

# Matching the Supply and Demand of Volunteers<sup>\*</sup>

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Laurence Lien

For many individuals, the act of volunteering lies at the core of being human. For volunteer host organizations (VHOs), volunteers provide the much-needed manpower and community engagement to fulfill their missions effectively.

However, there is a mismatch in the volunteer labor market. Volunteers struggle to be placed, and VHOs struggle to find enough of the right volunteers. This mismatch has to be solved at two levels. At the market level, there needs to be more and better market information, brokering, and clearing mechanisms for the supply and demand of volunteers. At the participant level, VHOs must recognize the volunteer market realities, and develop and implement strategies to raise, manage, and retain volunteers.

Volunteering lies at the core of being human. If all of our relationships were merely transactional—defined by what we get back in monetary or other tangible benefits for what we put in—the world would be unlivable. When it comes to helping our families and friends, giving tends to come naturally, even if these relationships are also breaking down. But it is in the outreach to those who are the least like us that giving is most needed and valued.

Volunteers are at the core of the nonprofit sector. They provide the much-needed manpower, energy, and spirit to drive the work and outcomes of nonprofit organizations (NPOs). In economic terms, the value of volunteers in 2008 for 36 countries aggregated US\$378 billion, more than twice that of charitable giving. In manpower terms, volunteer time would have equated to 20 million (unpaid) NPO workers, or 44 percent of the total workforce (paid and unpaid) of the nonprofit sectors in these 36 countries.<sup>1</sup>

It seems rather straightforward: NPOs need resources and can benefit immensely from people who can give free help—people with good hearts who want to “pay it forward” and volunteer their time and expertise. What we have, then, should be a “match made in heaven” or a “win-win proposition.”

In practice, it is not so simple. Many NPOs find it difficult to get volunteers to help out with their work. Trend studies in volunteering suggest that there are deeper, more complex issues, and new paradigms for balancing the supply and demand of volunteers are needed.

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<sup>\*</sup> Chapter 11 in *The World that Changes the World: How Philanthropy, Innovation, and Entrepreneurship are Transforming the Social Ecosystem*. Cheng, Willie, and Sharifah Mohamed, eds; ISBN: 978-0470-82715-4; Copyright © 2010 by Lien Centre for Social Innovation. All rights reserved. Reprinted with permission of John Wiley & Sons, Singapore. Not to be further reproduced without permission from John Wiley & Sons, Singapore.

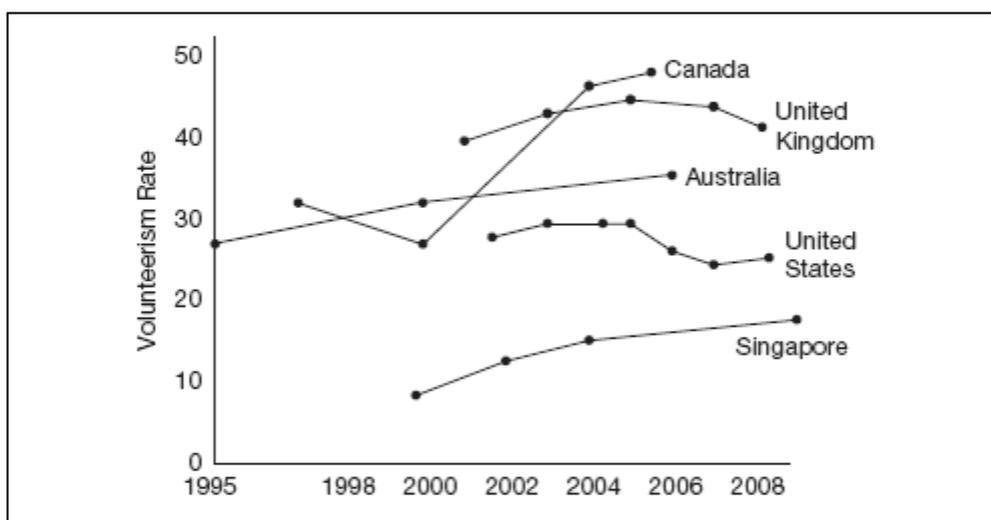
## Volunteerism Trends

Volunteerism levels seem to be relatively stable in most countries. Cross-country comparison, however, is not easy due to limited availability of data and measurement issues. Based on available data, Figure 11.1 provides a chart showing volunteer participation rates (as a percentage of population) for the US, the UK, Australia, and Singapore.<sup>2</sup>

Two observations can be made.

First, volunteerism levels in different countries can be markedly different, from the mid-teens in Singapore to the forties in the UK. Part of this may be due to measuring methodologies, and part of it due to cultural factors. In Anglo-Saxon countries, for example, volunteerism is

**Figure 11.1** Countries' Volunteer Rates



Source: National Volunteer & Philanthropy Centre's analysis.<sup>3</sup>

more deep-rooted; whereas in Asian societies, much of the focus and help rendered tends to revolve around the extended family and clans (which is typically not considered volunteering).

Secondly, participation levels have generally been steady across the years in most countries. However, when the total number of volunteer hours (or volunteer hours per capita) is analyzed, the participation levels have generally stabilized or decreased slightly. In Singapore, for example, total volunteer hours dropped from 74 million in 2002 to 45 million in 2008. In the US, total volunteer hours has held steady at around 8 billion each year. In the UK, average volunteer hours for four weeks has hovered around eight. Only Australia has shown good improvement, from a total of 704 million hours in 2000 to 730 million in 2006.<sup>4</sup>

With the size of the nonprofit sectors growing and with a ready latent supply of volunteers in most countries, the question then is why many organizations that need volunteers (often called “volunteer host organizations,” or “VHOs”) are struggling to find the volunteers they need. It is also not just a matter of numbers, but also of the kind of volunteers, as most VHOs have their particular manpower needs.

To meet their requirements, VHOs and the nonprofit sector need a better understanding of the supply and demand factors of the volunteering equation.

## **Supply (Volunteers)**

The nature of volunteering and the profile of volunteers have changed significantly over the years.

Volunteers are drawn from society at large. Thus, trends impacting society can have a knock-on effect on volunteering.

## **Societal Trends**

Four key societal trends impact the supply and nature of volunteers. The first trend is an aging population. In many countries, the elderly have traditionally formed the largest group of volunteers because they have the time and economic freedom to engage in voluntary work. In the wake of a growing global aging population, this segment may represent an even larger pool of volunteers. On the other hand, “new age” seniors now have alternative fulfilling demands on their time, such as grandparenting and senior leisure activities. Also, many are expected to continue working, due to underfunded pensions and insufficient personal savings. They may also avoid volunteering altogether if they face ageist attitudes or perceive a loss in status.

The second trend is Generation Y (GenYers). They are often better educated and net savvy. They interact differently from older generations, often in social groups online, openly expressing their views, their wants, and their needs. Although they are more confident and assertive of what they want, they are also more concerned about social justice issues. Many have had more opportunities to experience community service from a young age, so they are no stranger to volunteerism. Increasingly, they value work that has meaning and improves the lives of others. As active global citizens, they are interested in cross-border volunteering opportunities. While there is no significant population demographic increase for the GenYers, their awareness of social issues and their propensity to want to get involved increases the pool of available volunteers.

The third trend is the perceived scarcity of time.<sup>5</sup> In the rat race of today, the time-compressed individual will say, “I’m too busy. I don’t have time to volunteer.” To some extent, the time crunch is about values and individual priorities. With increasing wealth, there is also competing use of time as leisure, travel, and entertainment options expand. At the same time, with globalization, it is the better-educated individuals—who also have a greater propensity to volunteer—who are pressured to work harder and travel more for work.

The fourth trend is the blurring of sector boundaries. Increasingly, the public, private, and nonprofit sectors are working in partnership to solve society’s complex problems and, in a way, they are

growing the pool of volunteers. Thus, we now see the growth of corporate social responsibility (CSR) efforts. Many employees prefer to work at companies that give back to society. They welcome employee volunteer opportunities and the ability to participate in *pro bono* projects. Another growth area is the rise of social enterprises. Businesspeople, while not strictly volunteers, give up the promise of profits to build sustainable businesses that promote the social good. Government agencies, like NPOs, also actively mobilize volunteers, often in large numbers—for example, to work on projects in government schools, public libraries, hospitals, and emergency services. With widening government deficits in many developed countries, governments' interest in promoting volunteerism is likely to increase.

## **The 21st Century Volunteer**

As a result of such societal trends, the kinds of volunteers that come forward has changed significantly in the new century. While there are obviously differences across countries, volunteers in urban settings tend to have an observed profile that can be characterized as being less committed, more demanding, and more cause-driven.

They are less committed to working long-term on specific projects, preferring short-term opportunities with flexible schedules. This does not mean that they are less committed *per se*, just that they may not be willing to commit up front to being a regular volunteer. Many, in fact, become repeat volunteers when managed properly, resulting in the trend of serial episodic volunteering.

They are more demanding of the value they give and receive. These volunteers increasingly want projects to be valuable to society, to the VHO, and to themselves. While not necessarily volunteering just for their personal gain, volunteers today have less tolerance for volunteer projects that “waste” their time because they are badly led, or because their skills and experience are grossly underutilized.

They are more cause-driven, more conscious of the value and impact they can bring to the social cause they support. They are not just time-givers, for they look beyond volunteering for its own sake to a higher-order goal and purpose.<sup>6</sup> They want to make a difference in a field of focus for which they personally have a passion.

Some observers have called this the rise of the selfish volunteer who constantly asks, “What’s in it for me?” This is an unfair charge. Volunteers have always had a mix of motivations—some extrinsic and some intrinsic. What is certain is that the motivators and expectations of volunteers have changed, and they are irreversible. And rather than hang on to paradigms or programs that are outdated, it is incumbent on VHOs to understand these motivations and to design and package the volunteering opportunities accordingly.

## **Demand (VHOs)**

VHOs should have a clear view as to why they demand volunteers and what value they derive from them.

Faced with this question, many VHOs will likely point to their manpower needs and how they could not afford to pay fully for all of it; hence the need for volunteers—or, rather, unpaid labor. Indeed, if they can afford it; many VHOs will prefer to hire paid labor—after all, paid staff would likely be more readily available, more easily deployable, and more compliant.

Yet, VHOs who regard volunteers merely as “free labor” and staff augmentation miss seeing the wood for the trees. They fail to appreciate the real value of volunteerism—which is engagement with the community.

## **Community Engagement**

A volunteer comes from the community. A committed volunteer can generate substantial multiplier effects within the community, through either public activism or private word of mouth. In fact, friend-raising often leads to better fundraising.

A case in point is Room to Read, which started out building schools and establishing libraries in Nepal’s rural communities in 2000.<sup>7</sup> It has since grown into a global organization with more than 760 schools and 10,000 libraries reaching more than four million children in developing countries. It is able to do this through 40 volunteer chapters on four continents where, collectively, over 3,000 volunteers help the organization network, plan events, collect books, and raise awareness of the organization. In 2008, the chapters raised over US\$6.4million—more than 28 percent of Room to Read’s operating budget for the year.

When volunteerism is viewed as community engagement, the demand for and supply of volunteers is constantly renewed. A longitudinal study of AmeriCorps service members found that its programs have significant positive impacts on the members’ connection to community, knowledge about problems facing their community, participation in community-based activities, and personal growth through service.<sup>8</sup>

Indeed, there are instances where the VHO can only function if the community is involved. Because they aim to empower residents, not take over service provision, community development initiatives in the neighborhood would not take off if there were no resident volunteer support and effort. An example is the Dudley Street Neighborhood Initiative in Boston, in the US. It is an innovative, high-performing, and holistic community change effort that continues to thrive. Its residents have a shared goal of creating a vibrant, high-quality, diverse urban village. To date, more than half of the 1,300 abandoned parcels of land in the neighborhood have been permanently transformed into over 400 new high-quality affordable houses, community centers, schools, a community greenhouse, and other public spaces.<sup>9</sup>

The engagement of volunteers can be with overseas communities. Since its inception in 1961, the US Peace Corps has activated more than 200,000 volunteers to serve in 139 host countries, working on issues ranging from AIDS education to information technology and environmental preservation.<sup>10</sup> The UK’s equivalent, Voluntary Service Overseas, has similarly placed over 42,000 volunteers in over 140 developing countries, including Africa, Asia, the Pacific, the Caribbean, Eastern Europe, and Latin America.<sup>11</sup>

## Community Raising

Indeed, the engagement of volunteers on a mass scale can lead to the raising of entire communities.

A VHO that is doing just this, one community at a time, is Gawad Kalinga, a Philippines-based poverty reduction NPO that was founded by Tony Meloto. Gawad Kalinga (meaning “to give care”) revamps slums into viable neighborhoods as volunteers and beneficiaries work together to build homes and, in the process, a revitalized community. The movement has drawn people from all over the world to adopt villages and give their time and money to help build them. Since its launch in 1995, Gawad Kalinga has transformed more than 1,700 poverty-ridden and crime-laden communities throughout the Philippines. Meloto’s vision is to reach five million families by 2024 and help make the Philippines a first world nation by then.<sup>12</sup>

The Olympics, including the Winter Olympics and Special Olympics, are events that require the raising of the nation for the event to function and be successful. The 2000 Olympics in Sydney mobilized 47,000 volunteers; the 2004 Olympics in Athens mobilized 160,000 volunteers; and the 2008 Olympics in China mobilized 1.7 million volunteers (including 74,000 volunteers for main events, 400,000 city volunteers, and more than a million “social volunteers”).<sup>13</sup> All those who volunteered were clearly patriotic and proud to be part of what could be a once-in-a-lifetime hosting of the historic games in their country.

## Matching Supply and Demand

For VHOs to successfully recruit and use volunteers from the community, their demand for such volunteers must be adequately matched by the supply of those volunteers.

In order for this match to occur, the value to each party (the volunteer and the VHO) must exceed their individual costs. Figure 11.2 provides a summary of the respective value and costs of the volunteering exercise.

**Figure 11.2** The Value and Costs of VHOs versus Volunteers

	<b>Demand (The VHO)</b>	<b>Supply (The Volunteer)</b>
<b>Value</b>	Manpower replacement cost Community engagement	Private value Public value Positive experience
<b>Costs</b>	Volunteer coordination	Search and exit costs Opportunity costs Personal expenses

For VHOs, a clear cost is involved in coordinating volunteers: the cost of recruiting, training, managing, and retaining these volunteers. For each VHO, the value they receive from using volunteers should exceed these costs. This would likely be the case especially if the VHO properly factors in the community engagement value, in addition to the direct value of the manpower.

For individual volunteers, they have their reasons for volunteering: It is a mixture of private value (e.g. a personal connection to someone in the VHO) and public value (e.g. giving back). In addition, their volunteering is likely to be maintained if they have an overall positive experience and self-fulfillment. The overall value of volunteering must exceed their costs of volunteering: the search and exit costs of finding the volunteer job, the opportunity costs they have to forgo with the alternative use of their time, and any personal expenses (e.g. transportation costs) that are not reimbursed by the VHO.

## **Volunteer Labor Market Mismatch**

Yet, despite everyone's best intentions, there is often a mismatch in the volunteer/VHO demand and supply equation. While many VHOs complain that they cannot find enough volunteers, at the same time, many people say they cannot find volunteer opportunities, or rather the right type of volunteer opportunities.

There are several possible reasons for this mismatch. There could be imperfect information and lack of an adequate market-clearing mechanism for the supply of and demand for volunteers. Or, volunteers and VHOs are looking for different levels of commitment: Many VHOs look for a volunteer who can come on the same day, at the same time, every week for a few years; whereas time-scarce volunteers may only be able to do episodic volunteering. Another reason might be that VHOs are not developing enough meaningful opportunities that best utilize the skill sets of the educated populace.

In the regular human resource marketplace, market forces will ensure that any market failure is not prolonged. Wage levels and labor mobility will adjust so that, eventually, companies (the demand side) will get the employees (the supply side) they need and can afford.

However, in the volunteer labor market, the mismatch can continue for a long time because there is no market-clearing mechanism of wage levels. Some VHOs seek to shortcut or correct this, at least in their mind, by providing allowances and tangible incentives that sometimes can be so generous they look more like employment benefits than volunteering. Such incentives will backfire in the long term as they can, in fact, lower volunteer satisfaction by reducing the intrinsic value of the volunteering experience.

## **Solutions**

Solutions to the volunteer labor market mismatch lie at two levels.

At the market level, mechanisms are needed for more market information, brokering, and clearing of the supply of and demand for volunteers. This has happened in many countries with the creation of national volunteer centers, such as the National Volunteer and Philanthropy Centre in Singapore, the Points of Light Institute in the US, and Volunteering England; and with established online portals such as VolunteerMatch and idealist.org.<sup>14</sup> In addition, there are networks and organizations that deal with narrower bands of volunteers. For example, Board match Ireland targets volunteers taking on board roles at NPOs, and the Kind Exchange in Singapore matches volunteer professionals with VHOs who require professional services.<sup>15</sup> Most of these organizations have an online volunteer registration and matching service.

At the participant level, VHOs must recognize volunteering market realities and tailor their demands to fit the population from which they are drawing their volunteers. Simply put, they need to develop and implement new strategies to raise and retain volunteers.

## **Volunteer Raising and Retention Strategies**

To raise and keep volunteers in a virtuous cycle and clear the market, so to speak, VHOs should invest in the following key strategies in the context of their specific local and sector environments:

- Appreciate volunteerism
- Enhance volunteer engagement
- Provide professional volunteer resource management.

## **Appreciating Volunteerism**

At the outset, it is important that VHOs give more importance to volunteerism.

Much has been said about the value of volunteerism to the VHO. It is not just about replacing staff, but also about community engagement. This means viewing the VHO's mission and objectives more broadly and seeing it as part of its mission to source opportunities and engage citizens and residents as volunteers for a greater public good.

Too many NPOs cast their mission too narrowly and miss out on many potential volunteer opportunities. This is sometimes the result of over-professionalization of the services they provide—be it in the areas of health-care provision, arts management, or social work. And numerous human services would not be as effective if they were merely professionally provided, as the compassion provided by the volunteers can be an integral part of making that service effective.

An example of a professional service that can be as, if not more, effectively delivered by community volunteers as by full-time paid professionals is Befrienders Worldwide.<sup>16</sup> Their volunteers are trained to provide a crucial function: listening to and supporting those in distress with suicidal thoughts and intentions, and discouraging them from suicides. Since 1953, their 31,000 Good Samaritans<sup>17</sup> in over 400 volunteer centers in nearly 40 countries have played a mission-critical role in helping to reduce suicides all around the world.

Just as VHOs should appreciate volunteerism, they should also appreciate their volunteers. Apart from the usual thank-you gestures, the best appreciation that VHOs can give their volunteers is to provide them the kind of volunteering experience that fulfills each of them. A volunteer with a positive experience is more likely to continue to volunteer, to advocate for the cause, to graduate to higher-value volunteering, and to be a more generous donor.

## **Enhancing Volunteer Engagement**

To provide volunteers with that positive experience, there must be a sufficient understanding of volunteers and engagement at a deeper level beyond the work itself.

VHOs should take a volunteer-centric approach toward involving volunteers. A frequent mistake made by VHOs is to craft volunteering needs solely from the “demand-side” or the beneficiaries’ perspective. Whether it is a for-profit business or a nonprofit organization, labor supply—its quantity, quality, and expectations—profoundly influences a business plan. There is, thus, a need to understand volunteers and how they are motivated, and to engage them accordingly. A VHO’s volunteer engagement plan should consider the skills, knowledge, and capabilities of its readily available pool of volunteers, and the VHO should be flexible enough to adjust opportunistically to any changes. A VHO should create the need for the volunteer in areas that are beneficial to their cause, but without instigating mission drift and dilution.

Despite the perceived shortage of volunteers, there are many potential volunteers who can be brought into the fray if new, flexible models are created. Younger volunteers belong to the “taste and see” generation who want to try out different opportunities before settling on committing to them for the long term. In today’s time-starved world, many would like to volunteer without being necessarily saddled with a fixed volunteering schedule. The episodic volunteering model is one that many VHOs have introduced to cater to such volunteers.

HandsOn Network, the largest volunteer network in the US and with more than 250 HandsOn Action Centers in 16 countries, develops episodic volunteer opportunities with VHOs and matches volunteers to these opportunities through an online portal with real-time updates on available slots.<sup>18</sup> These programs break the mindsets of many VHOs’ *ad hoc* programs only for *ad hoc* volunteers, and regular projects only for regular volunteers. Instead, VHOs, under HandsOn, structure regular projects using “episodic” volunteers and trained volunteer leaders.

The HandsOn programs are structured with quality control. While episodic volunteering can be resource-intensive to manage, it can be a means to an important end—to allow new volunteers to try out a diverse range of projects to find their niche. Their goal is to convert as many of these volunteers as possible into repeat volunteers and lifelong supporters for the VHOs. To facilitate the transition of episodic volunteers into longer-term volunteers, better volunteer management is required. To mitigate the cost of episodic volunteering, the projects can be structured such that they are also managed by volunteers; this is part of empowering volunteers for higher value-added activities. Volunteer leaders can also take charge of designing and planning for new projects.

Integrating volunteering with other aspects of the life of the volunteers—work, family life, and hobbies—is another successful way of engaging volunteers. For instance, corporate volunteering is a major growth area as companies look to increase their community involvement by improving their engagement with the communities in which they operate. For employees, they find the integrated experience of engagement with their companies as well as the community to be much more fulfilling.

## **Professional Volunteer Resource Management**

A VHO must invest in good, professional volunteer management; this is akin to good human resource management for their paid staff. Trained professionals would understand the motivations of volunteers better, structure the volunteer job to maximize both public and private value, and

have proper volunteer appreciation and motivation programs. All these require dedicated resources to nurture and sustain the volunteers within the organization.

Too often, volunteers are treated as cheap, unskilled labor. VHOs do not invest in them the same way that they would invest in staff. This is unwise, as it can trigger a vicious cycle of neglect and diminishing supply.

Good volunteer management requires the entire process of recruitment, induction, development, communication, and appreciation. Although this may appear similar to regular human resource management, the two are distinctly different. In recruiting volunteers, the sources would typically be much wider than for paid staff. Paid staff also usually have much more clearly defined roles and job fit; finding a fit for a volunteer and the work that he or she can do is a much more fluid and dynamic process. Staff have contractual, ongoing relationships with the organization, whereas volunteers are there by choice and only at certain times. There is, thus, a need to build an ongoing relationship with volunteers.

An example of a VHO with structured volunteer management practices is the National Court Appointed Special Advocate Association (National CASA) in the US which supports and promotes court-appointed volunteer advocacy for abused and neglected children.<sup>19</sup> Its network of over 1,000 local community program offices recruit, train, and support volunteers in their work, while offering critical leadership and support through national campaigns, comprehensive online resources, and in-person support to state and local programs. In 2009, its 68,000 guardians advocated for 240,000 children.<sup>20</sup>

Some organizations have done so well with volunteers that their supporters have set up volunteer support organizations dedicated to helping them recruit and manage volunteers. An example is the John F. Kennedy Center for the Performing Arts (also known as the Kennedy Center), which has a membership and volunteer organization called Friends of the Kennedy Center. It has 500 regular volunteers who come weekly, and 450 *ad hoc* volunteers who help out at special events and festivals of the Kennedy Center. In total, the volunteers clock about 100,000 hours per year, more than 100 hours per person, amounting to a value of US\$2 million to the Kennedy Center. Yet, Friends of the Kennedy Center is managed by only two paid staff from the Kennedy Center; the rest of the organization, including committees, volunteer recruitment, and management, is being done by the volunteers themselves.<sup>21</sup>

In managing volunteers, the volunteer jobs need to be tailored to the particularities of the volunteers to get the best fit. Conceptually, there are three kinds of “volun-tiers”:

–*Level 1, Generalist Volunteers:* This represents the mass base of volunteers who can undertake work that does not need specialized skills. This also includes volunteers who can pick up any needed skills on-the-spot, on-site.

–*Level 2, Specialist Volunteers:* This smaller base of volunteers takes on skilled jobs, utilizing their talents and proficiencies to serve in areas that lack the supply of such skills. This includes corporations and individuals who provide *pro bono* professional services such as legal advice, IT services, or even plumbing services.

–*Level 3, Leadership Volunteers*: These are the even fewer, usually senior-level, volunteers who take on leadership positions on the VHO governing boards, advisory councils, and committees.

Not all volunteers fall neatly into a single category. It does not mean that Level 1 volunteers are unskilled or do not pick up any skills while volunteering. If a volunteer has become regular, it would be ideal to develop them and put them in leadership positions, though the progress may not be always linear. The emphasis should be on utilizing volunteers in work that most meaningfully engages their expertise, experience, and interest. VHOs should also not assume that a volunteer would naturally want to use their specialist skills. Some volunteers want their volunteer project to have nothing to do with their day job. Managing expectations of the volunteers is very important in such cases.

However, the focus on expertise must have an important overlay—the need to ignite a volunteer’s passion and compassion. This is critical to spurring long-term volunteer commitment. The engagement with a VHO’s beneficiaries can bring out compassion in volunteers; it may even transform their outlook and behaviors. Hopefully, it will fuel sustained participation.

## **Raising Volunteers, Raising Communities**

Volunteering for the right VHO can indeed be a match made in heaven for both parties. For the volunteer, it is food for his soul. For the VHO, a good volunteer relieves its manpower needs and fuels better community engagement.

However, for the match to work sustainably, VHOs need to wake up to the realities of the volunteer marketplace and put in place strategies to more effectively raise, manage, and retain volunteers.

Our society will become that much richer in every sense of the word not just when sufficient volunteers are raised to meet the needs of VHOs, but when entire communities are raised because the volunteers are properly stewarded.

## **Endnotes**

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<sup>1</sup> The data cited in this paragraph is taken from a 2008 presentation made by Lester Salamon based on the Johns Hopkins Comparative Nonprofit Sector Project, a study of nonprofit activity across some 46 countries. The figures cited in this paragraph are as of 2008 and are the aggregate for 36 countries. The total paid and unpaid workforce would be 45.5 million full-time equivalent workers. Current information and data on the Johns Hopkins study is available online at [www.ccss.jhu.edu/index.php?section=content&view=9&sub=3](http://www.ccss.jhu.edu/index.php?section=content&view=9&sub=3). The latest book summarizing the results of the study is: Lester M. Salamon, S. Wojciech Sokolowski and Associates, *Global Civil Society: Dimensions of the nonprofit sector*, Volume Two (Bloomfield, CT: Kumarian Press, 2004). Volumes One and Two of the publication encompass separate countries covered in the ongoing study.

<sup>2</sup> Data is not available for every year in every country. Not all countries conduct national surveys of volunteerism annually. The trend line is drawn by joining the data points in those years when data is available.

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<sup>3</sup> The table is created from data compiled by the National Volunteer & Philanthropy Centre. Sources of volunteerism rates are as follows:

- (1) Singapore: Survey on Individual Giving 2004: Volunteerism findings (Singapore: National Volunteer & Philanthropy Centre, 2004), [www.nvpc.org.sg/Library/Documents/ResearchReports/survey2004.pdf](http://www.nvpc.org.sg/Library/Documents/ResearchReports/survey2004.pdf); Individual Giving Survey 2008 (Singapore: National Volunteer & Philanthropy Centre, September 18, 2008), [www.nvpc.org.sg/Library/Documents/ResearchReports/o8IGS\\_SURVEY%20FINDINGS.pdf](http://www.nvpc.org.sg/Library/Documents/ResearchReports/o8IGS_SURVEY%20FINDINGS.pdf).
- (2) UK: 2008–09 Citizenship Survey: Volunteering and charitable giving topic report (London: Department for Communities and Local Government, April 2010), [www.communities.gov.uk/documents/statistics/pdf/1547056.pdf](http://www.communities.gov.uk/documents/statistics/pdf/1547056.pdf).
- (3) US: National Data, Volunteering in America, Corporation for National & Community Service, [www.volunteeringinamerica.gov/national](http://www.volunteeringinamerica.gov/national).
- (4) Australia: Voluntary Work, Australia (Australian Bureau of Statistics, July 9, 2007), [www.ausstats.abs.gov.au/Ausstats/subscriber.nsf/0/C52862862Co82577CA25731000198615/\\$File/44410\\_2006.pdf](http://www.ausstats.abs.gov.au/Ausstats/subscriber.nsf/0/C52862862Co82577CA25731000198615/$File/44410_2006.pdf).

<sup>4</sup> Sources of data are similar to in endnote 3 above. Data is as follows:

- (1) Singapore: Total volunteer hours (in millions): 2002: 74; 2004: 35; 2006: 49; 2008: 45.
- (2) UK: Average hours spent on volunteer activity in last four weeks: 2001: 8.1; 2003: 8.1; 2005: 8.3; 2007: 7.6; 2008: 8.6.
- (3) US: Total volunteer hours (in billions): 2002: 8.0; 2004: 8.5; 2006: 8.1; 2008: 8.0.
- (4) Australia: Total volunteer hours (in millions): 1995: 512; 2000: 704; 2006: 730.

<sup>5</sup> In NVPC's Individual Giving Survey 2008, the top reason for a volunteer stopping to volunteer was the lack of time. National Volunteer & Philanthropy Centre, "Volunteerism," in Individual Giving Survey 2008, September 18, 2008, [www.nvpc.org.sg/Library/Documents/ResearchReports/o8IGS\\_SURVEY%20FINDINGS.pdf](http://www.nvpc.org.sg/Library/Documents/ResearchReports/o8IGS_SURVEY%20FINDINGS.pdf).

<sup>6</sup> Elisha Evans and Joe Saxton, "The 21st Century Volunteer," nfpSynergy, [www.nfpsynergy.net/includes/documents/cm\\_docs/2010/2/21st\\_century\\_volunteer.pdf](http://www.nfpsynergy.net/includes/documents/cm_docs/2010/2/21st_century_volunteer.pdf).

<sup>7</sup> [www.roomtoread.org](http://www.roomtoread.org).

<sup>8</sup> Serving Country and Community: A longitudinal study of service in AmeriCorps (early findings) (New York: Corporation for National & Community Service, updated April 2007), [www.nationalservice.gov/pdf/06\\_1223\\_longstudy\\_executive.pdf](http://www.nationalservice.gov/pdf/06_1223_longstudy_executive.pdf).

<sup>9</sup> [www.dsni.org](http://www.dsni.org).

<sup>10</sup> [www.peacecorps.gov](http://www.peacecorps.gov).

<sup>11</sup> [www.vso.org.uk](http://www.vso.org.uk).

<sup>12</sup> "Tony Meloto and Gawad Kalinga: No more slums!" Mighty Rasing, [www.mightyrasing.com/a-leaders-life/tony-meloto-gawad-kalinga/](http://www.mightyrasing.com/a-leaders-life/tony-meloto-gawad-kalinga/); "Gawad Kalinga Founder, Antonio P. Meloto—Builder of Dreams," Asian Journal, January 5, 2010, [www.asianjournal.com/aj-magazine/midweek-mgzn/4121-gawad-kalinga-founder-antonio-p-meloto-builder-of-dreams.html](http://www.asianjournal.com/aj-magazine/midweek-mgzn/4121-gawad-kalinga-founder-antonio-p-meloto-builder-of-dreams.html); Gawad Kalinga site: [www.gk1world.net](http://www.gk1world.net) and [www.gk1world.com](http://www.gk1world.com).

<sup>13</sup> Sydney Olympics: Jill Haynes, Socio-economic Impact of the Sydney 2000 Olympic Games (Barcelona: Centre d'Estudis Olímpics i de l'Esport (UAB)—International Chair in Olympism, 2001). Athens Olympics: [www.athensguide.org/athens2004.html](http://www.athensguide.org/athens2004.html). China Olympics: Carol Huang, "For Beijing's Olympic Volunteers, the Rules are Many," The Christian Science Monitor, July 17, 2008, [www.csmonitor.com/World/Asia-Pacific/2008/0717/p04s01-woap.html](http://www.csmonitor.com/World/Asia-Pacific/2008/0717/p04s01-woap.html); site at <http://en.beijing2008.cn/83/67/column211716783.shtml>.

<sup>14</sup> National Volunteer & Philanthropy Centre, [www.nvpc.org.sg](http://www.nvpc.org.sg); Points of Light Institute, [www.pointsoflight.org](http://www.pointsoflight.org); Volunteering England, [www.volunteering.org.uk](http://www.volunteering.org.uk); VolunteerMatch, [www.volunteermatch.org](http://www.volunteermatch.org); idealist.org, [www.idealists.org](http://www.idealists.org). VolunteerMatch is the top search engine for volunteering in the US. While idealist.org is based in the US, it is positioned as a global clearing house for volunteers.

<sup>15</sup> Boardmatch Ireland, [www.boardmatchireland.ie](http://www.boardmatchireland.ie); The Kind Exchange, [www.thekindexchange.com](http://www.thekindexchange.com).

<sup>16</sup> [www.befrienders.org](http://www.befrienders.org).

<sup>17</sup> "The Good Samaritan" is the Biblical story of the Samaritan who helps a complete stranger in distress notwithstanding that the stranger is a Jew, a tribe unfriendly to the Samaritans. The colloquial phrase, "good Samaritan" has come to mean someone helping a stranger and the "Samaritan" label has been incorporated into some organizations' names when they do works of a charitable nature, including counseling for suicide.

<sup>18</sup> HandsOn Network is the volunteer-focused arm of Points of Light Institute. See [www.handsonnetwork.org](http://www.handsonnetwork.org).

<sup>19</sup> [www.casaforchildren.org](http://www.casaforchildren.org).

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<sup>20</sup> [www.casaforchildren.org](http://www.casaforchildren.org). Examples of its volunteer management programs: offering of web-based recruitment resources and ideas for recruitment of volunteers; provision of a screening toolkit for screening of volunteers; and a National Court Appointed Special Advocate (National CASA) Volunteer Training Curriculum that was developed for training volunteers, and provides information on supervising, firing, and recognizing volunteers under retention of volunteers. "Working with Volunteers", CASA, [www.casaforchildren.org/site/c.mtJSJ7MPIS/b.5466253/k.7C7C/Working\\_with\\_Volunteers.htm](http://www.casaforchildren.org/site/c.mtJSJ7MPIS/b.5466253/k.7C7C/Working_with_Volunteers.htm).

<sup>21</sup> [www.kennedy-center.org/support/volunteers](http://www.kennedy-center.org/support/volunteers)