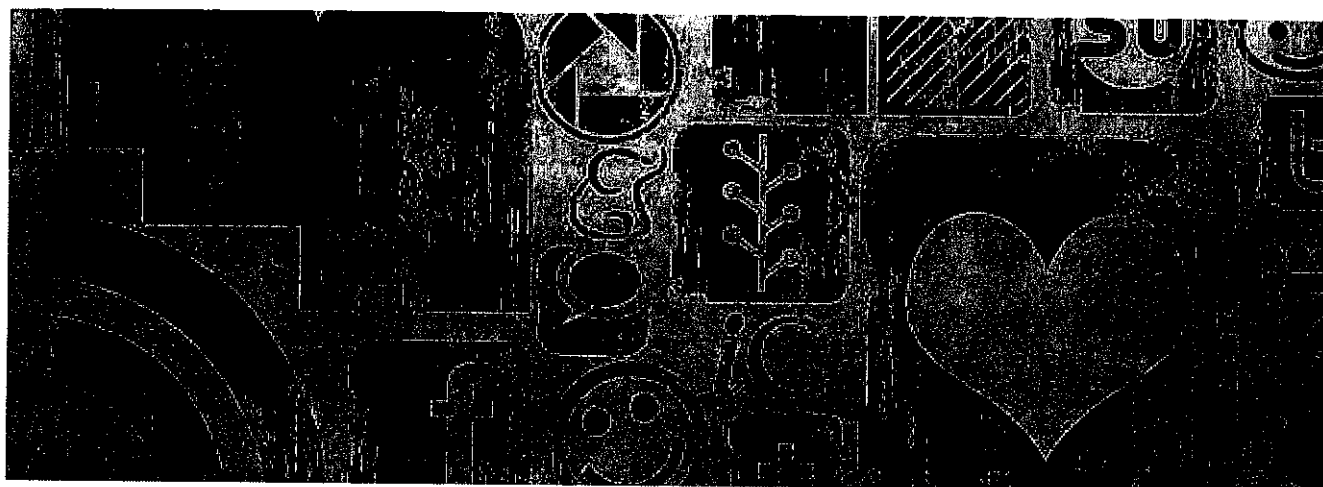


How to Maintain Relationships with Volunteers Using the Internet



Volunteers are crucial to many nonprofits. And it's no easy task to find dedicated volunteers in the first place. People are busy and there are a lot of nonprofit organizations competing for their service. Once you've found a volunteer that's willing to dedicate their time and talent to your nonprofit, it's worth thinking about the best way to maintain that relationship in an effort to promote future volunteerism.

While most nonprofits know volunteer retention is a worthwhile endeavor, many are struggling to successfully foster repeated volunteerism. In fact, one study on volunteerism in America (<http://www.volunteeringinamerica.gov/assets/resources/TheNewVolunteerWorkforce.pdf>) found that "more than one-third of those who volunteer one year don't donate their time the next year to any nonprofit." There's a serious need to figure out better ways to retain volunteers.

While a lot of volunteer retention has to do with the way in which you're actually implementing your volunteer opportunities, this discussion, while vitally important, falls outside the scope of this article. Instead, we're going to focus on what you can do after a volunteer has given their time to your nonprofit to help ensure they decide to come back in the future.

Why Maintaining Relationships with Volunteers Matters

In case you're not so sure exactly why it's important to maintain relationships with volunteers, here are a few key ideas to keep in mind.

Volunteers Already Support Your Mission and Nonprofit

You don't have to convince them of the importance of your mission. You don't have to sell the benefits of working with your organization over another similar nonprofit. A volunteer for your organization has likely already decided they believe in what you're doing to serve your community. Now you need to focus on leveraging their support into the future.

Volunteers Can Help Recruit Other Supporters

If a volunteer has a good experience working with your nonprofit, they can easily become a major recruiter of other supporters. By discussing the experience of working with your nonprofit within their social circles, happy volunteers can help raise awareness for your organization and bring all friends and family to give their time in the future. People are much more receptive to messages coming from someone they value and trust. Someone that starts as a volunteer may quickly become an advocate for your nonprofit.

Volunteers Donate More Money

In addition to giving their time, there's evidence that volunteers tend to also give more money than those that don't volunteer. One [study on volunteerism](http://www.fidelitycharitable.org/docs/Volunteerism-Charitable-Giving-2009-Executive-Summary.pdf) (<http://www.fidelitycharitable.org/docs/Volunteerism-Charitable-Giving-2009-Executive-Summary.pdf>) found "on average, those who have volunteered in the last 12 months donate ten times more money to charities than non-volunteers." While not necessarily a causal relationship, maintaining bonds with volunteers can be advantageous to your fundraising efforts as well.

Volunteering Produces Donor Loyalty

In addition to volunteers being more apt to give financial support to charities in general, it appears volunteerism can engender a strong sense of loyalty towards a particular nonprofit. In fact, the same [study](http://www.fidelitycharitable.org/docs/Volunteerism-Charitable-Giving-2009-Executive-Summary.pdf) (<http://www.fidelitycharitable.org/docs/Volunteerism-Charitable-Giving-2009-Executive-Summary.pdf>) found 67% of people that reported volunteering in the last 12 months also indicated they donated to the organizations at which they volunteer.

Volunteers are not only incredibly giving of their time, they can also become donors and advocates for your nonprofit. Effectively leveraging your volunteers and maintaining these relationships over time can significantly bolster your nonprofit's ability to serve your community.

Here are some ways you can use the internet to support the relationships you've fostered with your volunteers.

Share the Impact Volunteers Have in Your Community

Your volunteers are likely working with your nonprofit because they believe in your mission and want to make a difference. You need to make sure they're well aware of the impact their hard work is having in the world. Don't simply tell your volunteers their hard work is bettering the world – show them.

You can showcase the impact volunteers are having in a variety of ways, including:

- Email newsletters
- Social media networks
- Blog posts
- Pages on your website

No matter which medium you ultimately choose, it's important to think about how you can tell the story in a compelling way. That's where photos and videos come in.

The Importance of Photos and Videos

When it comes to sharing the impact your volunteers are having, you need to think of yourself as storyteller. It's your job to weave a compelling narrative that clearly demonstrates the way your volunteers are improving the world. Photos and videos can help your volunteers see the results of their work, even if it's occurring on the other side of the world.

In terms of showcasing results, video is an especially powerful medium. Imagine you're a nonprofit that provides school supplies in rural Africa and uses volunteers to sort supplies into backpacks to be distributed to students. There's a very good chance your volunteers will never meet the children that benefit from your organization's work. But if you bring along a video camera and tape both the distribution of supplies as well as kids and teachers thanking volunteers and donors, those that helped contribute to the program can easily see the impact they're having on the other side of the world.

Technology has helped to make the world feel smaller than ever before. It's up to you to leverage that technology to show those that help your organization the impact their efforts are having in the communities you serve.

Thank Individuals on Social Media Networks

General messages that thank a group of volunteers are fine. But it's even better to show individual volunteers how much you care by mentioning them by name on various social media networks. If you can find one of your volunteers on Facebook or Twitter, thank them individually, mentioning them using the @ symbol and their username. This will notify the user that you've mentioned them in your message.

Here are directions for how to mention other users by name on both [Facebook](https://www.facebook.com/help/218027134882349/) (<https://www.facebook.com/help/218027134882349/>) and [Twitter](https://support.twitter.com/articles/14023-what-are-replies-and-mentions) (<https://support.twitter.com/articles/14023-what-are-replies-and-mentions>).

Create a Segmented List for Your Email Newsletter

An [email newsletter](http://wiredimpact.com/topic/nonprofit-email-marketing/) (<http://wiredimpact.com/topic/nonprofit-email-marketing/>) can help you keep in touch with volunteers, share the impact they've had and inform them of upcoming opportunities to get involved. The key here is to create a segmented list that's aimed at those interested in volunteering with your nonprofit. A segmented list is basically a smaller list within your overall email list that's based around a certain criterion, in this case an interest in volunteerism. The easiest way to segment your list is to give users the option to indicate their interests as they're signing up for your mailing list.

Segmenting your list will allow you to send content about volunteering to only those people likely to want it. If you want to be even more effective, create another subset of this list for those that have volunteered with you in the past. You can either do this manually using volunteer email addresses or automate the process if you're able to integrate your email and volunteer management system. By doing so, you can send more targeted content to past volunteers than you would to someone that's never donated their time to your organization.

The more tailored your content is to match your audience, the more likely it is that people will open your emails and find the information resonates with them.

Send Out Personalized "Thank You" Emails

Depending on the size of your organization and the number of volunteers you regularly have, it can be beneficial to send out personalized "thank you" emails to those that give their time. A volunteer will likely feel a sense of appreciation if the executive director of their favorite nonprofit sends them an email thanking them for their support.

But make sure it's personal. Don't just send a generic "Thanks for being great" message that could be addressed to anyone. Take a few minutes to appreciate each individual volunteer. A little effort can go a long way.

Ask Regular Volunteers to Guest Blog

If your nonprofit has a [blog](http://wiredimpact.com/library/should-your-nonprofit-start-blog/) (<http://wiredimpact.com/library/should-your-nonprofit-start-blog/>), ask a supportive volunteer to write a guest post. Not only will your guest author likely be flattered by your request, they'll also likely promote the post once it's up, leading to a boost in website traffic and hopefully increased interest from their peers. Such a post can also help sway potential volunteers that see such content on your site.

The post can be about anything you think would be a good fit, but here are a few ideas you could consider:

- Why they volunteer for your nonprofit
- Why they support your organization and its mission
- How they got involved in the first place
- Any advice they have for future volunteers
- What they've learned through volunteering with your organization
- Their favorite project they've worked on

Ask for Feedback from Volunteers

Asking for feedback from those who volunteer to support your organization has two primary benefits. First, allowing a volunteer to give input on how volunteer opportunities are governed can help invest your volunteers in continuing to support your nonprofit. Second, actually listening to feedback your volunteers provide can help you improve the opportunities you're offering to volunteers in the future.

There are a variety of ways you can gather feedback from volunteers, but regardless of the method you choose, it's important to remember a few key ideas:

- **Reply to Feedback** – If volunteers are taking the time to provide you with feedback, let them know you're hearing what they have to say. You should do this individually whenever possible but en masse when individual responses aren't appropriate or feasible.
- **Report on Feedback** – It can be beneficial to sum up the type of feedback you've received from volunteers, letting them know of any trends that emerged and your key takeaways as an organization.
- **Implement Feedback** – The main point of asking for feedback is to improve the experience volunteers are having when they work with your nonprofit. Make sure you're actually implementing the feedback you receive.
- **Don't Fear Feedback** – Don't get caught up in fearing critical feedback. Instead, embrace it as an opportunity to improve. If you're responding constructively to critical feedback, it can make you appear proactive and help persuade potential volunteers to give your nonprofit a shot.

Here are two potential avenues to gather feedback from your volunteers.

Gathering Volunteer Feedback Through a Blog Post

After a volunteer event, write a summary blog post explaining details about the event, who participated and the impact of the event. Share as many concrete stories as you can, including images and videos whenever possible.

At the end of your blog post, ask volunteers to weigh in with their thoughts. You could ask them:

- What was your role in the volunteer effort?
- What were your takeaways from volunteering?
- How did it feel to participate in this volunteer project?
- What would you like to change for future volunteer opportunities?

After you've posted, reach out to those that volunteered and let them know you'd like to hear the feedback. When they do comment, post a response thanking them and letting them know you've heard what they have to say.

Gathering Volunteer Feedback Through Social Media

You can reach out to volunteers directly through social media, asking individuals what they thought of the volunteer event and how you can improve in the future. Post a status on your Facebook Timeline thanking volunteers and asking for their thoughts. Send individual messages on Twitter doing the same. Make sure your requests for feedback are genuine and personalized, not simply cut and paste to a group of people.

Make It Easy to Find Future Volunteer Opportunities

If someone has decided they'd like to volunteer with your nonprofit, you need to ensure it's as easy as possible for them to do so. Losing a potential volunteer to the frustration of finding an opportunity to get involved should be considered unacceptable.

There are a few key considerations to bear in mind to make your volunteer's search for future opportunities as easy as possible:

- **Website Structure** - Use elements of design and overall website organization to make sure those interested in volunteering can easily do so. Organize pages detailing volunteer opportunities intuitively within the navigation and highlight them with links and buttons throughout your design.
- **Social Media** - Promote volunteer opportunities via your social media channels. Instead of sending interested folks to your homepage, send them to a specific landing page that's targeted for volunteers.

- **Targeted Emails** – If you've segmented your email list to include a sublist for those interested in volunteer opportunities, be sure to reach out to them regularly with ways they can get involved. Again, include links that lead those interested to specific landing pages about volunteer opportunities.
- **Streamline the Signup Process** – The easier you make the signup process, the less likely it you'll lose a potential volunteer to the frustration of registration.

The bottom line is you need to make it easy for those that want to give their time to do so.

It's All About Relationships

No matter which of the aforementioned methods you ultimately decide to use to maintain connections with volunteers, remember it's all about relationships. Choose the approach that fits right to you. If you're genuine in sharing how important your volunteers are to your nonprofit and the community you serve, you'll likely see a substantial uptick in donor retention.

Related Library Articles

[How to Get More People To Your Events With Social Media \(http://wiredimpact.com/library/social-media-nonprofit-events/\)](http://wiredimpact.com/library/social-media-nonprofit-events/)

[How to Maintain Relationships with Donors Using the Internet \(http://wiredimpact.com/library/maintain-relationships-with-donors-using-the-internet/\)](http://wiredimpact.com/library/maintain-relationships-with-donors-using-the-internet/)

Resources

[Volunteerism and Charitable Giving in 2009 Executive Summary \(http://www.fidelitycharitable.org/docs/Volunteerism-Charitable-Giving-2009-Executive-Summary.pdf\)](http://www.fidelitycharitable.org/docs/Volunteerism-Charitable-Giving-2009-Executive-Summary.pdf) - Fidelity Charitable Gift Fund

[Volunteering in America Website \(http://www.volunteeringinamerica.gov/\)](http://www.volunteeringinamerica.gov/)

[Corporation for National and Community Service Website \(http://www.nationalservice.gov/\)](http://www.nationalservice.gov/)

[The New Volunteer Workforce \(http://www.volunteeringinamerica.gov/assets/resources/TheNewVolunteerWorkforce.pdf\)](http://www.volunteeringinamerica.gov/assets/resources/TheNewVolunteerWorkforce.pdf) - The Stanford Social Innovation Review

[Volunteer Match Resources Website \(http://www.volunteermatch.org/volunteers/resources/research.jsp\)](http://www.volunteermatch.org/volunteers/resources/research.jsp)

Image courtesy of [webtreats \(http://www.flickr.com/photos/webtreatsetc/4167513274/\)](http://www.flickr.com/photos/webtreatsetc/4167513274/), Flickr (<http://www.flickr.com/>)



VOLUNTEERMATCH BLOG FOR SOCIAL CHANGE ORGANIZATIONS

Taking Advantage of the Time-Money Relationship to Engage Both Volunteers and Donors

by **Robert Rosenthal** posted on **April 26, 2010**

Posted in **Designing opportunities Fundraising volunteer management**

Editors note: This article was first published this week at Frogloop, the blog for nonprofits in the Care2 community.

Some people give time to help your organization, and it's important to recruit and manage them effectively. Others give money, and it's critical to cultivate and engage these folks. But what about those who give both?



Recently VolunteerMatch and our friends at Fidelity® Charitable Gift Fund teamed up to release original research on U.S. volunteering habits. One of the most interesting findings was how often volunteers also give money — and, more importantly, the level at which they give.

According to the survey, while volunteers reported giving close to \$2,600 last year, non-volunteers gave just \$230. Furthermore, two-thirds (67%) of those who volunteer say they generally make their financial donations to the same organizations where they volunteer.

The study also found:

- Active volunteers say they are more likely to increase their charitable donations in 2010 when compared to people who have never volunteered (32% of volunteers compared with 26% of non-volunteers).
- Nearly three in ten respondents plan to increase their charitable giving this year.
- Almost half (47%) of those surveyed agreed that when they volunteer they're "more motivated by what they get from the experience than by what they can do for others."

You can download the report here. [PDF]

For nonprofits, the report joins a growing chorus of research that all point to the possibilities of increasing your pool of funders by inviting likely candidates to volunteer first.

Writing in the *Journal of Consumer Research*, Stanford University's Cassie Mogilner and Jennifer Aaker call this "The Time vs. Money Effect." In their analysis of attitudes about money and personal time, they found that because time spent with a product "increases focus on product experience," marketers (and, by extension, nonprofits) can boost attitudes about the value of the product or service by engaging the time of their audience. The corollary is also true: positive feelings about giving only money to support a cause decline much more quickly.

Of course, research is one thing; putting the findings into practice is another. Just because a volunteer is likely to give money doesn't mean he or she should be treated like any donor – and vice versa. Where should nonprofits start? A good approach might be to look at your organization's current theory of engagement.

Up the Ladder and Across the Aisle

The classic model for involvement today is the "engagement ladder." Here the first step to a deep connection with your organization is a low-commitment activity such as visiting your Web site, signing a petition, or "Liking" a post on your social network.

In this model, nonprofits are responsible for shepherding individuals through landscape of an ever-increasing commitment and responsibility. Or as this 2005 article at Fundraising Innovation states:

This model is a familiar one for volunteer administrators, too: start a volunteer off with small projects today and maybe tomorrow she'll be willing to commit to a long-term skilled role. In fact, it turns out that most organizations have twin ladders of engagement – one for development, one for volunteer management, two helixes snaking up ever higher and only rarely crossing paths.

Over time, an individual supporter would be expected to engage in a variety activities, both high and low on the ladder.

The goal of an online engagement strategy is not just get increased numbers of people involved, but also to encourage

Of course, the two ladders are not equal. What nonprofits get from their volunteers is both qualitatively and quantitatively different from donors – and staffing and resource decisions at nonprofits usually to reflect this. Development teams are frequently paid more, get more IT support and software, and have more access to upper management and the board.

them to climb the ladder of engagement.

So how do we move from this model of parallel engagement paths to one that encourages collaboration between departments?

Increase the Opportunities for Supporters to Engage

Acknowledging the fact that deepening the engagement of volunteers could have a lasting impact on your organization's financial health is a great start. The next step is extending the ways you use volunteers.

There has always been a strong correlation between the number of volunteer opportunities an organization has and how many volunteers you can recruit. In the volunteer world, simply put, the more you ask for help, the more people are likely to want to help.

You can leverage this by creating opportunities that utilize the time and talent of the donors you are hoping to eventually have. This could point the way to more skilled opportunities like legal, marketing, accounting, and operations help – but it also could lead to more projects that can scale up to engage hundreds of volunteers at a time, such as large events or crowd-sourcing projects.

Grow Volunteering with a Piece of the Development Pie

Volunteers may be priceless, but it takes money to recruit and manage them. Stuck in a silo of human resources, it's a big challenge for volunteer managers to make the case for increased funding for training, IT, outreach, events, or volunteer appreciation. But with a growing awareness of volunteering as a donor cultivation tool, all that changes.

You may want to start by peeling off a small percentage of the fundraising budget to volunteer-related activities. Over time you can increase this seed funding by reinvesting a greater portion of the donations that come in over and above your organization's annual fundraising target.

Invest in Systems for Tracking Impact

You can't change what you don't measure. A great way to use this initial "seed funding" would be to spend it on customizing your donor and volunteer management systems to track a unified set of goals.

What's worth tracking? Aside from what percentage of individuals gifts come from volunteers, it's a great idea to keep an eye on donations by volunteers, volunteers who are willing to help raise money for the

organization, contacts by development staff with volunteers, and the volunteer referral history of individual donors.

Over time, and with the right systems in place, you should be able to track how much your cross-department approach to volunteer management and fundraising is paying off.

[Share](#)

Fidelity® Charitable Gift Fund Volunteerism and Charitable Giving in 2009 Executive Summary

Introduction

To explore volunteer behavior in the United States, the Fidelity® Charitable Gift Fund fielded a telephone survey of 15 minutes in length conducted by Harris Interactive of Princeton, N.J. from October 21 - 25, 2009. A total of 1,005 respondents were polled with an essentially equal proportion of men and women. All respondents were 18 years or older. Results have been weighted where necessary to align with the actual proportions in the U.S. population. The Fidelity® Charitable Gift Fund was not named as a sponsor of the survey.

Respondent Profile

- Average age: 45
- Females = 52%; Males = 48%
- Average monetary donation/year: \$1,500
- 52% married / 27% single / 21% other (widowed, divorced, etc)
- 60% Employed / 15% Retired / 25% Other (student, unemployed, homemaker, etc)
- Avg. HH Income: \$60,000

People are Volunteering in the U.S. but Cynicism Exists

- 4 in 10 adults volunteered their time to a nonprofit or charity in the past 12 months; 3 in 10 volunteered more than a year ago and over a quarter (28%) have never volunteered.
 - Of those who volunteer, one-half (49%) volunteer 1/month or more frequently. 31% volunteer a few times/year. 54% of women volunteer monthly or more vs. 43% of men.
- Middle-aged adults (35 < 54) are the most likely to have volunteered and volunteerism increases with education and income:
 - **Age:** < 35 = 33%; 35-44 = 54%; 55+ = 38%
 - **Education:** High School Grad=36%; College Grad=56%; Post-Grad = 61%
 - **Income:** <\$35K=**27%**; \$35K-<\$50K=**51%**; \$50K-100K=**51%**; \$100K+=**58%**

- However, nearly 6 in 10 respondents believe that charities have become too much of a big business and roughly one-half agree that charities have disorganized management.
- One-half (52%) agree that volunteerism is not as prevalent as in generations past and 47% agree volunteers today are more motivated by what the experience can give back to them than by what they can do for others.

Volunteers Donate Significantly More Money to Nonprofits than Non-Volunteers and Many Contribute Both Time and Money

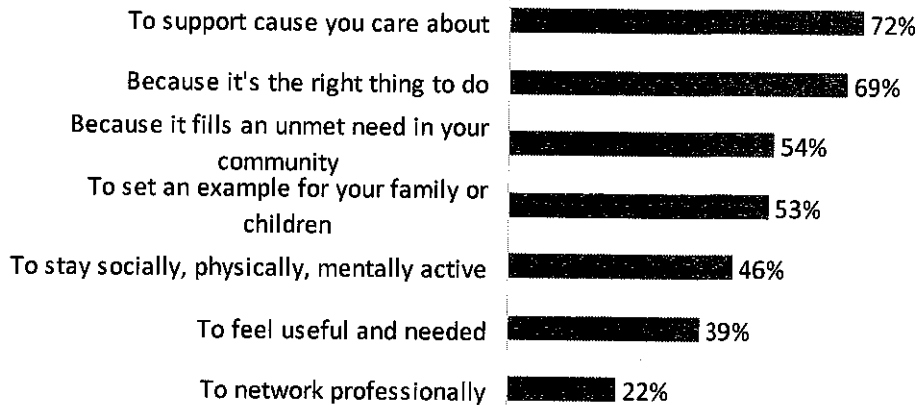
- On average, those who have volunteered in the last 12 months donate ten times more money to charities than non-volunteers (\$2,593/yr vs. \$230/yr).
- Two-thirds (67%) of those who have volunteered in the last 12 months say they donate to the same charities they volunteer at.
- These volunteers also say they are more likely to increase their charitable donations in 2010 (32%) vs. 26% of non-volunteers.

Most Adults Believe True Philanthropy Means the Gift of Time and Money and are not Looking for Rewards

- Two-thirds of those surveyed (66%) agree that "true philanthropy" includes the giving of both time and money.
- Many (63%) agree that within their network of friends and family there is a renewed sense of the value and importance of community service. This is consistent across all age groups.
- One in five (19%) agree that every American should be required to give a certain percentage of their time and money each year to non-profits.
- 84% think volunteering should NOT include some sort of reward or incentive.

Many Volunteer Because it is the Right Thing To Do or To Support a Cause They Care About

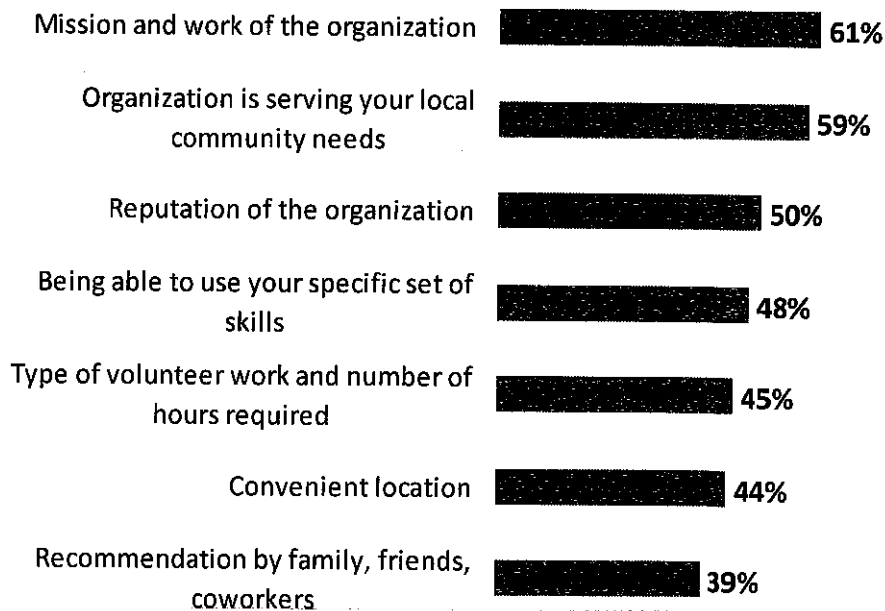
Motivations to Volunteer



- About one-half of respondents volunteer to fill an unmet need in their community or to set an example for their family/children. Women are significantly more likely to list both of these as motivators vs. men.
- 51% are more likely to volunteer to an organization that has others in their age group, especially those under 35 (59%).
- Networking professionally seems to be more of a motivator for those under 35 (33%) vs. those 35-54 (21%) and 55+ (14%).

The Mission of an Organization and Serving Local Community Needs top the List of Choosing Where to Volunteer

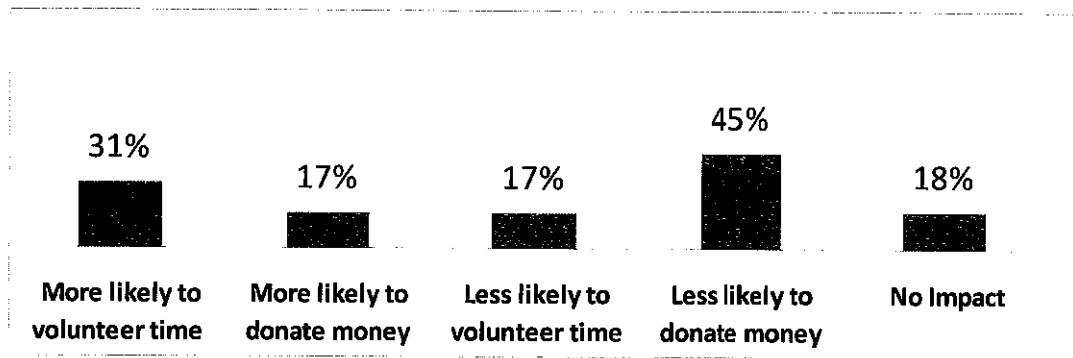
Factors Considered When Choosing Where to Volunteer



Recent Economic Downturn Has Made Volunteering Time More Appealing Than Giving Money

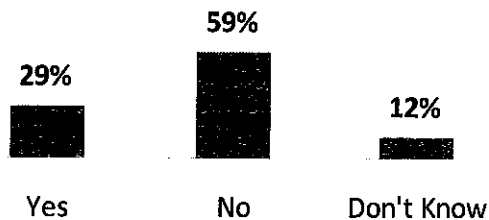
- Almost one-half (45%) of those surveyed say the economic downturn has made them less likely to donate money
- Nearly one-third (31%) say they are more likely to volunteer time given the economic downturn
- Only 17% plan to donate more money
- 29% of those surveyed said they recently lost their job and plan to volunteer more

Effect of Economic Downturn on Volunteering and Donations



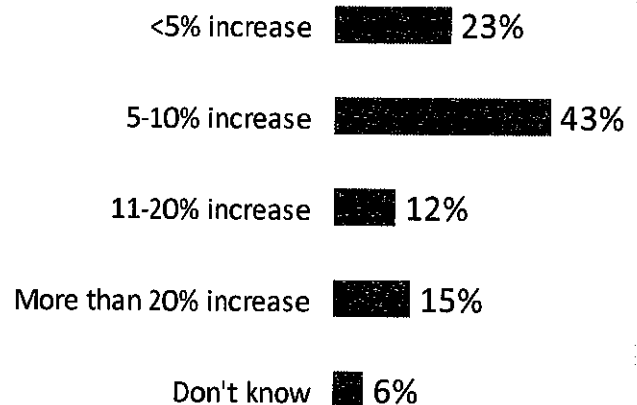
Some Adults are Optimistic about Increasing Their Donations in 2010 – Especially Those Under 35

Plan to Increase Donations in 2010



Percent Increase in Donations

(Base: Plan to increase donations in 2010)



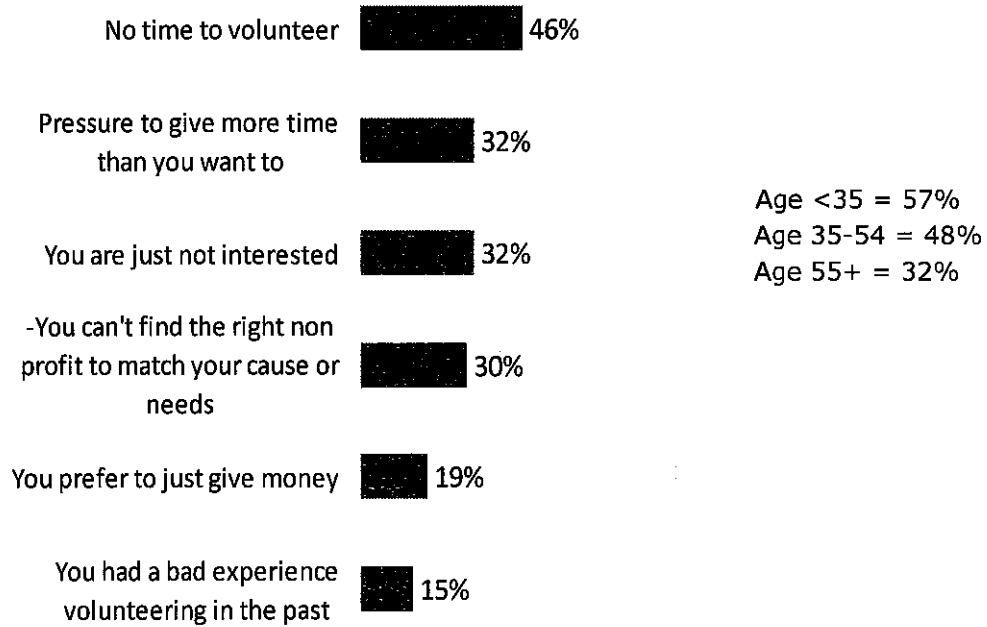
Increase Donations in 2010

Age <35 = 45%
 Age 35-54 = 30%
 Age 55+ = 15%

Time is the Main Barrier to Volunteering, but Trouble Finding the Right Fit is Also Cited by 3 in 10 Adults

- Nearly one-half of respondents cited lack of time as the reason they do not volunteer. This is more of a barrier for those < 55 than those 55+.
- 3 in 10 can't find the right nonprofit to match their cause or needs.

Motivations NOT to Volunteer



- One third of respondents agree they want to see immediate results when they volunteer and nearly one-half (44%) say if an organization cannot take advantage of their specific skills, they will volunteer elsewhere rather than do menial work.

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CGAP Working Paper

The relationship between volunteering and charitable giving: review of evidence

April 2012

Matthew Hill

This short report provides a synthesis of research findings into the relationship between volunteering and charitable giving. It resulted from initial ideas and discussions between the Institute of Volunteering Research, the Centre for Charitable Giving and Philanthropy (CGAP) at Cass Business School, NCVO and the Institute of Fundraising, and was funded by CGAP. The report focuses on the weight of evidence around the research questions and gives only a very brief review of the key findings. It is accompanied by an evidence table, which systematically catalogues the literature on volunteering and charitable giving (to access this table please contact matthew.hill@ivr.org.uk).

Aims of the review

The review of evidence aimed to answer three key research questions:

- What is the nature of the relationship between volunteering and charitable giving?
- What are the shared and different drivers of volunteering and charitable giving?
- What are the different forms of activities that combine some element of both volunteering and charitable giving?

The search strategy

In order to find evidence around these questions a search strategy was developed. This involved identifying key words and sources.

Key words

Category A: volunteering; participation; 'voluntary action'; 'Civic participation'.

Category B: giving; 'charitable giving'; philanthropy; 'giving circles'.

Sources

Online databases: Google scholar; Jstor; ISI Web of Knowledge; Institute for Volunteering Research's evidence bank (www.ivr.org.uk/evidence-bank)

Specialist volunteering journals: *Voluntary Action*; *Nonprofit and Voluntary Sector Quarterly*; *Australian Journal on Volunteering*; *Voluntary Sector Review*; *Voluntas*.

Searches including at least one category A AND at least one category B key word were entered in to the sources. Search results were then screened for relevance to the research questions. The reference lists of reviewed reports were also checked for relevant additional sources.

1 What is the nature of the relationship?¹ (36 articles were found)

When data exploring volunteering and charitable giving is subject to straightforward bivariate analysis, the evidence for a positive relationship between the two appears very strong. In the UK, both the Citizenship Survey series (Drever 2010) and the National Survey of Volunteering (Low et al, 2007) show that volunteering and charitable giving are both positively associated with each other. For example, data from the Citizenship Survey 2009–10 showed that 83 per cent of those who regularly participated in volunteering had given to charity in the last four weeks compared to 60 per cent of those who had not volunteered in the last 12 months (Drever 2010). Similar findings are detailed in numerous other studies from the UK and internationally (Amato 1985, Brown & Lankford 1992, Farmer & Fedor 2001, Feldman 2007, Independent-Sector 2000, Matsunaga 2006, Reed & Selbee 2001, Schlegelmilch et al 1997b, Gittel & Tebaldi 2006). Recent work in England (Mohan & Bulloch 2012) and older work from Canada (Reed & Selbee 2001) also shows that, in particular, there is a strong correlation between those who give a lot of volunteer hours and large donors. The English data around this 'civic core' shows that 8 per cent of the population are responsible for 49 per cent of all volunteering hours and 40 per cent of charitable giving (see also Schervish & Havens, 1997 for evidence that intensity of volunteering increases the proportion of income given).

However, not all evidence confirms this complementarity, as some evidence suggests that in fact the two forms of giving may be substitutes (ie negatively associated). Some studies which have found evidence for substitutability include Duncan, 1999 (although the findings were somewhat mixed) and Feldman, 2009. However, two other studies conclude that the evidence for substitutability is rather mixed (Andreoni 2006,

¹ Much credit should be given to Bekkers and Weipking (2007) for their systematic review of charitable giving. This gave a brief discussion of the relationship with volunteering and provided many references for this review.

Apinunmah et al 2009). The later study goes on to argue that any apparent substitution may disappear when we look only at those in paid employment.

Despite evidence on both sides of the substitute/complement debate for each form of giving, the weight of evidence reviewed suggests that overall there is a positive relationship between the two forms of giving. However, bivariate analysis does not tell us the nature or causation of this positive relationship. When the relationship is subject to more sophisticated multivariate analysis (ie exploring the relationships between the two variables and other variables, which may drive trends in both phenomena) the evidence is mixed as to whether this relationship is merely associational, correlative or causal. A range of studies show that the relationship is merely associational (Bekkers 2002, Bekkers 2006a, Wiepking & Maas 2006). Yet a relationship of correlation is found in other studies. For example, a pair of US studies by Van Slyke and Brooks (2005) and Tiehen (2001) and a Korean study carried out by Park and Park (2004) found the association persisted even when age, education, income, religion, tax price of giving and social status were controlled for. Other research found similar evidence for a correlative relationship for certain types of volunteering and charitable giving, such as religious giving in Australia (Lyons & Nivison-Smith 2006); students and alumni (Wunnava & Lauze 2001); and homeless volunteers and street-giving (Lee & Farrell 2003). Interestingly, there is also evidence that those who participate in both forms of giving often volunteer and give with the same organization (Fidelity 2009, Low et al 2007).

2 What are the shared and different drivers of volunteering and charitable giving? (38 articles were found)

It was not possible to carry out independent systematic evidence assessments of the motivations and drivers for both charitable giving and volunteering in turn; however, research that compared and contrasted the motivations and drivers of both was reviewed.

As discussed above there is much evidence which explains away the positive association between volunteering and charitable giving as the result of shared determinants rather than a causal relationship. Many of these studies appeal to the 'usual demographic suspects', which are often used to explain differences in behaviour such as gender (Einolf 2010a), income (Drever 2010) and educational attainment (Bekkers 2010). There is also considerable evidence which demonstrates the importance of deeper factors which drive both forms of giving in similar ways, such as the level of human and social resources² (Wiepking & Maas 2009), associational networks and trust (Brown & Ferris 2007), confidence in federal government in the US (Brooks & Lewis 2001), participation in church groups (Jackson et al 2011), social ties with non-profit organizations (Sokolowski 1996), the distinctive ethos of volunteers and givers (such as valuing communal good, inclusivity and interconnectedness) (Reed & Selbee 2002), moral obligation (Rossi 2001, Einolf 2010b), religion (Monsma 2007), cold rationality (Bekkers 2005a, Bekkers 2006b), and the perception of need for contributions (Bekkers and Wiepking (2011a) discuss how Diamond and Kashyap (1997) and Weerts and Ronca (2007) found this can drive increased charitable giving to one's alma mater and Unger (1991) found it for volunteering). Finally Bekkers and Wiepking (2011b) explore the relationship between parental volunteering and charitable

² Human and social resources are explained by greater financial resources, requests for donations, church attendance and pro-social personality characteristics.

giving. They found some evidence for a positive relationship (Feldman 2007, Bekkers 2005b) although this positive relationship was absent in another study (Bryant 2003).

Despite evidence for similar drivers, it is also important to understand some distinctions between the drivers and motivations of the two forms of giving. Jones shows that volunteering is most strongly promoted by community ties, whereas charitable giving is most strongly promoted by personal resources and helping values (Jones 2006). Others have suggested that the two phenomena are differently affected by the expectations of others (Lichang 1999), that the public service motive is a determinant of volunteering but not charitable giving (Houston 2005), or alternatively, that altruism and the desire for self improvement have effects on volunteering but not charitable giving (Sokolowski 1996).

3 What are the different forms of activities which combine some element of both volunteering and charitable giving? (7 articles were found)

This review of evidence also sought evidence on giving circles as this relatively new form of philanthropy combines aspects of both charitable giving and volunteering. Giving circles involve a group of individuals pooling their financial resources and deciding collectively which causes to give the money to. As well as this process of education, decision-making and donation being a form of volunteering in its own right, giving circles also often entail the giving of additional volunteering time to the selected causes. Literature on giving circles remains scant despite the efforts of Eikenberry, who has carried out a number of studies into this area and who authored the bulk of reports found in this review. This form of giving introduces democratic principles and characteristics of voluntary association into philanthropy (Eikenberry 2007), perhaps connecting participants and community to a greater degree than other forms of charitable giving (Eikenberry 2006). However, one 2006 study asserted that in fact giving circles offer the greatest value as self-help/mutual aid sources for their largely wealthy members rather than as mechanisms for addressing community problems (Eikenberry 2006a). This raises important implications (especially in an era of government cutbacks) as giving circles highlight the trade-off between democratic grassroots independence on the one hand and the ability of these structures to adequately and comprehensively address community problems (Eikenberry 2007).

Further research questions:

In what ways are volunteering and charitable giving related?

The evidence for a positive relationship between volunteering and charitable giving is compelling. Yet, the causation of this relationship remains unclear. Does participation in one generally increase participation in the other (and vice versa) or are they simply the result of shared determinants (Bekkers & Weipking 2007)?

Do different types of charitable giving and volunteering have a different relationship?

Some differences have been highlighted (for example, the relationship between religious giving and volunteering); however, no evidence was found on the effect of many other variables such as different types of volunteering activity or different forms of volunteer management.

What can life stories/longitudinal research tell us about the nature of this relationship?

How and why do people move between these different forms of giving?

More evidence on the civic core

What drives it? Do individuals move in and out of it?

What are the effects of government policy upon the nature of the relationship – past, present and future?

What is the relationship between volunteering and charitable giving and wider forms of participation (eg membership, participation in local decision-making)?

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The ESRC Centre for Charitable Giving and Philanthropy (CGAP) is the first academic centre in the UK dedicated to research on charitable giving and philanthropy. Three main research strands focus on individual and business giving, social redistribution and charitable activity, and the institutions of giving. CGAP is a consortium comprising Cass Business School, University of Edinburgh Business School, University of Kent, University of Southampton, University of Strathclyde Business School and NCVO. CGAP's coordinating 'hub' is based at Cass Business School. CGAP is funded by the ESRC, the Office for Civil Society, the Scottish Government and Carnegie UK Trust.

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