

Center for Philanthropy Studies (CEPS), University of Basel
Steinengraben 22, CH-4051 Basel
Tel: +41 61 207 23 92, E-Mail: ceps@unibas.ch
www.ceps.unibas.ch

EDITORIAL

Dear readers,



Volunteers receive much praise! It is often emphasized that volunteers strengthen social cohesion and that without them many offers would not be possible. But which volunteers are meant? T H E volunteer does simply not exist.

In this issue, we report on several research projects, each of which deals with very different types of volunteers: informal and formal volunteers, Episodic Volunteering, and many more. Some people are often not even aware of the fact that they are volunteering. This makes it all the more difficult to systematically record this diversity. The Swiss Volunteering Survey makes an important contribution in this area because long-term data collection improves our understanding of volunteering. This prevents people from always thinking about a position in an association or open houses when thinking of the term volunteering. The attractiveness of volunteer work is not increased by stereotypes, but by the awareness that many things are possible. In reality, there is an opportunity for everyone to volunteer and help others.

The satisfaction about one's own actions and the gratitude of others are the best breeding ground for people to continue engaging voluntarily – no matter how and where.

Wishing you a pleasant read.

Georg von Schnurbein

CONTENT

| | |
|-------------------------------|----|
| Volunteering for others | 01 |
| Episodic Volunteering | 02 |
| Interview: Lukas Niederberger | 03 |
| Manuel: Impact Investing | 04 |
| Calendar | 04 |

Volunteering for others

There are many ways in which people volunteer to help others. Sometimes this happens within formal structures, sometimes spontaneously and unexpectedly. What contributions do volunteers make and what are the prerequisites for making this possible? Two current CEPS research projects have addressed this question. By Georg von Schnurbein & Nicholas Arnold

13 years lie between the first Swiss Volunteering Survey (see also interview: p. 3) and this year's fourth edition – and this much is certain: Volunteer engagement in Switzerland continues to be high. 39 percent of the Swiss population formally volunteers (within organizations) and 46 percent informally (outside of organizations). Not least in the health sector and in neighborhood assistance, volunteer work is indispensable.

Valuable support in many ways

A growing demand for medical services coupled with a shortage of staff in the health sector poses challenges for healthcare in Switzerland. In order to meet these challenges, the concept of interprofessional collaboration has gained increasing influence. By fostering a closer exchange between professionals, patients and their relatives, well-managed interprofessional collaboration can sustainably increase the quality and efficiency of care and the satisfaction of those involved.

Volunteers play an important role in the Swiss health care system. To what extent then can volunteers contribute to successful interprofessional collaboration? On behalf of the Swiss Federal Office of Public Health, the CEPS and researchers of the Zurich University of Applied Sciences investigated this question.

The research project clearly shows that volunteers are an important complement to health care professionals. By taking on tasks that go beyond basic health care services – such as leisure activities or support in everyday life – they make a significant contribution to the increased well-being of patients. Volunteers also play an important mediating role between patients and health care professionals, which contributes to a better understanding of the needs of the former. At the same time, volunteers reduce the workload of health care professionals, who thus have more time to provide basic services. This not only leads to patients having a more positive experience of the quality of health care, but also generally leads to increased job satisfaction among professionals.

Structure yes, but ...

For these positive effects to occur, however, two conditions seem particularly important: First, both organizations and volunteers stress the importance of a clear division of roles. This helps volunteers find their bearings in their work, ensures that paid staff don't feel threatened in their role and prevents volunteers from potentially compromising the well-being of patients by taking on tasks for which they are not qualified. At the same time, volunteers do not like to be forced into a

corset: this can negatively influence the desire to help, i.e. volunteers' basic motivation. Organizations thus have to find a balance between obligations and freedom for volunteers. The creation of an internal coordination office for volunteers seems essential to successfully manage this balancing act.

Spontaneously yes, if ...

A completely different form of volunteer work hit the headlines during the COVID-19 pandemic: Thousands of people volunteered to do shopping for other people or give other sort of help. This form of spontaneous commitment usually happens outside of formal structures. In the COVID-19 crisis, however, this informal help was different than in previous crises, because the danger of infection was the same for all people. Therefore, the organization of volunteer work was often organized through online platforms bringing together helpers and recipients.

Researchers from the CEPS, the University of Freiburg/Brsg. and the Zurich University of Applied Sciences investigated the significance of online platforms for volunteer engagement.

Episodic Volunteering: The future of volunteer engagement?

As part of an international network of researchers, the CEPS has been investigating the characteristics and behavior of «Episodic Volunteers»; people who volunteer on a selective and temporary basis.

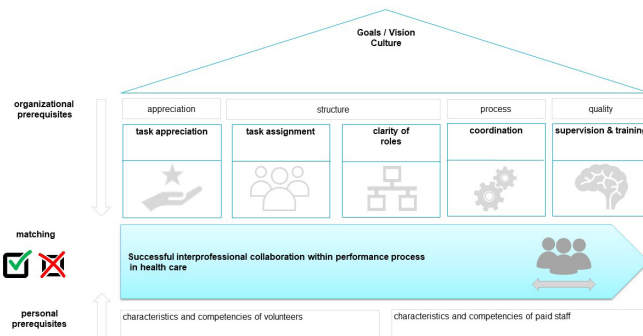
Nowadays, many events cannot be organized without the help of numerous volunteers. This type of volunteer engagement is called «Episodic Volunteering»: assignments that are clearly limited in time and often one-off or irregular. In certain areas (e.g. the cultural sector), where government funding or donations are declining in many countries, the use of such volunteers is increasingly observed.

22 countries und 10,000 volunteers

For the past two years, an international research project has been dedicated to the topic of «Episodic Volunteering». The researchers have been investigating the motivations, demographic characteristics and experiences of such volunteers. Coordinators of the project are researchers from the Universities of Rotterdam and Pennsylvania. The CEPS is involved as a partner organization with around 15 other universities and institutes. In 2018, online surveys were conducted among volunteers at events

The figure on the right shows the research-guiding framework of the research project for the successful deployment of volunteers in interprofessional collaboration. In order for such collaboration to succeed between volunteers and paid staff in the performance process, the best possible matching between the organizational and personal requirements must be strived for.

Source:
CEPS Forschung & Praxis, Vol 22 (in German)



investigated the significance of online platforms for volunteer engagement. An analysis of 565 volunteers on the online platform Amigos.ch by Migros and ProSenectute showed that the online platform on the one hand channels the oversupply of helpfulness and thus reduces false expectations. On the other hand, the online platform provides an information function on health and safety aspects, which has a positive effect on the satisfaction of the volunteers.

One thing leads to the other

A higher level of satisfaction with spontaneous volunteering can ultimately lead to a higher willingness to commit oneself in the long term. Spontaneous volunteer engagement thus promotes formal volunteer work, as in interprofessional collaboration in the health care system.

1) The report on volunteers in interprofessional collaboration is part of the CEPS Forschung & Praxis series (German)
2) The study on COVID-19 volunteers will soon be published in a scientific journal.

in 22 countries as part of this project. The data set comprises more than 10,000 observations and now serves as a data basis for numerous scientific articles. One of the goals of the project is to improve the volunteer management of such Episodic Volunteers and to understand what factors lead to long-term volunteer involvement.

Culture vs social sector

Within the framework of this project, the CEPS is researching the motives of volunteers at cultural events. We are particularly interested in finding out, whether and to what extent these differ from volunteers in the social sector. First results show that Episodic Volunteers in the cultural sector are mainly motivated by social contacts, e.g. the opportunity to meet new people or to be part of a group. In contrast, volunteers in the social sector are more likely to get involved to set an example for others or to achieve emotional satisfaction. Cultural volunteers are also

younger, less religious, and have a lower income.

Once or several times?

We are also trying to understand what makes Episodic Volunteers in the cultural sector want to volunteer again. According to the results, the likelihood that someone will volunteer again increases if he/she volunteers to have fun, gain emotional satisfaction or set an example for others. On the other hand, schooling requirements or the desire to meet new people reduce the likelihood of someone becoming a volunteer again. In other words, there is a certain saturation effect with these motives – if these needs are satisfied and requirements are met, there is little reason to do volunteer work again.

It is generally assumed that the volunteer work of the future will be increasingly shaped by Episodic Volunteers. NPOs will have to adapt better to their specific motivation and needs in the future.

Sophie Hersberger

«Voluntary engagement is more attractive than state coercion»

In June 2020, the Swiss Society for the Common Good (SSCG) in cooperation with Migros Kulturprozent, the Beisheim Foundation and other partners presented the Swiss Volunteering Survey 2020 (Freiwilligen-Monitor 2020). This is the fourth edition of the Survey after 2007, 2010 and 2016. Lukas Niederberger, Managing Director of the SSCG, spoke to us about the latest developments regarding volunteer work in Switzerland.

CEPS: What findings in the Swiss Volunteering Survey 2020 surprised you?

L.N.: What is surprising is that, despite all the headlines to the contrary, the amount of volunteer work in Switzerland has overall remained constant over the past 20 years. In politics and sport, it has decreased, while it has increased in social, cultural and ecological areas and in neighborhood assistance.

The second surprise of the survey is that every third person who subjectively feels like a volunteer does not really do volunteer work. How is that possible? In the Swiss Volunteering Survey 2020, we took a more differentiated look at the material rewards and the beneficiaries of volunteering. 17% of all adults receive more than just expenses for their community service work. And 11% care for their fragile parents or look after their grandchildren. However, volunteering is by definition unpaid and benefits people outside the household and family.



Lukas Niederberger, lic. theol., born in 1964, has been directing the Swiss Society for the Common Good (SSCG) since 2013. The SSCG promotes social cohesion and civil society involvement, especially volunteer work.

CEPS: Swiss people are very active on a voluntary basis. Yet you speak of untapped potential. Why? And how could it be tapped into even better?

L.N.: First of all, it is not only Swiss people who are voluntarily active. Especially for people without a Swiss passport, volunteering offers the opportunity to become active within the community.

An active right to naturalization, to vote and to be elected would undoubtedly encourage voluntary work. However, the most decisive factor for the willingness to engage in voluntary work

is its compatibility with everyday employment and family work. This is why employers are called upon to ensure, by means of flexible work-time models, that employees are able to look after their relatives, volunteer or exercise a militia function.

Furthermore, the PROMO-35 project of the Grisons University of Applied Sciences has developed many innovative solutions to make state secondary offices more attractive, especially for younger people.

The potential of young pensioners could be promoted with regular meetings of the 60+, sort of in similar fashion to already existing young citizens gatherings. Ultimately, however, voluntary commitment must be practiced at school with concrete «service learning» projects.

CEPS: How do you assess volunteer engagement during the COVID-19 pandemic? What effects do you expect from these special circumstances both in the short and long term?

L.N.: Although most people perceived it differently: during the lockdown, volunteer engagement dropped off sharply. First, a large part of the regular volunteer work is performed by senior citizens. However, it is exactly this part of the population, who had to interrupt their commitment during the lockdown. And secondly, occasional neighborhood assistance, such as shopping for neighbors, is not regarded as volunteer work, precisely because the regularity of the commitment is lacking. The effect of COVID-19 will be, at least temporarily, like in the financial crisis of 2008, that volunteer work will decrease because many people will have to provide for themselves and their families more than usual.

CEPS: Why should one become active on a voluntary basis?

L.N.: Volunteers name several reasons for their unpaid commitment: they experience joy and meaning, they can make a difference together with

others, and they want to help other people to make social contacts and to expand their skills.

Volunteering is also important for societal reasons: Firstly, unpaid work forms a counterpoint to our economic thinking, which values everyone and everything in monetary terms. Secondly, volunteering relieves countless overburdened small families in their care of relatives. Thirdly, volunteering offers the opportunity to help shape society. Last but not least, as COVID-19 has just shown us quite explicitly: voluntary action is the more attractive option than state coercion.

CEPS: Many thanks!

The Swiss Volunteering Survey 2020 is available as hardcover or as free download in German and French here:

<https://www.seismoverlag.ch/en/daten/freiwilligen-monitor-schweiz-2020/>

CEPS INSIGHT

Two doctorate degrees at the CEPS

On August 18 and 27 2020 respectively, Sophie Hersberger and Sara Stühlinger successfully defended their dissertations at the Faculty of Economics of the University of Basel. The CEPS team would like to congratulate Sophie and Sara on the completion of their doctorate! In her dissertation, Sophie Hersberger examined how the increasing market orientation of nonprofit organizations affects their performance. Sara Stühlinger examined how investments in skills and capacities affect the financial and functional performance of NPOs and what the reasons are for NPOs to invest.

A temporary new home

Due to construction activities on our premises, the CEPS will move into a new office for about three months from the beginning of September 2021. Our new visitor address until the end of November 2020 is: Missionsstrasse 64, 4055 Basel (front building, 1st floor)

Impact investing: A new manual for foundations

In August 2020, the CEPS, together with the Alternative Bank Switzerland (ABS), published a manual for foundations on the topic of impact investing. The aim of the manual is to provide practice-oriented knowledge on the topic.

Impact investments have been gaining increasing importance, not least as a result of the Sustainable Development Goals (SDGs). For foundations, such investments extend the spectrum of how their own purpose can be achieved with the available funds. Impact investments can be defined as investments that aim for a socio-ecological return in addition to a financial one. This multi-layered type of return is both consciously looked for and adequately measured. Examples of impact investments can be found both within traditional financial instruments such as loans and in the form of innovative financial instruments such as Social Impact Bonds.

The manual «Mit Wirkung anlegen» deals with the leeway that foundations have when they want to implement impact investments. Five questions offer an initial assessment of how different types of impact investments fit a specific foundation. In addition, seven steps are used to show how to proceed if impact investments are to be included in one's own investment portfolio. An important step is the clarification of objectives, which ideally should be set out in investment regulations. Depending on this, legal clarification with the foundation supervisory authority and

the tax authorities is recommended. An important step is also to check the financial and socio-ecological return.

Within the manual, two examples of foundations that are already implementing impact systems also provide a concrete insight into practice. The manual is modular in structure and does not require any previous knowledge. It is available in German and French and can be downloaded free of charge.

Sara Stühlinger

ceps.unibas.ch/de/praxistransfer/leitfadenimpactinvesting/

DID YOU KNOW?

+209

The volume of impact investing has risen by this percentage between 2018 (CHF 16.3 billion) and 2019 (CHF 50.4 billion). This is the result of the Swiss Sustainable Investment Market Study published by Swiss Sustainable Finance.

Source: Dettwiler et al. (2020). Swiss Sustainable Investment Study 2020, Zürich: Swiss Sustainable Finance.

Alumni survey 2.0

For the second time after 2014, we felt the pulse of our alumni with an alumni survey.

A large part of the 111 alumni surveyed stated that they have already attended more than one executive education course. More than three-quarters are also planning to complete the Diploma of Advanced Studies (DAS) in Nonprofit Management & Law. What are the reasons for taking part in our executive education? Increasing one's professional competence tops the list, followed by personal interest in the topic. The opportunity to expand one's professional network is also an important reason for participation and a welcome side-effect of our executive education programs. The respondents chose courses at the CEPS because of the composition of the topics and the good compatibility with their profession thanks to their modular structure. Were the expectations of the courses also met? It seems so: the average agreement on the question whether specialist knowledge could be deepened is very high with 4.5 out of 5 points. Interdisciplinary knowledge and successful best practices were also acquired. Furthermore, our graduates seem to be able to use this acquired knowledge successfully in practice.

You can find information about our executive education on our website, and we are happy to answer any questions you may have personally.

Dominik Meier

CALENDAR

Executive Education

**Intensiv-Lehrgang
Strategisches Finanzmanagement**
02 - 06 November 2020, Gunten

Philanthropie am Morgen
Funders and funded – a multi-layered relationship
05 November 2020, online

**Intensiv-Lehrgang
Stiftungsmanagement**
08 - 12 March 2021, Sigriswil

CAS Nonprofit Governance & Leadership
3 Modules – Sigriswil & Basel
Start: 12 April 2021

[Register Now -> CEPS Executive Education](#)

FURTHER DATES

European Day of Foundations and Donors
Various
01 October 2020, Berne

Stiftungsgespräch
SwissFoundations
01 October 2020, Berne

Forum des Fondations
SwissFoundations
06 October 2020, Lausanne

C-Summit: Think Tomorrow Today: A New Era of Collaboration
Donors and Foundations Networks in Europe (DAFNE)
03 - 04 December 2020, online

LEGAL NOTICE

PUBLISHER



Universität
Basel



Center for Philanthropy Studies,
Steinengraben 22, 4051 Basel
www.ceps.unibas.ch

EDITOR

Nicholas Arnold (n.arnold@unibas.ch)

LAYOUT & PICTURES

a+ GmbH, Steffen Bethmann
© Pixabay, Gerd Altmann
© CEPS 2020

Available online:

<https://ceps.unibas.ch/en/philanthropie-aktuell/>