategic recommendations

The recommendations arising from the analysis carried out and the proposed State Plan for the Digitalisation of Volunteering aim to reinforce coherence between public policies, organisational capacities and ethical frameworks, ensuring that digitalisation becomes a tool at the service of social cohesion and citizen participation.

6.1. For State volunteer organisations

- **Draw up internal digitisation plans**, with objectives, allocated resources and monitoring indicators adapted to their reality.
- **Adopt Voluncloud as a reference tool**, taking advantage of its capacity to integrate the entire volunteer management cycle and its accessibility standards.
- **Incorporate the Volunteer Management Cycle Manual (MCGPV)** in a digital version, ensuring that each phase (recruitment, reception, accompaniment, closure and engagement) has adequate technological resources.
- **Invest in digital training for volunteers and technical staff**, including basic (office automation, digital communication) and advanced modules (data management, security, digital ethics).
- **Adopt a culture of inclusive digital innovation**, overcoming resistance to change and progressively incorporating new methodologies and tools.

6.2. For public administrations

- **Integrate the digitalisation of volunteering into state and regional policies** linked to the 2030 Agenda, Digital Spain 2026 and the European Digital Decade 2030.
- **Fund the digital transition of volunteer organisations**, establishing specific lines of financial support for equipment, connectivity and infrastructure maintenance.
- **Make part of the calls for subsidies conditional** on the presentation of a digital diagnosis of the organisations, thus encouraging strategic planning in this area.
- **Guarantee compliance with Law 11/2023 on accessibility** in all digital tools and platforms used by social entities.
- **Promote training and digital accompaniment programmes** in collaboration with regional platforms and local volunteer networks, prioritising rural areas and groups with the greatest digital divide.

6.4. On alliances and funding

- **Establish public-private alliances** with technology companies for the development of accessible solutions, the donation of devices and the provision of free or low-cost connectivity.
- **Mobilise European resources** linked to the European Digital Agenda, the NextGeneration EU funds and the Erasmus+ and CERV programmes, aligning the Plan with these funding opportunities.
- **Encourage cooperation between third sector entities**, creating digital consortia to share experiences, infrastructures and training resources.
- **Promote specific funds for digital social innovation** to finance pilot projects and replicate good practices in different territories.

6.5. On evaluation and monitoring of the Plan

- **Define common indicators** to measure the digitalisation of volunteering at three levels:
 - **Technological:** connectivity, interoperability, accessibility of platforms.
 - **Organisational:** existence of internal plans, degree of digital training of staff and volunteers.
 - **Social:** reduction of generation gaps, inclusion of vulnerable groups, satisfaction of digital volunteering.
- **Incorporate self-assessment mechanisms** in the organisations to monitor progress and detect needs.
- **Carry out a biennial monitoring report**, with the participation of the CEV, the PVE, social entities and administrations, ensuring transparency and accountability.

7. Conclusions

The process of drawing up the **State Plan for the Digitalisation of Volunteering** has shown the urgent need to address the digital transformation of the Third Sector as an integral, equitable and sustainable process. The results obtained through the questionnaire to 152 entities, the regulatory analysis and the identification of good practices confirm that digitalisation constitutes both a structural challenge and an opportunity for social innovation.

Firstly, the findings show that the sector has a **high awareness of the importance of digitalisation**, but faces strong limitations in resources, capacity building and planning. These shortcomings translate into inequalities between large and small entities, and a gap between urban and rural territories that accentuates the digital divide. Even so, the experiences gathered show that, with the right support, digitalisation can become a **driving force for inclusion, transparency and social cohesion**.

Secondly, the Plan brings **strategic added value** to the sector by combining three key dimensions:

1. The **technological** one, through the consolidation of **Voluncloud** as a benchmark digital platform.
2. **Methodological**, through the digitalisation of the **Volunteer Management Cycle Manual (MCGPV)**.
3. **Ethics**, guaranteed by the **Volunteering Code of Ethics** and by the participation of the **Council for Ethical Reflection** in the supervision of digital processes.

Thirdly, the proposed strategy ensures **continuity and sustainability over time**. The Plan establishes multi-stakeholder governance mechanisms and monitoring committees, incorporates evaluation indicators, and promotes territorial capillarity, ensuring that the digital transformation also reaches local and rural entities. It also promotes alliances with administrations, the private sector and regional platforms, ensuring diversified financing that reinforces the economic sustainability of the process.

Finally, the Plan is directly connected to the international commitments of the **2030 Agenda and the Sustainable Development Goals**, contributing to:

- **Quality education (SDG 4)**, through the digital training of volunteers and technical teams.
- **Reducing inequalities (SDG 10)**, ensuring the digital inclusion of vulnerable groups and territories at risk of exclusion. As well as the staff who form part of the volunteering entity on a paid, voluntary or internship basis.
- Strengthening **strong and inclusive institutions (SDG 16)**, through transparency and digital accountability.

- Promoting **partnerships for the goals (SDG 17)**, consolidating cooperation networks around inclusive digital innovation.

Overall, the Plan is not limited to being a diagnostic exercise, but is configured as a **transformative instrument**, capable of guiding organisations and administrations on a common path towards the ethical, inclusive and sustainable digitisation of volunteering in Spain.

AREA	SUMMARY
Findings	• High awareness of the importance of digitalisation in the Third Sector. • Lack of resources, training and strategic planning. • Inequalities between large/small entities and between urban/rural territories. • Digitalisation, with appropriate support, becomes a driving force for inclusion and social cohesion.
Added value of the Plan	• It integrates technological (Voluncloud), methodological (MCGPV) and ethical (Code of Ethics and Ethical Reflection Council) dimensions. • It offers a coherent, participatory state framework aligned with current challenges. • It translates the diagnosis into operational strategic lines adapted to the sector.
Continuity and sustainability	• Multi-stakeholder governance with monitoring committees and working groups. • Incorporation of evaluation and monitoring indicators. • Territorial capillarity: reaching state, regional and local entities. • Public-private partnerships and diversification of funding sources.
Connection with the 2030 Agenda and the SDGs.	• SDG 4 (Quality education): digital training of teams and volunteers. • SDG 10 (Reducing inequalities): digital inclusion of vulnerable groups. • SDG 16 (Strong institutions): digital transparency and accountability. • SDG 17 (Partnerships): cooperation between entities, administrations and the private sector.

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9. Annexes

- [Questionnaire applied to entities and main results](#)
- [Good practices and barriers in the management of volunteering.](#)
- [Volunteering in the framework of digitalisation and artificial intelligence](#)