Risk Mitigation of Volunteer Involvement Project during Pandemic in Non–Profit organization with 4Ts (Tolerate, Treat, Transfer and Terminate)

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ABSTRACT: *Covid-19 pandemic has created uncertainty and poses risks for non-profits. This requires the non-profit organizations to adapt, especially how to protect volunteers who are involved in projects during the pandemic. It requires adequate risk management, to make sure that the project is successfully delivered on time, within budget, and as planned. This article discusses how risk mitigation measures as part of risk management flow in project management that involves volunteers during the pandemic at the non-profit organization, GPF Indonesia for the "Peace Circle Project" which was presented in Surabaya from July 2021 to February 2022. This is qualitative research involving stakeholders related to the project as informants who were selected through purposive sampling. The results of this study indicate that GPF Indonesia has carried out several mitigation measures during the project based on the priority actions obtained from the calculation of the risk score, considering the likelihood of the risk and magnitude of harm. GPF Indonesia carries out 4 main mitigation measures in the project, (1) reducing the likelihood of risk, (2) minimize harm, (3) transferring liability, and (4) communicate risk. These risk mitigation measures can be categorized into 4 hazard responses, tolerate, treat, transfer, and terminate.*

KEYWORDS –*Risk Management; Volunteer; Risk Mitigation, Nonprofit Organization*

I.INTRODUCTION

Covid-19 has dramatically affected the personal and professional lives of the global community with new work habits and working from home [1]. During the Covid-19 pandemic, the involvement of non-profit human service organizations increased by following the increasing public need for services and programs for handling and recovering from Covid-19. The increasing need and role of humanitarian service organizations must be balanced with institutional adaptation to ensure the continuity of services to meet community needs.

However, in their efforts to adapt to the new normal during or post-pandemic, humanitarian service organizations are facing uncertain conditions, such as case fluctuations, policy changes, economic and social impacts as well as changes in people's social life patterns. This uncertainty creates risks that can affect the organization in carrying out its mandate and providing services to the community. The uncertainty that exists can cause risks that can affect 4 categories of assets in the organization, people, property, income, and reputation [2].

One of the risks that must be controlled in risk management mechanisms in humanitarian service organizations is human. In practice, humans are raw materials in a service organization, especially those involving front-line workers, and have a very important and crucial role because they deal with clients [3]. Volunteers are no exception, are also important assets and special characteristics of non-profit organizations [4].

The existence of uncertainty due to external conditions of the organization, such as in crisis conditions such as the previous Covid-19 pandemic, will greatly affect staff and volunteers in non-profit organizations with exposure to the risks. In situations such as a pandemic, there is a risk for workers, children, and their families to catch the virus during the process of providing services. Volunteers may also experience concerns about an increased risk of infection among their family members at home. According to volunteer involvement, risks are

possibly coming from three broad sources: volunteer behavior, the coordination of volunteer involvement, and the work itself [5].

Facing the circumstances that put staff and volunteers in a risky situation, it requires proper and good risk management to protect them. An organization such as Global Peace Foundation Indonesia that employ volunteers have a responsibility as a party responsible for volunteers, the responsibility of the institution when a volunteer is injured while carrying out their duties and meanwhile volunteers are also responsible for providing good performance actions according to their duties. These three main things underlie effective risk management [6].

Global Peace Foundation Indonesia is a non-profit organization whose vision is to promote the values of tolerance and peace among Indonesian youth. Since 2010, GPF Indonesia works promoting peace to young people through many peace educations programs all over Indonesia. Unfortunately, GPF Indonesia's programs must be stopped in 2020 because of the pandemic and start re-running in-person education programs for youth in mid-2021. The first post-pandemic project called *"Peace Circle Project"* was conducted in Surabaya, Indonesia*,* and supported by an overseas donor. This project consists of 6 programs such as peace camp, peace builder mentoring class, worship houses visit, a government visit, family empowerment program, and community peace education.

In conditions that are still uncertain, the organization must carry out the project with a series of risk management stages to protect volunteers who were involved. Adequate risk management have made sure the project is done professionally, as planned. Maintaining risk management in program management requires priorities and organizing skills [7].

Previous research indicates there is no discussion about the implementation of risk management of volunteer involvement in a project during the Covid-19 pandemic [8] [9] [10]. In the pandemic situation, there is an interesting context to study regarding how non-profit organizations respond, with an action to mitigate the risks that occur, especially risk control for institutions that involve volunteers to achieve deliverability of the project. Therefore, this article will discuss risk mitigation efforts that are part of the risk management stages carried out by the Global Peace Foundation Indonesia related to projects involving volunteers during the covid-19 pandemic using the 4Ts (Tolerate, Treat, Transfer, and Terminate).

II.RESEARCH METHOD

This research usesa qualitative approach to understand and explore social problems or phenomena, by exploring and understanding the meaning individuals or groups ascribe to a social or human problem [11]. The qualitative approach aims to see and capture stories about the implementation of risk management of volunteer involvement in Global Peace Foundation Indonesia through the informant's point of view. This research examines a limited time through in-depth interview and other sources of information [11].

This research was conducted in August-October 2022. It examines primary and secondary data. Primary data is gathered by observations and in-depth interviews. In-depth interviews were not only face-to-face interviews, but also online interviews due to the Covid 19 pandemic. Informants in this study were selected through purposive sampling. There are 10 informants in the research, including the General Manager, Program Coordinator, and Volunteers of Global Peace Foundation Indonesia. Secondary data is also gathered by the document studies such as organizational reports, standard operating procedures, project manuals, social media, and literature studies which could help to understand the risk management of volunteer involvement in HSO.

III.RESULT AND DISCUSSION

3.1. Risk Management Activities

The risk management process can be defined as a systematic and planned activity including identifying the context, creating a profile of the organization in risk management, and setting risk management objectives, risk assessment, identifying and determining risk priorities, making, and communicating the right decisions, implementation and monitoring and adjustment [12].

The risk management of Peace Circle Projects which involve volunteers in Surabaya carried out by Global Peace Foundation Indonesia has started since the development of the proposal began in January 2021. GPF Indonesia had implemented four main activities of the risk management include: risk identification; risk sorting and prioritizing; risk control development and implementation; and review [5]. The first stage is risk identification which is carried out through several activities such as conducting interviews with all departments to get concerns, conducting brainstorming and internal discussions, conducting simulations, and compiling risk breakdowns. The results of the risk identification in this project obtained 3 main categories of risk, health, and safety risk (covid-19 infection, fatigue, car/motorbike accident), fund management risk (fraud, misuse of budget), and activity risk (rejection from beneficiaries, miscommunication). All risks are recorded in the risk table.

The next stage carried out by the organization in risk management is sorting and prioritizing risk. In doing this, the risk list is scored by looking at the likelihood of the risk. The likelihood of the risk of being screened is based on the probability and categorized as low, medium, or high, indeed, this will be different from each volunteer job description. Meanwhile, the impact that may arise from these risks is also scored, whether low, medium, or severe. The results of the scoring will be combined to determine the risk priorities that will determine the mitigation efforts to be carried out. GPF Indonesia then prepares a series of contingency plans and risk mitigation efforts that will be implemented during the project.

3.2. Risk Mitigation
Reduce the Likelihood of the Risk

According to the 3 risk categories that have been identified in the previous stage, health and safety risks are the main risk of volunteer work in the project. The Covid-19 infection is the priority to mitigate, it could be from interactions among volunteers, volunteers with participants, and partners. One of the mitigation measures made by the organization in reducing the possibility of risk is to stop some activities. The social campaign activity that will be carried out in July 2021, was canceled because the activity requires volunteers to go directly to public areas to provide education to the public. In addition to the pandemic and quarantine conditions which are still at the strictest level, permits are also not obtained due to these conditions.

Another effort to reduce the possibility of the risk occurring is to change the method of activity. The possibility of Covid-19 exposure will be higher if the intensity of volunteer's meeting is high, so one of the efforts made is to change the method of activity. Some sub-activities such as mentoring classes are held online and should be held every week. This reduces any possible exposure. In addition, several activities have been postponed by changing the schedule due to the high number of Covid-19 cases and waiting until the Covid-19 cases gets better.

Minimizing Harm

If the activity cannot be stopped, the method is changed or the schedule is changed so that the activity can continue, the organization also makes efforts to reduce the impact of risks that may arise. Activities that have been running require several standards and procedures to reduce impacts, including how to manage volunteers at all stages of the project. At the initial stage, volunteers who join were required to have a complete vaccination certificate to minimize the severity of the impact of exposure to Covid-19. Of all the 6 volunteers in this project, had received the vaccine before being recruited. Meanwhile, all parties involved in the project such as participants, as well as resource persons who attend must have the vaccine certificate, for complete protection. PS as the volunteer coordinator who did the recruitment confirmed this.

In addition, exposure to the Covid-19 virus at the activity venue can be minimized by providing health hygiene and sanitation facilities for all people involved, including volunteers, participants, and partners, such as providing hand sanitizer, face masks, water bottles, and do swab antigens regularly, before and after programs, as well as every two weeks for volunteers. To minimize the impact, the venue must fulfill the standard requirements where it must be CHSE (Cleanliness, Health, Safety, Environment Sustainability) certified and have been recommended by the government. GPF Indonesia also cooperates with the Covid-19 Task Force of

Surabaya City to standardize the venues, meals, procedures, and all program flows in the project. The task force did surveys, checking, and monitoring during the project.

Transfer Liability

GPF Indonesia registers all volunteers for health insurance in implementing the project. This is intended, if the worst case happened with severe impact, the responsibility can be transferred to parties who can provide guarantees such as insurance companies. So that the financial losses caused by the accident or health issue, can be reduced.

Communicate the Risks

All prepared mitigation efforts are meaningless if all volunteers do not have risk awareness. Therefore, communicating risks is important. GPF Indonesia through the Program Coordinator conducts briefings, training, and regular meetings for updating, monitoring, and compiles a guidebook containing all program details including risks, and mitigation efforts so that volunteers can understand and implement them. KH as the program coordinator said that weekly meetings were held to monitor the progress of the project and keep communicating the risks and mitigation efforts to volunteers. Activities in communicating the risks are also part of minimizing harm.

3.3. Mitigation Measures according to the 4Ts (Tolerate, Treat, Transfer and Terminate)

Risk mitigation measures are a form of hazard response carried out by the organization to protect volunteers during the project. Based on the results of risk likelihood scoring and the magnitude of harm on the 3 risk categories that may occur in the involvement of volunteers in the Peace Project, combinations of the two were obtained. In the risk management table prepared by GPF Indonesia for the project, the list of risks was grouped into 4 categories, where group 1 is the most urgent and a priority (likelihood of high-magnitude of harm severe), group 2 (likelihood of medium/high-magnitude of harm). medium/severe), group 3 (medium-impact low likelihood, medium low-impact likelihood, severe low-impact likelihood), and 4th group (low-impact low likelihood). There are 4 categories of action, regarding to the table of priority: First category of priority needs immediate and serious action, second priority needs quick action, third priority needs work through when time permits, and fourth priority is not urgent [5].

The organization needs to analyse the controls in place and decide the further action after identified the priority of significant risks. The 4Ts is part of the risk management process concerning the management of hazard risks. It gives alternatives provided for risk response of hazard management, which is: tolerate, treat, transfer and terminate [7]. The following is the categorization of mitigation efforts carried out by the Global Peace Foundation Indonesia based on the 4Ts hazard response:

Tolerate: Mitigation efforts that can be grouped into this category are mitigation efforts for the risk of miscommunication, reporting errors, incomplete program documentation, and archives where these risks have a low likelihood and low magnitude of harm. This hazard response is tolerating exposure without any further action. Even if it is not tolerable, the actions are limited, or disproportionate to have a better situation.

Treat: Mitigation measures in the Peace Circle Project that fall into this category include minimizing harm, such as requiring volunteers who are involved to be vaccinated in the recruitment process, conducting routine antigen swabs for volunteers, locations must be CHSE and government standards, and also providing personal protection facilities. This hazard response is addressed for high-likelihood/low-impact risks. The purpose of this hazard response, when it requires to continue the program within the project, action (control) is taken to constrain the risk to an acceptable level [7].

In addition, risk communication efforts such as training, briefings, and monitoring of volunteers are part of the effort to minimize harm which can be categorized as a hazard response "treat". The risks faced by volunteers can be mitigated by registration, safety briefings, completing liability forms, and proper supervision and training. It is also necessary to integrate risk management procedures, practices, protocols, and policies in a program with particular concern to the selection and recruitment of volunteers, especially at-risk youth groups,

and the importance of training volunteers and increasing self-awareness of the risks faced by volunteers [9] [13] [14] [15] [16].

Transfer: Mitigation measure that include into this hazard response category is providing volunteer health insurance. It is the dominant response for risk with a high magnitude of harm or impact but low likelihood. This hazard response is usually done by paying a third party, as simple as using conventional health insurance. This hazard response is good to mitigate bigger financial losses[7].

Terminate: Mitigation measures in this category include stopping activities, changing activity methods, and delaying activity schedules. Itis the dominant response for high-impact and high-likelihood risks. Some risks will only be treatable, or containable to acceptable levels, by terminating the activity [7]. When a risk is both of high likelihood and high potential impact, the organization will wish to terminate or eliminate the risk. Some risks are best controlled only by terminating the risk-producing activity. The option is seen a radical solution. However, stopping the activity mean stopping an action in a broader service area or administrative function. The management does not have to stop all volunteers activities or the whole functions of organizations[5].

IV.CONCLUSION

Risk management is a series of procedures used to identify risks, carry out risk assessments and priorities, implementing risk mitigation and control as well as review. Risk management efforts in programs are related with the implementation of some ways planned to get the strategy. GPF Indonesia implements 4 mitigation measures in projects carried out during the pandemic, there are reducing the likelihood of risk, minimizing harm, transferring liability, and communicating risk.

The risk mitigation measures in the Peace Circle Project can be categorized into 4 hazard responses, tolerate, treat, transfer, and terminate. Tolerate response is taken when the risk is tolerable as simple as miscommunication, misreporting, and other insignificant risks. Treat is taken when the organization needs to continue the project with the activity that giving rise to the risk, to constrain the risk to an acceptable level, such as requiring volunteers who are involved to be vaccinated in the recruitment process, conducting routine antigen swabs for volunteers, venues must be CHSE and government standards, also provide personal protection facilities. Transfer is an option when risk is high-impact and low likelihood by providing health insurance which is particularly good for mitigating financial risks or losses. On the other hand, there are several risks are best controlled by simply terminating the activities.

It concluded that GPF Indonesia had implemented several risk mitigation measures during the Peace Circle Project. Implementation of good risk management within the Peace Circle Project resulting in the project being done professionally, still within budget, and at the required quality. Risk management activities that GPF Indonesia has been doing during the project, at the same time, help the organization to control any situation when an outcome is not similar from what was planned and protect the volunteers who are involved in the project as well.

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