



Global Generosity during the COVID-19 Crisis

Recommendations for Philanthropic
Organizations and Governments in
Times of Crisis from 11 Countries¹

Authors: Hampton, D., Wiepking, P., Chapman, C.,
McHugh, L. H., Kim, S. J., Neumayr, M., Vamstad, J.,
Arnesen, D., Carrigan, C., Feit, G., Grönlund, H.,
Hrafnsdottir, S., Ivanova, N., Katz, H., Kristmundsson,
Ó. H., Litofcenko, J., Mersianova, I., Pessi, A. B., Scaife,
W., Sivesind, K. H., and Yang, Y.





For more information on Global Generosity Research visit:
www.globalgenerosityresearch.com

Acknowledgements

We would like to thank everyone who contributed to this project, including the audiences of the 2020, 2021 and 2022 ARNOVA conferences. Furthermore, special thanks to Femida Handy, who contributed to project design and project management and Una Osili, who contributed to project design, funding proposals and resources for the project website. Marie Balczun and Barbara Masser, who assisted with project design and helped fund the data collection. Bernard Enjolras who participated in the preparation of the questionnaire and the data collection, and commented drafts of our analyses. We would also like to thank the Institute for Social Research, Oslo, Norway for giving Karl Henrik Sivesind and Daniel Arnesen time to analyze data and write a report about the Norwegian case. Michael Meyer, Astrid Pennerstorfer, Berta Terzieva who contributed in the preparation of the questionnaire, data collection and its financing in Austria and Germany. Citizen Forum and VaLa, who contributed to the survey and its funding in Finland. We would like to thank the University of Queensland Business School for their financial support of this project. In addition, special appreciation to the Center on Philanthropy at the Beautiful Foundation, who contributed to collect data for the South Korean case. The research leading to the Russian country data has received funding from the Basic Research Program at the National Research University Higher School of Economics. Finally, we would like to thank the Stead Family for their funding of Pamala Wiepking's position as Stead Family Chair in International Philanthropy, the Postcode Lottery for their funding of Pamala Wiepking's position at the VU Amsterdam, and the IU Lilly Family School of Philanthropy for a contribution from the Research Fund, which allowed us to complete the work on this project.

Funding statement

Pamala Wiepking's position as Stead Family Chair in International Philanthropy at the IU Lilly Family School of Philanthropy is funded through a gift by the Stead Family. Pamala Wiepking's position as Professor of Societal Significance of Charitable Lotteries at VU Amsterdam is funded by the Postcode Lottery. Pamala Wiepking received funding for this project from the 2021 Research Fund of the IU Lilly Family School of Philanthropy. Cassandra Chapman received funding for this project from the University of Queensland Business School's 2021 Winter Funding Scheme.

Table of Contents

- Executive Summary4
- 1. Introduction.....6
- 2. Data and study methodology7
- 3. Research findings.....9
 - 3.1 Comparative results for generosity behavior and (explanation for) changes in behavior9
 - 3.2 Actions for philanthropic organizations in times of crisis..... 12
 - 3.3 Government actions to support philanthropic organizations during times of crisis 15
- 4. Conclusion..... 22
- 5. Notes..... 24
- 6. References..... 25
- 7. Country reports28
- 8. Author information.....28

Executive Summary

The COVID-19 pandemic presented a unique opportunity to undertake a cross-national study of how people living in different countries manifested generosity behaviors during the crisis. Cross-national data allow us to consider how generosity presented in countries with various welfare and health systems, as well as varying public and private responses to manage the effects of the pandemic. The present study also provides valuable insights about which actions philanthropic organizations and governments can take to promote a strong, viable social sector and to support societal wellbeing during times of crisis.

To this end, philanthropy researchers across 11 countries studied the generosity responses emerging in their own country during the early COVID-19 crisis in 2020. The 11 countries included in this project are Australia, Austria, Finland, Germany, Iceland, Israel, Norway, Sweden, the Republic of Korea, the Russian Federation and the United States of America. In 11 individual country reports, the researchers compared generosity behavior data for their country with data from the other participating countries.² Second, they expounded what both philanthropic organizations and governments could learn from the findings, with the goal of facilitating people's future generosity responses more effectively, especially during crises.

Individual generosity behavior across 11 countries during times of crisis

Our findings, which resulted from surveying over 44,000 people from 11 countries, revealed a clearly predominant philanthropic activity: the donation of money to philanthropic organizations. There was significant variation in the beneficiaries of donor funds—for example, with some countries reporting as many as 53% of donors giving to philanthropic organizations in health and social services, while in other countries, only 22% of donors gave to the same types of organizations. Overall, giving to philanthropic organizations appeared relatively stable compared to pre-pandemic times. However, upon closer look, we found that this was due to those not engaging in giving prior to the pandemic largely did not engage once the pandemic started. By contrast, those giving pre-pandemic were almost equally as likely to increase as decrease the size of their donations to philanthropic organizations during the pandemic. While in some cases people reported their decline in engagement was due to the uncertainty of the pandemic or worsening of their own financial conditions, perhaps counterintuitively, others, even in the face of similar challenges, reported increasing their engagement in generosity behaviors.

Actions for philanthropic organizations in times of crisis:

To best support community needs, we recommend that philanthropic organizations focus on the following key actions during crises:

1. **Innovate and keep fundraising.** Use (technological) innovations such as shifting to online platforms and promoting in-kind giving to maintain engagement with existing donors and volunteers, and to attract new ones.
 2. **Communicate.** Philanthropic organizations are uniquely positioned to identify local needs and share with service providers. They can also serve as community hubs to disseminate verified information during a crisis and leverage the social networks of those who they currently serve to reach the wider community.
 3. **Focus on equity.** Philanthropic organizations can ensure that vulnerable or underserved populations are provided access to the information, services, and support they need.
- Government actions to support philanthropic organizations during times of crisis

To promote the vitality of the social sector and public trust in government, **we recommend the following government actions during crises:**

- 1. Engage in cross-sector collaboration.** Governments should incentivize, facilitate, and engage in cross-sector collaborations in order to maximize resources and meet broad needs within communities.
- 2. Communicate effectively.** Clear, consistent, and effective communication is essential. Accurate and consistent communication can help build trust in public authorities and the government.
- 3. Bolster the capacity of the nonprofit sector.** Governments need to ensure that legal policies are in place that facilitate and promote smooth functioning of nonprofit operations (volunteering, donating, receiving services), as well as promote corporate and individual generosity and provide direct government funding to philanthropic organizations.
- 4. Be mindful of those who are vulnerable.** Ensure that those on the margins of society or who are disproportionately affected by the crisis are resourced and served and take action to provide support for mental health and social needs that may be exacerbated during times of crisis.

1. Introduction

In 2023, the world appears to be gradually emerging from the grip of the COVID-19 pandemic, as efforts are underway to restore normalcy and return to pre-pandemic conditions (Elmassah, Bacheer, & Hassanein, 2022; Pew Research Center, 2022). However, the disruptions by the pandemic on individuals and communities are still persisting (The World Bank, 2021).

As a rich literature on the impact of COVID-19 on society and human beings has revealed, COVID-19 has profoundly shaped and reshaped every aspect of human life from intranational issues such as public health, the economy, education, mental health, social inequality, community and social relations, to international issues like global cooperation and global politics (Bell et al., 2023; Kharel et al., 2022; Reimers, 2022).

The COVID-19 pandemic has significantly impacted multiple aspects of the nonprofit sector, resulting in substantial challenges. Foremost among those challenges has been the disruption of philanthropic organizations³ ability to provide services and their financial stability (Fuller & Rice, 2022; Johnson, Rauhaus, & Webb-Farley, 2021). Philanthropic organizations have also had to adapt their operations to comply with health and safety guidelines by the government (Fuller & Rice, 2022; Shi, Jang, Keyes, & Dicke, 2020), and some philanthropic organizations have had to temporarily suspend or modify their services (Johnson et al., 2021).

Despite the devastating effects on all aspects of the nonprofit sector, the pandemic has also brought out the better nature of people. Prior studies consistently disclosed that people have increased their prosocial and benevolent behaviors in the aftermath of the COVID-19 pandemic (Litofcenko, Meyer, Neumayr, & Pennerstorfer, 2023; Paarlberg, Bergdoll, Houston, & Kou, 2021). People came together to support one another through helping and providing support to their community members, making charitable donations, dedicating their time, and collaborating closely to tackle the most pressing issues confronting our societies (CAF America, 2021; Giving USA Foundation, 2022; Johnson et al., 2021).

Although a great deal is known about particular forms of philanthropic behavior, such as charitable giving or volunteering during the COVID-19 outbreak, there is not yet a broader understanding of how generosity manifests in different cultures (Wiepking, 2021), especially in times of crisis. Our investigation into the impact of COVID-19 on generosity across the world aims to contribute to the international understanding of human societal responses to crises. By analyzing charitable behavior during this pandemic, we can glean valuable insights into the depths and limits of human altruism, the resilience of our societies, and the efficacy of our institutional structures across the globe.

This report presents a comprehensive analysis of global generosity during the COVID-19 crisis based on case studies from 11 countries. In Section 1, the comparative results of generosity behavior are summarized, highlighting increased engagement in both formal and informal acts of generosity despite the challenges posed by the pandemic. The crucial role of philanthropic organizations in responding to the crisis is emphasized. Section 2 discusses recommended actions for philanthropic organizations in times of crisis, including assessing community needs, engaging with volunteers and donors, effective communication, and a focus on equity. In addition, the roles and responsibilities of philanthropic organizations during crisis situations are discussed. Lastly, Section 3 focuses on areas where government involvement can support philanthropic organizations in times of crisis. These areas include cross-sector collaboration, effective communication with the public, ongoing support for nonprofit operations, ensuring the capacity and financial viability of the sector, and fostering networks of organizations that address mental health and social needs. This exploration stands not only as a significant scholarly inquiry but also a testament to the enduring human spirit during a time of global crisis.

2. Data and study methodology

The pandemic presented a unique opportunity to study how people living across different countries and contexts, with various welfare and health systems and different public and private responses to manage COVID-19, manifested generosity behaviors. To this end, philanthropy researchers across eleven countries studied the generosity responses emerging in their own country during the early COVID-19 crisis. The eleven countries included in this project are Australia (Chapman, Scaife, Masser, Balczun, & McHughes, 2021), Austria (Neumayr & Meyer, 2021), Finland (Grönlund, Pessi, & Berki, 2021), Germany (Neumayr, Litofcenko, & Meyer, 2021), Iceland (Hrafnisdóttir & Kristmundsson, 2021), Israel (Katz & Feit, 2021), Norway (Sivesind & Arnesen, 2021), Sweden (Vamstad, 2021), the Republic of Korea (Kim, 2021), the Russian Federation (Mersianova & Ivanova, 2021) and the United States of America (Yang, Wiepking, & Carrigan, 2021).

In May 2020, the researchers involved in this project, together with other interested researchers, created a short survey module based on validated questions capturing key generosity behaviors that were thought relevant during a global health crisis like COVID-19 (Wiepking et al., 2020). The key question in this survey module asks people about whether or not they participated in different types of generosity behaviors since the COVID-19 outbreak in their country. These types of generosity behaviors included — among others — formal and informal volunteering, giving, helping strangers, helping those you know, and practicing social distancing (full list here). We included open-ended follow up questions on volunteering, setting up and/or participating in local aid groups, giving money, and when people did not display any of these behaviors. In addition, we asked about key generosity behaviors practiced in 2019: formal volunteering and giving, helping a stranger, donating products to a food bank, and donating blood and/or plasma. Some surveys also asked whether respondents received help, what type of help, and from whom, and asked questions on changes in formal generosity behavior (giving money and volunteering) due to COVID-19.

In total, 44,159 people from the 11 countries shared their practices, experiences, and perspectives of generosity between May 2020 and November 2020. Table 1 shows the key study information for the 11 countries included in our report.

Table 1. Study information

Country	Time period collected	Total number of responses	Type of data collection	If online panel, which?
Australia	Aug 4 – 9, 2020	1,007	CAWI	Prolific
Austria	Aug 3 – 14, 2020	1,000	CAWI	Online Access Panel by Gallup
Finland	July 14 - Aug 18, 2020	1,000	CATI	-
Germany	Aug 3 – 14, 2020	1,000	CAWI	Online Access Panel by Gallup
Iceland	Sept 18 – 21, 2020	644	CAWI	Online Access Panel by Gallup
Israel ¹	Feb – Oct, 2020 (weekly)	Almost 50,000 questionnaires completed by 26,737 individuals	CAWI	iPanel LTD
Norway	First wave May 13 - June 15 2020; Second wave Oct 19 – Nov 10, 2020	6,063	CAWI	-

Sweden	Oct 26 - Nov 3, 2020	1,149	CAWI	Norstat
Republic of Korea	Aug 7 – 21, 2020	2,006	CAWI	-
Russian Federation	Aug 10 – 28, 2020	2,018	CATI	-
United States of America	Sept 14 - Oct 6, 2020	1,535	CAWI	AmeriSpeak panel

Notes: Data are available on request from any of the national project lead authors. ¹ The study from Israel collected weekly information among different samples of people; ² The study from Norway included two waves, the first wave included 4,003 respondents, the second wave 2,060 respondents.

Each country prepared a national report. In these reports, the researchers first compared generosity behavior data for their country with data from the other participating countries. Second, they expounded on what both philanthropic organizations and governments could learn from the findings, with the goal of facilitating people's future generosity responses more effectively, especially during crises. Below we report the three main findings of our project: Section 3.1: Comparative results for generosity behavior based on the survey data collected; Section 3.2: Recommended actions for philanthropic organizations in times of crisis; Section 3.3: Recommended government actions to support philanthropic organizations during times of crisis.

3. Research findings

3.1 Comparative results for generosity behavior and (explanation for) changes in behavior

Throughout the countries studied, generosity was manifested in a diverse array of behaviors-- beyond the traditional formal actions that are seen during times of natural disaster or other crises-- like donating to or volunteering at nonprofit organizations or donating blood. During the COVID-19 pandemic, people also reported numerous informal generosity behaviors, such as helping someone they knew (with shopping or chores, for example), helping or giving money to strangers, joining a local grassroots group, social distancing, and sharing reliable information about COVID-19 or related restrictions or mitigation measures. Although there were differences in terms of the rates of population participation or the distribution of behaviors, each country nevertheless showed a diversity of generosity behaviors that may reflect the all-encompassing nature and intense impact of a global pandemic. What is more, both the generosity behaviors that were observed as well as the recommended actions for philanthropic organizations and governments discussed below are elucidated by Wiepking and Handy's (2015) explanations for cross-national variations in generosity behaviors. Wiepking and Handy (2015) propose that there are several contextual level factors that can facilitate or limit philanthropic giving in a country, including (1) a culture of philanthropy; (2) public trust; (3) the state of the nonprofit sector; (4) political and economic stability or growth; (5) population changes; (6) international giving; (7) regulatory and legislative frameworks; and (8) government fiscal incentives. The researchers in our study identify many of these contextual factors at play in their respective country's philanthropic activities, to which we now turn.

Figure 1. Generosity responses during pandemic

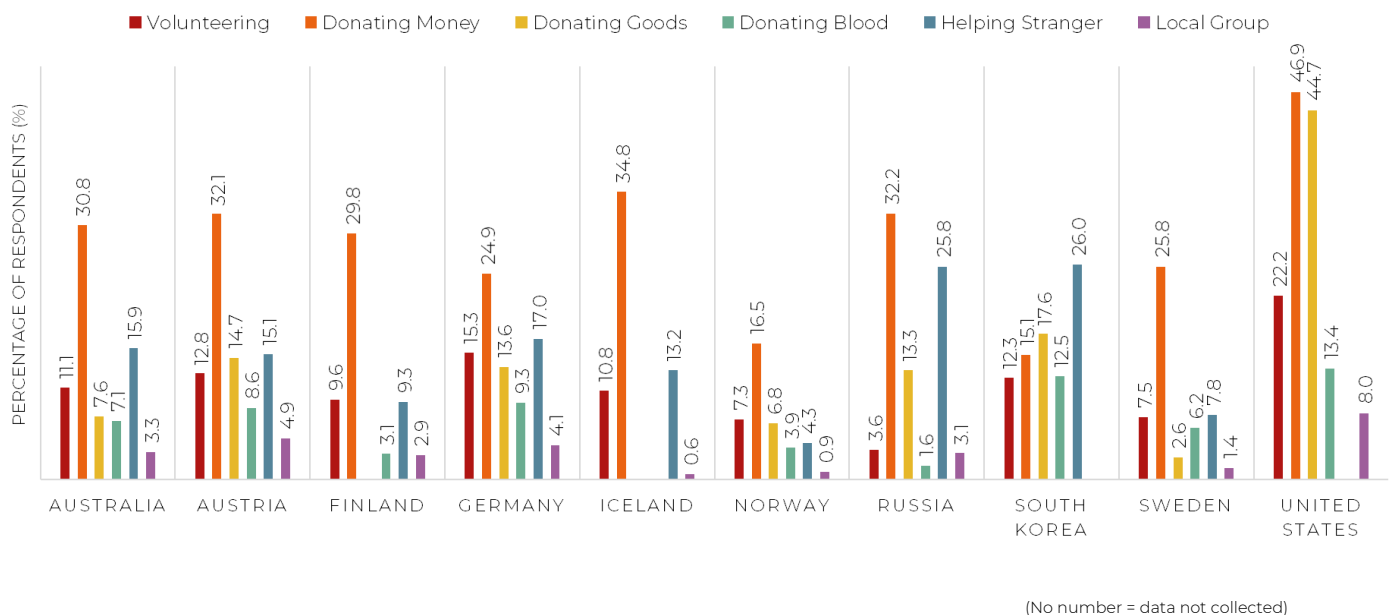


Figure 1 shows the manifestation of generosity behaviors across ten of the eleven countries of the study.⁴ Not all countries used the same survey instruments, the same survey periods, or asked about all behaviors, however, in all but one country, donating money was the most common generosity behavior reported. In the remaining country, South Korea, helping a stranger was the most commonly reported behavior. In describing this generosity behavior, the researcher points to one of Wiepking and Handy's (2015) contextual factors listed above, noting that it may "likely be due to Koreans' philanthropy culture during times of crisis" (Kim, 2021, pp. 9; emphasis added). Additionally, there were extensive efforts by the Korean government and mass media at the beginning of the pandemic to ask for donations to help health care providers, volunteers, and COVID-19 patients, which may have served to encourage donations to strangers (Kim, 2021). Americans reported the highest rate of participation in volunteering time, donating money, goods, and blood, and joining or forming local groups. This is most likely related to the contextual

factors #3 state of the nonprofit sector and, perhaps particularly, #7 regulatory and legislative frameworks, which provide an infrastructure for philanthropy that is more favorable than in most countries (Lilly Family School of Philanthropy, 2022).

When we look closer at the patterns of donating, we see a divergence. For instance, in Australia, 53% of the people surveyed said that they donated to philanthropic organizations working in health and social services (Chapman et al. 2021, p. 6). While that may seem logical, given a worldwide health pandemic, in other countries, like Israel, where “the public continues to view the government as responsible for the provision of human services” (Katz & Feit, 2021, p. 11), only 22% of respondents donated to health-related philanthropic organizations. Similarly, in Sweden, also only 22% of the population donated to health-related philanthropic organizations, for mostly the same reason as in Israel (Vamstad, 2021, p. 11). Still, donations in Sweden during the pandemic shifted significantly from international aid to domestic causes traditionally considered the responsibility of the government (Vamstad, 2021).

South Korea, once again, exhibited unique giving patterns, with 60% of respondents giving to organizations specifically serving low-income or minority populations. Taken together, the range of organizations receiving philanthropic support is in line with the diversity of roles that philanthropic organizations play in society. Garcia et al. (2023) identify six key roles for Civil Society Organizations in times of crises, including “providing social assistance; responding to health care needs; coordinating and collaborating with government and business; mobilizing funds to address societal needs; raising awareness and combating misinformation; and advocating.” (Garcia et al., 2023, p. 1). What we see here from the patterns of giving, as well as the insights for philanthropic organizations and government policy that we discuss below, supports Garcia et al.’s findings, and further underscores the vitality and centrality of the nonprofit sector in countries around the world.

In addition to what can be learned about comparative formal generosity behaviors reflected in Figure 1, the data from our study countries also show both diversity and commonalities among informal generosity behaviors. The context of a global pandemic provided an opportunity to ask about unique expressions of philanthropic behaviors. Besides actions like helping a friend or family member, or even a stranger, some researchers asked respondents about pandemic-specific behaviors like social distancing and sharing reliable information (in their own estimation) about COVID-19. Among the countries which asked about these behaviors, between 76% (Sweden) and 93% (Australia) of respondents reported engaging in social distancing. With the exception of a considerably lower percentage in Sweden (34%), respondents reported a similarly consistent range (between 56% and 78%) of sharing reliable COVID-19 information.

Finally, beyond comparing with what types and at what rates the various countries’ respondents engaged in generosity behaviors, the data show that, by and large, even in times of crisis, people want to be generous. While there were some shifts in the targets of formal donations (toward health-related philanthropic organizations, for example), half of the study countries reported relatively stable rates of formal giving to philanthropic organizations. An important finding to point out, however, is that while these countries reported relatively stable rates of giving, in many cases that percentage reflects the behaviors of those who were not engaged in generosity behaviors prior to the COVID-19 outbreak. In other words, those who had not been engaged previously did not start to engage in formal giving during or as a result of the pandemic. For example, Austria, Germany, and Russia all report that approximately three-fourths of respondents indicated that there had been no change in their generosity behaviors due to the pandemic. However, in each case, the majority of those people had not been engaged prior to the pandemic. Among respondents who had already been engaged philanthropically before the pandemic, there is much more variation. Overall, these respondents were roughly equally likely to increase as decrease the size of their donations.

In half of the countries studied, there was a general decline in rates of both formal donating and volunteering. The economic downturn and uncertainty that followed the outbreak of the pandemic could explain some of the decline in formal donating, as suggested by the contextual factors established by Wiepking and Handy (2015). This effect could, however, be mitigated by the fact that those most exposed to the worsening economy, like young people and those working in the service industry, were less likely to be actively practicing generosity behavior before the pandemic. Given the nature of the pandemic and the restrictions put into place by many countries’ governments, it is unsurprising that some of the factors influencing people’s

decision to decrease their formal donating or volunteering included fear or concern around COVID-19 and its transmission, a lack of awareness about where or how to engage, and lack of opportunities due to restrictions, social distancing requirements, or lockdowns. However, even in the face of fear or uncertainty, many respondents reported increasing their engagement. Indeed, the Austrian researchers concluded that some people who “were negatively affected and perceived the pandemic as threatening,” were more likely to increase their engagement, a behavior that is “consistent with psychological research on how people cope with existential threats, stressing the important role of personal hardship for the development of compassion” (Neumayr & Meyer, 2021, p. 12). The report from Germany provides an example in support of this phenomenon. The researchers in Germany observed increased engagement in some generosity behaviors (donating and volunteering) and tested to determine “whether there were features of respondents (age, gender, income, place of residence, effects of COVID-19 on personal life)” that could explain changes in generosity behavior (Neumayr et al., 2021, p. 11). Once again, as in Austria, researchers also “found that the main factor leading to changes in formal generosity behavior was people being personally affected by the crisis” no matter whether the effect was “at the emotional level, or also professional, financial or health-related” (Neumayr et al., 2021, p. 11).



Image: Helsinki helpline, delivering commodities | Source: City of Helsinki / Material Bank, photographer: Paula Virta (2020). © City of Helsinki

3.2 Actions for philanthropic organizations in times of crisis⁵

We highlight four recommended actions for philanthropic organizations facing times of crisis, identified across the eleven countries studied: 1) Assess community needs; 2) Engage with volunteers and donors; 3) Communicate effectively and strategically with volunteers, donors, and the public; and 4) Focus on equity.

1) Assess community needs

Philanthropic organizations may emerge as expressions of the needs and preferences of heterogeneous groups or populations (Weisbrod, 1975), or result from either their trustworthiness (Hansmann, 1987) or social entrepreneurs' "innovative, opportunity-oriented, resourceful, value-creating" actions (Dees, Emerson, & Economy, 2001, p. 4). One strength of philanthropic organizations is their proximity to and insight into the needs of the community they serve. We found that during the pandemic organizations were flooded with requests for assistance, some of which fell outside their mission or regular service provision. Finnish researchers suggest that, as a first step during a crisis, philanthropic leaders map community needs and best practices of existing (grassroots) organizations addressing these needs. Next, they should communicate what they learned to governments and local officials (Grönlund et al., 2021). The implication is that philanthropic organizations facing crisis need to assess the felt needs of their communities to enable the provision of appropriate services, programs, and resources. Finally, when faced with exceptional need and inadequate resources, German researchers recommend that philanthropic organizations "intensify or promote cooperation with public authorities and businesses to gain access to resources not otherwise available" (Neumayr et al., 2021, p. 15).

2) Engage with volunteers and donors

Philanthropic organizations also need to engage with their volunteers and donors—the backbone and lifeblood of any organization. Brudney (2016, p. 688) assesses, "One of the most distinctive features of the nonprofit sector is its ability to harness the productive labor of literally millions of citizens in service to organizational goals, without the benefit of remuneration." However, the productivity of that labor is dependent upon organizational staff not only being clear on what their communities need, but also how best to prepare and train volunteers to help meet those needs.

During a time of crisis, when organizations may be called to meet needs that fall outside their regular missions or activities, it becomes especially important to be responsive and flexible in order to keep supporters engaged. The most common recommendation from our study, therefore, made in eight of the eleven national reports, is for philanthropic organizations to innovate or offer new ways for volunteers and donors to engage with them in service to the community.

While traditional fundraising was affected by the pandemic, there remained alternative options to continue raising funds, for example through digital platforms. The creative use of technology may also have inspired giving among younger generations, who, like those in South Korea, gave more generously during the pandemic than before it (Kim, 2021).

Volunteering, on the other hand, became extremely difficult during the infectious health pandemic. The most frequent reason given for decreased volunteering during the pandemic was related to lockdown and social distancing restrictions. Online platforms matching volunteers with community needs supported continued volunteering during the COVID-19 pandemic (Spath, 2021; Trautwein, Liberatore, Lindenmeier, & von Schnurbein, 2020). In addition, 'newer' forms of volunteering—like virtual and episodic—helped minimize the negative impact on volunteering rates resulting from things like the restrictions placed on philanthropic organizations (e.g., social distancing, stay-at-home orders) during the COVID-19 pandemic (Kulik, 2021). Researchers from Iceland recommended that philanthropic organizations "[b]e quick to offer new ways of volunteering such as digital volunteering and flexible, short-term activities.

Bearing in mind that the most common reason for not volunteering is a lack of opportunity” (Hrafnadóttir & Kristmundsson, 2021, p. 14).

During crisis, philanthropic leaders should minimize barriers to volunteers’ ability to engage with the organization and ensure that they are well-equipped to perform their duties. Austrian researchers noted that “[t]he lower the threshold and the less bureaucratic it is to get involved in the short term, and the more clearly the help needed is defined, the more people are prepared to get involved” (Neumayr & Meyer, 2021, p. 15). However, regardless of the severity of the crisis or urgency of the need for volunteers, philanthropic leaders need to ensure that their organizational capacity is sufficient to support the influx of volunteers. Arguably, volunteer management is more necessary than ever in times of crisis and change: to create short-term, immediate action and maintain relationships for the longer term with critical human resources.

Finally, volunteers are frequently both donors and fundraisers for philanthropic organizations (Freeman & Breeze, 2022). Russian researchers reflect on a recently emerged cohort of volunteers, offering the following insight that speaks to the crucial role that volunteers can play and the dividends a philanthropic organization can reap from investing in them. They write, “Provide them with opportunities for professional development and become potential drivers in the engagement of broader categories of population in helping and generosity behavior” (Mersianova & Ivanova, 2021, p. 16). By investing in developing their own organizational capacity (i.e., staff, capital, information and other technology), along with a well-trained and resourced volunteer base, philanthropic organizations will be better prepared to face future crises.

3) Communicate effectively and strategically with volunteers, donors, and the public

The third area of insight concerns the type, amount, and target of communication efforts undertaken by philanthropic organizations. Accurate and consistent communication can help build trust in philanthropic organizations (Wiepking & Handy, 2015). During times of crisis, philanthropic leaders need to communicate effectively and frequently about how donors, volunteers, and the general public can get or remain involved. It is also crucial that they effectively communicate what their organizations are doing to meet community needs and how they are deploying the resources that have been committed to them.

Once organizations have assessed or mapped community needs, they are positioned to relay that information to and seek support from governments and businesses in cross-sector collaboration (Zhang, Shen, & Yu, 2020). Additionally, they can use the social networks of their existing clients to spread awareness of vital and reliable information to vulnerable or marginalized populations (Sivesind & Arnesen, 2021). They can also use their community embeddedness to tap into the social networks of existing clients, to reach new clients and ensure that people are aware of what services and resources — both private and public — are available to them and how they can be accessed (Grönlund et al., 2021). To fulfill this important role, however, philanthropic leaders must use all communication means possible, including word of mouth through clients’ personal networks, the organization’s own website, and social and traditional media.

4) Focus on equity

It is important that philanthropic organizations focus on equity and meeting the needs of vulnerable, underserved, or disadvantaged populations. One such population are children and youth, who especially suffered during the pandemic as schools were closed for months in many countries. This led to numerous mental health problems among young people and a decline in school performance, especially among socioeconomically disadvantaged children, and it also affected their experience of violence (UNICEF & Save the Children, 2021). Researchers in Norway note an “increased awareness of the social implications of lockdown and the pandemic, in particular a decrease in wellbeing among youth and children” (Sivesind & Arnesen, 2021, p. 11), and the additional challenges for children that already lived in problematic family situations. In response to this need, voluntary organizations in Norway were able to develop new and flexible activities in which the children and youth could engage and be supported, such as a chat-line for children and youth with parents who are substance abusers (Sivesind and Arnesen 2021).

Another vulnerable population with increased needs during COVID-19 were women and girls (Anderson et al., 2021; Rieger, Blackburn, Bystrynski, Garthe, & Allen, 2022). One of the unintended consequences of social distancing and shelter-in-place orders implemented by state and local governments was an increase in gender-based violence, a term used to describe both sexual violence and intimate partner (or domestic) violence. Although researchers in our study did not highlight any organizations that address gender-based violence, its prevalence and increase during the pandemic suggest that greater resources should be provided to those organizations that support victims and survivors of gender-based violence. Of course, management of philanthropic organizations must also be more alert to this issue among their own stakeholders, such as beneficiaries/clients, staff, and volunteers.

A third vulnerable population whose needs philanthropic organizations can meet are the elderly—especially those who are isolated or low-income. During the pandemic, elderly individuals living alone became especially vulnerable due to both their higher risk for contracting the COVID-19 disease and the consequences of social distancing or sheltering in place (e.g., inability to visit family and friends, shop for food and medicine, or receive other needed services). Researchers from several countries in our study, including Iceland, Israel, Russia, Sweden, and the United States, provide case studies of philanthropic organizations that made efforts to provide assistance, companionship, and services to elderly individuals in their communities (Hrafnisdóttir & Kristmundsson, 2021; Katz & Feit, 2021; Mersianova & Ivanova, 2021; Vamstad, 2021; Yang et al., 2021). The programs that are described in the case studies serve a variety of needs, from addressing health and safety concerns of residents in geriatric institutions to providing safe social interaction, meals, and assistance with errands and shopping for elderly people still living in their own homes. Israeli researchers note “philanthropists, nonprofit organizations, volunteer organizations and a host of corporations... [to which] [s]oon after its initiation, local municipalities and government lent their support...through additional funding” (Katz & Feit, 2021, p. 14). This cross-sector collaboration is a prime example of what can be accomplished to meet the needs of the most vulnerable due to the innovation and responsiveness of the philanthropic sector.

Other vulnerable groups that were identified in our research included immigrants (whether documented or undocumented), racial, ethnic, or religious minorities, those with mental health vulnerabilities, and those who held low levels of trust in government or institutions. Due to philanthropic organizations’ proximity and ability to be responsive to diverse groups, they may be able to provide targeted services and information to bridge the gap between underserved groups and public institutions. Researchers from Norway suggest that “because many organizations are trusted sources of information, they can fill in government’s information services with helplines and reach immigrants with information in their own languages” (Sivesind & Arnesen, 2021, p. 14). Swedish researchers offer a related perspective. Writing about the “Good Neighbours” program, which was launched in March of 2020, the authors point out that the program was especially beneficial for “people with an immigrant background living in crowded living conditions,” a group that had “proven to be especially difficult for local authorities to reach with information about the pandemic” (Vamstad, 2021, p. 16). Australian researchers note that the local knowledge that philanthropic leaders possess can be of particular use to help governments support citizens (like the elderly or homeless) who may lack close social networks (Chapman et al., 2021).

Finally, philanthropic organizations can address equity concerns by other means besides the direct services they provide to clients. Expanding on the implications of trust-related theories of the philanthropic sector, Austrian researchers offer that philanthropic organizations “can get more people involved in informal helping behavior if they can support the coordination of such initiatives and use their reputation to increase trust in such initiatives” (Neumayr & Meyer, 2021, p. 15).

Recommendations for action: What can philanthropic organizations do to support local community needs during times of crisis?

Based on our comparative, multinational research project studying generosity in times of crisis across 11 countries, we recommend that philanthropic organizations be prepared to take the following four actions in times of crisis:

1. Innovate. Philanthropic organizations need to be prepared to find new ways for volunteer and donor engagement. Examples that proved successful during the COVID-19 pandemic included

shifting to online platforms and promoting in-kind giving. Innovations can be used to lower barriers and make it easier for existing donors and volunteers as well as new ones. We advise philanthropic organizations not to wait until the next crisis but think now about which innovations can help them more successfully support local communities in times of need. Philanthropic organizations should keep track of innovations and create a Standard Operating Procedure for future use during a crisis. People may be happy to be included in a register of potential volunteers to assist in crises. Past staff, event participants, or major donors, for example, may be segments willing to sign up to be activated as volunteers if needed during a crisis.

2. Keep fundraising! People want to give during times of crisis and great need. The single greatest reason that people do not engage in generosity behavior is that they have not been asked to do so. Continue to invite people to engage to maintain capacity and ensure sustainability. Also, diversify your funding streams, including focusing on acquiring more unrestricted grants, which can be used flexibly in times of crisis.

3. Communication is key. Philanthropic organizations should ensure that people know who is in need, how to get involved, and what services they can offer to support them. Philanthropic organizations are uniquely positioned to serve as community hubs to disseminate verified information during a crisis. Philanthropic organizations can also leverage (social) networks of those who they currently serve to reach the wider community.

4. Focus on equity. Philanthropic organizations have the flexibility to respond to the diverse needs within their communities. It is especially important during times of crisis that they ensure that vulnerable or underserved populations are provided access to the information, services, and support they need to not only survive but also thrive, even in times of crisis.

3.3 Government actions to support philanthropic organizations during times of crisis

For philanthropic organizations to reach their full potential in fulfilling their mission, they rely on a supportive institutional environment. This includes, for instance, supportive regulatory and legal frameworks, sufficient funding, and public trust and legitimacy (e.g., Wiepking & Handy, 2015; Wiepking et al., 2021). Whether such a supportive environment exists depends largely on a country's government (see for example Meyer, Moder, Neumayr, & Vandor, 2020), but also on the overall welfare arrangements within a society, i.e., the role the state and the nonprofit sector play in funding and providing social services (M. Powell, 2007; Salamon & Anheier, 1998). In times of crisis, a supportive institutional environment has proven to be particularly important, as all country studies found.

Based on the results from the different country reports, we suggest the following actions are relevant for governments to support philanthropic organizations facing times of crisis: 1) Engage in cross-sector collaboration; 2) Communicate effectively and strategically with the public; 3) Support the capacity, sustainability and financial viability of the nonprofit sector; and 4) Build or support networks of organizations addressing mental health and social or cultural needs.

1) Engage in cross-sector collaboration

To begin, the most commonly reported government policy action suggestion from study researchers (from seven of the eleven countries) was facilitating cross-sector collaboration. A crisis like the COVID-19 pandemic is a prime example of a problem that some scholars would argue necessitates cross-sector collaboration. Indeed, Bryson, Crosby, & Stones (2015) assert that “a key reason for forming cross-sector collaborations is public managers’ and policy makers’ realization that government cannot remedy a public problem on its own or at least that involving business, nonprofit, and community partners can spread risk and provide more effective remedies.” (Bryson et al., 2015, p. 652). There is an extensive body of literature on the prevalence and effectiveness of cross-sector collaborations⁶ to address wicked social problems like poverty, homelessness, sustainability and climate change (Bryson et al., 2015; Clemens, 2021; Daley, 2009; Galaskiewicz & Colman, 2006; Thomson & Perry, 2006; Weber & Khademanian, 2008).

Ansell & Gash (2008) describe collaborative governance as a “mode of governance [that] brings

multiple stakeholders together in common forums with public agencies to engage in consensus-oriented decision making.” (Ansell & Gash, 2008, p. 543). Taking a slightly different perspective, Bryson et al. (2015) offer the following definition of cross-sector collaboration—“the linking or sharing of information, resources, activities, and capabilities by organizations in two or more sectors to achieve jointly an outcome that could not be achieved by organizations in one sector separately.” (Bryson et al., 2015, p. 648). For all the suggestion of the need for cross-sector collaboration – including by many of our study researchers – Bryson et al. make an important, if seemingly obvious, point: “cross-sector collaboration is hardly an easy answer to complex problems” (Bryson et al., 2015, p. 648). Describing networks, Weber and Khademian (2008) write, “In very broad terms, networks are defined by the enduring exchange relations between organizations, individuals, and groups” (Weber & Khademian, 2008, p. 334). Finally, Daley (2009) notes that while interagency collaboration is often touted as crucial to solving environmental and public health problems, nevertheless, it “does not guarantee successful problem solving; rather it can provide an opportunity for organizations to reach beyond their means and achieve complex public policy goals” (Daley, 2009, p. 477).

Apart from the variety of ways by which the concept of cross-sector collaboration is described or defined in the literature, or which stakeholders are involved (governments, businesses, philanthropic organizations, or individuals), there are numerous other factors that impact the complexity and effectiveness of collaboration. These factors include (1) the starting or initial conditions (e.g., level of trust or power imbalances between actors) (Ansell & Gash, 2008; Bryson et al., 2015; Daley, 2009); (2) actors’ reasons for or incentives to participate (Ansell & Gash, 2008; Daley, 2009; Galaskiewicz & Colman, 2006); and (3) the broader societal (political, economic, health, etc.) conditions within which actors attempt the collaboration (Austin & Seitanidi, 2012b, 2012a; Oliver, 1990; Selsky & Parker, 2005). It is beyond the scope of this article to examine the evidence for or means to achieve effectiveness in cross-sector collaboration. However, we can report that the desire for cross-sector collaboration to address wicked problems or crises persists in many countries around the world, especially during times of crises. Furthermore, we would caution potential collaborative partners that cross-sector collaborations are complex, “inherently fragile systems” (Thomson & Perry, 2006, p. 29) that have high costs—especially in time and energy (Ansell & Gash, 2008; Thomson & Perry, 2006), and require high organizational collaborative capacity on the part of each of the participants to sustain the collaboration and achieve its aims (Lai, 2012; Weber & Khademian, 2008). Furthermore, Shi et al. (2020) point out, “Pandemics defy routine planning strategies and require extraordinary adaptations and innovations” (Shi et al., 2020, p. 875), which may also make the planning or sustaining of effective collaborations difficult. Research findings from an Austrian study by Meyer et al. (2021) are instructive here: They report that “collaboration worked best within frameworks that have already existed in some form before the COVID-19 outbreak, and where trust between the partners had been established before” (Meyer et al., 2021, p. 83). Therefore, given their complex nature and costliness in terms of human capital, government officials should endeavor to learn from the challenges of the COVID-19 and invest sooner than later in establishing key cross-sector collaborations in order to be prepared for future crises.

What our study contributes to this diverse body of literature is an emphasis on the importance and value of collaboration – both intra-sectoral and cross-sectoral – in the midst of crisis (like a health pandemic) and not only in “normal” times. Additionally, many researchers from study countries reported on how government support of and involvement with the nonprofit sector may positively impact the public’s perception of philanthropic organizations, leading to increased participation in generosity behaviors (which also promotes the ‘culture of philanthropy’ in a country). The German report illustrates this point, noting that the results of their case study “suggest that the government has an important role in bringing about cooperation with civil society actors and the business sector,” and adding that nonprofit organizations’ “credibility gained through involvement of high-level government agencies is especially important in times of uncertainty and crises” (Neumayr et al., 2021, p. 15).

South Korea provides a prime example of significant and effective collaboration between government, business, and civil society. South Korean researchers report that in the face of severe shortage of personal protective equipment (PPE) at the beginning of the COVID-19 outbreak, “public and private organizations drove various donation campaigns for the goods” (Kim, 2021, p. 9). In addition, blood donation, which is considered a unique crisis-related generosity behavior in South Korea, was “nationally and systemically encouraged” by the Korean government and mass media. In the researcher’s estimation, the South Korean model of COVID-

19 intervention and containment was successful “because the South Korean government maximized opportunities and opened channels for civil society to contribute its resources and philanthropic inputs” (Kim, 2021, p. 15).

2) Communicate effectively and strategically with the public

Next, the importance of timely, frequent, and consistent communication from governments at all levels during a crisis cannot be overstated. One striking observation about government responses and communication during the COVID-19 pandemic is that they were varied between countries and at times inconsistent within a given country. For example, while South Korea did not have a nationwide or even partial lockdown due to COVID-19 during the study period, the government did employ an intense containment effort known as “Triple T” (test, trace, and treat) to combat infections (Kim, 2021, p. 6). Even with their widespread and innovative testing methods, contact tracing, and prompt treatment, what made the South Korean model stand out as successful and an example to health authorities in other countries was its “relentless coordination with multiple actors of society,” made possible through the “government’s effective communication strategy” (Kim, 2021, p. 7).



Image: COVID-19 Special fundraising | Source: Community Chest of Korea

In contrast to the coordinated actions and effective communication in South Korea, in the United States “the different states and localities all had authority to impose restrictions, which led to very uneven responses” (Yang et al., 2021, p. 6). The inconsistent response by the government in the United States allowed for a large variation in the type and severity of outcomes for people across different states. On the one hand, whether due to lack of sufficient PPE, slower government response, or inconsistent guidelines, the fact is that the United States was one of the hardest hit by COVID-19 in 2020, “with approximately 43,000 new cases every day by late September 2020” (Yang et al., 2021, p. 7). On the other hand, the innovation by and public support of philanthropic organizations in the face of such great need is a classic example of the nonprofit sector complementing and filling gaps left by the government. COVID-19 pandemic led to increased use of both public and nonprofit services. South Korean researchers draw out an important implication for and the importance of communication by governments in such times to “obtain public buy-in and trust through transparency and openness” (Kim, 2021, p. 16). Being unsure about the severity of the crisis or what is safe or allowable behavior can have unwanted or negative effects on people’s lives and their engagement in generosity behaviors.

In sum, it is recommended that governments communicate in a timely, frequent and, above all, consistent manner. The latter is particularly important in order to avoid confusion and uncertainty, as researchers from Austria stress. Consistent crisis communication means that the individual authorities at federal and state level must coordinate their communication with each

other and also communicate clear responsibilities as to who communicates which information. Launching national campaigns to inform the public on the pandemic has proven very successful in this respect, as has the use of digital media and social networks (Meyer et al. 2021).

3) Support the capacity, sustainability, and financial viability of the nonprofit sector

The third action recommended for governments to better manage times of crisis is to support the capacity, sustainability, and financial viability of the nonprofit sector. Researchers from seven of the eleven countries studied support these recommendations, indicating the critical importance of a well-functioning and resourced nonprofit sector. There are diverse means by which such support could be achieved. Taken together, governments can support the nonprofit sector through one or more of the following practices: (1) providing direct financial support to philanthropic organizations; (2) promoting corporate generosity; or (3) offering incentives or guidelines for individual generosity, through workplace giving, direct donation, or transfer of unneeded government-provided funds (e.g., wage subsidies or stimulus checks) to philanthropic organizations.

First, on one end of the spectrum of options is direct government funding of philanthropic organizations. In Russia, for example, where an overwhelming majority “expect[ed] government to provide support to people during self-isolation and crisis,” and where only a third of respondents identify charities as a potential source of help in times of crisis, researchers recommend that government could both continue direct social welfare, but could also supplement it with financial support of philanthropic organizations, thereby improving their sustainability and public image (Mersianova & Ivanova, 2021, p. 16). Similarly, Austrian researchers recommend that governments both ensure a social safety net and “fund nonprofit organizations in such a way that civil society can weather a crisis well” (Neumayr et al., 2021, p. 15). Additionally, researchers in Iceland underscore “the importance and role of nonprofit organizations” (Hrafnisdóttir & Kristmundsson, 2021, p. 14), and note how crises may decrease nonprofit sector capacity (e.g., through decreased private donations or government policies and restrictions). As such, they advise that governments “provide direct support to the not-for-profit sector if new policies will affect the sector’s traditional sources of support” (Hrafnisdóttir & Kristmundsson, 2021, p. 14).

Furthermore, the type of government funding given may also greatly influence how well philanthropic organizations are able to withstand the shocks they face and to thrive during times of crisis. Meyer et al. (2021) note that nonprofit organizations that have performance contracts or that have fees-for-service models of funding were hardest hit during the pandemic, but that those “with higher levels of grant funding mentioned severe financial losses less often” (Meyer et al., 2021, p. 85). This is because many contracted services could not be provided during the pandemic (e.g., due to social distancing), and while other services (e.g., online psychological support) were needed and newly introduced, they could not be billed through the rigid fees-for-service models. Therefore, governments, especially those of a corporatist or welfare partnership regime like Austria (the context for the Meyer et al. study), should consider how their existing funding mechanisms either enhance or undermine the sustainability of the nonprofit sectors that are crucial to their countries’ economies and to their citizens’ well-being, and would do well to shift to more flexible financing instruments that better ensures philanthropic organizations’ viability.

Finally, the recommendations by Israeli researchers offer a bridge between direct government funding of nonprofits and the other recommendations for government promotion of or incentivizing corporate and individual generosity. In Israel, researchers observed a decline in a different type of social safety net, namely social solidarity, and suggest that governments should plan to shore up communities during times of crisis. These efforts could take many forms, including supporting philanthropic organizations, which may be “closest to those affected by this decline in the informal safety-nets,” as well as “financial and other incentives to assist nonprofits to undertake this mission” (Katz & Feit, 2021, p. 16).

In addition to direct funds given to philanthropic organizations, governments can support the capacity and sustainability of the sector indirectly, through policies that incentivize corporate generosity (whether through financial investments, in-kind donations, or workplace

volunteering). In support of the widespread practice towards corporate social responsibility, governments can implement or enhance existing incentives to make corporate philanthropy a more common, effective, and mutually beneficial practice. Even if companies engage in corporate philanthropy primarily for strategic reasons (e.g., Liket & Simaens, 2015), collaborations on an equal footing provide good opportunities for philanthropic organizations to obtain resources, increase their efficiency, garner social capital, or achieve greater stability by reducing uncertainty in their environments (Oliver, 1990).

In addition to helping the community through corporate philanthropy and collaboration with philanthropic organizations, case studies from Australia illustrate how some companies also took direct action. For example, in Australia, many companies in the alcohol industry “turned their resources and enterprises to the task of manufacturing hand sanitiser when the country was facing shortages in both the health sector and for private use” (Chapman et al., 2021, p. 11). What is more, one company in particular, Diageo, donated a significant amount of ethanol worldwide (enough to produce 8 million bottles of hand sanitizer), providing “great example of industry and government coming together to help protect the community during the crisis” (Chapman et al., 2021, p. 11), and demonstrating a strong sense of corporate social responsibility on the part of one company to go beyond even national borders.

The third type of actions that governments can take to support the viability of the nonprofit sector in times of crisis is to incentivize and offer guidelines for individual giving to philanthropic organizations. Wiepking et al. (2021) assert, “Government regulations that offer fiscal incentives for philanthropic donations also suggest that donating is a legitimate, socially desired behavior that is publicly sanctioned. Furthermore, fiscal incentives also reduce the ‘price’ of donations to the donor, thereby increasing philanthropic activity.” (Wiepking et al., 2021, pp. 701–702). Elsewhere, Wiepking and Handy (2015) offer explanations for cross-national variations in generosity behavior, and suggest that there are several contextual level factors that can facilitate or limit philanthropic giving in a country. These factors include the aforementioned government fiscal incentives, as well as seven additional factors: (1) a culture of philanthropy; (2) public trust; (3) the state of the nonprofit sector; (4) political and economic stability or growth; (5) population changes; (6) international giving and (7) regulatory and legislative frameworks. It is with this final contextual factor that we conclude this section on governments supporting the capacity and vitality of the nonprofit sector in times of crisis.

Researchers from three countries (Austria, German, and Iceland) make recommendations that recognize the importance of regulatory and legislative frameworks in the functioning of the nonprofit sector during times of crisis. Researchers assert that government “should ensure a legal framework that enables and facilitates volunteering” through, for example, “insurance, [or] compensation for employers if employee cannot show up due to volunteering” (Neumayr & Meyer, 2021, p. 15), or “provide favorable legal framework...for nonprofits and volunteers” (Hrafnisdóttir & Kristmundsson, 2021, p. 14). Similarly, in the German report, researchers suggest that governments “[f]lexibly adapt the legislation such that nonprofit organizations can continue their operations...[by] allow[ing] exceptions from curfews to enable volunteer work and informal generosity behavior” (Neumayr et al., 2021, p. 14). Given the number of countries whose respondents reported decreasing their volunteering due to COVID-19 restrictions (e.g. social distancing, lockdowns, etc.), along with the attendant stress put on philanthropic organizations’ capacity to meet their clients’ needs, it is crucial that governments establish thoughtful regulations to ensure that these societal resources can function optimally during times of crises.

Governments can also promote both corporate and individual generosity by ensuring that there are policies in place that facilitate giving in diverse forms, including donation of money, in-kind goods and services, and volunteering. These policies can take many forms, depending on the structure and level of government in a given country, but researchers from several countries (including Australia, Germany, Russia, Sweden, and the United States) suggest one significant policy tool that could increase individual generosity behaviors: wage subsidies. In particular, American researchers encourage governments to advocate that people donate to charity any unneeded stimulus money they receive. In the German report, researchers urge governments to “[e]nsure a social security system that provides individuals with the means to engage in generosity behavior” (Neumayr et al., 2021, p. 15), while Swedish authors remind that “the cost of wage subsidies and other crisis related financial supports could be a good investment, since the basic safety it provides promotes trust and generosity” (Vamstad, 2021, p. 18). Finally, in Australia, researchers observed the effect of government investment on individual generosity behaviors,

noting that “several respondents also mentioned donating more because of JobKeeper [wage subsidy] payments” (Chapman et al., 2021, p. 12).

In conclusion, during times of natural disaster or a health crisis like the COVID-19 pandemic, it becomes especially important that governments establish policies, regulations, and protocols that both ensure people’s safety and the continued functioning of the country’s institutions-- public and private. As was noted above in the section on global comparisons of generosity behaviors, most every country reported a decrease in volunteer activity at the very time when nonprofit services were most in demand. Governments now have a prime opportunity to seek input from corporations and philanthropic organizations about the challenges they face in maintaining operations, and what policies need to be in place to facilitate and sustain operations in times of future crises.

4) Build or support networks of organizations addressing mental health and social or cultural needs

The final recommended government action for times of crisis is to build or support existing networks of organizations and agencies that address mental health and social or cultural needs. To this point, the insights and recommendations have been broad and overarching, focusing on issues that are likely to affect the majority of a country’s population (e.g., disease transmission, availability of and recommendations for vaccines, government restrictions or financial assistance, etc.). To be sure, governments need to collaborate with other sectors, and should develop legislation and policies that facilitate the smooth operation of business and philanthropic organizations during unusual times. Further, clear and consistent communication about a crisis – especially a public health crisis like COVID-19 – is paramount to saving lives and navigating challenges. However, there are other issues that may arise during a crisis that, although they may affect a smaller proportion of society, are nonetheless important and warrant government attention.

Researchers from Norway provide an astute assessment that governments would do well to heed: “A crisis that affects many functions in society from government institutions to informal social interaction, as the corona pandemic did, shows that there may be a need for many kinds of social care preparedness as well” (Sivesind & Arnesen, 2021, p. 12). Findings from their report highlighted the “need for preparedness well beyond what may be considered the core emergency services, like health care or meeting basic needs for water, food and medicine” (Sivesind & Arnesen, 2021, p. 13), leading the authors to encourage governments to “build up networks with organizations that can contribute to cover mental and social needs by organizing cultural or social activities and human contact” (Sivesind & Arnesen, 2021, p. 15). The heightened incidence of mental health problems, including depression, anxiety, or loneliness, has been documented in a large number of empirical studies for almost all the countries concerned (see for example Hettich et al., 2022; Lueger-Schuster, Zrnić Novaković, & Lotzin, 2022 for Austria and Germany). Therefore, these recommendations are likely to be applicable to any other countries.



Image: A volunteer from the project “Talk together” talking to an elderly citizen | Source: Reykjavík City Welfare Services (2020).

Due to the nature of the COVID-19 pandemic, which prompted a range of restrictions on people's movements and gathering together with others besides their regular household members, people's lives were impacted even if they did not contract the disease. For example, Australian researches note, "During the pandemic, there were frequent media reports of lockdowns exacerbating people's mental health issues and causing flare-ups of domestic violence" (Chapman et al., 2021, p. 6). An innovative initiative in Iceland, translated as "Talk Together," was undertaken by Reykjavik to reach out to elderly individuals living alone. In this project, social work students from the University of Iceland called on these elderly individuals and "chatted about daily life, situations, and challenges" which, according to one student, allowed them to gain insight into their lives and appreciate the loneliness they were feeling since "they can't take part in their routine social live[s] nor get their families for a visit" (Hrafnisdóttir & Kristmundsson, 2021, p. 12). These examples of some of the micro level impacts of a global pandemic reinforce the need for governments to be proactive in establishing an infrastructure beyond the typical emergency response categories. By working with other actors—whether through interagency cooperation or cross-sector collaboration with established nonprofit organizations or informal, grassroots groups—governments can build networks of mental health and social or cultural resources to ensure that no member of society is lost or left further behind.

Recommendations for action: What can government do to support the philanthropic sector during times of crisis? In summary, our recommendations for action for governments can be summarized by the following points:

1. Facilitate cross-sector collaboration. Governments should incentivize, facilitate, and engage in cross-sector collaborations in order to maximize resources and meet broad needs within communities.

2. Communicate effectively. Clear, consistent, and effective communication is essential. Governments should use multiple methods and channels of communication, including social media and collaborative partners, to disseminate meaningful, pertinent, and timely information to the public. It is important that the messaging communicates an appropriate level of importance or urgency to ensure that the public can act accordingly. Accurate and consistent communication can help build trust in public authorities and the government.

3. Bolster the capacity of the nonprofit sector. Governments need to ensure that legal policies are in place that facilitate and promote smooth functioning of nonprofit operations (volunteering, donating, receiving services), as well as promote corporate and individual generosity and provide direct government funding to philanthropic organizations.

4. Be mindful of those who are vulnerable. Ensure that those on the margins of society or who are disproportionately affected by the crisis are resourced and served, and take action to provide support for mental health and social needs that may be exacerbated during times of crisis.

4. Conclusion

There is no doubt that the COVID-19 pandemic presented numerous challenges at all levels of society, from the individual and family to communities and entire nations. Further, no sector was left untouched by the immense human need brought on by the pandemic. Businesses either innovated or failed; philanthropic organizations strained under heightened demand for their services; and governments at all levels struggled to keep pace with how to take care of their people in the face of a novel virus. Despite all these challenges, however, there were silver linings in the massive demonstration of generosity behavior across the world. In that way, the global pandemic presented a prime opportunity for researchers around the world to investigate and compare human behavior from a cross-cultural perspective. It is with this unique opportunity in mind that philanthropic researchers from eleven countries undertook to study how people living in different global contexts engaged in generosity behaviors during a time of crisis.

While research on formal generosity behaviors (e.g., donating money to or volunteering with a nonprofit organization) is important and plentiful, our study also captures many common informal generosity behaviors (e.g., helping a friend or stranger), as well as pandemic-specific behaviors (like social distancing or sharing reliable COVID-19 information) that might not be readily thought of in terms of generosity. By including these informal generosity behaviors in the study, we can see the breadth of activities in which people engage to help one another during crisis. Even amidst the diverse array of behaviors, our findings, which resulted from surveying over 44,000 people from eleven countries, revealed a clearly predominant activity: the donation of money to philanthropic organizations. However, despite the prevalence of financial donations across study countries, there was significant variation in the beneficiaries of donor funds—for example, with some countries reporting as much as 53% of donors giving to philanthropic organizations in health and social services, while in other countries, only 22% of donors gave to the same types of organizations.

Another key finding about the generosity behaviors of those studied was that there was relative stability in giving to formal nonprofit organizations. However, closer analysis showed that the stability was reflective of the behaviors of those who were not engaged in giving previously. In short, those who did not engage in generosity behaviors prior to the pandemic largely did not engage once the pandemic started. By contrast, for those individuals who had already exhibited generosity behaviors, they were almost equally as likely to increase as decrease the size of their donations to philanthropic organizations during the pandemic. While in some cases people reported their decline in engagement was due to the uncertainty of the pandemic or worsening of their own financial conditions, perhaps counterintuitively, others, even in the face of similar challenges, reported increasing their engagement in generosity behaviors. A lesson that we can draw from these findings—one which is consistent with other findings in the literature—is that people the world over want to be generous, even or maybe especially in times of crisis.

Beyond the foregoing findings, our study offers key insights and recommendations for how both nonprofit leaders and government officials should prepare for and respond to a crisis. Specifically, we make the following recommendations for leaders of philanthropic organizations. First, assess community needs to ensure that the diverse needs and preferences of our community are identified. Second, leaders should engage with volunteers and donors to maintain relationships and steward resources in a positive and productive manner. Relatedly, they should ensure that the public knows what their organizations need and how to get involved. Next, nonprofit leaders should communicate effectively and strategically with all stakeholders of their organization—volunteers, donors, and the public at large. Finally, philanthropic organizations need to keep equity at top of mind, being sure that the underserved and most vulnerable members of their community are not overlooked and do not fall further behind during times of crisis.

For government officials and leaders, we offer equally meaningful recommendations on actions to be taken in response to crisis. The most common suggestion from study researchers is that governments engage in deliberate cross-sector collaboration. Although research shows that collaboration is challenging and can have high opportunity costs, our study underscores the value and necessity of intra- and inter-sectoral collaboration even during crisis, and not only in “normal” times. As in the case of nonprofit leaders, frequent and consistent communication from government leaders is also a top recommendation. Our study highlighted the success South Korea had in disease containment during the height of the pandemic, due in large part to the intensive efforts by the South Korean government to communicate its plans and strategies, and to coordinate its efforts. Next, governments should support the capacity, sustainability, and financial viability of philanthropic organizations. This insight is the most widely variable of the recommendations for government responses to crisis, likely due to the spectrum of government regimes across the world. Thus, ways governments can support the nonprofit sector range from providing direct citizen support (as with wage supports or stimulus checks), to incentivizing corporate or individual giving, to ensuring that there are regulatory or legislative frameworks in place that are conducive to strong and thriving philanthropic organizations.

Finally, in view of the increased incidence of mental health issues during the pandemic, our research recommends that governments take action to build new or support existing networks of organizations that address mental health and social or cultural needs. While we typically see strong government and public responses to support philanthropic organizations in the event of natural disasters—especially with meeting physical or basic needs—what the COVID-19 pandemic revealed, with its socially isolating effects in communities around the world—is that people’s social, cultural, and mental health needs did not receive the same level of care and support. Again, as in the case of nonprofit leaders’ focus on equity, governments need to keep their peoples’ socio-cultural and mental health needs a priority to prevent losing or leaving member of society further behind.

In closing, our study, “Generosity in Times of Crisis: Global Helping Behaviors During the COVID-19 Pandemic,” sought to understand how a global pandemic impacted generosity behaviors around the world. To be sure, there are many lessons that can be gleaned from a worldwide pandemic—and we offer several learnings and recommendations above. But our study results demonstrate something perhaps even more important: amidst broad similarities and culturally specific variances in generosity behaviors, they all ultimately underscore the resilience of societies and a widespread human propensity for altruism and generosity.

5. Notes

1. Sections of this report are published as a practice paper in the *Journal of Philanthropy and Marketing*. <https://doi.org/10.1002/nvsm.1814>.
2. All reports are available at <https://www.globalgenerosityresearch.com/>
3. Throughout this report, we use the term 'philanthropic organizations' to refer to both formal (nonprofit) and informal (grassroots) organizations that are active in civil society.
4. Israel is excluded from the comparative graph as the data for Israel were collected through a longitudinal study over a more extensive period of time than those of the remaining countries, making comparison challenging.
5. Section 2 of this report is published as a practice paper in the *Journal of Philanthropy and Marketing*. <https://doi.org/10.1002/nvsm.1814>.
6. In the literature cross-sector collaborations are also referred to as collaborative governance, public-private partnerships (PPPs), corporate philanthropy, coalitions, and networks, to name a few.

6. References

- Anderson, C., McGee, R., Nampoothiri, N., Gaventa, J., Forquilha, S., Ibeh, Z., ... Alex, S. (2021). Navigating Civic Space in a Time of Covid: Synthesis Report. Institute of Development Studies. <https://doi.org/10.19088/A4EA.2021.002>
- Ansell, C., & Gash, A. (2008). Collaborative governance in theory and practice. *Journal of Public Administration Research and Theory*, 18(4), 543–571.
- Austin, J. E., & Seitanidi, M. M. (2012a). Collaborative value creation: A review of partnering between nonprofits and businesses. Part 2: Partnership processes and outcomes. *Nonprofit and Voluntary Sector Quarterly*, 41(6), 929–968.
- Austin, J. E., & Seitanidi, M. M. (2012b). Collaborative value creation: A review of partnering between nonprofits and businesses: Part I. Value creation spectrum and collaboration stages. *Nonprofit and Voluntary Sector Quarterly*, 41(5), 726–758.
- Bell, I. H., Nicholas, J., Broomhall, A., Bailey, E., Bendall, S., Boland, A., ... Thompson, A. (2023). The impact of COVID-19 on youth mental health: A mixed methods survey. *Psychiatry Research*, 321, 115082.
- Brudney, J. L. (2016). Designing and managing volunteer programs. *The Jossey-Bass Handbook of Nonprofit Leadership and Management*, 688–733.
- Bryson, J. M., Crosby, B. C., & Stone, M. M. (2015). Designing and implementing cross-sector collaborations: Needed and challenging. *Public Administration Review*, 75(5), 647–663.
- CAF America. (2021). *Lessons in Disaster Philanthropy. The Voice of Charities Facing COVID-19. Volume 8.* Washington D.C: CAF America.
- Chapman, C. M., Scaife, W., Masser, B. M., Balczun, M., & McHughes, L. H. (2021). Generosity in times of crisis: Australian Helping Behaviors During the COVID-19 Pandemic. In P. Wiepking, C. M. Chapman, & L. Holmes McHughes (Eds.), *Generosity in Times of Crisis Series*. <https://www.globalgenerosityresearch.com>.
- Clemens, E. S. (2021). The constitution of citizens: Political theories of nonprofit organizations. In *The Nature of the Nonprofit Sector* (pp. 261–275). Routledge.
- Daley, D. M. (2009). Interdisciplinary problems and agency boundaries: Exploring effective cross-agency collaboration. *Journal of Public Administration Research and Theory*, 19(3), 477–493.
- Dees, J. G., Emerson, J., & Economy, P. (2001). *Enterprising Nonprofits: A Toolkit for Social Entrepreneurs*. New York: John Wiley and Sons, Inc.
- Elmassah, S., Bacheer, S., & Hassanein, E. (2022). US consumers' confidence and responses to COVID-19 shock. *Review of Economics and Political Science*.
- Freeman, T. M., & Breeze, B. (2022). Chapter 21: Working with volunteer fundraisers. In G. G. Shaker, S. K. Nathan, E. R. Tempel, & W. Stanczykiewicz (Eds.), *Achieving Excellence in Fundraising* (fifth edition, pp. 242–252). Hoboken, N.J.: Wiley.
- Fuller, R. P., & Rice, R. E. (2022). Nonprofit organization communication, crisis planning, and strategic responses to the COVID-19 pandemic. *Journal of Philanthropy and Marketing*, e1750. <https://doi.org/10.1002/nvsm.1750>
- Galaskiewicz, J., & Colman, M. S. (2006). Collaboration between corporations and nonprofit organizations. *The Nonprofit Sector: A Research Handbook*, 2, 180–204.
- Garcia, S., Carrigan, C., & Wiepking, P. (2023). Global Response to the COVID-19 Crisis: Challenges and Opportunities for Civil Society Organizations. Online First in *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*. <https://doi.org/10.1007/s11266-023-00589-5>
- Giving USA Foundation. (2022). *Giving USA 2022: The Annual Report on Philanthropy for the Year 2021*. Indianapolis, IN: Lilly Family School of Philanthropy, IUPUI Indiana University.
- Grönlund, H., Pessi, A. B., & Berki, Z. (2021). Generosity in times of crisis: Finnish Helping Behaviors During the COVID-19 Pandemic. In P. Wiepking, C. M. Chapman, & L. Holmes McHughes (Eds.), *Generosity in Times of Crisis Series*. <https://www.globalgenerosityresearch.com>.
- Hansmann, H. (1987). Economic theories of nonprofit organizations. In W. W. Powell (Ed.), *The nonprofit sector: Research handbook* (pp. 27–42). Princeton, N.J.: Yale University Press.
- Hettich, N., Entringer, T. M., Kroeger, H., Schmidt, P., Tibubos, A. N., Braehler, E., & Beutel, M. E. (2022). Impact of the COVID-19 pandemic on depression, anxiety, loneliness, and satisfaction in the German general population: A longitudinal analysis. *Social Psychiatry and Psychiatric Epidemiology*, 57(12), 2481–2490.
- Hrafnsdóttir, S., & Kristmundsson, Ó. H. (2021). Generosity in times of crisis: Icelandic Helping Behaviors During the COVID-19 Pandemic. In P. Wiepking, C. M. Chapman, & L. Holmes McHughes (Eds.), *Generosity in Times of Crisis Series*. <https://www.globalgenerosityresearch.com>.
- Johnson, A. F., Rauhaus, B. M., & Webb-Farley, K. (2021). The COVID-19 pandemic: A challenge for US nonprofits' financial stability. *Journal of Public Budgeting, Accounting & Financial Management*, 33(1), 33–46.
- Katz, H., & Feit, G. (2021). Generosity in times of crisis: Israeli Helping Behaviors During the COVID-19 Pandemic. In P. Wiepking, C. M. Chapman, & L. Holmes McHughes (Eds.), *Generosity in Times of Crisis Series*. <https://www.globalgenerosityresearch.com>.
- Kharel, M., Sakamoto, J. L., Carandang, R. R., Ulambayar, S., Shibanuma, A., Yarotskaya, E., ... Jimba, M. (2022).

- Impact of COVID-19 pandemic lockdown on movement behaviours of children and adolescents: A systematic review. *BMJ Global Health*, 7(1), e007190.
- Kim, S. J. (2021). Generosity in times of crisis: South Korean Helping Behaviors During the COVID-19 Pandemic. In P. Wiepking, C. M. Chapman, & L. Holmes McHughes (Eds.), *Generosity in Times of Crisis Series*. <https://www.globalgenerosityresearch.com>.
- Kulik, L. (2021). Multifaceted volunteering: The volunteering experience in the first wave of the COVID-19 pandemic in light of volunteering styles. *Analyses of Social Issues and Public Policy*, 21(1), 1222–1242. <https://doi.org/10.1111/asap.12284>
- Lai, A. Y. (2012). Organizational collaborative capacity in fighting pandemic crises: A literature review from the public management perspective. *Asia Pacific Journal of Public Health*, 24(1), 7–20.
- Liket, K., & Simaens, A. (2015). Battling the devolution in the research on corporate philanthropy. *Journal of Business Ethics*, 126(2), 285–308.
- Lilly Family School of Philanthropy. (2022). *Global Philanthropy Environment Index*. Indianapolis, IN: IU Lilly Family School of Philanthropy.
- Litofcenko, J., Meyer, M., Neumayr, M., & Pennerstorfer, A. (2023). Charitable Giving in Times of Covid-19: Do Crises Forward the Better or the Worse in Individuals? *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*. <https://doi.org/10.1007/s11266-023-00558-y>
- Lueger-Schuster, B., Zrnić Novaković, I., & Lotzin, A. (2022). Two years of COVID-19 in Austria—Exploratory longitudinal study of mental health outcomes and coping behaviors in the general population. *International Journal of Environmental Research and Public Health*, 19(13), 8223.
- Mersianova, I., & Ivanova, N. (2021). Generosity in times of crisis: Russian Helping Behaviors During the COVID-19 Pandemic. In P. Wiepking, C. M. Chapman, & L. Holmes McHughes (Eds.), *Generosity in Times of Crisis Series*. <https://www.globalgenerosityresearch.com>.
- Meyer, M., Millner, R., Pennerstorfer, A., & Vandor, P. (2021). Partnership in Times of COVID-19: Government and Civil Society in Austria. *Nonprofit Policy Forum*, 12(1), 65–92. <https://doi.org/10.1515/npf-2020-0052>
- Meyer, M., Moder, C., Neumayr, M., & Vandor, P. (2020). Civil society and its institutional context in CEE. *Voluntas: International Journal of Voluntary and Nonprofit Organizations*, 31, 811–827.
- Neumayr, M., Litofcenko, J., & Meyer, M. (2021). Generosity in times of crisis: German Helping Behaviors During the COVID-19 Pandemic. In P. Wiepking, C. M. Chapman, & L. Holmes McHughes (Eds.), *Generosity in Times of Crisis Series*. <https://www.globalgenerosityresearch.com>.
- Neumayr, M., & Meyer, M. (2021). Generosity in times of crisis: Austrian Helping Behaviors During the COVID-19 Pandemic. In P. Wiepking, C. M. Chapman, & L. Holmes McHughes (Eds.), *Generosity in Times of Crisis Series*. <https://www.globalgenerosityresearch.com>.
- Oliver, C. (1990). Determinants of interorganizational relationships: Integration and future directions. *Academy of Management Review*, 15(2), 241–265.
- Paarlberg, A., Bergdoll, J., Houston, P., & Kou, X. (2021). Understanding Philanthropy in Times of Crisis: The Role of Giving Back During COVID-19.
- Pew Research Center. (2022). Two years into the pandemic, Americans inch closer to a new normal. Retrieved from <https://www.pewresearch.org/2022/03/03/two-years-into-the-pandemic-americans-inch-closer-to-a-new-normal/>
- Powell, M. (Ed.). (2007). *Understanding the mixed economy of welfare*. Policy Press.
- Reimers, F. M. (2022). Learning from a pandemic. The impact of COVID-19 on education around the world. Primary and Secondary Education during Covid-19: Disruptions to Educational Opportunity during a Pandemic, 1–37.
- Rieger, A., Blackburn, A. M., Bystrynski, J. B., Garthe, R. C., & Allen, N. E. (2022). The impact of the COVID-19 pandemic on gender-based violence in the United States: Framework and policy recommendations. *Psychological Trauma: Theory, Research, Practice, and Policy*, 14(3), 471.
- Salamon, L. M., & Anheier, H. K. (1998). Social Origins of Civil Society: Explaining the Nonprofit Sector Cross-Nationally. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, 9(3), 213–248.
- Selsky, J. W., & Parker, B. (2005). Cross-sector partnerships to address social issues: Challenges to theory and practice. *Journal of Management*, 31(6), 849–873.
- Shi, Y., Jang, H. S., Keyes, L., & Dicke, L. (2020). Nonprofit Service Continuity and Responses in the Pandemic: Disruptions, Ambiguity, Innovation, and Challenges. *Public Administration Review*, 80(5), 874–879. <https://doi.org/10.1111/puar.13254>
- Sivesind, K. H., & Arnesen, D. (2021). Generosity in times of crisis: Norwegian Helping Behaviors During the COVID-19 Pandemic. In P. Wiepking, C. M. Chapman, & L. Holmes McHughes (Eds.), *Generosity in Times of Crisis Series*. <https://www.globalgenerosityresearch.com>.
- Spath, R. (2021). Working Paper 4: Volunteering in the Pandemic – Mobilising UK Voluntary Action during COVID-19. Mobilizing UK Voluntary Action / University of Stirling. Retrieved from Mobilizing UK Voluntary Action / University of Stirling website: <https://www.mvain4.uk/resource-details/working-paper-4-volunteering-in-the-pandemic-evidence-from-two-uk-volunteer-matching-services/>
- The World Bank. (2021). The global economy: On track for strong but uneven growth as COVID-19 still weighs. Retrieved from <https://www.worldbank.org/en/news/feature/2021/06/08/the-global-economy-on-track-for-strong-but-uneven-growth-as-covid-19-still-weighs>.
- Thomson, A. M., & Perry, J. L. (2006). Collaboration processes: Inside the black box. *Public Administration Review*, 66, 20–32.
- Trautwein, S., Liberatore, F., Lindenmeier, J., & von Schnurbein, G. (2020). Satisfaction with informal volunteering during the COVID-19 crisis: An empirical study considering a Swiss online volunteering

- platform. *Nonprofit and Voluntary Sector Quarterly*, 49(6), 1142–1151.
- UNICEF & Save the Children. (2021). *Impact of COVID-19 on children living in poverty: A Technical Note*. Washington, D.C.: UNICEF and Save the Children.
- Vamstad, J. (2021). Generosity in times of crisis: Swedish Helping Behaviors During the COVID-19 Pandemic. In P. Wiepking, C. M. Chapman, & L. Holmes McHughes (Eds.), *Generosity in Times of Crisis Series*. <https://www.globalgenerosityresearch.com>.
- Weber, E. P., & Khademian, A. M. (2008). Wicked problems, knowledge challenges, and collaborative capacity builders in network settings. *Public Administration Review*, 68(2), 334–349.
- Weisbrod, B. A. (1975). *Toward a Theory of the Voluntary Nonprofit Sector in a Three-Sector Economy* (E. S. Phelps, Ed.). In (pp. 171–195). New York: Russell Sage Foundation.
- Wiepking, P. (2021). The global study of philanthropic behavior. *Voluntas: International Journal of Voluntary and Nonprofit Organizations*, 32(2), 194–203.
- Wiepking, P., Chapman, C., Masser, B. M., Katz, H., Feit, G., Sivesind, K. H., ... Osili, U. O. (2020). One Survey Module capturing COVID-19 generosity behaviors among individuals for comparative research. Indianapolis, United States: IU Lilly Family School of Philanthropy. Retrieved from IU Lilly Family School of Philanthropy website: <https://osf.io/mznqu/>
- Wiepking, P., & Handy, F. (Eds.). (2015). *The Palgrave Handbook of Global Philanthropy*. Hampshire, UK: Palgrave MacMillan.
- Wiepking, P., Handy, F., Park, S., Neumayr, M., Bekkers, R., Breeze, B., ... Yang, Y. (2021). Global Philanthropy: Does Institutional Context Matter for Charitable Giving? *Nonprofit and Voluntary Sector Quarterly*, 50(4), 697–728.
- Yang, Y., Wiepking, P., & Carrigan, C. (2021). Generosity in times of crisis: American Helping Behaviors During the COVID-19 Pandemic. In P. Wiepking, C. M. Chapman, & L. Holmes McHughes (Eds.), *Generosity in Times of Crisis Series*. <https://www.globalgenerosityresearch.com>.
- Zhang, Z., Shen, Y., & Yu, J. (2020). Combating COVID-19 Together: China's Collaborative Response and the Role of Business Associations. *Nonprofit and Voluntary Sector Quarterly*, 49(6), 1161–1172. <https://doi.org/10.1177/0899764020964591>

7. Country reports

All reports are available at: <https://www.globalgenerosityresearch.com/reports/>

Australia Report: Chapman, C. M., Scaife, W., Masser, B. M., Balczun, M., & McHugh, L. H. (2021). Australian helping behaviours during the COVID-19 pandemic. In P. Wiepking, C. M. Chapman, & L. H. McHugh (Eds.), *Generosity in times of crisis*. Lilly Family School of Philanthropy.

Austria Report: Neumayr, M., & Meyer, M. (2021). Austrian helping behaviors during the COVID-19 pandemic. In P. Wiepking, C. M. Chapman, & L. H. McHugh (Eds.), *Generosity in times of crisis*. Lilly Family School of Philanthropy.

Finland Report: Grönlund, H., Pessi, A. B., & Berki, Z. (2021). Finnish behaviors during the COVID-19 pandemic. In P. Wiepking, C. M. Chapman, & L. H. McHugh (Eds.), *Generosity in times of crisis*. Lilly Family School of Philanthropy.

Germany Report: Neumayr, M., Litofcenko, J., & Meyer, M. (2021). Helping behaviors during the COVID-19 pandemic in Germany. In P. Wiepking, C. M. Chapman, & L. H. McHugh (Eds.), *Generosity in times of crisis*. Lilly Family School of Philanthropy.

Iceland Report: Hrafnisdóttir, S., & Kristmundsson, Ó. (2021). Icelandic helping behaviors during the COVID-19 pandemic. In P. Wiepking, C. M. Chapman, & L. H. McHugh (Eds.), *Generosity in times of crisis*. Lilly Family School of Philanthropy.

Israel Report: Katz, H., & Feit, G. (2021). Israeli helping behaviors during the COVID-19 pandemic. In P. Wiepking, C. M. Chapman, & L. H. McHugh (Eds.), *Generosity in times of crisis*. Lilly Family School of Philanthropy.

Norway Report: Sivesind, K. H., & Arnesen, D. (2021). Norwegian helping behaviors during the corona pandemic. In P. Wiepking, C. M. Chapman, & L. H. McHugh (Eds.), *Generosity in times of crisis*. Lilly Family School of Philanthropy.

Russia Report: Mersianova, I., & Ivanova, N. (2021). Russian helping behaviors during the COVID-19 pandemic. In P. Wiepking, C. M. Chapman, & L. H. McHugh (Eds.), *Generosity in times of crisis*. Lilly Family School of Philanthropy.

South Korea Report: Kim, S.J. (2021). South Korean helping behaviors during the COVID-19 pandemic. In P. Wiepking, C. M. Chapman, & L. H. McHugh (Eds.), *Generosity in times of crisis*. Lilly Family School of Philanthropy.

Sweden Report: Vamstad, J. (2021). Swedish helping behaviours during the COVID-19 pandemic. In P. Wiepking, C. M. Chapman, & L. H. McHugh (Eds.), *Generosity in times of crisis*. Lilly Family School of Philanthropy.

United States Report: Yang, Y., Wiepking, P., & Carrigan, C. (2021). American helping behaviors during the COVID-19 pandemic. In P. Wiepking, C. M. Chapman, & L. H. McHugh (Eds.), *Generosity in times of crisis*. Lilly Family School of Philanthropy.

8. Author information

DeeAndria Hampton
Lilly Family School of Philanthropy
Indiana University
University Hall, suite 3000
Indianapolis, IN 46202
United States
Email: dehamp@iu.edu
ORC ID: 0000-0002-8200-8529

Pamala Wiepking (corresponding author)
Lilly Family School of Philanthropy
Indiana University
University Hall, suite 3000
Indianapolis, IN 46202
United States
Email: pwiepki@iu.edu
ORC ID: 0000-0002-5813-8366

/
Vrije Universiteit Amsterdam
Center for Philanthropic Studies
De Boelelaan 1081
1081 HV Amsterdam
The Netherlands

Cassandra Chapman
UQ Business School,
The University of Queensland,
39 Blair Drive,
St Lucia, QLD 4072,
Australia
Email: c.chapman@business.uq.edu.au
ORCID: 0000-0002-8488-6106

Lucy Holmes McHugh
College of Science and Engineering
James Cook University
Townsville, QLD, Australia
Email: lucy.mchugh@my.jcu.edu.au
ORCID: 0000-0003-1239-9525

Sung-Ju Kim
School of Social Work
North Carolina State University
202D 1911 Building, Campus Box 7639
Raleigh, NC, USA
Email: skim67@ncsu.edu
ORC ID: 0000-0002-3122-6542

Michaela Neumayr
Institute for Nonprofit Management
WU Vienna University of Economics and
Business
Welthandelsplatz 1
1020 Vienna
Austria
Email: mneumayr@wu.ac.at
ORC ID: 0000-0001-5947-9325

Johan Vamstad
Center for Civil Society Research
Marie Cederschiöld University
Stigbergsgatan 30
10061 Stockholm
Sweden
Email: johan.vamstad@mchs.se
ORC ID: 0000-0002-1453-6186

Daniel Arnesen
Institute for Social Research
PO Box 3233 Elisenberg
NO-0208 Oslo
Norway
Email: Daniel.Arnese@socialresearch.no
ORC ID: 0000-0002-2026-1684

Cathie Carrigan
Lilly Family School of Philanthropy
Indiana University
University Hall, Suite 3000
Indianapolis, IN 46202 USA
Email: cmcarrig@iupui.edu
ORCID: 0000-0002-3801-8519

Galia Feit
Institute for Law and Philanthropy
Buchmann Faculty of Law
Tel Aviv University, Israel
Email: gfeit@tauex.tau.ac.il
ORC ID: 0000-0002-9020-6293

Henrietta Grönlund
Faculty of Theology
University of Helsinki
Vuorikatu 3 (P.O.Box 4)
00014 University of Helsinki
Finland
Email: henrietta.gronlund@helsinki.fi
ORC ID: 0000-0002-4106-898X

Steinunn Hrafnisdóttir
Faculty of Social Work
School of Social Sciences
University of Iceland
Gimli v/Sæmundargötu
101 Reykjavík Iceland
EMAIL: steinhra@hi.is
ORC ID: 0000-0001-8069-6244

Natalya Ivanova
Centre for Studies of Civil Society and the
Nonprofit Sector
National Research University Higher School
of Economics
20 Myasnitskaya Str.
101000 Moscow
Russia
E-mail: nvivanova@hse.ru
ORC ID: 0000-0002-5225-8367

Hagai Katz
Guilford Glazer Faculty of Business and
Management
Ben-Gurion University of the Negev
Beersheba, Israel
Email: hagaikatz@gmail.com
ORC ID: 0000-0003-4750-0347

Ómar H. Kristmundsson
Faculty of Political Science
University of Iceland
Gimli v/Sæmundargötu
101 Reykjavík Iceland
Email: omarhk@hi.is
ORC ID 0009-0001-4362-8506

Julia Litofcenko
Institute for Nonprofit Management
WU Vienna University of Economics and
Business
Welthandelsplatz 1
1020 Vienna
Austria
Email: jlitofce@wu.ac.at
ORC ID: 0000-0002-7484-739X

Irina Mersianova
Centre for Studies of Civil Society and the
Nonprofit Sector
National Research University Higher School
of Economics
20 Myasnitskaya Str.
101000 Moscow
Russia
E-mail: imersianova@hse.ru
ORC ID: 0000-0002-0275-4717

Anne Birgitta Pessi
Faculty of Theology
University of Helsinki
Vuorikatu 3 (P.O.Box 4)
00014 University of Helsinki
Finland
Email: anne.b.pessi@helsinki.fi
ORC ID: 0000-0002-1312-9538

Wendy Scaife
Australian Centre for Philanthropy and
Nonprofit Studies
Queensland University of Technology
Gardens Point Campus
2 George St
Brisbane, Queensland, Australia, 4000.
Email: w.scaife@qut.edu.au
ORC ID:0000-0002-4876-4718

Karl Henrik Sivesind
Institute for Social Research
PO Box 3233 Elisenberg
NO-0208 Oslo
Norway
Email:
karl.henrik.sivesind@socialresearch.no
ORC ID: 0000-0002-4752-8625

Yongzheng Yang
School of Public Administration and Policy
Renmin University of China
No.59 Zhongguancun Street
Haidian District, Beijing 100872
People's Republic of China
Email: yongzheng_yang@ruc.edu.cn
ORCID: 0000-0001-6946-0919



The Indiana University Lilly Family School of Philanthropy at IUPUI is dedicated to improving philanthropy to improve the world by training and empowering students and professionals to be innovators and leaders who create positive and lasting change. The school offers a comprehensive approach to philanthropy through its [undergraduate](#), [graduate](#), [certificate](#) and professional development programs, its research and international programs and through The Fund Raising School, Lake Institute on Faith & Giving, the Mays Family Institute on Diverse Philanthropy and the Women's Philanthropy Institute. For more information, visit <https://philanthropy.iupui.edu/>. Follow us on [Twitter](#), [LinkedIn](#), or [Instagram](#) and "Like" us on [Facebook](#).

