



**THE DUTCH NON-PROFIT MARKET:
AN INSIGHT INTO CORDAID URBAN MATTERS' FUNDRAISING
OPPORTUNITIES**

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DECLARATION OF AUTHORSHIP

I hereby declare that the final paper entitled “*The Dutch non-profit market: an insight into Cordaid Urban Matters’ fundraising opportunities*” has been carried out in the Faculty of International Communication Management and European Studies, The Hague University of Applied Sciences, The Hague, under the guidance of Nicole Heijdra.

The work is original and has not been submitted in part or full by me for any degree or diploma at any other university. I am aware of the University’s regulations concerning plagiarism, including those regulations concerning disciplinary actions that may result from plagiarism. I further declare that the material obtained from other sources has been duly acknowledged in the paper.

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EXECUTIVE SUMMARY

Cordaid, one of the biggest development organisations in the Netherlands, works on several topics to reduce poverty all over the world. One particular topic is Urban Matters that designs smart solutions for slums. Cordaid Urban Matters has given the assignment to conduct research regarding successful fundraising within the Dutch non-profit market with particular focus on the target group of Dutch businesses.

Therefore, the main purpose of this report was to research the key success factors in a communication strategy for Cordaid Urban Matters in terms of raising more funds within the Dutch non-profit market. The objective was to design a communication strategy that presented Cordaid Urban Matters solutions to attract and approach funders in the Netherlands by doing extensive desk and field research on the Dutch non-profit market.

Desk research was the foundation of this research and by analysing the organisation and its environment, one had an overview of the strengths and weaknesses of Cordaid Urban Matters as well as their opportunities and threats. Cordaid is well known within the Netherlands among businesses and has a well implemented website. However, the lack of a fundraising and communication strategy makes it hard for the organisation to conduct proper fundraising in the Netherlands. Also, the competition between NGOs is increasing and therefore Urban Matters needs to protrude within the market.

Further on, the Literature Review revealed that fundraising must be an expression of an organisation's identity and that one has to find the right match with a partner, which has the same values, mission and objectives. Throughout ten in-depth interviews it was gathered that a fundraising strategy is of need and that current trends are donor involvement, event fundraising and relationship management. Moreover, when Dutch businesses collaborate with NGOs they mostly want to share their expertise and knowledge instead of funding projects. However, entering new markets in countries is a trigger for interested businesses.

Therefore, it was recommended to first and foremost develop a fundraising strategy specifically for the Dutch non-profit market. This fundraising strategy should include crucial components like targets, clear messages, a donor lifecycle and plans to sustain the relationships with donors and businesses in the Netherlands, all with the means of communication.

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LIST OF ABBREVIATIONS

NGO = Non-governmental organisation

USP = Unique selling proposition

MFO = Co-financing organisation (*Medefinancieringsorganisatie*)

SWOT = Strengths, Weaknesses, Opportunities, Threats

CHAPTER 1 – INTRODUCTION

The final paper was the last assignment within the ICM programme and to be conducted during an internship at a company and/or organisation of choice. For the internship and final paper the Dutch non-governmental organisation (NGO) CORDAID was both assignment- and internship provider.

Cordaid is the Catholic Organisation for Relief and Development Aid with its headquarters in The Hague, the Netherlands and eleven country offices over the world. Currently, Cordaid is working in 38 countries with a network of 634 partner organisations and covers twelve topics: healthcare, disaster response, entrepreneurship, women's leadership, child & education, extractives, investments, domestic, general, food security, security & justice and urban matters (also called business units). Particular focus of the internship and final paper was on Urban Matters, which works on 'Smart Solutions for Slums' in Haiti, Guatemala, El Salvador, Kenya, Ethiopia and South Africa. Cordaid Urban Matters aim is "to work jointly toward homes, electricity, sanitation, clean drinking water, waste disposal and safety. This should result in both liveable and sustainable neighbourhoods." (Cordaid, *Urban Matters*, 2014).

1.1. CLIENT BRIEF

Cordaid Urban Matters has given the opportunity to have research conducted regarding their organisation and fundraising activities in order to improve their fundraising opportunities. To internalise this, a meeting with Marloe Dresens was held, who is one of the two Business Development Managers at Cordaid Urban Matters. During the client brief, Mrs Dresens provided information about Cordaid Urban Matters and their current fundraising situation.

1.1.1. PROBLEM STATEMENT

Cordaid Urban Matters is well known on an international level, such as in its working countries and the United States, but less on a national one, namely in the Netherlands. Besides, Cordaid Urban Matters is the only NGO working in the field of urban development in the Netherlands and therefore, according to Mrs Dresens (M. Dresens, *personal meeting*, February 5, 2014), the business unit wants to improve their funding opportunities and attract more funders in order to finance projects. As a reason for not enough funding Mrs Dresens presumes lack of awareness within the Netherlands; however, no research has been conducted yet whether lack of awareness is an issue. Also, no research on possible communication strategies to attract funders has been conducted.

For that reason, Cordaid Urban Matters wanted to find a solution to the following problem statement (advice question): “How can Cordaid Urban Matters improve its external communication in order to attract Dutch funders within the Dutch non-profit market to co-finance projects?”

1.1.2. CORDAID URBAN MATTERS' OBJECTIVE

Cordaid Urban Matters wants to improve their funding opportunities within the Dutch non-profit market. Currently, the organisation has 18 partners in the Netherlands, which vary from implementing to funding and networking partners. However, in order to finance projects Cordaid Urban Matters needs to attract more funders. Therefore, Cordaid Urban Matters wants to know how to communicate effectively in order to appeal to Dutch funders. By knowing how to appeal to Dutch funders, Cordaid Urban Matters wants to expand their network, build relationships and alliances (Cordaid Urban Matters, *Annual Plan 2014*, 2014).

Cordaid Urban Matters' objective is formulated according to the SMART¹ criteria: The organisations' aim is to attract and establish five contracts with Dutch partners between the 01st August 2014 and the 31st July 2015 to finance projects like the Mejicanos City Park. In order to realise and build a City Park in El Salvador, approximately 13 Million Euro are needed.

1.2. RESEARCH SCOPE

The research focused on communication to improve Cordaid Urban Matters' fundraising opportunities in the Netherlands. The scope was on Urban Matters as a business unit of Cordaid, not Cordaid in general.

According to Mrs Dresens (M. Dresens, *personal meeting*, February 05, 2014), possible target groups to focus on for Cordaid Urban Matters were Dutch social entrepreneurs, who are individuals with innovative solutions to society's most pressing social problems. Also Dutch companies (private sector) and philanthropists are possible target groups, due to previous success working with these groups. Consequently, Dutch individual citizens were not considered as a target group, because Cordaid Urban Matters aims to build alliances and partnerships with Dutch organisations.

1.3. THEORETICAL FRAMEWORK

In order to increase the funding opportunities of Cordaid Urban Matters in the Netherlands, online as well as offline communication was likely to be used. Therefore, one needed to be up-to-date in the field of online communications, but one should also have made use of traditional marketing communications

¹ An objective needs to be SMART (specific, measurable, achievable, realistic, time-bound)

theories. *'Marketing Research'* by Burns & Bush (2010) was used as well as the book *'Strategic Communications for Nonprofit Organizations'* by Patterson & Radtke (2009). Also, the books *'Non-profit marketing'* by Wymer, Knowles and Gomes (2006) and *'Cause Related Marketing – Who Cares Wins'* by Askins (2005) were interesting, because they covered necessary information about non-profit marketing.

In terms of fundraising, the book *'Effective fundraising for non-profits'* by Bray (2013) was used to gather information about fundraising in general, but also with focus on non-profit organisations. The book *'Principles of fundraising – theory and practice'* by Linddahl (2010) was practical to understand fundraising theories. Moreover, Dutch books were used, since the focus of this research report was on the Netherlands. Books of interest were *'Fondsenwerving en strategische allianties'* by Waasdorp, Karthaus & Romer (1998) and *'Mede mogelijk gemaakt door.... het complete werk over sponsoring en fondsenwerving in de non-profit sector'* by Verstegen (2009), which delivered some information on fundraising and non-profit organisations in the Netherlands.

Furthermore, theories and policies from Cordaid Urban Matters were used, such as the Cordaid Urban Matters' annual plan from 2014. Moreover, Cordaid's Marketing & Fundraising department provided information regarding effective fundraising.

In order to successfully gather insights into the topic of fundraising and communication, exploratory research was conducted in form of ten oral in-depth interviews, which were semi-structured. In the In-depth Research Methodology (Chapter 4), variables such as Knowledge, Behaviour and Opinion were further researched and measured. Explanations for the variables can be found in the appertaining chapter.

1.4. RESEARCH OBJECTIVE

The objective was to design a communication strategy that presented Cordaid Urban Matters solutions to attract and approach Dutch funders in the Netherlands by identifying the key characteristics of effective fundraising with focus on the Dutch non-profit market, analysing fundraising trends within the Dutch non-profit market and understanding successful communication that is used within the Dutch non-profit market.

1.5. RESEARCH QUESTIONS

In order to design a communication strategy for Cordaid Urban Matters to improve their fundraising within the Dutch non-profit market, research needed to be conducted. Therefore, a central question and several sub-questions were designed to help structure and conduct the research.

The central research question reads as followed: *“What are the key success factors in a communication strategy for Cordaid Urban Matters in terms of raising more funds within the Dutch non-profit market?”*

Sub-questions were divided into two different sections, namely ones answered through desk research (secondary data) and through field research (primary data). Regarding desk research, sub-questions were: what types of fundraising strategies do exist, what does the Dutch non-profit market look like and what trends can be spotted and what is the ‘giving behaviour’ in the Netherlands in terms of giving. By having researched these sub-questions one gained valuable information and an insight into the Dutch non-profit market as well as into the topic of fundraising in general.

Concerning field research, sub-questions were: what do Dutch organisations look for when collaborating with NGOs like Cordaid, what would trigger Dutch organisations to fund Cordaid Urban Matters projects, which communication tools of Cordaid Urban Matters are perceived in a positive and negative way, what can Cordaid Urban Matters do with its unique selling proposition (USP) and which communication tools and messages are most suitable for Cordaid Urban Matters to reach Dutch organisations. By having gained answers to these sub-questions one gathered information that helped Cordaid Urban Matters to improve their fundraising opportunities by having detected tips that are of use.

1.6. JUSTIFICATION OF RESEARCH

Desk research was conducted to gather basic and general information that was freely available, primarily for the Situation Analysis (Chapter 2) and Literature Review (Chapter 3). Research regarding Cordaid Urban Matters was conducted through internal research within the organisation. Internal research was the best method to gather information about the organisation through existing annual plans and documents. Internal research was supported by external research, such as literature, already existing research reports about communication related to fundraising and general online research. Literature by Bray (2013) and Burns & Bush (2010) was of interest as well. Desk research was a tool to identify the knowledge gap and determine ways to find answers to this gap. Basically, desk research was the foundation of the research,

which had the advantages of being freely available and easy to access. Also, desk research had the advantage of having access to information and research that has already been conducted in the past.

Concerning field research, by having had close contact with Cordaid as well as having conducted in-depth interviews with experts, qualitative research was organised. Therefore, ten semi-structured interviews with experts were planned. These interviewees were five people from within Cordaid (internal). In addition, five people of the external environment with knowledge of fundraising in the NGO sector were interviewed to know more about the Dutch non-profit sector. These interviews led to an insight into the topic of fundraising communication for Cordaid Urban Matters. In-depth interviews were chosen, because they were more personal in comparison to a survey. Also, by having conducted interviews, one had the possibility to ask further questions that came up during the interview and interact with the interviewee. If questions arose during the interview they were asked, which was not possible through a survey. Therefore, for this research report qualitative research rather than quantitative research was chosen. The possibility to conduct a survey and/or random sampling was not taken into account, because solutions to the topic were more likely to be found through in-depth interviews with experts in the field of communication and fundraising. Burns and Bush (2010, p. 249) state that interviews have the advantage to ask additional questions during the interview, “which enables the research technique to generate rich, deep, in-depth information”. Also, Cordaid Urban Matters already identified its possible target groups as Dutch social entrepreneurs, philanthropists and companies (private sector). However, by having conducted interviews it was researched, whether it was the right target group to focus on.

1.7. CHAPTER OVERVIEW

This chapter covered a brief introduction of the client Cordaid Urban Matters, their problem statement and objective as well as the research scope for this report. It continued with a theoretical framework followed by the research objective and questions of this research report and the therefore chosen research methods. The report will continue with Chapter 2, which will focus on a Situation Analysis of Cordaid Urban Matters’ micro, macro and meso environment. Chapter 3 will consist of a Literature Review based on the outcome of the Situation Analysis, which will provide insights regarding relevant topics. Continuing with Chapter 4, a research methodology was created as a preparation to the in-depth research that was carried out after the Literature Review. Chapter 5 presents the in-depth research findings followed by a conclusion in Chapter 6. The report will end with Chapter 7, which covers recommendations based on the findings and conclusions.

CHAPTER 2 – SITUATION ANALYSIS

After having stated the problem of Cordaid Urban Matters and therefore consequent research objective and research questions, a Situation Analysis of the problem in context to the organisation and its environment was carried out. The Situation Analysis consists of research, collection and an analysis of the micro, meso and macro environment of Cordaid Urban Matters in context to their problem. The Situation Analysis led to a SWOT matrix and possible drawbacks and bottlenecks.

2.1. MICRO ENVIRONMENT

2.1.1. CORDAID

Cordaid is one of the largest development organisations in the Netherlands and currently employs 234 people in The Hague and about 300 people abroad. As seen in Figure 1, Cordaid’s logo includes their mission of “building flourishing communities”. All departments within Cordaid can be seen in Figure 2.

Concerning funding, about 324,000 Dutch individuals support Cordaid’s work and in addition, the organisation is co-financed by the Dutch government, who recognises the importance of development aid.



Figure 1: Cordaid logo (About Us, 2014)



Figure 2: Organisational Chart Cordaid (Organisation, 2014)

2.1.2. CORDAID URBAN MATTERS

One of Cordaid’s business units is Urban Matters, which works on poverty reduction and ‘Smart Solutions for Slums’. Cordaid Urban Matters’ mission statement is to “build towards flourishing slum communities by constructing partnerships to improve the living conditions of slum dwellers in various cities in Africa, Latin America and the Caribbean.” Cordaid Urban Matters has track records on sanitation, housing and youth & employment. Currently, the Cordaid Urban Matters team consists of eight employees in The

Hague and eleven local coordinators in South Africa, Kenya, Ethiopia, Guatemala, El Salvador and Haiti. Because of the little amount of employees, work overload is an internal weakness (Cordaid Urban Matters, *Annual Plan 2014*, 2014). An organisational chart of the business unit can be found in Appendix I.

At present, Cordaid Urban Matters is and was involved in 75 partnerships with organisations, businesses and governments, which are spread throughout the world. Within the Netherlands the business unit is committed to 18 partnerships, which are foundations, governments, international NGOs and businesses within the public and private sector.

According to Cordaid Urban Matters' Annual Plan 2014 (2014), the funding diversification for 2014 should consist of 10 per cent unrestricted, 40 per cent semi-restricted and 50 per cent restricted funding. Unrestricted funding can be used for any purpose, whereas restricted funding is bound to a particular project. The business unit identifies a weak realistic funding forecast within the team and aims to improve partner choices in the Netherlands, but also abroad (Cordaid Urban Matters, *Annual Plan 2014*, 2014). Current funding strategies are to approach the US philanthropic market, USAID (U.S. Agency for International Development) and IDB (Inter-American Development Bank). A fundraising strategy specifically targeted for the Dutch non-profit sector does not exist (M. Dresens, *personal meeting*, February 5, 2014).

2.2. MESO ENVIRONMENT

After having analysed the internal environment of Cordaid Urban Matters, the external environment needed to be analysed as well. The meso environment comprises “developments within the various public groups that directly relate to the organisation”, such as consumers, competitors, stakeholders, the market with its trends, but also a communication analysis (Vos et al., 2003, p. 30).

2.2.1. CONSUMER ANALYSIS

Cordaid Urban Matters works in the field of urban development and is designing solutions for slums, which means that consumers are the slum dwellers that can make use of the housing, sanitation and employment opportunities that the business unit is working on.

According to the Cordaid Urban Matters brochure (Cordaid, *Publications*, 2014), “today already over half of the world’s population is living in urban areas. This percentage is likely to increase to 70% by 2050.”

2.2.2. COMPETITOR ANALYSIS

Cordaid Urban Matters has a unique selling proposition as being the only MFO² working on urban development in the Netherlands (M. Dresens, *personal meeting*, February 05, 2014). The four MFOs that receive most funding from the Dutch Ministry of Foreign Affairs are Cordaid, Hivos, ICCO and Oxfam Novib (M. Dresens, *personal meeting*, February 5, 2014).

The logo for SNV, consisting of the letters 'SNV' in a bold, blue, sans-serif font, with a horizontal blue line underneath the letters.

Figure 3: SNV logo
(About Us, 2014)

A competitor working in the field of sanitation is SNV. SNV (logo Figure 3) is an international non-profit development organisation with its headquarters in The Hague. The organisation works in 38 countries in Asia, Africa and Latin America (SNV, *About us*, 2012). SNV is bigger than Cordaid with over 1,000 professionals in about 100 country offices around the world (SNV, *Organisation*, 2012).



Figure 4: Habitat for
Humanity logo
(Homepage, 2014)

The biggest competitor in terms of housing is Habitat for Humanity (Figure 4). Habitat for Humanity “seeks to eliminate poverty housing and homelessness from the world and make decent shelter a matter of conscience and action worldwide” (Habitat for Humanity, *Who we are*, 2014). The organisation works in almost 80 countries in the world (Habitat for Humanity, *Who we are*, 2014).



Figure 5: ICCO logo
(About Us, 2012).

A competitor in the field of youth & employment is ICCO (logo Figure 5). ICCO works in over 44 countries on basic education programs and has “over 900 (local) partner organisations and around 360 western organisations, in addition to 46 partnerships with companies” (ICCO International, *Overview*, 2012).



Figure 6: SHO logo
(About Us, 2014)

In the Netherlands fundraising is primarily done through SHO (*samenwerkende hulporganisaties*), meaning Cooperating Foundations (logo Figure 6). This is a partnership of Dutch aid organisations that collectively raise funds to major humanitarian disasters for development aid (SHO, *About Us*, 2014).

Also, Partos, a Dutch association for NGOs working in International Development Aid, “represents 120 Dutch development organisations that work in the field of poverty reduction, humanitarian aid, human rights and sustainable development”, including Cordaid (Partos, *Home*, 2012).

² A MFO (*medefinancieringsorganisatie*) is a co-financing organisation in the Netherlands that is active in development aid and supporting partner organisations in developing countries. Because of its work co-financing organisations receive funds to support the development programs from the Dutch Ministry of Foreign Affairs.

2.2.3. STAKEHOLDER ANALYSIS

Regarding partner organisations, Cordaid Urban Matters works with 75 partners in the world to realise their projects. Stakeholders that are of importance are partners, the Dutch government, local governments and local communities. Regarding the problem of lack of funding within the Netherlands, the following stakeholder map will only display the partners and the Dutch government. The interest and influence of local governments and local communities can be found in Appendix I.

Table 1: Stakeholder Map

STAKEHOLDER	INTEREST	INFLUENCE
Partners <ul style="list-style-type: none"> • Donors • Foundations • Businesses 	<i>By supporting Cordaid's projects, partners:</i> <ul style="list-style-type: none"> ✓ <u>Gain awareness and visibility</u> and their business will be <u>promoted</u> (brand recognition) ✓ Have a <u>right to a say & co-decision</u> in the project (depending on agreement) ✓ Gather <u>new clients</u> and <u>new contacts</u>, which might be helpful for future work 	<i>By supporting Cordaid's projects, partners:</i> <ul style="list-style-type: none"> ✓ <u>Provide funding, facilities, materials, knowledge</u>, depending on agreement ✓ Can decide whether to <u>contribute</u> to the project or not ✓ Can have a <u>high impact on Cordaid Urban Matters' image</u>, depending on the reputation of the partner organisation
Dutch Government	<i>By supporting Cordaid, the Dutch government:</i> <ul style="list-style-type: none"> ✓ <u>Helps civil society organisations</u> with funding ✓ <u>Helps Third World Countries</u>, which depend on development aid ✓ Is perceived as a <u>'helper'</u>, which is good for its reputation 	<i>By supporting Cordaid, the Dutch government:</i> <ul style="list-style-type: none"> ✓ <u>Co-finances Cordaid</u>, but can also stop the funding ✓ Has the <u>power to create new laws</u> regarding fundraising, which might hinder Cordaid's work in developing countries

2.2.4. COMMUNICATION ANALYSIS

Furthermore, it was necessary to analyse the current communication tools that Cordaid Urban Matters is using in order to attract new funders, but also to keep existing partners updated. Consequently, the practiced communication tools can be listed as followed: Cordaid website, Cordaid Urban Matters LinkedIn group, brochures and fact sheets.

Regarding a website, Cordaid has one general website (www.cordaid.nl), which means that the business units do not have their own website and instead can be found under topics, which makes it harder to find Urban Matters straight away. On the homepage of Cordaid it is easy to find the latest news article of each

business unit, since these are placed on the bottom. Only after clicking on topics and selecting Urban Matters, one gets directed to the topic, the team, projects and publications. Interested funders are able to read the project descriptions and involved partners. Every business unit is responsible for writing and publishing news articles and project updates on their own homepage. This makes it harder for Cordaid Urban Matters, because nobody has the assigned task to produce news articles and project updates for the website. It is work that is either done by interns or employees, who have spare time for it. In general one can say that a communication strategy is missing, which would be of crucial need in order to maintain the Cordaid Urban Matters homepage with news and articles.

Concerning social media, Cordaid Urban Matters has an own open LinkedIn³ group, where news articles and invitations are posted, but also discussions are active. Still, the LinkedIn group is not regularly updated and has no cohesion, which would be of need to keep discussions going on and to interact with group members that are interested in Cordaid Urban Matters by having joined the group. Besides, Cordaid Urban Matters does not have an own Facebook⁴ page, because there is only supposed to be one main Cordaid Facebook page to avoid confusion. If there is important news regarding Urban Matters, then Cordaid will post this information on the official Facebook page and will tweet it with the official Cordaid Twitter account. Cordaid Urban Matters employees do not have access to the Facebook and Twitter account. This makes it impossible for the business units to post their own important information online, plus it takes time to hand the information over to the person responsible for the Cordaid Facebook and Twitter account. Even then, one cannot be sure whether the news will be actually posted or not. Cordaid uses its Twitter and Facebook account on a daily basis and posts several updates and news during the day, where Urban Matters topics are usually not included due to missing input from Cordaid Urban Matters employees. Nienke Toren, Community Manager at Cordaid (N. Toren, *Personal Email*, April 30, 2014) explains the reason why Cordaid Urban Matters is allowed to have an own LinkedIn group, but no Facebook page: “The reason behind this choice is their target audience. The target audience of each business unit consists of journalists, politicians, high influentials etc. LinkedIn as an online platform offers better opportunities to reach those instead of Facebook, since LinkedIn is used as a tool for professionals. Facebook is rather focused on consumers.” Her argumentation is comprehensible, but still it causes confusion, why a business unit is allowed to have an own LinkedIn group, but not an own Facebook page.

³ LinkedIn is “the world’s largest professional network with 300 million members in over 200 countries and territories around the globe” (LinkedIn, *About*, 2014).

⁴ Facebook is a social media platform. “People use Facebook to stay connected with friends and family, to discover what’s going on in the world, and to share and express what matters to them” (Facebook, *About Us*, 2014).

Moreover, Cordaid Urban Matters produces fact sheets and brochures for distribution among interested parties. The fact sheets and brochures are produced by the Cordaid Urban Matters team in cooperation with a Communications Advisor from the Corporate Communications department. Both types of communication tools are very effective, because all important information regarding a project or product is summarised in two pages (fact sheet) or maximum four pages (brochure). They contain visuals and quotes, which makes them more personal, creative and appealing.

2.2.5. MARKET ANALYSIS

Lester Salomon and Wojciech Sokolowski (2004, p. 145) state that “the Netherlands boasts the largest non-profit sector among all countries [...]” According to the NGO Handbook (2008), “compared to neighbouring European countries, the Netherlands clearly stands out in its not-for-profit, charitable activities.” By looking at the total fundraising income in 2012 of 3.176.615.236, 92 EUR of 795 Dutch institutions, most of it was spent on international help (CBF, *financial overview*, 2013), namely 1.252.197.856, 08 EUR, which are 37, 99 per cent of the total (CBF, *breakdown by sector*, 2013).

Concerning market trends for 2014 (fundraiseronline, *14 trends voor fondsenwerving in 2014*, 2013), the competition between charities and foundations will increase, because the sector of charities grows from development aid to education, culture, health, etc. Also, businesses tend to collaborate with foundations and charities due to their increasing role and attention in society; consumers are attracted by companies that care for the environment or development of critical countries (fundraiser online, 2013).

2.3. MACRO ENVIRONMENT – DESTEP ANALYSIS

The macro environment analysis followed, which was done by researching “the developments within the environment that could have radical consequences for the organisation” (Vos et al., 2003, p. 30). Developments that are of importance are the economical, socio-cultural and political environment. Developments regarding demography, technology and ecology can be found in Appendix I, since these do not directly and indirectly influence the organisation’s fundraising within the Netherlands.

2.3.1 ECONOMICAL ENVIRONMENT

According to the 2014 Index of Economic Freedom (2014), the Netherlands’ economic freedom score is 74.2, which is 0.7 point better than the last year and on rank six out of 43 countries in Europe. The Gross Domestic Product of the Netherlands decreased with a percentage of 0.9 per cent growth and had a worth of \$7,077.0 billion in 2012 (Economic Freedom Index, 2014).

2.3.2. SOCIO-CULTURAL ENVIRONMENT

According to the OECD (Organisation for Economic Co-operation and Development, 2013), the Netherlands spent in 2008 5.7 per cent and in 2009 6.0 per cent of the Gross Domestic Product (GDP) on private voluntary social spending, which shows an increase. In this statistic (OECD, *statistics*, 2013), the Netherlands spends most money on private social expenditure within Europe, followed by United Kingdom (5.3 per cent in 2009).

2.3.3. POLITICAL ENVIRONMENT

According to the Dutch government (Rijksoverheid, *Subsidies voor ontwikkelingssamenwerking*, 2014), between 2011 and 2015, 67 Dutch development organisations along with Cordaid receive a total amount of 1.9 billion euro of subsidies, which is called MFS II (*Medefinancieringsstelsel II*). However, after December 2015 the amount of the grant will be lowered to about 25 million for all 67 organisations, due to political reasons (Rijksoverheid, 2014).

2.4. SWOT MATRIX

After having analysed the environments of Cordaid Urban Matters in context to the problem, a SWOT matrix was designed. The matrix illustrates the internal strengths and weaknesses of Cordaid Urban Matters and the external opportunities and threats, which the organisation is facing.

Table 2: SWOT Matrix

<p>S</p>	<p>Strengths (internal)</p> <ul style="list-style-type: none"> • Cordaid → one of the largest development organisations in the Netherlands • Cordaid Urban Matters → USP being the only MFO in the Netherlands working on urban development • Co-financed by the Dutch government • Many partner organisations abroad • Good implemented Cordaid website • Works on poverty reduction instead of charity 	<p>W</p>	<p>Weaknesses (internal)</p> <ul style="list-style-type: none"> • Big and broad consumer target group • No fundraising strategy for the Netherlands • Seldom presence on Cordaid's social media platforms • No assignee to create content for the website • Overload of work for employees • Urban Matters might lack brand awareness • Might lack a clear message towards the market
<p>O</p>	<p>Opportunities (external)</p> <ul style="list-style-type: none"> • Continues to receive funding from the Dutch Ministry until December 2015 • Netherlands is one of Europe's leading participants in non-profit activities → building alliances • Businesses tend to collaborate with foundations • High private voluntary spending in the Netherlands • Slum population continues growing (70% by 2050) → urgency for action 	<p>T</p>	<p>Threats (external)</p> <ul style="list-style-type: none"> • Many competitors within the field of housing, sanitation and youth & employment • Competition increases between charities and foundations • Economical crisis still has impact on corporate giving • Funding from the Dutch government is going to decrease from January 2016 on

2.5. CONCLUSION

After the conducted research, internal strengths and weaknesses as well as external opportunities and threats of Cordaid Urban Matters were identified.

By looking at the correlation between strengths and opportunities, three challenges were found. Firstly, Cordaid Urban Matters has a unique selling proposition as being the only MFO in the Netherlands that works in the field of urban development. Combined with their expertise this leads to an opportunity for Cordaid Urban Matters due to an apparent trend of businesses' interest in collaborating with foundations. Additionally, businesses are receiving more attention for their role in society, because consumers require it from them and what is more, businesses do not just want to donate money; they want to work together with foundations to create win-win situations. This challenge creates a long-term opportunity for Cordaid Urban Matters. Secondly, Cordaid is one of the largest development organisations in the Netherlands and can use the opportunity of attracting donors and building alliances, because the Netherlands is one of Europe's leading participators in non-profit activities. Non-profit organisations can collaborate together, which will result in win-win situations. Hereby, the question arises, whether non-profit organisations really would choose to work together, due to a usual feeling of being competitive. Thirdly, Cordaid has a good implemented and transparent website as well as Facebook and Twitter accounts, which allow them to inform interested parties about recent developments.

Regarding possible bottlenecks, two weaknesses of Cordaid Urban Matters were identified. Firstly, the slight social media presence of the business unit as well as no consistent input on the website might be correlating factors to the possible lack of brand awareness. The business unit has no coherence in posting news online, which results in stakeholders being not updated on recent progresses. Without a social media presence, Cordaid Urban Matters will not be known within the Netherlands nor outside its borders, which is crucial for its work abroad. Secondly, Cordaid Urban Matters has not designed and developed a fundraising nor communication strategy specifically for the Netherlands, which is of need due to the MFS II subsidy decrease from 2015 on, and which might conclude that competitors might be stronger and more competitive. Developing a fundraising strategy for the Dutch market is of crucial importance in order to conduct successful fundraising, which is not happening at this moment. In general, a communication strategy for the business unit is missing, which makes it much easier for miscommunication, confusion and incoherence.

Consequently, the lack of funding at Cordaid Urban Matters might be due to a lack of a fundraising strategy for the Dutch non-profit market. Accordingly, several main causes can be determined: within

the internal team of Cordaid Urban Matters, no person is assigned to create consistent content for the Urban Matters website, such as project updates, partners' details and news articles, which might be the result of a missing communication and fundraising strategy. This is a crucial communication instrument to create brand awareness, but also to keep the public and interested parties updated on Cordaid Urban Matters progress regarding projects and events. In addition, the consumer target group of Cordaid Urban Matters is very broad, which makes it harder to focus on particular projects more intensively. This might be a cause of a missing fundraising strategy. Also, the overload of work for the employees of Cordaid Urban Matters contributes to the lack of funding and therefore a strategy.

Next, it was of importance to decide to which degree communication is significant in solving the defined core problem. Considering that, several possible opportunities were created: First of all, a fundraising strategy for the Dutch non-profit sector would be an idea and communication might be a relevant part of it. Another possible opportunity might be a pro-active approach towards social entrepreneurs through more visual communication tools such as videos instead of pitch books. Also, intensive collaboration with other business units could be another approach to attract funders and partners.

In the following chapter, existing professional literature and expertise regarding fundraising and communication will be assessed, which was the as the next key step in this research report to answer the research questions.

CHAPTER 3 – LITERATURE REVIEW

Due to Cordaid Urban Matters' little amount of 18 partners within the Netherlands, which was stated in the previous chapter, the core problem and therewith the focus of this research was grasped as lack of a fundraising strategy in terms of communication for the Dutch non-profit market. Consequently, the next step was to clarify the core problem within a broader context by assessing professional literature and expertise that has been conducted. In order to have successfully carried out the literature research, five literature search questions were formulated and answered in the prescribed order in the subsequent sections:

1. What is fundraising?
2. What comprises fundraising strategies and which communications tools are used?
3. What are reasons for foundations and businesses to collaborate?
4. What are reasons for not enough funding?
5. What is non-profit marketing?

3.1. FUNDRAISING

The first leading aspect to examine was the general term of fundraising in order to have had a basic understanding of the term throughout the paper. Welsey E. Lindahl (2010, p. 4) defines fundraising within a marketing framework throughout her book as “the creation and ongoing development of relationships between a non-profit organisation and its various donors for the purpose of increasing gift revenue to the organisation. Fundraising involves the careful development of donor relationships. It is not a one-way process; it is a two-way process that involves the donor as a key partner in an effort to better serve society”.

According to Maerten C.G. Verstegen (2009, p. 37), fundraising it is about two groups of donors: small and big ones, which can be businesses as well as individuals. The used term for businesses donating is ‘*corporate giving*’ (Verstegen, 2009, p. 82). However, it was debatable whether there are only two groups of donors, namely small and big ones. In addition, Waasdorp, Karthaus & Romer (1998, p. 12) state that, donors are ordinary people and consumers that one needs to approach. Fundraising is not as commercial as selling cars, but the importance lies in good customer service, which is more substantial in fundraising than selling a product. That is because one cannot show what is for sale and that is the reason why fundraising is such a challenge: in fact one is selling hope, emotions, trust and a good feeling (Waasdorp et al., 1998, p. 12). This does not apply to everyone; in fact individuals can be seen as consumers and ordinary people, whereas approaching businesses like ordinary consumers might be doubtful.

John Mutz and Katherine Murray (2006, p. 13) add that fundraising is an essential part of non-profit organisations; however, it is not their main objective. “Fundraising is the means to the end, the way of fulfilling your mission, whether that mission is reaching homeless people in need, healing the sick, or promoting the art of music” one is passionate about (Mutz & Murray, 2006, p. 11). This showed that Cordaid Urban Matters should first establish and identify a clear mission and philosophy, which should be their main objective to fulfil. Only when the key message and mission are clear, they can conduct proper and successful fundraising by the means of a fundraising strategy.

3.2. FUNDRAISING STRATEGIES & TOOLS

In order to successfully raise funds, every organisation needs to develop a fundraising strategy that is applicable and adapted especially to fit the organisation. Petra Hoogerwerf (2013, p. 17) advises to create a plan as the first step, because once an organisation starts with an initiative, partners such as governments want to see a fundraising plan. A clear fundraising plan is the foundation that establishes the principles, agreements and procedures and forms a basis for everyone involved in the project (Hoogerwerf, 2013, p. 17). Hoogerwerf (2013, p. 17) emphasises that it is unimaginable to work without a structured fundraising plan, since it is a crucial communication tool to persuade potential partners to collaborate.

According to The Wheel, Support and Representation for Community and Voluntary Organisations, (*Fundraising in Hard Times: 10 Practical Strategies*, n.d.), it is crucial to evaluate, analyse, build and discard the past fundraising programmes in order to decide whether it will continue in the same way or whether things need to be changed or discarded. Questions that arise are: how much did it cost, how much did it raise, how much time did it take, what went well and why, what did not go well and why, and what could be done differently next time (The Wheel, n.d.).

Similarly, Ilona Bray (2013, p. 64) believes that an organisations’ fundraising strategy should depend on the organisation’s purpose and goals and that surely, fundraising activities should stick to the organisation’s identity (mission and vision). More precisely, “fundraising isn’t tangential to an organisation’s work; indeed, to be truly effective, fundraising must be an expression of a group’s philosophy and identity” (Bray, 2013, p. 65). By relating this statement to Cordaid Urban Matters’ work one can say that the business unit does not have a clear group philosophy. Therefore, effective fundraising might not be conducted due to this missing expression. More information regarding tips for a fundraising strategy can be found in Appendix II.

Concerning the question whether to use oral or written communication tools to approach businesses, Adina Genn (2009, p. 120) explains that “more personalised messages or those of a potentially sensitive nature may need to be communicated by phone or at in-person meetings”. Also Genn (2009, p. 120) suggests that emails should not be used as the main communication tool, because people often “dismiss and delete messages without reading them”.

Barbara Cicone and Jeanne Jacob (2005, p. 60) add that a website is a common used communication tool. However, it is important to assign someone for the development and maintenance of the website by writing and publishing updates as well as information with the objective to keep visitors interested “in returning to the site” (Cicone & Jacob, 2005, p. 60). One should bear in mind that a website is not the main communication tool to consider but rather an information tool. Therefore, Cordaid Urban Matters could develop a communication strategy, where employees are assigned for different tasks such as producing a news article every two weeks. Stakeholders need to be kept informed and updated via the website, which is crucial in maintaining the partnerships and conducting effective fundraising.

3.4. LACK OF FUNDING

There are several reasons why an organisation does not receive as much funding as they are hoping to collect. Tom Ahern (2007, p. 33) states that a possible reason might be that an organisation does not target its audience narrowly enough and should distinct between donors, prospects and suspects, since “each of these target audiences responds to a different set of messages”. Also, it might be that an organisation does not repeat its message often enough, more precisely “repetition until you are blue in the face is the secret to success in advertising and every other form of consumer communications including fundraising” (Ahern, 2007, p. 39).

Dr Dick de Gilder states that when looking at 1164 Dutch businesses in 2011, the amount spent on sponsoring clearly decreased, but the amount of donations has stayed the same and out of these 1164 businesses, 961 Million Euro was spent on sponsoring and 417 Million Euro consisted of donations (Geven in Nederland 2013, 2013, p. 84). According to the Volkskrant (*Goede doelen niet immuun voor crisis, opmerkelijke acties helpen*, 2013), the recession also has an impact on foundations. After years of increases, the total amount of fundraising decreased in 2012, which is evident from the annual Volkskrant survey among the 25 largest foundations in the Netherlands (Volkskrant, 2013). The total fundraising income from major institutions decreased in 2012 by 0.2 per cent to 747.6 Million Euros, which is after the crisis the second biggest drop for foundations and charities since 2008 (Volkskrant, 2013).

3.5. BUILDING PARTNERSHIPS

Patterson and Radtke (2009, p. 255) state that “non-profit organizations are increasingly relying on coalitions and partnerships to fulfil their missions and outreach efforts in the community; an organization may decide that it needs to mobilise allies to help it achieve its strategic communication goals.” Established partnerships can help the organisation and business to strengthen the way of being perceived as well as reaching new audiences. Working in a coalition has several advantages: “1) Win what couldn’t be won alone, 2) build an on-going power base and help increase the impact of individual organisations, 3) develop new leaders, 4) increase resources and 5) broaden scope” (Patterson & Radtke, 2009, p. 256).

In addition, Hoogerwerf (2013, p. 43) also introduces the idea of collaborating between organisations instead of competing. More and more social enterprises take over certain tasks from non-profit organisations in a more modern and smart way. In order to find suitable partner organisations, several aspects need to be taken into account: objectives, organisational culture, target groups, image, location, price, programmes & activities and brand awareness (Hoogerwerf, 2013, p. 43). It is suggested to create a matrix and decide which aspects are most decisive and which not in order to have a clear overview of all partners. Regarding Cordaid Urban Matters, the business unit is open to collaborate with other non-profit organisations and social enterprises. However, a partner matrix has not been developed yet, which would be a useful tool though to select fitting partners. Additional information on partnership building can be found in Appendix II.

3.6. NON-PROFIT MARKETING

An increasingly important part of a fundraising strategy for non-profit organisations is marketing. Walter Wymer, Patricia Knowles & Roger Gomes (2006, p. 4) define non-profit marketing as “the use of marketing tactics to further the goals and objectives of non-profit organisations. Although advertising, public relations, and fundraising are examples of non-profit marketing tactics, non-profit marketing also includes a broad array of other activities, such as gathering and processing information for decision making and relations with governments, board members, donors and volunteers.” In non-profit organisations marketing is primarily used to build and enhance the organisation’s image and consequently their reputation (Wymer et al., 2006, p.4).

Cause-related marketing is part of non-profit marketing and according to Wymer et al. (2006, p. 326) “cause-related marketing refers to a commercial activity in which companies and non-profit organizations form alliances to market an image, product, or service for mutual benefit.” In recent surveys, “85-92 per

cent of corporations and 65 per cent of non-profit organisations reported participation in some form of cause-related marketing” (Wymer et al., 2006, p. 327).

Sue Adkins (2005, p. 11) makes clear that cause-related marketing is neither philanthropy⁵ nor altruism⁶. “Parties enter a cause-related marketing relationship in order to meet their objectives and to receive a return on their investment, where that investment may be in cash, time or other resource or a combination of all three”, so Adkins (2005, p. 11). Cause-related marketing is based on a partnership, where both partners have equal balance and each partner appreciates another’s contribution to the partnership (Adkins, 2005, p. 12). “Mutual benefit is the essence of the partnership and the ultimate goal or objective of cause-related marketing: that is all parties involved strive to achieve their mutually agreed objectives with neither party gaining at the expense of the other” (Adkins, 2005, p. 12). Referring back to Cordaid Urban Matters’ problem of not receiving enough funding from the Dutch non-profit market, the business unit has not conducted any cause-related marketing yet. This means that it could be an option for the business unit to consider this approach when developing a fundraising strategy in the future.

3.7. CONCLUSION

As the Literature Review helped as a tool to firstly examine the fundamental factors that affect the core problem of lack of funding and secondly to determine possible solutions, the next step was to research fundraising as a term by itself.

Therefore, the first action was to define fundraising as the set of activities that focuses on raising money through donors for a good cause. Hereby, two groups of donors exist: small and big donors, which can be either businesses or individuals. However, it is questionable whether one can easily categorise donors into small and big donors and businesses and individuals. Furthermore, it is said that fundraising is not as commercial as selling cars, but instead its importance lies in good customer service. Even though fundraising is an essential part of a non-profit organisation, it is not the organisations’ main objective.

Researching possible contents of a fundraising strategy and communication tools delivered a further insight into the topic. In order to carry out successful fundraising a fundraising plan needs to be developed that everyone can use as a guideline. Also, it was mentioned that fundraising is not tangential to an

⁵ Philanthropy = the desire to promote the welfare of others, expressed especially by the generous donation of money to good causes.

⁶ Altruism = the belief in or practice of disinterested and selfless concern for the well-being of others.

organisation's work; indeed, to be truly effective, fundraising must be an expression of a group's philosophy and identity. In relation to Cordaid Urban Matters' problem it might be that fundraising within the Dutch non-profit market is not as strong as it should be, due to a missing fundraising strategy. Therefore, one possible solution is to develop a fundraising strategy for Cordaid Urban Matters' for the Dutch non-profit market, which clearly leads through the process of fundraising and reflects the business units' philosophy and mission.

Regarding fundraising communication tools, one can say that a critical outlook was required to realise the degree to which each communication tool suits Cordaid Urban Matters' communication problem. It is mentioned that an organisation has to consider, whether to approach donors in an oral and/or written fashion. It is essential to have a website; however, somebody should be assigned to take care of the website in terms of development and maintenance. Therefore, one could develop a communication plan that states who has to deliver what within a certain time frame. Then every employee has to create a news article every three months plus a project update.

Concerning partnerships it is stated that non-profit organisations rely on coalitions and partnerships to fulfil their mission, plus partnerships can help both the organisation and the business to strengthen their brand image as well as reaching new audiences. However, one needs to make sure that both partners follow the same objectives, programmes and activities. Hereby, one should consider approaching businesses to work together on projects with the focus on a win-win situation.

Reasons for not enough funding might be an unclear target audience and not enough repetition of the organisation's key message. Cordaid Urban Matters' key message was created just two months ago, which explains that it has not been communicated before. It needs to be repeated everywhere possible in order to be memorable. Also, the past economic crisis might be a reason for not enough funding.

The last part of the Literature Review addressed non-profit marketing. Non-profit marketing is an increasingly important part of a fundraising strategy, which is primarily used to build and enhance the organisations image and reputation. For a lot of companies the most important marketing tool is cause-related marketing, because it links fundraising to the corporation's products and services. Due to the growth of Corporate Social Responsibility, businesses need to adapt to the changes in society and what is expected from them: doing something good with the earned money. Cordaid Urban Matters has not conducted any cause-related marketing yet, but it would be a feasible possibility to gather more funds.

On that account one further needed to conduct in-depth field research regarding Dutch businesses' interests and what would trigger them to collaborate with Cordaid Urban Matters in order to be able to approach funders within the Netherlands. Also, the identification of the Dutch non-profit market needed to be further discovered through in-depth research to solve the problem of not enough funding (research objective). Moreover, communication tools that are successful within the Dutch non-profit market needed to be researched to conduct successful fundraising. Consequently, one needed also to research how to use Cordaid Urban Matters' USP in terms of communication. All this missing information encompassed the knowledge gap and is formulated in an In-depth Research Methodology in the following chapter.

CHAPTER 4 – IN-DEPTH RESEARCH METHODOLOGY

After the conducted Situation Analysis and Literature Review a better understanding of the nature of the problem of fundraising was established. Also, key factors and possible solutions were researched and resulting from the Literature Review, a knowledge gap was discovered. In order to get an answer to the knowledge gap, a research design with two research questions was created. “A research design is a set of advance decisions that make up the master plan specifying the methods and procedures for collecting and analysing the needed information.” (Burns & Bush, 2010, p. 143). After having conducted the in-depth research, one gathered answers to the research objective and questions.

4.1. IN-DEPTH RESEARCH DESIGN

4.1.1. CONCEPTUAL DESIGN – RESEARCH QUESTION 1

The first in-depth research question reads as follows: “*What selective criteria do Dutch businesses apply when looking for a partnership with a non-profit organisation like Cordaid Urban Matters?*”

Therefore, the objective was to find explanations, criteria and triggers that Dutch businesses consider when collaborating with non-profit organisations such as Cordaid Urban Matters. It was of importance to discover those reasons in order to develop a communication solution and strategy with the goal to attract and approach Dutch funders.

In order to successfully answer the research question an operationalisation needed to be designed, which consists of an abstract concept, the appertaining variables and therefore necessary indicators. The abstract concept ‘*Partnership*’ refers to two or more organisations with a legal relation, which involves close collaboration between these organisations to represent and improve their mutual interests. This includes the ability of an organisation to work together with another organisation to achieve the same goal, for example through sharing knowledge. In order to be able to measure the abstract concept, two variables were chosen: Knowledge and Behaviour. The first variable Knowledge refers to what respondents know and are familiar with. The Cambridge Dictionary (n.d., *knowledge*) defines knowledge as the “understanding of or information about a subject that you get by experience or study, either known by one person or by people generally”. The second variable Behaviour refers to respondents’ acting in a particular way towards one and others. Indicators, which were of necessity to measure the variables, were: 1) willingness for collaboration, 2) belief in organisation’s mission and goals, 3) willingness to share knowledge, expertise and resources and 4) trust in another organisation. Regarding the first indicator one can measure whether businesses have the will to collaborate with organisations or what triggers this will.

The second indicator refers to one's belief in the organisation's mission and goals. Only by believing in an organisation and representing it one can find appropriate partners that share the same mission and goals. Different goals will not work in a partnership as well as different views of areas, expertise, etc. Further on, the third indicator seeks information regarding businesses' willingness to share knowledge, expertise and resources. In case of businesses not wanting to share these, it is likely that no partnership will be established between organisations. The fourth and last indicator concerns businesses' trust in another organisation, oneself conceited. A basis for a partnership is trust and when this is not established it might not work between the organisation and the business.

4.1.2. CONCEPTUAL DESIGN – RESEARCH QUESTION 2

The second in-depth research question reads as follows: *“Which marketing and communication tools are successful within the Dutch non-profit market to attract funders and in relation to that, which developments can be spotted in the Dutch non-profit market?”*

Here, the objective was to define successful marketing and communication tools within the Dutch non-profit market that Cordaid Urban Matters could make use of to attract and approach Dutch funders. Even though fundraising communication tools were reviewed in the previous chapter, one needed to conduct further in-depth research regarding this topic with special focus only on the Dutch non-profit market. This is of importance, because no communication tools were identified to approach businesses or other non-profit organisations in the Literature Review and this was missing information which is needed for useful recommendations. Also, findings on current trends and changes within the Dutch non-profit market led to an insight which communication tools to use in the future and how to approach businesses successfully. Reasons why current communication tools are not working as successful as they should be were researched as well. Consequently, it was important to explore these communication tools in order for Cordaid Urban Matters to make use of them to improve their funding opportunities within the Dutch non-profit market.

In order to define an answer to the second research question, an operationalisation was designed. Therefore, the abstract concept *‘Tools and Trends’* referred to communication and marketing tools, which are used for fundraising purposes, but also on current trends within the Dutch non-profit market. These can be traditional as well as modern communication tools, whether online or offline and written or oral. Communication tools are used to attract an audience, preferably Dutch funders for Cordaid Urban Matters' projects.

Thereupon, one had to ensure that the abstract concept ‘*Tools and Trends*’ was measurable and defined by two variables: Opinion and Knowledge. Knowledge, as outlined in the first in-depth research design, refers to what respondents know. The former was defined as “a thought of belief about something or someone” (Cambridge Dictionary, n.d., *opinion*). These variables were measured through consecutive indicators, which were: 1) openness to share knowledge, and 2) sense of success and 3) sense of monitoring. The first indicator refers to the interviewees’ openness to share knowledge regarding successful communication tools for and within the Dutch non-profit market and the second indicator to the success of these tools, also in relation to the difference of approaching other non-profit organisations and businesses. The third and last indicator refers to the interviewee’s sense of monitoring the Dutch non-profit market and detecting current developments.

4.1.3. TECHNICAL DESIGN – RESEARCH QUESTION 1 & 2

In order to have determined the selective criteria that Dutch organisations apply to work together in a partnership with non-profit organisations and to explore successful communication tools and current trends within the Dutch non-profit market, the research design chosen was an exploratory research. Explanatory research emphasises on the discovery of ideas and insights through literature search, experience survey, focus groups and interviews (Iacobucci and Churchill, 2010, p. 58-60). According to Iacobucci and Churchill (2010, p. 61), “exploratory research studies are characterised by flexibility with respect to the research methods used”.

Therefore, the chosen research strategy was a case study, because a case study offers depth, detail and insight and is suitable for research projects aimed at changing a situation, which is related to the problem in Cordaid Urban Matters’ situation (Nyrubugara, 2013). Regarding the research material, the kind of information that was needed to answer the research question were opinions of experts, referring to Knowledge (insights and theories). Concerning the characteristics of the research objectives (Data), organisations that conduct fundraising are confronted with this question on a regular basis.

For both in-depth research questions oral semi-structured interviews were chosen as being a qualitative research method. “Qualitative research involves collecting, analysing and interpreting data by observing what people do and say. Observations and statements are in a qualitative or nonstandardised form and afford rich insight into consumer behaviour”, according to Burns and Bush (2010, p. 235). “A feature of interviewing which is different from the administration of a psychological scale is the opportunity it gives the interviewer to explore the reasons for a person’s responses” (Keats, 2000, p. 3). According to Keats (2000, p. 5) “an interview has a direction and a shape; it serves a specific purpose and it involves both the

interviewer and the respondent in a dynamic relationship”. Ten oral semi-structured interviews were conducted among experts in communication and fundraising (five internally and five externally). Interviewing people as a source of information had its advantages: they were quick, flexible and provided a wide variety of information as an expert (Nyirubugara, 2013). In-depth interviews were chosen, because they were more personal in comparison to a survey and one had the possibility to ask questions that just arose during the interview. Also, by having conducted interviews, the interviewee did not feel any pressure or biased in contrast to a focus group. The general aim was to receive honest answers that led to meaningful insights, which was successful with oral in-depth interviews. Burns and Bush (2010, p. 249) state that interviews have the advantage to ask additional questions during the interview, “which enables the research technique to generate rich, deep, in-depth information”. The aim of conducting in-depth interviews was to receive honest opinions and rich knowledge that led to significant insights, which was rewarding to improve Cordaid Urban Matters funding opportunities within the Dutch non-profit market.

Resulting, the planning schedule for the interviews and possible errors that could have arisen during the in-depth research can be found in Appendix III.

CHAPTER 5 - IN-DEPTH RESEARCH ANALYSIS

After the development of an In-depth Research Methodology that was created to collect answers to the existing knowledge gap in the previous chapter, in-depth research was carried out in the form of ten interviews. These ten interviews were semi-structured and adjusted to experts' varying field of expertise. The order of questions varied depending on the focus of the interview (Saunders, 2009, p. 320). Furthermore, the semi-structured interviews included only open questions, which allowed "participants to define and describe a situation or event. [...] It encourages the interviewee to reply as they wish" (Saunders, 2009, p. 337). Nine face-to-face interviews and one interview via Skype were conducted, which was an electronic interview "undertaken in real time" (Saunders, 2009, p. 349).

The analysis of all ten respondents, including five Cordaid employees and five experts in the field of communication and fundraising, was divided into three different categories relating back to the central research question: key success factors in a communication strategy, fundraising and the Dutch non-profit market.

5.1. KEY SUCCESS FACTORS IN A COMMUNICATION STRATEGY

5.1.1. FIRST CONTACT COMMUNICATION TOOLS

With reference to the question how to approach a potential partner, all respondents answered the same: networking, because it is the most personal and successful communication tool to approach Dutch businesses. One should build a large network with contacts and see who knows someone that knows another person. Personal contact is much more advised than sending out an email or making a phone call. LinkedIn is a good social media platform to find new and existing contacts. However, one should make sure not to send a LinkedIn friend request not knowing the person because people might get easily irritated by receiving LinkedIn requests of people they do not know. By having a mutual connection one can establish contact via that third person, which all respondents emphasised. Business clubs, events and conventions are the best place to establish a personal contact with potential partners, since one can ask for advice or help regarding a situation, which seems to be a good start into the conversation because partners tend to feel flattered by being approached.

5.1.2. REFLECTION CORDAID URBAN MATTERS' TOOLS

In order to properly analyse the communication tools of Cordaid Urban Matters, two employees that deal with fundraising were interviewed as well as the Corporate Communications advisor for the business unit.

Concerning the evaluation of these communication tools, both fundraising employees stated that the current tools are written for a specific target audience, namely for international foundations and donors. In order to use them for the Dutch non-profit market the communication tools need to be adapted and written in order for someone, who is not familiar with development aid, to be understood. Both suggest dividing the communication tools per target group to target audiences better and more successful by using an appropriate and understandable language. Furthermore, movies and materials from the field offices are much appreciated and wanted as well as a general Power Point presentation for Cordaid Urban Matters that can be used for any occasion, since this is missing at the moment. Also connections to journalists should be established to deliver the communication tools to the external environment of Cordaid Urban Matters so that the business unit receives media attention and will be recognised, which might enhance their chances for partnerships.

The communication advisor holds the opinion that the communication tools do not lack, but instead a strategy is missing on how to distribute these communication tools in order to make most use of the tools. Therefore, it was suggested to develop a strategy for the distribution of the communication tools as well as targeting these tools more appropriately to each audience.

With regard to the question how the current communication tools are perceived, both fundraising experts mentioned that they only received good feedback regarding the brochures and fact sheets. People internally and externally have been saying that the brochures are very clear with many visuals. Negative feedback was not received with reference to the communication tools.

5.1.3. INCENTIVES FOR NGOS AND PARTNERS

Entering a partnership does have advantages for both the NGO and partners, which can be Dutch NGOs, companies or research institutes. According to the respondents, free publicity is a reason to collaborate as well as financial support from partners for projects. Furthermore, partners have the opportunity to enter new markets and countries by collaborating with an NGO that is already established in the country or market of demand. Also, by collaborating with an NGO the staff from a company will be motivated through the companies' social engagement and impact in development aid. Employees can be sent to the working country, which contributes to the employees' experience and satisfaction. Both partners can exchange their knowledge and expertise as well as their existing network and contacts. The basis of a partnership is that the core businesses should connect and complement each other and those partners need a good match in their vision, mission, shared solution to the problem and shared responsibility. Basically, a win-win situation needs to be established in order to have a successful partnership.

5.2. SUCCESSFUL FUNDRAISING

5.2.1. COMPONENTS OF A FUNDRAISING STRATEGY

A question that was asked during the interview to respondents referred to a successful component of a fundraising strategy. Experts emphasised that relationship management must be included in a fundraising strategy, which refers to both individual donors and companies. NGOs should clearly include the donor by letting him participate, engage and involve, which seems to be more important than the transparency of an organisation.

Also, focus should be on the problem with an emotional appeal, instead of concentrating on the solution to the problem because the problem touches donors rather than the solution. A young boy not being able to go to school due to lacking infrastructure is the problem and is going to convince a donor more to donate money instead of donating for infrastructure, where there is no emotional appeal. Also, an NGO should set clear targets with a plan on how these targets are going to be achieved.

Regarding the question whether uniqueness is an asset for Cordaid Urban Matters, it was interesting to see that all respondents thought that uniqueness is an asset, but not in the form of telling the market that Cordaid Urban Matters is unique, being the only Dutch MFO working on urban development, but rather having projects and an approach that is unique. Surprisingly all five external respondents represented the opinion that slum/urban development is an interesting and appealing topic for the Dutch non-profit market and that it is a topic that is close to the people because in the Netherlands the majority owns a house in a safe neighbourhood with access to clear drinking water and employment opportunities. In slums, it is the opposite and people might feel emotionally addressed and might compare it to their own living situation. Suggestions were to make the comparison between Dutch families and families living in slums, referring to an emotional and personal appeal.

In terms of cause-related marketing, the interviewees' responses varied. External experts thought that cause-related marketing in itself is too thin, because people will not buy a certain product because five per cent go to a Third World project. Furthermore, it is not a marketing tool that one can carry out within a short period, but it needs to be part of a whole strategy and this strategy should be part of the organisation's identity.

5.3. THE DUTCH NON-PROFIT MARKET

5.3.1. FUNDRAISING SOURCES

Based on the findings of all ten in-depth interviews the following fundraising sources in the Netherlands were named: individual donors, event fundraising, telemarketing, street fundraising, door-to-door, equity funds, the Dutch postcode lottery, foundations, commercial companies, the Dutch government, philanthropists and the Catholic church. All respondents named individuals as a fundraising source and stated that this is the easiest channel to approach, although they deliver the smallest amounts of donations.

5.3.2. CURRENT MARKET SITUATION AND FUTURE TRENDS

Regarding the current fundraising situation in the Netherlands, respondents named that around 80 per cent of the Dutch population donate money to charities and foundations. Based on this outcome respondents emphasised that individual donors as well as companies are very critical when choosing a source to donate money to.

Concerning future trends within the Dutch non-profit market, respondents stated that individual donors want to know the impact of their donated money as well as some kind of participation/involvement. This shows that people start to feel responsible for what is happening in developing countries and therefore want to help with a contribution by donating money and be connected with the foundation or charity they are supporting. In which way this could be executed was not mentioned. Furthermore, two communication experts said that in about five years from now in 2019, one would learn how fundraising works online through crowd funding and platforms. Moreover, the current donors are turning older (50+ generation), which means that young generations need to be attracted and triggered to donate to a social cause. Reasons and methods to achieve this were not stated. Respondents also highlighted the issue of the impact of the economical crisis on commercial companies and that charity seems to be a luxury product, which is only carried out in case some money is available for the company to spend.

5.3.3. CORDAID IN THE DUTCH NON-PROFIT MARKET

By analysing the answers to the question whether Cordaid is well known within the Dutch non-profit market, the majority thinks that Cordaid as itself is known, but its brands such as *Memisa*, *Mensen in Nood*, and *Kinderstem* are even better known. However, people might have the difficulty to explain what Cordaid's work comprises. This might have to do with the twelve different topics of the organisation, which probably lacks a core business idea.

An external communications expert identifies a communication problem within Cordaid and that the organisation should use their brands instead of the name Cordaid, whereas it is made clear by the Cordaid Corporate Communications advisor that the organisation tries to shift all these brands under one big umbrella named Cordaid to dissolve the confusion of Cordaid and its brands. In the beginning of the research Mrs Dresens stated that she presumes lack of awareness for not being very successful within the Dutch non-profit market. This was confirmed by the respondents for the same reasons.

The next chapter will conclude the findings of the in-depth research followed by the last chapter with subsequent recommendations.

CHAPTER 6 – CONCLUSIONS

The purpose of this report was to research key success factors in a communication strategy for Cordaid Urban Matters in order to raise more funds within the Dutch non-profit market. Therefore, desk research was carried out in terms of looking through existing literature and books on the topic of fundraising and communications. The previous chapter stated the findings of ten in-depth interviews with experts that were carried out to gather answers to all research questions. This chapter will focus on the research questions and therefore gathered answers.

Regarding possible fundraising strategies it was researched that an organisation needs to develop their own fundraising strategy that is applicable especially to fit the organisation. Findings from desk research were to include an analysis and evaluation of past fundraising programs in order to decide whether to continue the same way or whether tools need to be changed. Throughout the field research experts strongly advised that relationship management should be a part of it. Furthermore, the donor himself should be involved and engaged in a certain way, since this is a trend in the Dutch non-profit market. Surprising was that only one respondent mentioned the setting of clear targets and methods as an important part of a fundraising strategy, whereas in the Literature Review it was researched as the most important part by Bray (2013).

By looking at the Dutch non-profit market it seems clear that around 80 per cent of the Dutch population donate in some way or another and that the Netherlands have the biggest non-profit sector among Europe. In the Situation Analysis it was stated that the Dutch population are the number one country in Europe that spent most money on private voluntarily social spending (6.0 per cent of the Dutch GDP in 2009). This shows a similarity between the outcomes of primarily conducted desk research and in-depth research.

Fundraising sources in the Netherlands are endless, but the most important ones are individuals, foundations, the Dutch government and companies. Cordaid Urban Matters focuses on attracting the latter source since they want to establish relationships with the hope to receive funds for their projects. All respondents named individuals as a source and stated that it is the easiest channel to approach, although they deliver smaller amounts of donations than businesses. This is in line with the findings of the Literature Review, where it was stated that individuals are easier to approach via direct mail, but therefore deliver smaller gifts (amount of money) than companies for example.

Concerning future trends findings from the interviews revealed that individuals want to be involved in the donating process because they start to feel responsible for what is happening in developing countries and

therefore want to help with a contribution. Also, the reporting of the impact of the donated money seems to be a crucial factor for individuals, companies and foundations when choosing an NGO.

The most successful communication tool for Cordaid Urban Matters to establish the first contact with Dutch businesses is networking, because it is personal. The term of networking has not been researched in previous chapters, but it seems that it is the best approach to make the first contact. Therefore, Cordaid Urban Matters should conduct research on possible conventions and meetings where interested parties are present in order to find suitable partners.

In terms of possible triggers for Dutch companies one can say that free publicity is definitely a motivation to work together with a well-known NGO, such as Cordaid in the Dutch development aid sector. This results in opportunities for Cordaid to be a potential partner for Dutch companies. What was surprising was that only one respondent mentioned financial support as a motivation, whereas in the Literature Review it was researched as one of the main advantages and reasons for collaborations between NGOs and companies. Also countries where Cordaid is working could be interesting for companies, if they wish to enter new markets in countries.

Resulting from the analysis on Cordaid Urban Matters' communication tools one can determine that the current communication tools need adjustments appropriate for each target group. The currently used tools are written for international donors and foundations and therefore in order to conduct successful fundraising within the Netherlands, those tools need to be adapted and rewritten by being more personal and emotional because it appeals to the public. Furthermore, it was suggested to develop a strategy to distribute those communication tools to appropriate target groups.

To conclude, key success factors in a communication strategy for Cordaid Urban Matters to raise more funds within the Dutch non-profit are first and foremost clear and realistic targets on their fundraising process in the Netherlands. Also the current used communication tools need to be adapted in terms of language for companies. In order to attract companies an emotional appeal could be used to trigger their social engagement combined with existing expertise. Cordaid Urban Matters should make use of the current fundraising trends, such as online fundraising and donor involvement.

The next and also last chapter will provide recommendations for Cordaid Urban Matters, which will include a strategic justification and therewith resulting communication strategy and plan for the business unit.

CHAPTER 7 – RECOMMENDATIONS

The research report focused on identifying key success factors in a communication strategy for Cordaid Urban Matters to attract new funders in the Dutch non-profit market. The research objective was to design a communication strategy that presented Cordaid Urban Matters solutions to attract and approach Dutch funders in the Netherlands. This was done by identifying the key characteristics of effective fundraising with a focus on the Dutch non-profit market, analysing fundraising trends within the Dutch non-profit market and understanding successful communication that is used within the Dutch non-profit market. This in turn has been researched through desk and field research and concluding the following recommendations are proposed in this chapter.

7.1. STRATEGIC JUSTIFICATION

Resulting from the conducted research, it became explicit that Cordaid Urban Matters needs to develop a fundraising strategy appropriate for the Dutch non-profit market to successfully conduct fundraising. The business unit needs to have clear targets and objectives as well as messages to communicate to their current Dutch partners, but also to attract and approach new ones. The communicated messages and fundraising tools should reflect Cordaid Urban Matters' identity and philosophy. Furthermore, crucial components of a fundraising strategy, also with inclusion of current Dutch trends within the non-profit market are a clear business strategy, clear targets and a strategy on how to achieve these targets, social media, a donor lifecycle and most importantly relationship management, all with the means of communication. An important component of a fundraising strategy comprises communication objectives, which are stated in the following section.

7.2. COMMUNICATION OBJECTIVES

Cordaid Urban Matters wants to attract the following target group to receive more funding: Dutch businesses, which are commercial companies, but also social entrepreneurs (Target Group Profile in Appendix IV). This target group mostly does not have much expertise and knowledge regarding development aid, which is the expertise of Cordaid Urban Matters. Accordingly, the following communication objectives are formulated for the target group:

KNOWLEDGE-BASED OBJECTIVE

20 per cent of Dutch businesses will know within three months of the start of the communication campaign the current situation of slums growing and therefore the urge for urban development in developing countries.

The knowledge-based objectives' aim is to raise the knowledge of the problem (slums growing) and the need for action among Dutch businesses with the means of a communication campaign/strategy. By achieving the first objective Cordaid Urban Matters has raised the awareness of the urgent need for urban development as part of their work.

ATTITUDE OBJECTIVE

15 per cent of Dutch businesses will visit within five months of the start of the communication campaign the Cordaid Urban Matters website and will be aware of the need of poverty reduction in the urban development sector.

The attitude objectives' aim is that Dutch businesses show interest in the subject of slum development by visiting Cordaid Urban Matters website. This can only be achieved after Dutch businesses have been informed and acknowledged of the need of slum development (knowledge-based objective). By achieving the second objective Cordaid Urban Matters will have more visitors on their website, which gives them the opportunity to present themselves and their work.

BEHAVIOURAL OBJECTIVE

10 per cent of Dutch businesses will show interest within eight months of the start of the communication campaign in the problem subject of urban development and poverty reduction in slum areas by contacting and requesting information from Cordaid Urban Matters.

The behavioural objectives' aim is that Dutch businesses request information concerning the particular problem of slum development by contacting Cordaid Urban Matters (behavioural action). By achieving the third objective Cordaid Urban Matters will be contacted through organisations in terms of requesting information. This enhances their visibility and might raise the chances for possible partnerships.

7.3. COMMUNICATION STRATEGY

After the communication objectives have been formulated, a communication strategy followed that states how the previously mentioned objectives are going to be achieved. The communication strategy that Cordaid Urban Matters lacks is a fundraising strategy specifically for the Dutch non-profit market.

7.3.1. KEY IDEA

The key idea describes the actions on how to approach and position the target group, namely Dutch businesses, followed by a central theme and message especially for the chosen target group.

THE APPROACH

Regarding the form and style of the communication to approach Dutch businesses, it was chosen to strive in the beginning for a one-way communication approach regarding the first two objectives. Concerning the third objective, a direct two-way communication approach was considered.

Regarding the appeal, a combination of an emotional and rational appeal was decided on, due to approaching individuals in Dutch companies. Resulting from the in-depth interviews there is a high possibility and chance that individuals are interested in the topic of slums and therefore an emotional appeal would be of use. This emotional appeal would be used for the first communication objective (knowledge-based), namely to raise Dutch companies' awareness of the need for urban development in slums. Concerning the subject of urban development and development aid, businesses feel greatly interested; however, it depends on their budget whether to contribute or not. Therefore, for the second and third objective (attitude and behavioural) a rational appeal would be of use that presents businesses with opportunities to enter new markets, share their expertise and have a social impact instead of just donating money to charity.

THE POSITION

In order to differentiate Cordaid Urban Matters from other NGOs an informational positioning rather than transformational positioning was preferred. Cordaid Urban Matters aims to reduce the poverty in slums and furthermore sees potential in slums instead of looking at it in a negative way. By communicating this message, Cordaid Urban Matters should position itself in the niche market of urban development.

THE CENTRAL THEME & MESSAGE

Aligned to the positioning of Cordaid Urban Matters, an important choice was the central theme. Taking into account the previously stated communication objectives, one decided that the central theme was described as "realising the potential in slums". Concerning the message for the target group, which are Dutch businesses, the advantages of collaborating with Cordaid Urban Matters to minimise the poverty in slum areas before it continues to grow should be communicated. Due to the Dutch small market of urban development it should be emphasised that now the urgency grows in terms of slum development and something needs to change before 70 per cent of the world's population lives in slums. Dutch organisations should contribute to urban development in order to have a social impact and to show that they are interested in the world's population having a house and clear drinking water, since this will positively reflect on their image and reputation. Also particular focus should be on the missing expertise that Cordaid Urban Matters is looking for to fulfil its work.

7.3.2. COMMUNICATION INSTRUMENTS

In order to promote the message to Dutch businesses communication instruments needed to be chosen. Concluding from the in-depth research it would be most appropriate to communicate with businesses via organised events or meetings and attending conventions and national meetings on development aid. After the contact has been established, it is crucial to stay in contact with the businesses in order to build relationships. All these communication instruments are going to be part of a fundraising strategy that needs to be developed specifically for the Dutch non-profit market by Cordaid Urban Matters, which was one of the key findings of both desk and field research.

Firstly, Cordaid Urban Matters needs to continue doing research regarding important meetings within the Netherlands with focus on fundraising, urban development and development aid. These meetings should be attended by the Business Development Managers to either cultivate contacts or build new contacts and thereby enlarge their network.

Secondly, Cordaid Urban Matters should organise two events a year regarding important dates, such as the World Cities Day (31 October) as an example. Interested parties should be invited and the focus should lie on strengthening the relationships with existing Dutch partners. These events need detailed planning and organising, because this is crucial to maintain the contacts with partners.

Thirdly, it is of importance to send an update/newsletter to all existing partners within the Netherlands to keep them updated about projects. This action should be executed every three months. Currently, no newsletter exists and therefore past partners do not know what is currently happening, which might interest them.

Fourthly and lastly, a communication plan should be developed regarding the maintenance and development of content of the Cordaid Urban Matters website. Currently, there is little input from the field offices regarding running projects. This needs to be changed and therefore, a plan needs to be created that lists every field office and the deliverables, approximately every eight weeks an update with pictures. Then, the headquarters need to write these updates and news articles, which also need to be scheduled, e.g. who is in charge for what.

7.3.3. ORGANISATIONAL PLANNING

In order to be able to develop a fundraising strategy for the Dutch non-profit market with Dutch businesses as target group, two employees are going to be assigned to the task. The creation of a fundraising strategy will take up to three months due to other work tasks that need to be carried out simultaneously. The fundraising strategy itself will be executed for two years.

Table 3: Organisational Planning

Instrument	Time	Frequency
<i>Setting clear and realistic targets</i>	July 2014, every six months on	2x a year
<i>Developing clear fundraising objectives</i>	July 2014, every six months on	2x a year
<i>Designing one central message to communicate</i>	July 2014, once	1x
<i>Creating a donor lifecycle</i>	July 2014 – October 2014	1x
<i>Developing methods to establish relations</i>	July 2014 – October 2014	1x
<i>Designing quarterly newsletter</i>	August 2014 – on	4x a year
<i>Sketching a partner matrix</i>	September 2014, adjusting every four months	3x a year
<i>Conducting Networking</i>	August 2014, every two months	6x a year
<i>Developing communication schedule for input website</i>	One news article and project update at least a month	12x a year
<i>Celebrating important events regarding UN-Habitat</i>	October 2014 and around April	2x a year

7.3.4. ORGANISATIONAL BUDGETING

The organisational budgeting refers only to the development of a fundraising strategy within three months.

PERSONNEL COSTS

Business Development Manager (private sector the Netherlands)

Working on the fundraising strategy over three months (includes targets, fundraising objectives, central message, donor lifecycle, relationship management) once a week over three months = 12 working days

- Total: 96 hours = 2922, 24 EUR (30,44 Euro per hour, bruto)

Communications Assistant

Assisting in developing fundraising strategy = 6 days within three months and sketching a partner matrix = 8 working days within three months

- Total: 112 hours = 1905, 44 EUR (16,12 Euro per hour, bruto)

Personnel costs in total

- 4827, 68 Euro (2922, 24 Euro + 1905, 44 Euro)

MATERIAL COSTS

Networking every two months: one attendance around 300 EUR x 6

- 1800 Euro for networking

TOTAL COSTS

6627, 68 Euro (4827, 68 Euro Personnel Costs + 1800 Euro Material Costs)

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APPENDICES

I. ADDITIONAL INFORMATION – SITUATION ANALYSIS

MICRO ENVIRONMENT – CORDAID URBAN MATTERS

As seen in Figure 4, the Urban Matters Director is in close contact with Corporate Cordaid, UM Experts, BDMs (Business Development Managers) and Cordaid’s field offices. The Experts and BDMs are responsible for the streamlining and facilitation of their ongoing projects and Cordaid’s field offices in Kisumu, Addis Ababa, Port-au-Prince, San Salvador, Cape Town and Guatemala manage their projects.

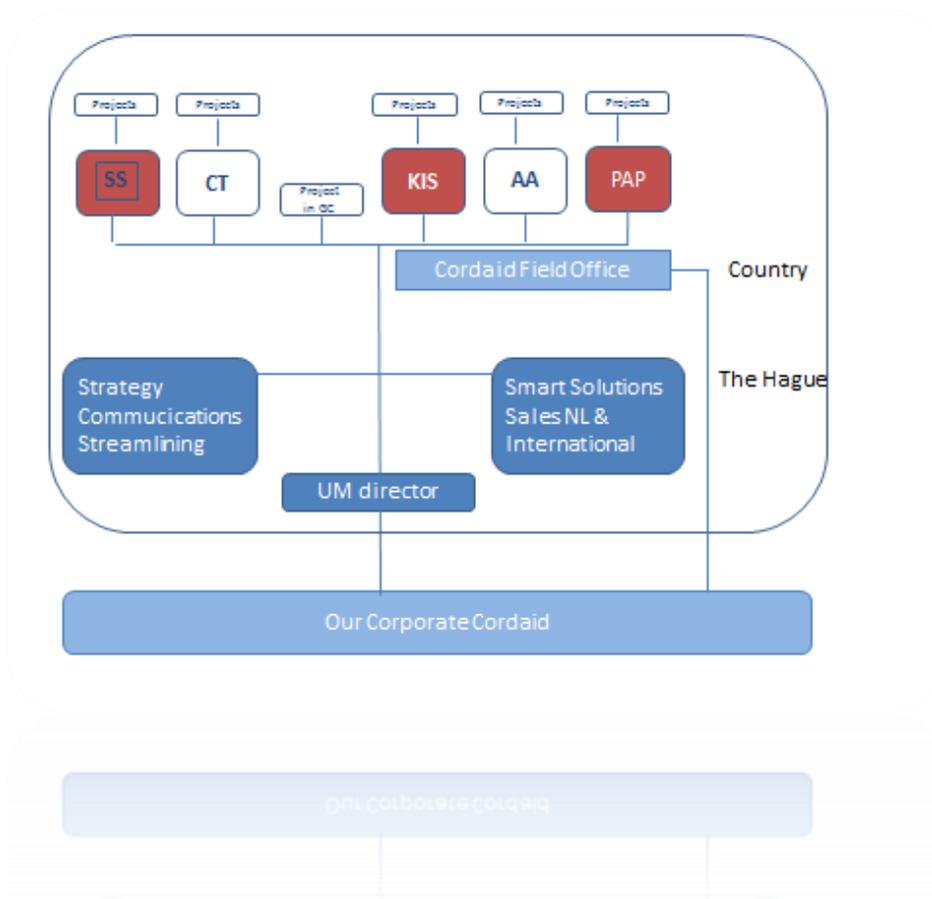


Figure 7: Organisational Chart Cordaid Urban Matters (Cordaid Urban Matters, Annual Plan 2014, 2014)

STAKEHOLDER ANALYSIS

STAKEHOLDER	INTEREST	INFLUENCE
Local Governments	<p><i>By supporting Cordaid, the local governments:</i></p> <ul style="list-style-type: none"> ✓ <u>Help and want to improve their own country</u> through Cordaid's development aid ✓ Are perceived as a '<u>helper</u>', which is good for their reputation 	<p><i>By supporting Cordaid, the local governments:</i></p> <ul style="list-style-type: none"> ✓ <u>Need to grant permission</u> for projects in the countries ✓ Have the <u>power to create new regulations</u> regarding the organisation's work
Local Communities	<p><i>By asking Cordaid for help, the local communities:</i></p> <ul style="list-style-type: none"> ✓ Will gain <u>improvement</u> in their own community ✓ Have a <u>right to a say & co-decision</u> in the project 	<p><i>By asking Cordaid for help, the local communities:</i></p> <ul style="list-style-type: none"> ✓ <u>Need to grant permission</u> for projects in the communities ✓ Can decide whether to <u>contribute</u> to the project or not

DEMOGRAPHICAL ENVIRONMENT

The Netherlands consists of a population of 16,834,731 inhabitants and is on rank eleven of the most populated countries in Europe (Aneki, *Most Populated Countries in Europe*, 2014). The population consists of 49.6% male population and 50.4% female population (Country meters, *Netherlands*, 2014).

TECHNOLOGICAL ENVIRONMENT

Technology is continuously innovating and therefore needs to be monitored on a regular basis. According to the Netherlands Foreign Investment Agency (NFIA, 2011), "The Netherlands hosts the largest Internet hub in Europe. The government's stimulation of Internet usage puts the Netherlands at the top of the list for access among major European countries". One per cent of the Dutch GDP is contributed to telecommunications and technological infrastructure, which results in being the European leader in technological investment (NFIA, 2011).

ECOLOGICAL ENVIRONMENT

Regarding nature and environment, the Netherlands is only average in terms of green growth by looking at all European countries (CBS, 2013). However, "economic activity in the Netherlands is harming the environment less and less; emissions of greenhouse gases into the air, heavy metals into water, and the total volume of generated waste have all decreased since 2000" (CBS, 2013).

II. ADDITIONAL INFORMATION – LITERATURE REVIEW

ELABORATION FUNDRAISING STRATEGY

Verstegen (2009, p. 149) states that the first step of developing a fundraising strategy for an organisation is to answer the following five w-questions of fundraising: 1) why do you ask 2) for what do you ask, 3) what do you ask, 4) who do you ask and 5) which way do you ask. These five w-questions are the starting point for every fundraising strategy, whether structured and long-time or ad hoc and for a certain period only. The first w-question concerns the questions of the actual problem, who is affected by the problem and whether the problem cannot be fixed through another solution except fundraising (Verstegen, 2009, p. 149). The second w-question is about a clear description for what the fundraising is exactly, which needs to be as precise as possible. Regarding the third w-question, one needs to specify what one is asking for: it can be money, but also expertise, immaterial help, time or advice (Verstegen, 2009, p. 150). The fourth w-question arises the issue whether to target businesses (sponsoring⁷ & corporate giving) and/or individuals (small & big donors) and if decided, which business fits with the organisations' values, for example being environmental friendly and socially responsible (Verstegen, 2009, p. 150). The fifth and last w-question is about the way one chooses to ask for funds. There are many ways and manners to ask for funds such as donation acts, sponsoring, events, gifts action, legacies and heirs or possibly a mix (Verstegen, 2009, p. 151). Certainly, all questions are interconnected and therefore, when for example the question arises, which way to ask is the right way, one needs to keep in mind all other w-questions.

ELABORATION BUILDING PARTNERSHIPS

The ING bank (*Goede doelen doen vaker zaken met bedrijfsleven*, 2014) states that foundations start to work more intensive with companies, due to companies' external social pressure to “do something good” with their money and foundations' pressure to fundraise enough money to stay in the market. That is why more and more strategic partnerships are established between foundations and companies and through collaborating, foundations can gain financial support, trustworthiness and have access to innovation, expertise and networks (ING, 2014).

⁷ Sponsoring = an organisation that pays for or plans and carries out a project or activity (Webster, n.d.)

III. ADDITIONAL INFORMATION - IN-DEPTH RESEARCH METHODOLOGY

TECHNICAL DESIGN - PLANNING SCHEDULE

INTERVIEWS	
Quantity	Ten
Interviewees	<p style="text-align: center;"><i>WEEK 19</i></p> <ul style="list-style-type: none"> ✓ <u>Arjen van Ketel</u> (Expert in Fundraising) on 6th May, 16:00 ✓ <u>Jaqueline Leemkuil</u> (BDM, Cordaid Marketing & Fundraising department) on 07th May, 10:00 ✓ <u>Jeroen van Bijnen</u> (Expert Communications Non-profit) on 8th May, 10:00 <p style="text-align: center;"><i>WEEK 20</i></p> <ul style="list-style-type: none"> ✓ <u>Yvo Baeten</u> (BDM, Cordaid Marketing & Fundraising department) on 12th May, 10:00 ✓ <u>Bonnie Noorman</u> (Communications Advisor for Cordaid Urban Matters) on 13th May, 16:00 ✓ <u>Karin Jensma</u> (Head of Business Development & Communications) on 14th May, 16:00 ✓ <u>Fusien Verloop</u> (Marketing & Communications Expert) on 16th May, 13:00 on Skype ✓ <u>Anthea van den Berg – Koopman</u> (Expert Communications and Fundraising) on 16th May, 15:30 <p style="text-align: center;"><i>WEEK 21</i></p> <ul style="list-style-type: none"> ✓ <u>Esther van Biezen</u> (BDM, Cordaid Urban Matters) on 19th May, 11:15 ✓ <u>Marloe Dresens</u> (BDM, Cordaid Urban Matters) on 21st May, 14:30
Duration	Each interview takes +/- 45 minutes
Timeframe	Conducted within three weeks (28 th April – 22 th May)
Preparation	<ul style="list-style-type: none"> ➤ Activity 1: contact experts (20th April – 06th May) ➤ Activity 2: schedule interviews within weeks (28th April – 22th May) → intermediate product ➤ Activity 3: prepare interview questions within two days (24th – 25th April) → intermediate product <p>Activities 1 and 3 are running simultaneously</p>
Evaluation	<p>Analysis of all five interviews will take one week</p> <p>End product: transcripts and conclusions of all conducted interviews</p>

TECHNICAL DESIGN - ERRORS

Errors that could have arisen were that discovered criteria for Dutch organisations to work together with non-profits were not applicable for Cordaid Urban Matters, for example regulations or areas of operation. This would have meant that conducting in-depth interviews did lead to an insight, but it was not helpful concerning Cordaid Urban Matters. Furthermore, it could have been difficult to gather good and honest criteria of just ten experts. Carrying out a survey among Dutch organisations would have been another option to gather more quantitative opinions; although it would have been hard to argument the answers within a survey and therefore no insight would have been found. More possible errors could have been that the discovered marketing and communication tools, which are successful in the Dutch non-profit market, are already used by Cordaid Urban Matters.

IV. TARGET GROUP PROFILE

**HOLLAND GREEN
BUILDING COMPANY**



Holland Green Building Company bv in Amsterdam, is the first and only building company in The Netherlands with green & sustainable (Cradle 2 Cradle) building techniques and materials. Environment balances with financial view within the building process of complete/partial renovations or new real estate development within urban Holland (Amsterdam, Utrecht etc.) (LinkedIn, *HGBC*, 2014).

V. TRANSCRIPTS IN-DEPTH INTERVIEWS

Interview with Arjen van Ketel, expert in fundraising and legacies on Tuesday, 6th May, 16:00 in Amsterdam

Duration: 66 minutes

C = Carina (interviewer)

A= Arjen van Ketel (interviewee)

[Turned on memo recorder]

C: So basically, maybe you could introduce yourself first, your job and what you're doing.

A: In short, I started as a fundraiser for Friends of the Earth, which is an environmental organization. I worked there for about 10 years and then I moved over to the agency side, and I worked for two agencies, one is called Delphi and the other one is called WEF. That is something what I also did for 10 years so then I started for myself as an independent consultant specialized in legacies. And I do legacy fundraising since 2001 and now at the moment it's the only thing I do more or less. So my knowledge is especially on legacy fundraising, but of course I know a little bit more.

C: Yeah, okay.

A: And, just before I left I thought, there are also some written things about it. Maybe you know them already, but you know the reports of the CBF?

C: Yeah I know the CBF and I have also used it as a source

A: Well they produce this annually book, and the data on all accumulated data on let's say what it does, how important it is, corporate fundraising for the non-profit sector. So, I don't know how good your Dutch is?

C: Yeah I have seen statistics of the CBF how much money was spent on international help, which organisations fundraise how much.

A: yeah. And the other one is this book, which is called 'giving in Holland', which is every two years published. This is by the free university of Amsterdam.

C: Yeah, I also used some Dutch books so far, because my Dutch is quite good. So yeah I am going to write down the name. All right.

A: So I think these are the most relevant data. So in fact all the answers are here.

C: Yeah, maybe I can also quickly introduce myself and why I am actually writing my thesis. So the organization, you know Cordaid?

A: yes.

C: yeah they have eight topics they are working on. And I am working on the topic 'urban matters'

A: Urban Matters?

C: Yeah, Urban matters. They work for slums. They provide sanitation, housing and that the youth also has employment opportunities. So, that's what they are working on. And they have really great projects, but the problem lacks in partners. And especially in the Netherlands, and it seems because there is no fundraising strategy. They have no clear plans, this is what we want to achieve. There is basically no following up, what really is of need, I think. So, yeah what I am researching is about the Dutch market, how it looks right now, and how one could approach these organisations. They already said from the beginning that they don't want to target individuals.

A: Okay, why?

C: Yeah, I also don't know why. That is also a question I am going to ask them. They said it's more important for them to establish relationships. But It's always an opportunity, because on the other hand they introduce the idea of crowd funding and that is targeted for individuals, so. There are kind of unsure. It's not clear what they want. Right now they have 18 partner organisations but I think most of them are consultancies and they are not paying the projects, they just give advice. It also doesn't help them for the projects, so that's basically what I am trying to figure out.

A: My guess would be that is all about history and about the fact that Dutch development organisations did get a lot of money from the government, which is going to change. So, that's why they also need to policies.

C: yeah, they have this big MFS fund, which is going to stop next year. So, they really need to find new ways.

A: yeah, that drives them to these kinds of projects.

C: Yeah, I hope I am of help for them, who knows. But, if you cannot answer some questions, that is also totally fine. I just listed them. And, so of course in order to finance projects, Cordaid needs to conduct fundraising. Which ways of fundraising do you identify in general?

A: Yeah well I mean, what also stands in these books I just showed you, they mention of course private households, and legacies, but I see legacies also as part of private money. Individuals giving and legacy giving is just one of it, which is quite big in Holland, the private money. And then, which is linked to it, is also the lottery side, which is quite big in Holland, so the postcode lottery of course is also a lot of money to development organisations, but which is in fact also some kind of private money. I mean it is people do play lottery because they want to win, there is a certain colour of good doing/ well doing, but it is more in another way of getting private money to non-profits. And then you have the private foundations, which are quite large in Holland, mostly working on smaller projects of course. You know these organisations whether it is family wealth or some how wealth gathered and then it's given to private persons or projects or other sectors?

C: Yeah, I read this book, I think it is called "Fondsenwerven book 2014" is a really big book with all the Dutch foundations.

A: Oh that one, yeah yeah. Well that book lists all the private foundations. So that's quite big in Holland, but maybe not so important for Cordaid, because there might be connections with some projects, I think most

funds will think Cordaid is too big in its funding itself. And then there is the commercial world, which is a big source, but in Holland I think mainly used for cultural organizations and for sports organisations and they are not so big in all the other parts in the other worlds. At this moment it's a little bit difficult because the economy is low so these private firms set their priority difference, so it's not a real big time to start something new, although it's quite important to make connections, to have connections for the time when the economy will rise again. And still some sectors are still doing good.

C: I saw that most Dutch foundations that only work on a local level that they focus on culture & art, that was really the biggest sector and yeah development was really low. At least Dutch foundations that work also abroad, because I always needed to take that into consideration and there were really just a few. Okay, what do you think, which fundraising channel is the most effective and easiest to approach?

A: Legacy fundraising. No, eh the easiest...I mean fundraising is just work. There is not a trick, there is not this golden rule, so if you know that trick then you're there. Eh, I think quite underestimated are the classical ways of getting people in, like direct marketing, which still is some sort of direct mail. So it's quite underestimated, especially by younger fundraisers, because you get the feeling of ok the paper is out, it doesn't work any longer people want to do it on digital channels. But still most money comes in through the classical channels, like paper, like a giro bank giving, telephone and that is also because the largest percentage of giving is in the older generation, let's say 50+ generation. So, overall you should not forget to get young people in, but older people have more time, more money to give. It's with their values, one part it's an older generation that has different values than the younger generation and the other thing is that the older people become the more they grow into another state of mind, they start giving, so also the young people from now will be better donors when they get older. So, that's my statement: you should not forget to take the older generations into account, and then legacy giving is only one part of it.

C: Okay. What does the Dutch fundraising market look like in terms of generous giving behaviour? Are people willing to give money?

A: Yeah yeah. If you compare it to other countries, in Holland a lot of people give. So the percentage of people that give to charities is quite a lot, I am not sure but let's say around 70-80 per cent of the people. And then especially with the old generations, they give to a lot of organisations. I did an interview last week with a lady who gave to 135 organisations and she was 93 and only started recently, let's say 10 years before, so with 80 years. And so you can imagine if every organization sends about 10 pieces of post its about 120 and then 10 so its 1200, so its every day that the post arrives, it's about 8 different letters, every day in the year, except for Sunday. And she likes it, she doesn't complain about it, its fun for her. But she said it's a lot of work, but that's exceptional. But on average people give to 10/20/30 organisations in the same year. So there is a lot of people giving to a lot of organizations, but they give smaller gifts of course. If you compare it to other countries, they give smaller gifts. And also in legacies you see, you have to share your in heritage with

much more organisations, 7 in general in Holland, where it is about 2-3 in Belgium and the UK. We have a culture where a lot of people give to a lot of organisations, but smaller gifts. So a small gift might be 10 Euro and it used to be even less, maybe 10 or 15 Guilders. So that's it: giving to a lot of organisations. Protestant people are in average a little bit better givers than catholically ones, which is the belief of Cordaid. But still I think also catholic people can maybe have the same. If you compare it then you would see that more protestant people and they would give to more organisations. There is no real research about it as far as I know.

C: All right. Are those sponsors generally critical in terms of choosing the organisations? What are their criteria when choosing an organization?

A: Well, I do a lot of these kind of research, with the real good donors. And the real good donors, they are not critical, so they don't know much about the organization. It's more a general feeling. So they might give for 40 years to an organization and have no clue where the organization is based. So for example is somebody gives to Cordaid for 40 years, lives in the Hague and does not know that it's based in The Hague. They don't know whether its big or small donor they wouldn't know if at Cordaid are 20 or 200 people working. They have no idea. And also if you compare small and large organisations, they sometimes see it. But in general they don't know too much about it. And they trust the organisations, so they know that some of the directors earn too much. There have been things, but in general they trust the organization they give to.

C: So it doesn't matter if it is a small or a big organisation?

A: In general it doesn't. Well there has been some scandals with Plan International and with the Director of the Hart Foundation, they did earn too much, more or less. So, there is a lot of discussion about it, about how much a manager earns within a large organization, which is not only in Holland but also in the UK and also the US, so it's a general thing. So that was a front-page issue. And people still know that with the director of the Hart foundation, there was something not good with it. But then the donors of the Hart foundation said: yeah we know that there was something wrong, maybe there is still something wrong but it should not happen but we still give. So, for them it is not a real big issue. So, in general people are critical to Non-profit organisations but donors are less. And donors are not critical about the organization they give to them selves. So if you talk with them in general: what do you think about the non-profit sector they would say: yeah well, they earn too much. If they give to the hart foundation they would say: yeah, I trust the hart foundation.

C: Yeah, okay. So, yeah the next question is: are there a few major sponsors or many smaller sponsors?

A: No. If you would make a pyramid, you know the idea of the pyramid? So this is the number and how much they give, then the pyramid would be a little bit like this, small spike here, so it's not a pyramid, it's a pancake. And that's because there is nearly no tradition in Holland about asking for a large amount of money. So there is a lot of interest from all the organisations but there is no tradition and there and it hasn't been done now. So there is a big market open.

C: Yeah. What trends can be spotted in the Dutch non-profit market and has fundraising changed over the years?

A: Eh, if you compare it with other countries, well, for Holland the giro giving, you know the system of giving is quite important, because we have such a good system that has helped the Dutch charity markets a lot. In France for example you have to write checks, and you have to send in the checks and the organization has to separate it for the different banks, go to the banks, make money out of it and then put the information in the data base, because Mrs X is giving... In Holland people give by the bank, so there is this system of the Giro. And it comes automatically in and it fills your database and the data are added to the donor so this technical thing is quite important for us. We don't have credit card giving or all these other quite different kind of things. That has helped a lot. And then the next thing, which has helped us a lot is our quite easy way of standing on the pledges. So this are technical things but quite important. In Holland up until now, if I phone you and ask: do you want to give to Cordaid? And then you say: yes that's okay then let's say 5 euro a month, then I would type in the computer 5 euros a month and the organization would go to the bank and just get the money from your bank account without any technical problems. You don't have to send in a signature, I don't have to approve it. And if I want I can stop it and that is so easy, that has helped a lot. It's going to be a bit more difficult now when they centralize the bank system which starts this summer, you know?

C: I don't know...

A: Well, there is a big program going on now because they want to make all the paying systems in Europe connected. So your bank account number, maybe you have seen it, it used to be an easy one with eight numbers.

C: Ah yeah the IBAN code. Yeah, I have heard of that.

A: yeah, and this is part of a bigger operation, so the pledge part is becoming more important and you have to give this before and all the kind of rules...yeah, but these are the technical things and your question was?

C: Yeah has fundraising changed over the years?

A: Well the pledge part was quite important, which was accompanied by telemarketing, which came in mid 1990s, which is quite big now, also a bit over the top but still important. For Holland the Postcode lottery was a big big change. If you see the amount of money that comes in through that, for a lot of organisations that is maybe a quarter to half of income, not for Cordaid, but for Novib for example. Novib was one of the three first organisations. They became big by the postcode lottery. So postcode lottery was also a very big and important thing. The digital changes not so much. I mean that is something that still has to prove itself. It is big in communication but not yet in real fundraising, I mean crowd funding and all these kinds of things, they are the new things that if you compare it to the numbers and the amount of money it still has to prove itself.

Its not a big thing yet. You might have heard about the Alp Du6, the cycling thing that the Cancer Foundation did?

C: No, I haven't heard about that.

A: Okay, that's a way of getting money in: you take part of a team that goes to France, cycles up and down the hill for six times and that's a famous Dutch hill there. And that started about 8 years ago and became every year bigger and bigger, until it was an event, which brought in 13 million euros each time. Then last year there was a communication problem and now it is off. So this is the big example of an event for fundraising. So all the organisations are now looking at event fundraising that is the future. But still if you see the total amount of fundraising in Holland you see that it is still small. So you see a little of these kind of things coming over from the UK, from the US, which will change but not drastically. So, people will say it's the new thing but looking at the money not really yet.

C: What Cordaid Memisa has right now, that they are kind of spotted as a trend is that Cordaid Memisa they are supporting women abroad, which are pregnant. So they said a Dutch mother supports another mother in another country, which is a connection. So that's kind of emotional. So, that's right now the big thing in the organization.

A: yeah, it's a big thing in the organization and I think it is quite important because you connect to young people, you can connect to new generations. It's for the way you present yourself as important cause you are dealing with the important things in life. But I think in terms of money it will not be a big thing. And that's because if you look at the democratic, if you look to the demographic pyramid and where you say every generation, every year has a layer.

C: No, I don't know that one, sorry....

A: All right, then I will show you. I wrote this book last year. If I show you the picture it's much easier to understand. I talk a lot about old people. You know these kinds of pictures about, so this is the age 0 to 100 and this is the number of people, women, and men. So, in classical society, in Egypt for example, there are a lot of young people and the older they get the less there are. But what you see in Western Countries, you see that nowadays the number of young people is diminishing a little bit, so this is a pillar and not a pyramid. And here these are the baby boomers, so they After War generation, which is much much bigger. And then there is the really old generation which dies but at a later age than ever before. So it's getting higher and higher and smaller and smaller. And the money is here, so it's quite nice to have actions for children here or here. But here, this is not where the big numbers of people are. And that is not a place where the money is, because these young women, they get children and they have to pay all kinds of things. They buy a house, they settle, etc. and then at a certain age children will leave the house and it's the moment when there is extra money. You as a student, if you are starting to get your own money then your parents will also have more

money to spend. They will think aw what is more in life, what shall we do. So I would say this 50+ market, that's where the future of fundraising is. That's my message.

C: Okay, so that answers my next question: what you predict, what would be the most effective way of fundraising in 5 years?

A: Well, to connect with this kind of generation, and keep connected with this generation. That means also not only asking for money from them, but also really communicate with them, interact with them. For example, Cordaid could do travels to their development projects and ask people to help there or to be connected. You can do that with young people, students etc., but maybe this 50/60+ generation is much more in for these kind of things.

C: yeah they have really great projects, for example in El Salvador they are trying to build a big city park. And yeah the community actually had the idea, not Cordaid, so Cordaid was contacted. So it's a big project and to realize it a lot of money is needed.

A: no yeah, if you think about volunteers brining in, most organisations say we need young, strong people that can do a lot of work. But my thinking is it's even more important to get 60+ people. Maybe they cannot lift the heavy stones but they know how to build a house, they can help in other ways. And imagine if someone with the age of 65 nowadays has a life experience of 120 years. And 20 years is a long period that you can help an organization, even if you don't leave your legacy to the organisation. So that's my message.

C: yeah. And do you think that the event fundraising will grow, because you said now it's still small...

A: It will grow. Another way of looking at these developments is by looking to other countries, because I think the difference between these countries will diminish. We will become more American and more British. Also with events, so event fundraising is already great in the UK and US, so it will be big here also.

C: Yeah, my colleagues also experienced that when they go to the USA, that people are way more generous...

A: yeah, because that's tradition. That's a way of being seen, show yourself. But you have to be aware that is only a small part of the Americans that do this. So it's not the broad way we do it over here. So in the end I think you cannot say that Holland is more generous than other countries. It's not so much different than from the UK or the US.

C: Yeah, I looked at statistics of private voluntary spending and yeah America was the highest, but then right after was Holland and then the UK, so Holland was the biggest within Europe, they spent most money.

A: Ah okay.

C: Yeah, so regarding the fundraising strategy, what do you believe compromises a successful fundraising strategy. What do you have to include in it?

A: Well you have to include the donor himself. So, they have to participate. I think that's a new development, so it used to be like: ok you give something to an organization and the organization does the work. That is not enough nowadays, you really have to let the donor participate. You have to ask opinions, involve people,

cooperate, to be volunteer, take them serious. That's number one and give them the info is also important. I think that's the main thing. And that's more important than being transparent. You know the big issue now is transparency issues now and everyone says: of course you have to be transparent. But the question is: what is it and how do you do it? I mean you can send your account to every donor and they will say well that's more paper I don't read that. And if you put it on the internet people will never read it, so how do you make it more transparent? So you have to be more open: I don't want all these figures, I only want one example is enough. Interaction is more important than transparency.

C: Alright. Which sector would you say is more easier to approach? The private sector with businesses and foundations or the public sector?

A: Well my most experience I do have with individuals. Eh, but its like different working areas. It depends on your foundation on your work, projects, what kind of organization you are. I don't think there is one easy trick. But if you would ask for Cordaid then in Holland, international help is still very popular. More for example than in the UK or the US. You see in Holland much more money is spent on international issues than from the US or UK. So they spent more money from within the Country. But for private firms, most of them do something local, so they are seen by their employees of buyers and not so much international. But maybe there is a market If you go to the big international organisations like Shell. If they would really participate in projects then maybe there is a big market.

C: Yeah the next question is how the Dutch market differentiates itself from other markets, but we have just talked about it, that the Dutch in general...

A: yeah, there is also smaller legal things in Holland, I talked about the technical part, which is important and how easy it is to give. And then the taxation is sometimes an issue. And what you see with legacy giving is also that the legislation sometimes makes it more easy or difficult to give. For example in Holland you can disinherit age your children for half. But in Belgium its only one third that you can decide on yourself and the other part goes to family. So, legislation can make a change. And here is Holland we have to go to the public notary for legal papers on our last will, but in the UK you can write it yourself, which makes also that the fundraising is different, cause people say: well if you write it in this way then they make propositions.

C: Yeah, I remember that my mentor at my placement was at a meeting two weeks ago because also somebody wanted to give some money away, but the thing is, the person says that he wants to give it to Cordaid, but then Cordaid is again split into these different sections, so she was convincing him to give it to Urban Matters. I think it's for people always quite confusing that we have one Cordaid, but then there are people coming from topics they are working on, because they are also kind of their own organization, they do their own fundraising and everything by themselves. So, for some people it is a bit confusing if you say yeah I am from that section.

A: yeah, but that's an interesting perspective, because you look at it: there is one Cordaid and under the umbrella the different branches. But the older people say, I always give to Memisa. I always give to Mensen in Nood. So, they see it as different organisations. Sometimes it's an advantage, because if you give to then organisations, if Cordaid would be one of them, they get one tenth. But if they say, I give to 10 organisations and one of them is Memisa and one of them is Mensen in Nood and one of them is Boond zonder naam, then they might get three tenth instead only one. So, there was about ten years ago the hart foundation started the children hart foundation. This is a strategy.

C: Yeah, I think that the cancer foundation is the first one on the CBF website that there are always the first place regarding fundraising. And I think Cordaid was on rank 12 or even lower. Before I started my internship there I haven't heard of them. When I speak to Dutch people most of them don't know Cordaid and It's quite surprising because they are not that small.

A: yeah, I mean if you see in fundraising they might not be so big but because of this government money they are on top of the hill.

C: yeah, I think together with Oxfam, Hivos and ICCO.

A: Yeah, and maybe its nice to know for you: it started in the 60s when the Dutch government itself gave money to third world projects, directly from the ministry the governments. So that was growing and growing. So it was a lot of money and the other thing was, they were somehow political engaged in countries where they didn't want to be engaged as a government. So, it was a political decision to take the money that was given to development work and give that through different organisations. And that was the time when Holland was still split in all the religious pillars. So, you had the socio-democratic pillar, which is Oxfam Novib. And there was the protestant pillar, which is ICCO and the humanistic, which is Hivos. And the catholic ones, which is Cordaid. So that's why we have this system in Holland.

C: Its funny, I actually haven't thought about it that each organization stands for a religion.

A: And they have more or less the same amount of money from the government. Later it became a bit more complicated because also other organisations could get some money from it. But those four were the main pillars.

C: Ah yeah that's interesting. I didn't see the connection with the religion.

A: yeah well you have to know that Holland comes from a time where everything, the life of people were divided into these communities. So if you were a member of the catholic church, you went to catholic school, you were member of the catholic community and football club and you bought your bread at the catholic baker. And you could maybe life in the same city, but there were all these kind of things. So that's where we come from.

C: Yeah, Cordaid also takes care of their identity as being catholic by celebrating Easter or they also have meditation room and they even have a person that is employed as being responsible for the corporate identity

for being catholic. So that's quite nice. But he also said: times have changed and it's not like when we want to employ somebody we look if the person is catholic or not.

A: No, but on the other hand, when I talk about old people being important. There it is more important. And also there, things are changing a lot so you can be really aware of that. Okay, but that about Cordaid.

C: *Yeah this part is now on partnerships, so If you can't answer it its fine. So, can you think of reasons why Dutch organisations would collaborate? What are the advantages for both?*

A: Yeah well the easiest is of course if the NGO works in a country they are interested in, where they want to be and have social impact. So they can do it for the country there, they can do it for the employees over here. But that's the second thing. I mean you can motivate your own employees to do something like that. There is the example of TBG and World Food Program, and they had a program where they helped to improve the food distribution system in the third world. So some of the people had a spare year and travelled to third world countries to help. So that's another way to motivate your employees, not just own commercial. And then the third one is a little bit marketing over here in Holland, so if Heineken for example would do something social in the third world people would maybe buy more Heineken.

C: *Yeah, they opened a brewery in Ethiopia and they are now in contact with urban matters because they are opening a recruitment agency in Ethiopia. Nothing is settled yet, but there is a connection already.*

A: Yeah, but then the nice thing is that: do they use it in their marketing over here or is it directed on their employees, a year all around the world or is it only for the Ethiopian market? So these are the three things and motivations can be different for every organization.

C: *Yeah. Do you think that the public has heard of Cordaid? What do you think?*

A: Yeah, Cordaid is quite known. Maybe not the different topics. So they are more known by the older people but I also think that younger people would also recognize Cordaid, yeah.

C: *Okay.*

A: Yeah but maybe it will also change over time. You know the Oxfam and Novib thing? Novib was the old Dutch organization, the socio-democratic organization. And then later became part of the Oxfam, the UK Oxfam organization. And then at a certain moment they said, hey we call ourselves Novib Oxfam, and then they changed it to Oxfam Novib. And maybe in 5 or 10 years the Novib part will be taken away. It takes a long time to change the name of an organization.

C: *Do you think that when Cordaid Urban Matters is going to conduct fundraising that they should focus on the fundraising of Cordaid or Urban matters? What do you think is more successful?*

A: well my feeling would say use Cordaid and not one of the topics. And I would not create a new name, Maybe Cordaid, program Urban Matters and I would not position itself quite away from it.

C: *Do you think that cause-related marketing would be an option for Urban Matters? Is this quite usual that this is done by non-profit organisations?*

A: I think in itself it is too thin. I mean, people will not buy something because 5% go to a Third World Project. Then it would only work if the organization would really do something over there and people trust that. It should be really trustworthy, and then the CEO of the commercial business should really go out to the third world and should say what needs to be changed. So I think that's quite important, it's not a small thing you can do for a year. It really needs to be part of the total strategy. The whole strategy should be part of their identity.

C: So yeah it wouldn't be good to say: yeah let's try this. There has to be some connection.

A: Yeah, I mean these are the kind of things that worked in the 90s. If you would give a small percentage then your product was green, for example. But nowadays, people will look through that.

C: So yeah now its regarding communication tool. That's kind of what I am focusing on. What do you think what kind of communication tools are most suitable to reach Dutch organisations?

A: I would say networking. Maybe organize something; really get in contact with others. I know from one organisation, which is a small one, which was really successful in that. It is called IUCN. International union for the conservation of nature. It's the unknown sister of WWF. And then the Dutch branch started organising think tank with the leaders of industries to change something in sustainable development. This is about 10-15 years ago. And then they got the most influential leaders together and they met each other and they started something. They became part of a network and later also gave money to this organisations. So it started with the real interaction, getting these people together. And that is more important then sending an email or a call.

C: So organising an event to get together for example if there is the World Habitat Day it would be a reason to gather people. That would work better than an email...okay. Yeah, regarding urban matters they are the only NGO working in the field of urban development. There is no other NGO in the Netherlands. Do you think that uniqueness is an asset and how could they use it?

A: yeah of course it's an asset. You have to explain it to me. And I would start with the organisations that are already working on these issues already in Holland and then so the large architects, the building organisations that have a hard time nowadays.

C: Yeah it's also said that a trend would be that NGO actually start working together and collaborate instead of always competing, because the market is going to be really competitive.

A: My idea about this is that they should work together but in their marketing it does not work. So for example, I told about Friends of the Earth, which is called Mileudefensie in Holland. And they work together with a lot of organisations with WWF and with Greenpeace. But not in marketing, because people give to an organization. So if you do a shared fundraising campaign, you can only give one time instead of several times. So for the donors it's a little bit diffuse, whether this is one organization or they work together.

C: So not for the marketing part but rather to collaborate.

A: And if they are unique then its quite simple. Then you do not need to corporate. But donors, I mean, would say that it is very important that they corporate. But they wouldn't give more money. It's a difficult issue.

C: *All right, yeah the next question is: how would you approach a potential partner? But basically we have mentioned this already, by events, networking events.*

A: yeah well that's the same with private donors; you have to ask them to participate. Let them become partners in the job. So that means that in an early stage you have to ask them to help you and not in the end when everything is finished. Then it's too late.

C: *Yeah, so in the beginning of a project, start looking for partners.*

A: Ask for advice: these are our ideas, what do you think about it and do you want to become partner?

C: *So the earlier the better and not when the project is basically finished.*

A: yes exactly, that's too late and also the way most of the fundraising works. There are these guys that make the projects and there are the guys that bring in the money. And if you bring them in in an early stage, then you have to start talking about the fundraising money also quite early. The pitfall is that you don't talk about the money part.

C: *Yeah the last question would have been: what communication tools have most success in approaching Dutch businesses?*

A: Yeah.

C: *Yeah, these questions are kind of interrelated; I mean it's also then events.*

A: Yeah, or think about a seminar or some brainstorming. I mean not an event where you do something. I mean it's not the kind of goal, it's more like: we really need your advice. Let's go to Guatemala and talk about how the program works. By the way you have to pay it yourself, that the other thing.

C: *All right, I don't think I have any more questions. It's a lot of information so that's really nice and I can definitely work with it.*

[Turned off memo recorder]

**Interview with Jacqueline Leemkuil, BDM at the Cordaid Marketing & Fundraising Department on
Wednesday, 7th May, 10:00 at Cordaid HQ**

Duration: 50 minutes

C = Carina (interviewer)

J = Jacqueline Leemkuil (interviewee)

Academy of European Studies & Communication Management

[Turned on memo recorder]

C: Okay, so maybe shall I actually say what I am doing. So I study communication at The Hague University and it's an international study. There are not a lot of Dutch people actually, it's a lot of German people and yeah I am finished in June and now I am doing my internship at Urban Matters and I am doing the communication there, because there is not really a person responsible for it, so there is a lot of miscommunication and misunderstandings. And also there is also no person that writes news articles or something that are always the interns. But it takes quite some time to get into the process, to know all the projects. I mean I still, I know them, but I don't know them quite well, so, yeah I am trying to figure that out and my thesis is about the Netherlands, because they have really great projects but their funding from within the Netherlands is really not a lot and its really just, I mean they listed 18 partner organisations but most of them are from the past and they have to receive money, so they asked me to dig into that topic. Yeah, so maybe you can also introduce yourself and what you are doing?

J: Yeah, that's okay. Just for the record, Jacqueline, what I do is fundraising on the Dutch market and that's fundraising in a lot of ways. But the main thing at this moment is to develop fundraising tools or fundraising methods or fundraising products with other parties to have more like a real product to sell. You see there the Mama lot, it's a lot and you can buy it for one euro, and then you get discount on your next purchase. So, that are kind of things what I develop right now, because, and that's some of your other questions. But you see that companies like to participate, but they want to get something in return. So, more consumers or more publicity and that's why we try to develop other things. And that's my main task at this moment. So fundraising, but especially developing new products for fundraising.

C: Yeah, okay. Yeah, so the first question is really general, which ways and what are the sources of fundraising?

J: Yeah, we made a presentation and we said here like a lot of initiatives we did. Our expertise, that's what we did, Urban Matters. Joint promotion, marketing communication, personal and events. So a lot of quite diverse, what we do. And what is successful, there isn't one thing really successful, its quite hard.

C: So one thing doesn't stand out?

J: No. So that's what we do. I think I also put it also on a stick, so you can have a look at it. And that's only for companies. And further, we have Yvo, who is doing foundations and that are family foundations. And we have of course the private donors, the donors for Memisa and Kinderstem.

C: Yeah, it's quite a lot.

J: And also in this private donor world we develop new things like a platform for Memisa, just a web shop. You buy things as a mom and a certain percentage comes to Memisa. So they are a lot of new initiatives, because in the past, I think most of the Dutch people give to Charity. What kind of charity, but in the past they give to one charity their whole life, because they were catholic

C: Yeah I have learned that yesterday, Its really interesting. With Oxfam etc and I didn't know that before.

J: Yeah and now there is a lot of young people and they give when they are teased like Serious Request or the Alpu6, something else, dance for life. If it is interesting for them or they are touched by the appeal, so they give. So that's what we try to do, develop other things that people are touched in another way to give than just for these crying kids, kids with flies on their noses. It still works but people don't want to see it but when do this kind of appeal, a bit sad, it works better than the optimistic ones.

C: If you do the fundraising, is it then under Cordaid or just Cordaid Memisa, always from the funds that you have?

J: We are just shifting from the funds to Cordaid. People want to have something back, like publicity or a well-known Dutch celebrity. And we only have that from our funds like Memisa and Kinderstem. And we are trying to change that to have a place on the Cordaid website, where we can appeal Dutch companies. But that's a shift.

C: Okay, so actually the second question you named it already. Power point and also in the book it is.

J: Yeah, most effective, what is really effective? Is good like medical equipment or books and expertise. That's quite easy, no out of pockets costs. But that's not what we want as Cordaid so it's a bit hard.

C: Yeah, I think it's also quite hard to say: yeah this one is the best and other ones...

J: Yeah, but if you see what works in the Dutch market, its goods and expertise and not really out of pocket money.

C: Okay. Yeah, the fourth question I think is also covered in the book, maybe we can just quickly...

J: Yeah I can say it for Cordaid, I think better than for the whole Dutch market, because that is covered in the book. Generous giving behaviour, we are well known because of the generous giving behaviour, I think 80 per cent of the Dutch give in one way or another. But if you look to companies, there are a lot of small sponsors, small donors. And small is like 1500 Euro. So, we have like 1,1 Million a year from the Dutch companies. But if you compare that with 140 million a year from total of Cordaid, it's not so much. But there are a lot of organisations who are very are glad.

C: And, would you say that sponsors, it can be either individuals or business, whether they are critical?

J: It's a bit strange. If you listen to the Dutch opinions in the newspaper you say there is a lot of criticism. But if you speak to individuals, to one to one, people are very optimistic about the work we do. So, that's a bit strange. So when you speak one to one to people there could be some criticism, but I always meet people who are very enthusiastic about what we do, so.

C: And businesses, do they have a lot of criteria when they say, or when they think about first collaborating with Cordaid, or are they also....

J: It depends. Sometimes its spontaneous they give and sometimes they want to have something back but yeah criteria. My experience is that they normally don't really know what they want. They want to do

something, but they don't know what, what kind of sponsoring, you have to be careful about the word sponsoring, because then you have to give something in return. Most of the things are donations. But, they are interested in doing something, but what or how or, you find out during the process.

C: Oh okay, yeah. So, the next question is then: what trends can be spotted during the Dutch non-profit market. Marloe she has told me that Memisa that they have this concept: one mother supports another mother in a different country, that this bond is strengthened. She said that is a trend for example for her. But yeah, I don't know if it is for the general market if you can see a shift.

J: I think the big shift that its not only giving for the purpose "I am catholic and I support a catholic organisation" or but I want to do something good but I have to have advantage, so I think that's the big shift. Have some advantage.

C: And do you see other things that have happened or changed?

J: I think people want to participate more, do something their selves in development aid countries or walk/cycle, run and then support.

C: I heard the same yesterday, that's really funny to hear.

J: Yeah, then it's true.

C: That's good to hear. I haven't really thought about it, its only always businesses that of course want something in return but with people you tend to think that they give, but maybe they don't want to more or that's enough for them, so.

J: Yeah, what you see a lot like, did you hear of the Serious Request?

C: Yeah, I did something. I worked at the Red Cross, I worked there as a student and then we also organised an event, but it was 2012. Before I also haven't heard about it, but they raise a lot of money.

J: Yeah, you see, people like to do something. And they get something in return, like a song or a bit of fame.

C: Yeah I think that's also good and mostly its for young people. Because you tend to thing radio is not that...

J: Yeah but companies also participate because they have airtime on television, you see that's a good example. But people say it's ending, I don't know why but you have to invent something else. I think that's also a trend, that's its all quite short, like 5 years. Maybe even less than 5 years.

C: And could you predict how it maybe looks in 5 or 10 years?

J: Good question, its quite hard I think. For Cordaid, but that's only for Cordaid, I am wondering if we still do this kind of actins with companies, because the work we do needs a lot of money, and this kind of things we do it quite labour intensive. And do we still do it in 5 years, I am not sure?

C: What would you do then?

J: Yeah, maybe as we did it before. We did private donors and that's maybe enough, I am still wondering if its cost effective enough.

C: Yeah, okay. Basically the 6th question: What is the giving behaviour in the Netherlands?

J: yeah they give time, money and knowledge.

C: So they are willing to do it? Its because, yeah I also read that NGO tend to work together instead of competing, or at least its said on the internet that they should start working together because it gets more competitive.

J: Yeah, but I think they work together in the field but not here. Here it's still competitive because you want the most money.

C: Yeah, or that they don't do marketing together, but that they work in the field together, but people might not know it.

J: But I think Dutch public likes when you work together but they like small organisations, but that's always a conflict.

C: Regarding the public or private sector, which one do you think is better to approach?

J: Yeah, I think the one its not easier to get money from the private or public sector, it is quite hard for both sector. And Public is of course small money, the average gift is 12 Euros a year, s you have to have a lot of private donors. So I don't think its easier the one way or the other. I think what would be a good way to work and we don't know it that well is to integrate the private and the public more, instead of splitting and instead of only do a campaign for the public and not for the private. If you do a Moederdag campaign you can involve companies so I think you have to work together. Because all these private donors are consumers and that is interesting for companies.

C: Yeah that's true. The next question that I have is how the Dutch market differentiates itself from other markets?

J: I don't know. What I hear from Ingrid in America they don't ask so much back but I don't know if that is true at the end. We just started there and if you ask here: aw I don't know but what do I want in return. Or what do you have? Aw that's okay. But yeah, I don't know if its really...I think what the real difference is, is that we have an government who gives a lot of development aid money and that's the same as in the states. Its only private money so you have a different feeling of responsibility but its only from hearing and I don't know if its really true.

C: Yeah I also think, it was also at the Cordaid morning where Simone said that when she sits at a table, most Americans are always willing to pay something but other are always think about it and are not so sure, whereas the Americans just give and don't think so much about it, about the organisation.

J: Yeah but they are more used to, if you are in a circle of friends, here you are in a cycle of friends and that's your network so that's enough. So, that's the difference.

C: Yeah the next question, I don't think it is on your paper; I came up with it just this morning. Yeah, so Cordaid Urban matters actually doesn't have a fundraising strategy, which is I think their main problem for the Netherlands. And they don't have something to follow, they maybe have an amount but then its also for the whole world an amount. They don't split it or at least I didn't see it in their plans. They just mention un-restricted funds, but still they don't have anything to follow, a plan, so what would you think is the most important component for the Netherlands for a fundraising strategy?

J: I have to still, I think if you have a famous Dutch spokesperson that will help you a lot. Like, I don't know who is very famous for City things, but you have to have somebody like Katja Schuurman.

C: A representative.

J: Yeah a representative, he or she opens door and you don't have to do it yourself so I think companies are very interested in something with a well known Dutch person but its quite hard to find somebody and maybe you have to pay the person. But I think it's a good help and so that's the first thing and the second thing with urban matters, and that's a problem for the whole of Cordaid, is a good website, a really one sentence about: who are we, what do we ask from you instead of all difficult old information about the projects.

C: Yeah I think the website is good but it's a lot. If you go to the website it a lot of information to se and you don't know directly...

J: Yeah, and there are a lot of fundraising organisations, so that's what you miss. I think it's in this part because we have the same problem of course. Here, it's the big idea. That's this part, one business strategy. And I think you have to have a business strategy for Cordaid. So you can have it for topics but you need to have one business strategy. And we tried to do it but its too difficult. We are able to get funds from the World Bank, but from companies its quite difficult. You need another strategy.

C: Yeah because also I mean if Urban matters want to get money they first introduce Cordaid because I mean, If they say urban matters that they don't know what they are talking about.

J: Yeah, and Cordaid is not that well known either, so that's quite hard.

C: It really surprised me, because it is big. Its not like they are 10 employees.

J: Yeah, but we focus in the last 100 years to these funds, Memisa and Mensen in Nood.

C: Yeah I think these are a bit more known. My interview said the same yesterday, also to older people these funds are way more known.

J: To whom did you speak yesterday?

C: His name is Arjen van Ketel. He is an expert in fundraising but also legacies. So, for him it was basically the Dutch market but then also more with focus on individuals. And Urban Matters does not want to focus on individuals, they are focusing on companies.

J: Yeah you need very big marketing campaign for individuals, and that's quite hard if you don't have the money because it is quite expensive.

C: Yeah so, I also wouldn't suggest it because I mean it is a lot of work and they are just a small team so they have enough work right now.

J: Yeah I think they have to focus on institutional funds.

C: Yeah okay, regarding partnerships, when Dutch organisations collaborate, what are they looking for, what is Cordaid looking for and what is then the other organisation looking for, what do they want in return?

J: Yeah, we made this one. This is CSR and this is the meaning of 500 companies. So why do they give and that's quite simple. But I think the most, if its still in, this is free publicity. They think we can provide them with free publicity, its quite hard to do it. But that's also this well-known Dutch man. And this is a very good figure I think, 70 per cent of the consumers or Dutch inhabitants think that companies are responsible, that it will be good for them. They expect that companies to do something for the neighbourhood or environment. And then you see that consumers more loyal who want to do something for charity. This is some information we put together, because when we have a presentation they say aw yeah you have to convince the board, do you have some arguments and then we give them this. And there is a report, but its quite confidential, its an interview we did with a small group, I think in February or march this year about Cordaid and what do you think of Cordaid so maybe I provide you with this interview.

C: Yeah, that's nice. I don't how well known you are with urban matters but how would you, if you would work their approach a potential partner, for example a business?

J: I know Urban matters quite well because I did some expertise and some knowledge, exchange weeks for urban matters but the problem for urban matters is the problem. So, this one big idea or this proposition isn't quite clear. We had this work group last year, because there is the potential to do some fundraising around Mejicanos, but we don't know when it will be build or what the steps are. So I think there a bit of potential, I don't know if it is a lot of potential. I spoke in February to a man who is very very well known in this skating industry in the Netherlands and he was very interested. But I think if you talk about 5000 Euro. And that's compared to the ambitions Cordaid urban matters had, that's the difficulty I think. So, do you have to focus, but that's still the question, you can focus on the Dutch market, but maybe only for knowledge. But do we have to focus on the Dutch market for money? I am not sure. Because a lot of projects are done with others, and what is really the part of Cordaid?

C: Yeah, Marloe also said that I should look for skating companies, but it's quite hard to find them online.

J: Yeah but I know this man who is very interested to cooperate but yea, what do we have to offer him? So, it's a bit hard. I can introduce you to this man, but what do you have to offer him?

C: Yeah, you really need to have. I mean right now the project actually, in their idea is already planned but its just needs to be really done and I think that's where it just stops. And it doesn't continue and that's sad.

J: Yeah and I think I did urban matters 3-4 years ago, so

C: Oh then it was already...so yeah, its really sad that such a projects stands still and there is no development. Because they are waiting for money.

J: Yeah it is.

C: But yeah, if you would approach a business, would you do that with an email, or by phone or would you invite them or what do you think is the first step to make contact with the business?

J: Have your question very clear, that's really the first step. I think what do you ask, what do you want from this company, I think that isn't clear yet. Because you can say: yeah we need money but for what? Or we need your help. Okay, I am willing to help but what do you ask for me? And that's the big problem at this moment. And, then it depends. What you can use is LinkedIn to find the real good networks and good persons. But that's only possible if you have really good questions, clear.

C: Okay. How does Cordaid live up to organisations' expectations?

J: Like?

C: Yeah, maybe also this (brochure) covers it quite well, like what they offer in return.

J: I think we offer something, but its not enough, I think its not enough. Or its not the real thing they are looking for. They are looking for this Dutch celebrity. And a clear website where they are visible, events or they can do something. They look for things like, like in the newsletter for example, Memisa, the one for our private donors. That's quite hard to do campaigns together or live on our campaigns. And its quite hard giving the structure of Cordaid, now to really give this back. And they are looking for a well-known organisation, like Artsen zonder Grensen is very successful in fundraising and the corporate market. It's clear what they do, its white people helping others in the South. They can measure, oh we help so many, because that's very clear. So we give medical assistance to so many people. We give one vaccination, that is so many euros, and that's what you want to hear. Quite simple and there are people that say, complex organisations like Cordaid or a complex goal like we have works for sale, but its quite hard than just a simple thing.

C: So, regarding the question if the public has heard of Cordaid you said that already that they are not so well known actually. Do you know how many?

J: I think 45 per cent. There is a power point slide. I can send it to you.

C: Yeah, and I think of Urban Matters is really not a lot.

J: No. I only think in a real small group of international city.

C: Do you think, actually we also talked about it, if urban matters should focus on making itself known more of if they should continue saying: yes we are Cordaid, but we focus on this topic.

J: What I did, and I am also experimenting every month again. We do a small presentation where we say this is our goal, building flourishing communities, this are all kinds of topics we are working on, and one of the topics is urban matters. And then we give an example of this project of urban matters. So we say if the goal is flourishing communities, you need all these building stones to achieve that. We do this and this is one of your projects. This is how we tell it at this moment. Because people like to know, oh you say we work from Cordaid urban matters. Urban matters I understand but what is Cordaid? You have to do some kind of introduction.

C: Yeah okay.

J: And then an example, you say: what's my question. What is your act? Care, act, share. Like Cordaid. But people are really asking about, what is the act, what can I do. So you have to mention really this act. But I am still wondering if it's really interesting, so put all this effort into companies. I am not sure. If you have 1,5 persons for the whole fundraising part and we are with a team of 4, so and that's only for the Dutch companies, that's only for 1 million euro, so

C: Yeah. And I mean these two people that work on fundraising, one person only focuses on the private sector and the other one is an international fundraiser, so not everything is covered. So, it's a bit unclear who is actually doing what. Yeah, and while I was doing my research, I read about cause-related marketing. I don't know if Cordaid has done that already. But do you think that it would be an option for the business unit or not?

J: Cause-related marketing, yeah we had an internship last year about cause-related marketing and I don't know what the conclusions were but I think if you were getting like five or 10000 euros a year, that's a lot. So yeah, and you have to do a lot of work, not always, but when it's a bit successful like the mama brood, this was a lot of work. And its only 25000 euro and I think I worked on it for four years. And this was an action last year with schoenenreus, a retail organisation and I think it was 7000 euro but I think we had a conversation in 2012, 2 or 3 times and then again in 2013, so if you look to the hours, but you can also measure this another way, because its good for your image, like Memisa and Kinderstem, because they get a lot of exposure. I think this was for 2.3 households, so they also see Cordaid Kinderstem. But that's not your goal for urban matters.

C: No.

J: And cause-related marketing is always small.

C: Yeah its also hard if you don't have the person that could work on it.

J: No and not only that but if you do cause-related marketing with a really unknown label, then it think the offer must be so appealing for the consumer, then its maybe worthwhile but else I don't think so.

C: Regarding communication. Which communication tools do you think could Cordaid Urban Matters use for example, right now they have fact sheets and brochures but yeah its leading towards...they created a movie because a lot of organisations said yeah we don't want to have paper, we just want to see a 5 minute film, introducing the project.

J: yeah we do think likes a thank you movie, or a picture. Yeah these kinds publicities its also very small, not always but sometimes we do this handshaking and its free publicity so that's quite good. But its all depending on the purpose I think your communication materials. For whom, and for which organisation or for which company. What we developed is for example this action logo "An action for Cordaid Memisa" instead of just Cordaid Memisa, but that's only if you do something like cause-related marketing. So it really depends, I think the first step is to choose, which money you are looking for. Not only money but also which source.

C: The last question is: do you think uniqueness is an asset, because what Marloe told me was that urban matters is the only MFO that works on urban development.

J: What do you think?

C: Yeah I think it's an asset and really good, but somehow they need to make it visible. They need to do something with it because right now they would like to change that.

J: I think it could be, I don't know...but then you have to be very well known. Because habitat for humanity is also housing and they are more successful, Esther can tell you everything about it because she worked there. And even Jan Billen from disaster risk reduction, I think he worked there too. But I think, people are interested in children, that's number one, I think if you go for the public market I think children is more or less number one, education is important, health care is harder and what's really successful is the kind of disaster response. So I think I am not sure if housing, if people see this as a real problem. They see it...I also heard people say its quite a problem all these poor people living on this land and don't be in the normal system and do they see the problems of this group that's what I mean. If you don't know a thing about all the issues around this city, I don't know if then, because it has to be urgent. If you ask money, the more urgent it is the more are people willing to give. And is it urgent enough?

C: Yeah I mean the housing projects they are working now in Haiti is due to the earthquake in 2010, so if you think about it that it is already four years ago. And there are other disasters that come in, that happen, people tend to pay from them because 2010 is some time ago. So yeah that's true.

J: So, I hope you can work with it.

C: Yeah, it's a lot of information and I can work with, that's nice. Yeah, I think it also takes some time to type everything.

J: Yeah, that's true.

[Turned off memo recorder]

Interview with Jeroen van Bijnen, Communications Expert on Thursday, 8th May, 10:00 in Tilburg

Duration: 44 minutes

C = Carina (interviewer)

J: Jeroen van Bijnen (interviewee)

[Turned on memo recorder]

C: I am recording with two because I am scared that one stops and then I have a problem.

J: Shall I record it also?

C: No, its okay. So, maybe just for the record you can introduce yourself and how you deal with the topic of fundraising and communications.

J: Okay. Well I have a small communication agency here in the neighbourhood and we do not actually only work for non-profit organisations, we also work for profit organisations and government and all kind of clients. My roots are in direct marketing, so I started my career some 25 years ago in a company and in that part they only did direct mail, paper, mailings. Then I started my own business in 1993 and my profession is copy writing. So my clients ask me to write copies for them but as an agency we do all kinds of things, so we do mailings, brochures, Internet sites, and all kinds of communication. Estimation 50 per cent in non-profit and 50 per cent in profit. And we are specialized in, like I already said, consumer marketing, consumer communications. Short enough?

C: Yes, thank you. Okay, so the first question would be: Cordaid of course needs to conduct fundraising in order to finance their projects and which ways of fundraising do you identify?

J: Well, very very much kinds of fundraising. I'd say direct mail, because that's my thing. Door to door, on the streets, telemarketing and equity funds. Trying to get money from the bigger funds like postcode lottery, fonds1818, these kind of big funds. Sponsoring, also very important. Yeah.

C: Okay, and, which of these methods you just said would you think is the most effective one, most successful one?

J: Well, that's difficult to say because every fund has a stage in its development and has a certain goal. And certain funds are very successful, like equity funds, they just get money from big organisations and they have to do a lot to get the money it and spend it. And other funds, which are more appealing to

consumers, are very successful in consumer marketing. So it's a little bit depending on your stage of development, are you a beginning or starting fund or are you a big existing fund. Do you have a name in the market, do people know you. So it depends on a lot of factors to say, so it is not very easy to say, well this is the most successful kind of fundraising. And there is also development in the market because a few years ago a lot of people said that direct marketing is not working anymore. So they did less direct marketing, oh, I forgot online marketing, and they were moving to online marketing and well the results are dropping down so a lot of funds also again trying direct marketing and door to door marketing. So, it is moving through time.

C: Yeah, that's also the next question: what trends can be spotted in the Dutch non-profit market? So it's less direct marketing.

J: No at this moment its more direct marketing, and a few funds are successful with online marketing, not all, so you see direct marketing is growing again, went down and now its coming up. Online marketing, a lot of funds didn't continue the fundraising online and some successful fundraising are using it. Growing at this moment is door-to-door marketing, street fundraising, so there is a growing market at this moment. So, what was your question again?

C: What are trends in the fundraising market?

J: That's in fundraising mechanisms, but you also see more, and that's what Cordaid is also working on, that focus from the people, the consumers, is moving from abroad to Holland. Local initiatives are becoming more popular. Things you can see, things you can grab, are more popular than Africa, Asia, the big themes. So we see that funds who are close to you, nearby you, and small, are being more successful.

C: Okay.

J: And that's also that has to do with the crisis, you know 5 or 10 years ago in Holland everyone was rich. Now there are also a lot of problems so why would you spend money for these problems when you have problems right here, local. Little boys can't go to sports, don't eat enough, poverty in Holland. So the focus is going back to local.

C: Yeah, that is also one of Cordaid's topics, Cordaid Nederland, where they focus on local problems. What is connected to this question is, do you also think that also 5 to 10 years direct marketing will be the most important trend or do you see, what do you think in 5 or 10 years will be a trend?

J: In 10 years? I think that we will learn how fundraising works online. I think online will become more important, but if it will work, if it will be more important than direct marketing in 10 years I don't know. I think that direct marketing will remain important. But online will grow and we will be learning how it works online. What we tend to do is: you know a mailing envelope, a letter with accept giro and we send it. And now we say: okay we go online something like that, and then online. And that doesn't work, so we

are inventing the methods how online fundraising works. So that will develop, I'm sure. But I still believe that paper direct marketing will still work in 10 years.

C: The next question is: which sector do you think is easier to approach? Either the public sector with individuals or the private sector, with companies and foundations?

J: I think, but that's because I only see that part of the market, that's in the public sector, in the consumer sector, that's the easiest. But that's not true, I know. A lot of funds are very successful in the other, but that's not my business. So I don't see a lot of that. So in my opinion, but I know that's not true.

C: Haha, okay. Do you know what differentiates the Dutch non-profit market for example from other European markets or especially the American non-profit market?

J: Well, in America, I have to be honest, I don't know, because I know the Dutch market, I know a little bit of the German market, a little bit of the Belgium market and a little bit of the French market. And that's all I know, but I hear, what I see in the magazines is that America is, people will more money and are more loyal. It's easier in America to get one donation from one person of 50.000. In Holland it's very hard. In Holland we give 3 euros each month, or 5 euros, or 25 euros once a year. In America they spend more money on fundraising, so it's easier to get bigger gifts in America and that's what I hear. And there is more, people express themselves more. If you give a lot of money to a fund, there will a big sign on the door "This is what mr ... has done".

C: Yeah, to give something back to the people.

J: Yeah in America it's more commercial to my opinion. I think in Europe, what I see in Germany, France and Belgium is pretty much like what happens in Holland. The mechanisms we try in Belgium or in Holland also work in Germany and France. You have to make little adaptations to make a successful thing, from Holland also working in Germany and the other way around. So the European market is in my opinion similar. Also cultural differences but in general it's the same.

C: Yeah, since urban matters does not have a fundraising strategy, either for the international market or the Dutch market, so its kind of mixed and unstructured what they actually want to achieve. In order to be successful you need to have a fundraising strategy and what do you think is very important when drafting a fundraising strategy, what do you think is an important component?

J: Can you tell me a little bit more about this program?

C: Yeah, urban matters develops smart solutions for slums, so they work on slum development on sanitation, housing and youth and employment. So, the projects they have, one is housing in Haiti after the earthquake, they are still building houses there and they have a really big project in El Salvador. It's a big city park, because they neighbourhood is full of violence and they try to create a city park. But yeah, they have all the ideas but its kind of standing still, because there is no money coming in, so that's the main problem that businesses need to be, they would like to prefer to attract businesses, so what I am trying to

focus on, but I intend to hear that individuals is easier, so. Yeah in Africa its also youth and employment a lot, so that kids can go to school and can graduate and they've got a really recent project now in South Africa about infrastructure. That they can take the bus, so that's mainly what they are doing.

J: Well you have to develop a fundraising strategy for this kind of market, what I know is what I would do for the consumer market. So, the other things I really don't know. If you have to translate it to the consumer market as a strategy you have to make communication. And communication has to focus on things that you and I understand. So if you are asking me to give 10 euros to make a better infrastructure, I will probably say, I don't know. If you say, we have little Juan who has to go to school, because when he is not going to school he will have a poor family, then I would understand it. You need infrastructure to get him to school, you can raise money for the infrastructure or you can raise money for the boy, for the problem. So I always try to convince people that you have to, if you are fundraising, if you are building a fundraising strategy, you have to focus on the problem, not the solution. Infrastructure is a solution, which is not emotional, it doesn't touch you, and the little boy touches you. There is also the danger, because when you focus too much on the little boy you can loose your credibility, your trust. Because we have done that a lot and some have made major mistakes with that, so you have to believe it. What I would say if you have to develop a fundraising strategy for this market, focus on the emotional problem, which I understand and which touches me. Wow, and then you can build your fundraising around that. Later on, you have to tell people what you have done, so infrastructure and buses. But I don't give money for a bus. I give money for the little boy, or the little girl or the family.

C: So that consumers also need to, after they have given money they need to be informed, and they need to be updated.

J: Yeah, what have you done with my money? Then you can focus on the solution. But when asking money you have to focus on the problem. Like war child. You know war child?

C: Yeah, they also have a radio add. I hear that every morning, I only listen to 15 minutes to the radio and it's always on. I think the older guy saying that he was also in the Second World War, that he was a child and that it is really good. And it's also on TV.

J: Yeah that's good. What you have to do is make things closer, if someone in Holland says he was in war and he was a little boy, then you can understand that the child in another country, so they bring little boys close to you, so you can recognise it. Okay, and that's how fundraising works. Was that an answer to your question?

C: yeah sure.

J: Oh really? Wow.

C: Haha. The next question relates more to businesses, so if you cannot answer it or you just imagine...so how would you approach a potential partner? If you would be in the situation and you would have to talk to businesses in Holland, how do I contact them?

J: And a potential partner is a sponsor, or?

C: Yeah, it can be a sponsor, can be an implementing partner that gives money but also wants to implement ideas, so yeah kind of.

J: Can be a bank or a building company?

C: Yeah, or architectures.

J: Okay, I have to think. What I would do, and I told you already this is not my field of business, what I would do is try to build a network, in which my target group is also active. Because I think it's very very difficult, so I think there will be less of possibilities. What I would do is find an integrated network, if you are looking for a bank or an architect, or whatever, try to find a network in the big bosses of these companies that are also doing things. Like alliances or these service clubs. You know what I mean?

C: Yeah there are also these networking partners, what is it, Partos?

J: Sorry?

C: Partos? It's a network, where there are more than a 100 NGOs, it's like a network. Or?

J: I mean another kind of network. When I want to speak to a bank director or a director of a donor company, the easiest way to get there, if you want speak while you are having a wine and a bitterball, and then. So I would try to integrate a network, where I can find people.

C: So events.

J: Events, business clubs, like I said service clubs. That kind of think I would try to find. And what is also successful I know is that Cordaid has also a board of recommendation and advise and these kinds of boards. Use them, because they know a lot of people, which means with a glass of wine and a bitterball in the evening, and then try to make contact and try to make them interesting for your projects. I think that's the best way to do it. But I am not sure. Like I told you.

C: Yeah no but I also heard it from Arjen, he also said that he thinks that networking is better.

J: Yeah, because calling or sending a letter won't work.

C: Yeah, it's not so personal. You tend to forget about the email or if you read it, you think you answer later, or.

J: But it's also the sphere, in which you make the contact. If you send me an email, asking me so support whatever, or when I am in a business club, uh I am interesting, look at me, and someone talks to me, lets talk about it. It's the surroundings and atmosphere in which I can make it work in this network. You know, people know each other and then it can work.

C: Yeah okay. Yeah, actually that also answers the next question: which communication tools are most suitable to reach organisations?

J: Personal communication. And you have to support it. So it starts with personal and then we have a glass of wine and a bitterball and I go home. And then well he told me something about the project, lets try to find it and then it has to be supported. Well, so you need to have a good website, perhaps a brochure or fact sheet or whatever. But it starts with personal contact.

C: The next question is: which of these tools you just said have the most success but I think since you are not specialised in it, and we just said it, so.

J: Yeah and what I hear about the market is this: I talked to a girl who raised funds to build a new museum. And she did asked board of advisors to go out and tell the story and that's the way she managed. And she built the museum.

C: Yeah, that must be some work.

J: So I think that would be the most successful.

C: Do you think that the public knows Cordaid well?

J: I think Cordaid has a communication problem. I know Mensen in Nood very well, I worked for them, I know Memisa, I know Kinderstem and Cordaid is trying to make an umbrella Cordaid. But know they are communicating to the market, Cordaid Cordaid Cordaid. And I think a lot of people know Cordaid, but I also think that a lot of people don't know what they do. Because here in the south Mensen in Nood is a big name. It started here in Den Bosch, so locally people know Mensen in Nood, and specific target group Memisa, specific people know Kinderstem, but when they make the connection to Cordaid, I am not sure. So, I think a lot of people know the brands of Cordaid and somewhere they make the connection Mensen in Nood and Cordaid, I think they do. But if you ask someone on the street: Do you know Cordaid and what do they do, then it will be difficult because that's an opinion.

C: Yeah I mean, it's a lot of topics they focus on so they don't know actually have food security or peace and security. They don't know that because actually it's a lot different topics.

J: And they are trying to turn around, people knowing Mensen in Nood and they want them to know Cordaid. But Mensen in Nood is such a big brand, existing for 50 years, so if you ask people, they will know Mensen in Nood, and if you take that name and say Cordaid, make a connection with the other brands, I am not sure.

C: Yeah, most people I talk to just know, well when I said Cordaid they didn't know and then they said Memisa and then they then it. But its only since 2000, Cordaid, so. Yeah, they merged in 2000.

J: Yeah. But I think they are making a mistake by not using their big brands because we know Memisa is involved and it's a big name.

[Talking off the topic, about tea]

C: And do you think that if the brand is known, for example Memisa, does that influence the giving behaviour? Do people tend to give easier money if they know the brand?

J: In general, yes. If the brand is recognised, if people have a good feeling with the brand it will help. But if you have a big brand with a negative image it won't help. So it has to be known and it has to be positively known. People need to have a positive feeling about it, to be sure that it is going to help. But when it's about fundraising the emotion does the thing. And then it helps when the brand is known. It is more successful to have a no name for a good emotional problem than have a bad emotional problem and a known brand. Do you know what I mean? So the brand helps, the rest doesn't. You can't get money just for the brand.

C: Yeah okay. And I also guess it's better for partnerships if you are at the business clubs and you know the name?

J: For that part of the market I think it's perhaps essential to have a good brand, because people give money or time or energy or whatever and the business to business market more or less, the basis is emotional, but they have to rationalise it a little bit more and then a good brand, which helps your brand to go on, so in that kind of I think it's more important than with a consumer.

C: Yeah, okay. My mentor at my work, she said that urban matters, they are the only MFO that work on urban development. They do housing just like Habitat for Humanity, but urban development, no organisation is defining urban development, so they are the only ones, so that's really unique. Do you know how this could be made visible, cause it is an asset. So how could they work with it, how could they communicate this?

J: It's a really good question. The question is, if you use it and how. So I am wondering and are you asking me if you have to use the uniqueness, we are the only ones in the market?

C: I don't know if it works.

J: So that's the question. Telling the market you are unique doesn't work, for sure. But having something that is unique works. You know what I mean?

C: Yeah.

J: If I build a car and it has some special USPs, your unique buyers, or it is the way it works. So telling you are unique, just by telling blablabla, that won't work. But communicating people: hey this is unique, these people need to make their own conclusion, get appealed by the idea, then that will work. But there has to be a match, the uniqueness appeal. If I build a car and say: the only car with five wheels, it doesn't steer but it has five wheels, it won't work, it won't sell. So, the uniqueness has to be sensible. And then

uniqueness works, because the whole marketing industry is trying to find USPs, so that works. But just telling you are unique wont work. You have to be it, it has to be true.

C: So yeah the projects should be unique, something that you haven't seen yet.

J: Yeah. And I think the subject slums, I think that will work. I think it a very good topic.

C: Yeah it was actually also the first time that I heard about this slums, I mean you hear a lot about sanitation and housing or education, but the slums, that was also something new for me.

J: I saw on television, because the world cup in Brazil is coming up and there a lot of slums. People are now reporters and they say, yeah here in Brazil, people live in slums. They are spending millions and millions on the stadiums. So, I am going back to question 4, the fact that our football players are playing there, near the slums, makes it closer. So I think slums are a very good subject. Building houses, poor people, trying to survive. So the topic is okay.

C: And they also try to focus on it that they don't just provide the houses, because most people really want to pay for their houses, they really want to contribute to it. So they get kind of loans, that they pay their house from time to time, which is also a good approach. Because most people, what I have heard is really that they want to pay. In Haiti it was really the case.

J: Yeah, okay.

C: Yeah, they said it's really nice that you are helping but I also want to contribute. I don't just want to help building it but I also want to pay it. So yeah that works. The last question would be, do you think that cause-related marketing would be an option?

J: You have to explain me what cause-related marketing is.

C: Yeah, I have read it while I was doing my research and its for example when Heineken would work together with Habitat for Humanity and they would sell a beer, then a certain percentage would go to the project.

J: Yeah, so pampers, etc. That is a question, does it work for Heineken or does it work for Habitat for Humanity?

C: I don't know if it works. But do you think it's a good tool or too much work and what you are getting out of it is not so much?

J: Does it work? I am trying not to think as a consumer. Because I see it happening, and it doesn't make me very happy. Its professionally, I think it can work but I also think that at this moment, that the general idea is too much.

C: Yeah, because you tend to see it a lot on TV.

J: Yeah, and I know a lot of companies that do it, like Procter and Gamble and Unilever. But the problem with this question is, when I look at it professional, lets say: with P&G you are lying, you are using it as a marketing tool. You are doing it to sell more pampers, I think and they are not interested in what's

happening over there. They keep doing it so it will work. Will it help the NGO? Yeah, because the marketing effort is being paid by the commercial partner. So everything that comes out is profit.

C: Okay.

J: But that's not knowledge, just an opinion, because I don't know.

C: The question would also be, I mean it needs to be general Cordaid, it cannot be urban matters, cause they try to have all these topics under this umbrella so actually. That's also why there is only one website and one Facebook page, which is quite hard.

J: You have to make connection to appeal to consumers, to have to make a connection to get a part at what you are doing. Pampers helping babies. So there has to be some kind of connection. So, Cordaid as a general brand can't make a connection. I think.

[Turned off memo recorder]

**Interview with Yvo Baeten, BDM at the Cordaid Marketing & Fundraising department on Monday,
12th May, 11:00 at Cordaid HQ**

Duration: 62 minutes

C: Carina (interviewer)

Y: Yvo (interviewee)

[Turned on memo recorder]

C: So yeah maybe you can introduce yourself and what is your job at Cordaid and what you are doing?

Y: Yeah, well my name is Yvo Baeten, I work here for Cordaid since 2006 and especially for the department of relationship-management and within the sector of relationship management I am responsible for four foundations, family foundations and how do you say that, foundations with a lot of money who use the earnings of the equity funds. So normally these are quite big parties for us but also relations with special needs and you don't need, foundations do not give to Cordaid as unrestricted, but very restricted, and that is a problem at this time. To find the foundations in case of urban matters, how can you find the foundations, which have the purpose to support urban matters? And that's quite the problem to find these foundations.

C: So it's easier to find restricted money than unrestricted money which would be better?

Y: Yeah. And nowadays it's quite difficult because Cordaid needs very much unrestricted money, but I cannot find that in the group of my foundations.

C: Okay. So the first question is, which ways of fundraising in general do you identify, what are there for sources?

Y: To find the foundations?

C: Well yeah in general, if urban matters says we need to fundraise, what can they do?

Y: Networking. I think that if the business unit urban matters wants to meet foundations which are interested in urban matters, I think they have to make contact with several parties, companies or private people, who are around the field of urban matters and interested and ask them how can I find foundations with money who would be prepared to give money for projects in the field of urban matters. So it takes a long breath to find it, you cannot go to the chamber of commerce and ask for a list that's not possible. And so how can you find in a circle around urban matters? Well I think they have existing contacts in that field with parties also here in the Netherlands and abroad. You can try with Google and just take the phone, write a letter and just say to the people, well I see that you are interested in the field, and it is our business and I would like to have an open conversation with you about that don't go to fast to the ultimate money for giving money. That comes later, sometimes they say, you first have to make friends before you can ask for money. And there is also a special word for is and that is friendraising.

C: Ah yeah, I have heard of it.

Y: So if you come here, especially here in the Dutch market, if you are in contact with wealthy people you have to use the correct tone of voice, if you come there and show clear that you come for money, that doesn't work. But what can we mean for each other? How can we help each other that I think, that's the way in which we can talk with target group.

C: Okay, can you tell me a bit about, if you have the knowledge, about the Dutch fundraising market and how it looks in terms of the giving behaviour, do people give easily or are they a bit critical now?

Y: If I talk about my special target group, it's very difficult at this moment. That's because of a new law, that foundations, which have a status of special ANBI, that's a general law, and that's the qualification of foundations which follow special rules of being transparent, they have to publish their purposes on the website, that is one of several rules. They are very specific with what they want to support, so if you want to make contact with a foundation, you could have seen on the website that they are interested in projects in the field of health you make contact and say well I am from urban matters and I am looking for, then you haven't done your homework before. And that's also since January of this year, most foundations have their own rules for supporting projects. So what is, Cordaid has to follow the rules of that foundation and well that's new I think for Cordaid. A foundation can say that we want two times a year a detailed report about progress and especially of the impact of their investment, foundations which give 100.000 Guilders they want to know what the impact is, not if the money is used correctly but what is the effect of spending 100.000 Euros in a project. And that's also very difficult for us.

C: Yeah I mean two reports every year and if there are more foundations, that's also quite some work to do that. And when relating to the foundations, are there a lot of small foundations or more bigger foundations, how does it look?

Y: A lot of small foundations. Well I guess that there will be around 100.000 foundations in the Netherlands but everyone who wants to separate some money from himself or from others to do good somewhere, they make a foundation and normally its an own project, they collect money to fulfil a dream, they want to make house for orphans or whatever. And that's a foundation we cannot, yeah, you can't do any business with them. Or it should be from Cordaid Nederland, special department, but not for, that are not the foundations who can support the work of Cordaid. So we need foundations but its very difficult to detect them, foundations which have a lot of money and they want to spend it to a project, but they also have their own projects, so we are looking which parties Cordaid or Oxfam can deliver, projects which we can support.

C: Yeah, Marloe gave me this book, this fondsenwerven book, this red one and I looked through it but yeah most of it was just within the Netherlands that they finances and a lot was also on art and culture and that was the biggest topic so I didn't find a lot.

Y: Yeah, but Cordaid is also in that book and Oxfam and SOS and Unicef, but I cannot write a letter to unicef. This is useless.

C: Yeah, but I didn't expect that there are so many, I've seen that book and yeah.

Y: Yeah, but it's just a little part of all the foundations.

C: So, can you see a trend within these foundations? I mean you already mentioned that it is more difficult because they have new regulations, is that since January?

Y: Yeah I would say that the regulations of ANBI exist from, I thought, 2008, but it is more stricter since 1 January, and especially now from January the foundations have the obligation to have their own website, to be transparent on several fields and that's quite difficult because a lot of foundations don't like that. The biggest foundations that's not a problem and for Cordaid as a foundation its very logical that we declare where we spend our money, because we raise money from third parties. But for equity funds, its not logical. It's very often equity from the private family, someone who has sold his company and uses a part of the money, separated in a foundation to do good with that. They are not rating for all that transparency, and its not because they want to hide something. Well, in the bible they say, be good and don't look after you, something like that, yeah. They don't like it to be so very transparent, and that's very different the mind set in the United States. There people want to show: aw I am very good, I spent so much.

C: Yeah I heard that already these stories.

Y: That's not Dutch, yeah.

C: Yeah okay. And has the fundraising changed over the years? What have you spotted that how it has changed in which way? I mean it is more difficult.

Y: Well, how shall I say that, until a few years ago, foundations well trusted Cordaid and others much more. And it was enough, foundations they gave to a lot of Cordaid and Oxfam, smaller amounts perhaps and said well, they are good they exist more than 90 years and they are a catholic organisation and that's good and they do good work we made magazines from Memisa and Mensen in Nood and they thought that's really good. And that's not the way they give, the image of international help, yeah the image is not good anymore. They talk about the salaries of the managers, but its not a real discussion, but the discussion is there and we have to deal with that.

C: I heard that another person that I interviewed last week said that the focus was more on local fields within the Netherlands, that people, some years ago before the crisis they spent a lot of money for international help, but it tends to more only within the Netherlands, because there are a lot of problems as well.

Y: Well I think that for my target group, I think that the economic effects are not so big. Foundations, and especially equity foundations have its own equity and okay, if the results are not so good, then it spends a little bit less but that's not really the problem. They want to be informed about the impact and that's new. We have never been used to explain what the effect was of our work. We could explain on the level a single project, that the money was transferred to that project and that it has been spent. But the donor nowadays, what the effect is of that spending and that's totally different. And when I came here in 2006, I have always been working in a bank, when I started here, it was my first question in the introduction: well I have to sell Cordaid in the field but tell me, we spend every year 150 million euros in developing countries but let me say the last ten year, 1 ½ billion Euro, only Cordaid spent, where can I see that? That's a difficult question and I have never heard the answer. And that's a real problem, yeah. That was also the problem until now, we knew that every year we had a budget of about 150 million to spend and how can spread that over several projects? But now, we have ambitions we want to do a lot in the field of urban matters, but how can we come to enough money to fulfil our purposes? And that's totally another question.

C: Yeah it's a really tough question. When you think about the future, what do you think how would the fundraising be in 5 or 10 years what do you think would it look like?

Y: Well I think, but be careful, I think when we are ten years further, we do not exist anymore as a single organisation. I think that the international help will be a kind of international help but I think that there will be a lot of mergers because we are killing each other in Holland. It is Oxfam, Unicef, because the trend is to get money from calls and I don't believe in calls.

C: I hear a lot about it but actually I don't really know what a call is or what it means?

Y: It means that you can say, you say now in the European commission, the world bank, Bill gates foundation, the big parties but also the Dutch government, they will say, for example we want to improve the health situation in Afghanistan. We have a budget of 10 million Euros, mark it come with the proposals. And we create a team of several people and consultants and some consultants we have to hire and they make a beautiful report and I make

it easier to understand, it's a big complicated but for the red line, so there are 20 organisations, they do a proposal to the Dutch government and the Dutch government says okay, that's the cheapest way so we take that proposal. So 19 made costs and do not have the money. That's one problem because the next tenders have to compensate the costs of they made for the other tenders and the problem is that you get floral from the conditions. So if you can, in this example the Dutch government will say, this and this are the condition and we say, aw that's a difficult condition but we accept it, we arrange something to fulfil it, and that's an additional risk. So I think, I am afraid that the future, and not just for Cordaid, also for others organisation will be totally different from now. And I think we exist 100 years and I think that we 100 years because of the back donors, the few 1000000 of back donors we have here in the Netherlands I think that is a base on which you can build an organisation. And an organisation in which is built on incidental income is yeah has no base. But that's my personal opinion, but maybe be careful. But it is an interesting time on it, if the support from the Dutch government stops we have now, you have to do something as an organisation, but I am not the one that says well that is the correct direction to go to.

C: Yeah, it's a lot less money.

Y: And improvement from the politicians, like Wilders is also not good for the image.

C: No, it was really big in the German newspaper, I think it was last week where he was on the front page. If yeah, how do I say that, I mean there is the private sector with the businesses and the public sector with the Dutch individuals, could you, or is it possible to say which one is easier to approach? To say if you would start an organisation, which, I mean you need both, but what do you think is easier to approach, the foundations or individuals?

Y: That's very difficult, because foundations have a committee and the committee consists of individuals. You cannot, if you say, well I want to collect the money and I go to the private market, then you have to make mailings, a lot of letters with the hope that someone will use the accept giro and make a donation of 5 or 10 euros but yeah. Its difficult, I am afraid that It costs a lot, you have to stay in contact with your donors, so you have to make magazines, once per three months or something like that. Yeah that costs some money and yeah. I think its more effective to concentrate on major donors. But then you are not the only one.

C: No, that's true.

Y: And what you told that a lot of foundations are focussed on culture and health, scientific research. And I think that's well, perhaps its more attractive to say well I want to support two concerts in a year as a foundation and therefore I may ask 50 people in my own circle for money. That's more easier than for us. You give the money to us and well we can send a report, we did a good job but to explain to a donor what the impact has been, well that's quite difficult, I don't know.

C: And yeah as you already said, in America the foundations, they give more or they are not so.

Y: Well they tell, be good and tell it to others.

C: And yeah, if they spend something they also want to be seen that they gave something.

Y: Yeah.

C: And do you know it with other European markets?

Y: No.

C: Okay. Yeah I have seen, while I was doing my research at urban matters that they don't have a fundraising strategy, they didn't write something down how they want to get money in, so yeah they said, unrestricted, restricted money but they didn't say exactly how, or how much. So I think that is really something that is missing there. And, do you think, what is an important, if you would develop a fundraising strategy, what is an important of a fundraising strategy that shouldn't be forgotten?

Y: Well an important part of fundraising is to take relationship management serious. And yeah, that's the point. We have a department relationship management, I am one of them, and when Cordaid transforms to the organisation well as a company structured organisation, they make the business units and all business units have to take care of their own funding. I think they all have the problems with, well, I think in the organisation with the business units, the business units can support the department relationship management, we are in contact with, we are listening to the target group. We are in contact with them, we are in a network and meet these organisations and if we talk with these organisations we think, can we link it to business unit health or business unit urban matters? And the only thing that a business unit can do is deliver the content of projects. So a corporation with relationship management and they have to give the context of the projects. And they can give the information in the case of tenders, that is so focussed on the content but I think if every business unit wants to penetrate in networks, well I think no. They can only, but that's what I have told in the beginning, they only can move in the circle around their field of the business unit.

C: Yeah, I don't know, I think we said that already, what is the giving behaviour for Dutch businesses? Its not related to the foundations but its more like if they are willing to give money and time? Commercial businesses I mean with it, are they also critical, how are they, what's their giving behaviour?

Y: Well my target group gives money, no time, no people, no knowledge. Just money.

C: And yeah you said that they want something in return. Oh no, that's the next question. Why they would?

Y: Why Dutch organisations collaborate in terms of fundraising?

C: Maybe what are their advantages with a collaboration with Cordaid?

Y: Well, there are some foundations they spend money together with other foundations for special purposes and then you see that it is a purpose they detected their own. So, it is not, there are no, in my opinion, foundations that want to, several foundations together that want to support a project from Cordaid. What you can see is that there are some people that say: well we want to do something good, or we have a project somewhere and within my own circle somewhere, I search for some people who stand sympatric against that purpose and so then you

create a circle of foundations that finances a special project. But I don't know foundations who want to operate like that for a project from Cordaid.

C: Okay. Yeah the next question is what Cordaid offers in return if they work with a foundation. You said what they want is a report on their impact, that is something they want.

Y: Yeah. And every foundation has its own wishes, there are foundations that say well if I get two a4 pages that's enough, and some foundations want a detailed report on the financial explanation of the project. Sometimes a foundation supports a special part of a project, and then we have the difficulty that we have to give report about that special part. Yeah, that's not so simple.

C: Okay.

Y: So we have to deliver what the purpose group wants. And if we don't deliver that it's not business.

C: Do you know how well Cordaid is known within the Dutch public? Do you think that a lot of people know it or?

Y: Well, it improves. But, there are still too many people that have never heard of Cordaid.

C: Most people I have talked to, they only know Memisa and Mensen in Nood but they didn't make the connection to Cordaid.

Y: And that's also quite difficult because we have, with my target group I have, we haven't anything on Memisa, that's only for me and a difficult administrative fact, so if someone wants to support a project in the field of education, then I have to arrange that I used the right colour of Cordaid, then its Child and Education, that's my communication line and that's quite strange, because I am operating in the field of Cordaid and then I come with Child & Education, every time I have to think, ok which line do I have to communicate?

C: And do you think if Cordaid is more known, that foundations are also more willing to give the money to Cordaid or do they give money more to known organisations or does it really matter?

Y: I can't say that if the name recognition, the more people know Cordaid, if 10 per cent people know Cordaid I cannot say that 10 per cent more possibility to, no.

C: The next question, yeah I asked that Jacqueline because she was really responsible for that, so because you are not doing that maybe you can just give a quick answer, if you think that cause-related marketing, that's what she is doing with the Memisa brood and the Mama lot, do you think that Urban matters could also do something on their own, something like that or do you think that's too much work, for actually what they are getting out of it? That they work together with a commercial business and then the commercial business sells something and a certain percentage goes to Cordaid?

Y: Yeah that's not the way in which foundations think or work.

C: So yeah we already talked about the communication tools of Cordaid, and how urban matters could contact the organisations. So networking is really something that should be done. Do you think that emails or phone calls are they good or rather not?

Y: Useless. No, because it start with the problem that the board of a foundation, working people, or where can you find them? You can't phone them at their work and say hello. That doesn't work. That's a question of the board, so you also have, no that's not possible.

C: *So networking, see where they are. If there is a meeting in one month, try to get in there, okay.*

Y: For me interesting places for networking are, well I have a lot of contacts with banks and they organise a lot of things, symposia or whatever, where also the board members of foundations, they are also there.

C: *Okay, the last question would be, Marloe said when she met me the first time she said urban matters is the only MFO working in urban development. And she said it in a way, yeah Habitat for Humanity also does housing, but they don't it define themselves as we work on urban development. So that's for itself really an asset to work with and its really a unique selling proposition. What do you think is the best possible core message or what do you think, how could you sell urban matters best? Because you need to differentiate yourself, you need to be different than all the others? You need to stand out.*

Y: Well I think that you can touch the people in Holland to confrontate them with the difference between living in slums and here. But show also especially the way in which you can solve that problem. If you only show them the mess and rubbish in the slums, that doesn't motivate people to give money to that. But they have, urban matters has been active with a special project in Nigeria and San Salvador with a factory, a mobile factory that can be placed in containers, they open them and they put rubbish in it, stones and at the end of the process they were bricks to build houses out of it. So if you can use the picture of a dragline that eats bad houses and at the end there are new houses, it was nice but it didn't work. There was a problem with the factory and then the person behind that and too much costs for the investment, it took a few million. But I have been active with that to find some organisations who would be possibly interested in investing in a factory? And the total picture of this project was a good one, several technical and financial problems but the idea was good I think. And if you have such kind of a project, then I need 2 1/2 million euros and then we can fix this, and then you go and search and try to find people and make clear what the necessity is of this project, what the impact can be, well then I think, but then it is very concrete. Then you can see ok its now nothing, where the people live and we do that at the end, well that will be the result. And then you have a line in which you can communicate with target groups, with potential donors. And I think that's equal for foundations or major donors or companies. I think in general that could be a possible solution.

C: *All right, ok that's a lot of information. So that's nice.*

Y: Okay.

[Turned off memo recorder]

**Interview with Bonnie Noorman, Corporate Communications Advisor for Urban Matters on Tuesday,
13th May, 14:00 at Cordaid HQ**

Duration: 39 minutes

C: Carina (interviewer)

B: Bonnie Noorman (interviewee)

[Turned on memo recorder]

B: Well my name is Bonnie Noorman and I am the Communication Advisor of Cordaid and also the Communications Advisor for Urban Matters. Fundraising is actually not really in my job description, communication is of course. I am the advisor for Urban Matters regarding the communication. And a little bit of fundraising, I can tell you some things because in my former position at Cordaid I have been a, for example I have been the head of the brand *Memisa* and *Mensen in Nood* for four years.

C: *Ah, is that now the women with the curly hair? I don't know what her name was.*

B: Masha, her name is Masha. But you know now its reorganised so, the whole structure is different.

C: *Ah yeah. Okay.*

B: Because at that time I was the head of the brand managers and every brand had a manager, but the rest of the team the brand team, was in the broad department of communication, which was different at that time. Because at that time there was no Corporate Communication yet. It didn't exist yet.

C: *Yeah, a lot to learn. I talked to Jacqueline and Yvo and they also explained me what they did in the beginning, a lot of different things. But it was really interesting to talk to them.*

B: You spoke with Jacqueline Leemkuil?

C: *Yes. And she also gave me a lot of information, PowerPoints and she gave me a book. It was funny, the day before I had an interview with somebody and he said "Yeah this book is really good", so I wrote down the name, but I didn't find it on the internet. It's called *Geven in Nederland*.*

B: Ah yeah, it's from Theo Schuyt.

C: *Yeah. So the next day Jacqueline says "here is this book", it's really good and you can have it, because I am the next two weeks on holidays. So it was perfect for me.*

B: How is it possible that you couldn't find it?

C: *Yeah maybe you can buy it but you cannot read it online.*

B: Ah okay. But his research, he does it every year.

C: every two years. I've seen his name already several times and then I saw it in the book again and actually it's also a lot about companies, which I didn't find so much about on the internet.

B: Yeah, only lately he started doing that.

C: And also with focus really on the international help, so that's really good. So I am happy that she gave me the book.

B: Ah good.

C: So that's nice. Okay, so yeah maybe you can just list which ways of fundraising do you identify what could Cordaid do to conduct fundraising?

B: Okay. Because you don't have this from Jaqueline and Yvo yet?

C: Yes I have that too but I have to ask that to everyone.

B: Haha, sorry. Fundraising within the Netherlands, well you have the public, fundraising from the ministry of foreign affairs. That is our biggest donor and has been so for many many years. And there are also different budget lines within this ministry. You have the MFS funding, the big institutional funding, which covers also all our organisations costs. But you also have separate budget lines at the ministry for specific projects. For example, emergency aid, we get a different budget and apply for projects, that's more financing and the project level. That is the difference. The distinction between institutional funding, that's a percentage of the whole organisation.

C: So that's unrestricted money?

B: No, it's not really unrestricted, because we have to submit the strategy plan. And the basis of this strategy plan, in which we say: in these countries we are going to work, on these and these topics. We get the funding. So it's very easily explained this way, it's very complicated.

C: But that's good.

B: it's a very thick document and that's also how we report. We don't have to report on every penny that we spend, we report on high levels of synergy. So that's one and there is also the project based funding, so for example there is an emergency in a country and we are going to do an emergency project there, we can describe it in detail and also in the budget and we get funding for this specific project.

C: Ah okay.

B: You in the MFS project we will never see that we do so many things and this, but this project based financial part is much more input. So that's for emergency aid and also for example for Women's Leadership, there is also a very specific budget line. And there are some more. So that's the ministry of Foreign Affairs. And then have of course our private donors, I think 326.000 this year, the amount changes every year, cause people say goodbye and others join us. And we reach these private donors through our brands, *Memisa* and *Mensen in Nood*, six of them. And then there is fundraising from other partners, like companies, which is not at a high level I think. It's really difficult. And then there is another

segment and these are the family foundations. And then the Church is also for many years for us but it is also declining. I know from someone of the monasteries, every year we get some donations. And then of course there are also combined actions. That means when there is an emergency situation we raise funds together with all emergency organisations, SHO. Its very important.

C: Yeah, I also included it in my research.

B: And then there is, I think it's the last one, the post code lottery. That's also very important. Okay.

C: Okay.

B: Yeah which ways? These are all the sources for money, but all of them need another way to connect. You want me to do into that?

C: What do you think is connected?

B: Yeah I mean fundraising with private donors are different from companies.

C: Yeah when I talked to Marloe she said that they want to focus on businesses, so not on the individuals. So, this first question was just in general. So, I don't know if you can answer the question but maybe you have spotted something about the Dutch non-profit market. What trends can be spotted or what has changed a bit?

B: Yeah well, the private donors, all of them are very old. And it's really difficult to get loyalty from younger donor. That's a very big issue because you know they are so different from their parents, which are our donors. They don't want to stick to one brand for all their life you know. Because it's before you had these pillars in the Netherlands, you know?

C: yeah, I got introduced to that. On the first interview he explained me everything, so that was good.

B: yeah we call it the pillars. Until the 70s the society was split into these pillars. You know I just talked to my mother about it. She said that when she was young, they never played with catholic children and you never went to the same schools, and you weren't friends because you didn't meet. And at the swimming pool, they had different swimming schedules. Also the same with the shops.

C: yeah I really didn't know it before, but now it also makes sense why these four get the most money from the ministry.

B: So but these things of course have changed. It's hardly anymore this feeling that you are connected to such a pillar. So people don't want to commit themselves to one organisation their whole life or issue. And also young people, they want to experience things so they don't only want to give some money only every month to an organisation. They want to do more with it.

C: Yeah I had from other interviews that a lot of people said that they want to be integrated, they don't just want to give 5 euros, you have to let them participate, involve them. I mean for Urban Matters it's maybe not so relevant because they are not targeting individuals, but still it's a trend, so maybe it also relates to businesses. Businesses also want to do more than just paying.

B: Yeah that's true. And I guess Jacqueline told you more about it because I also heard from her that the businesses, who are going to support organisations, what they mostly want out of it is some nice things for their staff, that their staff can also contribute. Or participate, or they can do something with it at Christmas give 5 per cent to Cordaid. That's often a reason why companies want to support organisations like ours. So yeah that's for public fundraising, for companies I don't know. With the crisis it didn't make it easier.

C: Can you maybe imagine how it looks in five or ten years which types of fundraising are popular or could be bigger than others?

B: I don't know, maybe events based. You know that's what I think.

C: So that it is more event fundraising.

B: Event fundraising. I don't think you can create loyalty for longer times. With companies, they can put in their expertise and only when there will be some game in it for them. You know if they can reach a new market. It needs to have added value for them also, so that's very important.

C: Yeah, while I was doing my research at Urban Matters I saw that they don't really have a fundraising strategy either for the Netherlands or abroad. So they don't have something really to follow, so if they go to a business, what are they going to say, they just need something to follow.

B: That funny because you know, urban matters already exists for a long time so they should have it.

C: Yeah I asked for it and they said that they don't have it. So, what do you think is important if you draft a fundraising strategy, what is an important part that you shouldn't forget when you plan?

B: The Golden Circle. Do you know the golden circle?

C: No.

B: I can see if I can find it for you. You know because without a strategy you really absolutely have no chance at all, you can forget it. And you know the step when you go to a company and ask for something, it's only the last 5 per cent of your work for fundraising. Before that there is a whole circle, you have to do before you make this final step. You know 95 per cent of the other work is before.

C: Yeah relationship building or like.

B: Well, it starts with thinking very good what you want and what you need. Make it very good, very specific. And then get to know this organisation, get to know it well. Develop materials, build a relationship. You know what is maybe interesting for you, when we did the reorganisation at Cordaid, one and a half years ago, and when all the Business Units were formed, before that we did research, not only the research in the US with all kinds of foundations. And we did a lot of fundraising researches and there are many recommendations from these researches. Would it be interesting for you? Maybe you can get the strategic things out of it.

C: yeah that sounds good. But I think it would be really important for Urban matters. It's really not so clear who should do what and yeah. I think it's really important that they have that.

B: Yeah, because then you need to analyse the partners in the market you are interested in and you need to adapt your proposal to their requirements, their wishes, their needs.

C: *Yeah, while I was doing my research it I read that you should do a matrix, saying the partners how they are positioned and which one would be the best to work with, who has the same goal or mission. So that is also missing.*

[Talking off the topic about my process of finding interviewees]

C: *So yeah regarding the communication, how would you suggest approaching a potential partner, if yeah for example in Esther's position, her part is the private sector within the Netherlands? What would you suggest, what is the best way to get into contact with them?*

B: Yeah, I think do your research. Who they are, what they want, what they are interested in. Then think very well of what you can offer as urban matters and then make a pitch in your mind, make up a good convincing story and then I don't know, it depends on the partner. Some of them are very easily accessible, you can just call them. And try to convince them and interest them in your story. And maybe you know someone who works there or somebody else knows someone.

C: *So yeah that would be networking.*

B: Yeah networking is very important. Not to accessible, try to go to where they are, meetings or conventions.

C: *yeah I also heard that a lot, that it is better than calling or emailing. Just find out where these people are, if there is a meeting. Also that the atmosphere is important, that you are not so tight and have a glass of wine.*

B: Yeah, invite them for lunch. Ask their opinion, call them and say: well you are so great your work and we really have this issue. I like to pick your brains. Because that's also very great, people always like to be asked for their expertise. There are very few people who refuse that, you know most of them easily make time and say well yeah it's good, that's also a way to get into contact. Asking money you can always do later.

C: *yeah, that comes later on.*

B: Also, like for example we have a colleague who met Melbe of Oranje, you know she was married to the Dutch prince who died in Austria. Our colleague met her last month in London at a conference and had her business card and gave it to her. And then she asked me: oh, how am I developing this contact? You know what you can do, let's say next month or so just send her an email with following up information. Don't really ask for the fundraising part yet, but just send an email with extra information.

[Stop memo recorder]

[Start memo recorder again]

C: Okay, so where were we. How to contact them? So networking.

B: But you can also organise events, and then you invite them, but then you have to know very very well what you want out of it. And also that it's not a one-time thing. Cordaid has done that many times, very big event and invited all our relations and then nothing afterwards. So the follow up is also very important. Before you do anything. And you need to know what you want to ask from those people. And if you have a really warm prospect you can take him to the project of course. Show him our film.

C: Yeah, exactly. Do you think in general that the public knows Cordaid, do you think its well known?

B: You know there are figure?

C: yeah I know. But what do you think according to your experience?

B: Well I know that we are more known than before, but we are not really well known. Actually I don't have these figures on hand right now. But from my experience no. You know it was never a goal before to be well known in the Netherlands, we had the brands. The brands were our public face and appearance within the Netherlands and Cordaid only for the ministry and abroad, but not for the Netherlands. But now that's changing.

C: Do you think that it influences the giving behaviour, if people know Cordaid more then they trust the organisation, because they have heard of it already. Could be either companies or individuals. How critical they are.

B: Well, that is a very good question. There are many studies in this field. Funny thing is, for public, new private donors get by street fundraising and going from door to door. That's how you get donors. And then it's not so much if they know us, it's more the appearance of this nice girl or boy, who has this convincing story, the blouse and not so much. But for companies I really think it's different. For companies it's also important to think of, what is their interest, and their interest is to do something with their employees. So then it is important that the employees know Cordaid. But if you want to attract Cordaid with the expertise for corporation, new open markets and then our reputation is really important and that's not so much our brand awareness.

C: So yeah, the name is just known?

B: No the name is not really known, no. Because if you would do research, what's on the top of mind, which other organisations know, that would be professional, and then they say Artsten zonder Grenzen, War Child, they mention five of those and then when you ask them: Do you know Cordaid? That is the helping brand awareness, when you help people, and then maybe now 50 per cent say of yes we know

Cordaid. They just don't know the name spontaneously. But I think this is for urban matters not so important. Because you know the companies, urban matters wants to work together with must be companies with an international outlook, you know? So they look different at things. They look at opportunities in those markets.

C: When I talked to Evert and Marloe today, they said again that they are the only NGO working on urban development in the Netherlands. Because Habitat for Humanity is also a competitor, but they say it in a different way, because they do housing, but they don't say urban development, so it's only them. Do you think that is an asset? And how this could be communicated better?

B: But first you have to ask yourself the question: who cares? You know, who really cares about urban development enough in the Netherlands? And when you have the answer to this question, you have to look into those parties. You know from my gut feeling I don't think it's really an interesting topic or proposition for the Dutch public. You know they care about health care, because it's very near health care. They care for emergency aid, you know it's also, because there is this urgency in it. But urban development, I don't really think it's an asset. But it could be at the business market, fundraising market, you know. Because there it is a different segment of companies, organisations, urban planning organisations. There it could be.

C: okay so, maybe we can focus a bit on urban matters. Which communication tools does Cordaid Urban matters have?

B: The website, brochures, flyers, films.

C: Which lack at the moment? Which ones do you think could be better or are not as good as they could be?

B: you know what I think lacks is not so much the tools or the means. What lacks is the strategy to bring it further. That really lacks. You can write an article for the website, you know how many visitors we have on the website? Not many. So we have to develop a strategy to get this article further, social media if of course also an important tool. So for example by writing an article, getting interest for this article for social media, and then we have to know which people we should address, we have to know the stakeholders, director social media towards. We should know magazines or newsletter or hubs, interesting hubs where we can post our information. That really lacks. You understand what I mean? So the tools are there but we don't work with the tools, as we should. We haven't optimised the tools yet and there is still something to gain.

C: Yeah, the next question is how Cordaid urban matters communicates with the public but we have basically that is connected just as the next question, how you are evaluating. So yeah how do you evaluate these communication tools, so you didn't say that one lacks, so?

B: No I think it can be targeted better and there can be a strategy behind it and targeted better. I think these are the main issues.

C: *Okay. So yeah these questions are all interrelated. What would you do differently in terms of communication, so there needs to be a strategy otherwise you cannot bring it out. I mean you can always give a brochure, so there has to be something, you know how often do you give somebody?*

B: And did we ever evaluate the brochures? Did we ever hear from somebody “oh this is really good” or what should be improved with this.

C: *Yeah, that could be also research done on.*

B: yeah that is also something that can be done, an evaluation of the communication tools, so you can see it.

C: *So then question 12, whether they are perceived in a positive or negative way, we don't know.*

B: Yeah, we don't know. We really don't know. I have really no idea. You know Rosa said: the film was great, wonderful.

C: *yeah, that's true. But all the brochures they give away. Maybe it should be also good to write down to whom you give a brochure, because it doesn't happen often.*

B: yeah. And also maybe one time we can do research, asking those stakeholders what do you think of the communication material? You know, make a breakdown in questions and do small research on what they do.

C: *that's true. That is really missing.*

B: For the whole Cordaid this is missing. What time is it?

[Turned of memo recorder]

**Interview with Karin Jensma, Head of Business Development & Communication at PUM experts on
Wednesday, 14th May, 16:00 at the PUM experts office in The Hague**

Duration: 43 minutes

C: Carina (interviewer)

K: Karin Jensma (interviewee)

[Turned on memo recorder]

K: I have until five so I think we can do it until then.

C: Yeah it should work, yeah. Okay, so yeah maybe you can introduce yourself quickly and say how you deal with the topic of communications and maybe also fundraising?

K: Yes, yeah so both indeed. Well my job title is head of business development & communications now, it used to be head of marketing & communications, so it is interesting that fundraising and communications come together in my job. I used to work in communications for three years with PUM and now I am here for four years. And mainly focussing on communications, mainly looking at what are target groups, what do they need from us, how can do we need to maintain the relationships. And we have many target groups. We have of course our experts, we have 3200 experts, that are send it out, send over to entrepreneurs in developing countries on a voluntary base. So they visit and they share their experience, they share their knowledge and expertise because the entrepreneurs there don't have that knowledge or expertise or cannot find it locally or cannot pay for commercial consultants. So it's very important to keep that base of volunteers interested in what we are doing and also because they are not send out on a regular basis, on average once every 1 ½ years. We need to, we call it in Dutch "binden en buien", make sure that they stay in touch with us and known what's going on, they stay motivated to travel when they are called upon. So that's one of the target groups, and there is also potential experts of course. So those, who aren't experts yet but we feel are important to add to our database of experts because we have a lot of demand from the entrepreneurs for their knowledge so we need to interest them into becoming an expert and such things. And besides that we of course have the entrepreneurs in the developing countries that we need to you know make aware of what PUM is doing. We work with local representatives around the world, we are only based in the Netherlands but we have 265 local representatives worldwide, who introduce our services to the business community basically. And they are also volunteers, so they have to organise work of businesses but most of the time they were entrepreneurs themselves or they have been an entrepreneur or have roots in business. So they need to also receive information about what it is that we can offer to our customers. So it's another target group. And of course our funders, we are mostly funded by the Ministry of Foreign Affairs here in the Netherlands, so we need to keep them up-to-date about what we are doing, we need to report back and on the other we are also looking for you know other funders at the same time that we need to report back to but also that we want to propose new projects to, part of them being the Dutch business community, so companies that we work with want to mainly explore new markets, especially Africa now, it has become interesting for many companies in the Netherlands and they are interesting to see: ok what can we do and PUM has a network of local representatives. We have good relationships with the embassies and we can help them to take further steps and introduce them to potential partners. So that's lots of target groups that we need to, you know, inform and keep engaged and yeah that's why we have the communications department. We have three people in communications, they

are sitting over there, people who write the PUM magazine, which is behind you, you take a copy later on. And that's stories for our experts, basically experiences they want to share. And they also work on the website and put news onto the website, keep the content going, but also work on press releases, anything that needs to be written or videos of projects etc. that we can communicate. So there is lots of activities and then we have on the business development site we have three people as well and they are mostly working on relationships with the Dutch business community as well as with foundations worldwide, especially foundations that don't know us yet. We are really trying to you know find our way and work with strategic partners to propose projects that fulfil their needs and that's also a target group that wants to receive specific information and that are also our fundraising activities basically so we don't focus on individuals and we have actually never focussed on individuals and that's also why in the Netherlands PUM is not so well known, like Cordaid is a brand that most people who are interested in international development know through campaigns or advertising or other activities and we have never done that basically because the type of activities that we perform, I think are less interesting to the public. Most of the time I think the public is more appealed by children or health or school, yeah education. But also because we've always received funding from the Ministry of Foreign Affairs and there was no real need to also focus on the individual market. We have, maybe good to start with, we have been set up 35 years ago by Ministry of Foreign Affairs and by VNO SV and lawyers federation of the Netherlands. And the idea was that at that time people could leave their jobs, sort of pre-retirement, we call that the "vut|" in the Netherlands, the regulation that was introduced in the late 70s, so people stopped working around, not even 60 and they felt they still wanted to share their knowledge and wanted to continue, has a lot of energy. And the Ministry of Foreign Affairs, they were like: ok, if you have so much potential, so much knowledge and experience that we can share, and on the other hand we know there are lots of entrepreneurs that can't find knowledge locally, we just match the two together and that how we started, and we always been supported by the Ministry of Foreign Affairs and later on also by the Economic Affairs Infrastructure and Environment. So we have never really needed to target the individual market and that's still the case. I think now we are looking for alternative funding, because the Ministry of Economic Affairs stopped funding us in 2011 and also of course as you know the Ministry of Foreign Affairs continuously needs to look at their spending's and you don't know how that is going to develop and evolve. So we are looking further to especially international fundraising opportunities, but still we feel that the individual market is for others.

C: Yeah, Urban Matters also doesn't focus on individuals or yeah I think its just the brands, you know Memisa and Mensen in Nood. These are the brands that people also know. And yeah if you say to them Urban Matters, or they also have a topic Entrepreneurship, so then people also don't know. So that's why they also don't try to target individuals.

K: What are the most important target groups?

C: They focus on the private sector. Because yeah we have two fundraisers and yeah one is for the international market and one is for the Dutch private sector. And also I think a lot of philanthropists from America and the IDB, these kinds of sources. Okay, so yeah to start, it's just a general question, which ways of fundraising do you identify in the Netherlands, how you could do fundraising, what are there for possibilities?

K: Well, I already started with mentioning individuals, and that's of course very suave to reach individuals, through campaigns, through advertising, through crowd funding, I think that's becoming more popular nowadays. Private sector as you mentioned, fundraising, so the corporate market here in the Netherlands I think its evolving a bit fast, first it was companies feeling okay with just you know giving money and being able to write it on their website: we have supported this and this organisation. Now they easily don't do that anymore. They want to support organisations but also they also want to have something back, just like sponsorships. Well that's familiar I think. Corporate fundraising, institutional fundraising of course and then it depends how you call it, there is also the multilateral organisations, World Bank and other international aid agencies like the Western Donors and you might call them, like the Nordic Donors, Nordica and USAID.

C: Okay, and do you think it is possible to say which of these fundraising sources you just mentioned would be the easiest to approach or where you would get most money out of it?

K: I think it really depends on what your product is, basically. So for us as I said individuals we don't target because we maybe can get some money out of it but it would cost us a lot of money that brand recognition that other organisation have already build up through the years. Corporates I think, we have been trying for two years now and we have had some successes but I don't think you can survive just through corporates. They are very much more affected by the financial crisis as well so they cant just spend money on these types of partnerships if their core business is under pressure. So institutional fundraising for us is the most interesting type of fundraising, although it takes a lot of effort and energy to get where you want to be, especially when you are not so well, yeah we also have to start making ourselves known. And its not something which you can do by yourselves. You need strategic partners and you can form alliances and if you know if there is experienced partners, and they can help you get to the right person. Writing a proposal yourself takes three weeks or something and if you really want to get all the proposals in, I mean the success rate is if you are lucky maybe 20 per cent, so you do need a fundraising department of ten people in order to be able to survive on that but you cant afford so you will have to look for partnerships. And together that's the biggest opportunity, for us at least and it depends on in general on the product you have and the proposition you have.

C: Yeah. We had a meeting yesterday with Cities Alliance, that's also a non governmental organisation and then they also talked about, yeah if you apply for calls or yeah something like that with some calls you cannot just apply if you are an NGO, you need to do it together with an INGO and yeah its really complex.

K: Yeah, there are lots of rules and yeah indeed something you need to have a local entity, also we don't have local entities we only have the office here in The Hague and our local representatives, you know they are just volunteers they are not officers, so you always have to find local partners to be the main actor basically. It is difficult and there are also lots of registration issues.

C: Yeah and permission fees and then you don't even know if you get it. Yeah it's a lot to learn, I mean I am almost five months there and still it's a lot of things that are new for me.

K: Yeah, but that will continue I think. Because also to use there is something new every day, "how does it work" ah this way, ok. So yeah speak with a lot of people and you will get to know more.

C: Yeah, also through the interviews a lot of things that I didn't know before, for example these four organisations, Cordaid, Hivos, Oxfam and ICCO, that they are the biggest four and I never saw the connection between them until I had these interviews and people were explaining me that they all stand for a religion. Yeah kind of these things I didn't know them before and then it makes sense.

K: Although Hivos is humanitarian right and Oxfam is....

C: Its socio-democratic.

K: Ah okay. But not really religion. Rather political....

C: But yeah that made some sense to me so yeah I didn't hear that before. Yeah you really get to know a lot of new things, so that's nice. So, according to your knowledge, how does the Dutch fundraising market look like in terms of generous giving behaviour?

K: So you are talking about individuals?

C: Yeah if you also have more about organisations, like maybe yeah because you are also looking for partners. How does it look? Are they critical if they want to collaborate?

K: I think everybody, now especially looking, everybody is looking for the money still available, so yeah people are a bit stressed, looking after opportunities and yeah you have to be critical of course. Which partners you can work with and who provide the best propositions to you? Although in these strategic partnerships we are not so much involved in the Netherlands because PUM is funded by DDE, Department for sustainable economics, within the MFA, and most organisations like Cordaid, Hivos, ICCO, they have always been funded by the MFS, that is now going to end and be replaced by the strategic partnership alliances. And we are not involved in those because we, you know it would be strange to get money from the same source through different channels. But what I see there is everybody is really looking for opportunities to continue to get money from there, so I think they are a bit stressed. And also everybody is moving towards entrepreneurship and we as an organisation have been focussing

on entrepreneurship since the start and also on connecting our activities with trade opportunities for Dutch companies. What we do is that, our experts go there and share knowledge, but at the same time they look at whether this company is interested to cooperate with a Dutch company so maybe purchase goods or sell goods or set up a joint venture or become a partner. So we try to connect at the same time the entrepreneurs in the developing countries to entrepreneurs in the Netherlands. And we know from those activities, you know new relationships come up and businesses generated and we have been doing that for 35 years but we know see, and that's very interesting, that there is more parties taking that root basically because of the MFS or the Dutch government policy to combine aid and trade. So that is a trend, so we go to companies and speak to them, they tell us, oh Oxfam was just here yesterday and Cordaid was here last week, so and that's a new thing happening because yeah, they mostly concentrate on individual donors, that is a big changing. For the Netherlands in general, yeah I think, of course the tax system. We pay quite a lot of taxes if you compare it to other countries, and that also affects the giving behaviour of individuals I think. Most people feel that the government should take care, so why would it be them to also give. I think that is different for instance in the UK, where there is more individual connection.

C: And do you spot other trends within the Dutch non-profit market?

K: In the individual market, yes, online of course. Crowd funding, lots of platforms, projects that can only start when individuals have donated a number of euros. And also like sponsor runs, yeah activities that are organised to better connect it.

C: Yeah a lot with sports. And what would you, if you could look into the future, what would you think in 5 or 10 years how the fundraising would look?

K: I think people will continue to give, or at least a percentage of people. And now you see that people are also very critical on what is happening to the money they give. So they want to know ok when I give one euro, so what happens with it, how much is it been used for the activity that I want to give it to. How much is being used for fundraising and other activities?

C: Yeah I heard a lot that it's the impact that people want to know what is happening.

K: So I think that will continue, although once you really want to explain the impact or maybe you really want to investigate the impact its going to be very very hard to find what exactly your money or your activity has done in our case to the entrepreneurs. We focus on: ok what is the situation when we get there for the first time, how much is the turnover that the entrepreneurs make, and then we have the advisors based on turnover or increasing business performance. We go back after a year or we check back after a year whether the turnover has increased. But you don't know whether it's the impact of affect of what you have done. You know maybe prices have just increased or you know other economic activities have taken over and its for every organisation increasingly difficult to, or there is more demand of people that want to

know what is happening with their money. But you really want to know you have to spend so much money on finding out that you can never pay that money to the target group.

C: Yeah that's also what I heard within Cordaid, that foundations just want to know what's happening with their money and Cordaid was never used to it, to exactly explain what is happening with the money.

K: Also you don't have to fully, if you start to fully explain to people, then they also don't want to know. They just want to know its fine or it's not fine and what is the basic activities that you doing for that money. But if you tell them how complicated it is they are: oh god I don't want to hear that. So its really difficult.

C: And the giving behaviour looking at the companies, are they willing to give time and money and knowledge or is it kind of the same with individuals, that they want to know what is happening with my money?

K: Yeah they do want to know what is happening with their money, but they also sometimes hesitant. For us for example we ask companies if they have staff which have 30 years of business experience, which we can use to help entrepreneurs in developing countries to just have them become a PUM experts and we can send them on a mission, as well call it. Yeah companies feel that's interesting because its some sort of staff motivational thing, but on the other hand it means that you are not be able to use their staff for the two weeks that they are abroad. And that costs money of course. And also, is it worthwhile, what will it gain the company, so they are looking at plusses and minuses all the time of course. And looking at what does it do to our reputation, is this a good party to work with and what's in it for us basically.

C: Okay. The next questions refers to a fundraising strategy, because urban matters does actually not have a fundraising strategy, either for the Netherlands or abroad, which I think makes it really hard for them to focus or to yeah, where do we get the money from and how and yeah that's all missing so what do you believe compromises a fundraising strategy or what is one really important part?

K: Well first of all, before you can write your strategy you have to be aware of where you want to be in a certain number of years so if you say: I take 2020, what is it that you need, which type of money, not how much money do you need. And the second question is how do you get there. So first thing they need is targets I think. And then of course you have to look at which parties are looking for what I am offering. Well maybe you have to it the other way around, what are people looking for and what can I offer that fits the needs of those parties? And for urban matters, I checked their website and I heard a bit about it and it's a very concentrated topic I mean looking at slums and if you look at the corporate market for instance you can connect to building societies or building cooperation's, that have some relationship with the core business. Because also we found it is very difficult to establish a partnership with an organisation just based on emotion, there needs to be a core business relationship. And that also applies of course to the institutional fundraising and the individual fundraising. And then you basically have to map all the

opportunities and see which direction provides you with the largest income stream. And then focus on that, and divide everything by years and people and see how many fundraisers you need to reach your targets I suppose. And also look at what others are doing of course. Where can you connect, what do you need to avoid?

C: Okay, so yeah you already started talking about it, reasons why Dutch organisations would collaborate, so one part is what you said: more recognition from both sides, yeah that your awareness grows.

K: Yeah but then also, if you are a well known brand already in the Netherlands it will help. There are not that many corporations that know what PUM is. If you are Urban matters probably, and that is your last question I think, probably also not that many companies know what they are doing. If it is Cordaid probably they are more aware and so they are more aware to say: yeah our brands are both on the same level, lets connect. But I don't think that's the most important thing to work with corporations I think its basic is the core business it needs to connect and complement each other. You need to find a partnership that yeah brings you somewhere brings the company somewhere and urban matters somewhere and that it is basically a win-win situation.

C: Yeah, when Cordaid Urban Matters would start a partnership, what would you look for in return?

K: If we would start a partnership, then yeah, we would just look for for instance, contacts internationally, propositions, how can we really complement each other, a good offer together to institutions for instance. We have a lot of expertise, if we are talking about Urban matters we have a lot of building expertise, we call it our building sector that are people who have been working in infrastructure, in housing but also in waste management, anything that is needed within a slum to make it more liveable I suppose. We have a lot of experts that have been doing that or working in these types of environments but also in the Netherlands and that would be something that we could bring to the table. And if there is something that urban matters or Cordaid can give in return we have access to institutional fundraisers or yeah other types or monetary ways to put a proposal in, that would really help. Or maybe access to, yeah I don't know if that is the case, because we work with SMI basically, I think Cordaid...

C: What is SMI?

K: Small and Medium sized enterprises.

C: Ah okay.

K: Yeah and starting with 10 FTE, so we need to reach those as well for instance if they would have good contacts with local chambers of commerce for instance that are connected to all these, that would really help us. Or for instance, there is another type of fundraising, through lotteries. And yeah, within lotteries to be successful you really have to have to awareness within the Netherlands. They really look at okay does the general public know your organisation, do you appeal to the general public and PUM as a brand

is unknown but Cordaid is better known, so we could set up a proposal together, where we can bring in the experts and they can bring in their name or something.

C: So yeah if you would start looking for partners that are interesting for you, how would you approach them, how would you start the contact?

K: Yes, networking of course, looking at whether you think where can I meet this person, will he or she be on an event where I can talk to him or her. And does anybody else know this person, can I be introduced and using LinkedIn of course works a lot to see where people are based and what their connections are etc. But most of the time its good to start from a personal meeting, I hardly ever, never send a LinkedIn request to someone I don't know. Or he must have something really good.

C: Also you don't send an email or phone calls or?

K: Yeah emails is a bit, is easier to send out of the blue because people can get really irritated by getting LinkedIn requests of people they don't know. But it works the best if there is somebody that can connect you.

C: Yeah, the next question is how would you trigger them to get involved with urban matters but I don't think you know urban matters that well. A lot of people said that slum development is a good topic and you tend to hear it within the Netherlands because all the platforms on urban development they stopped I heard yesterday. Yeah there were platforms on urban development but yeah.

K: What type of platforms?

C: yeah I don't know, where people just meet and talk about it and yeah that stopped. So actually my mentor Marloe Dresens said that urban matters is the only MFO that works on urban development. I mean yeah Habitat for Humanity also works on housing but they define it in another way, they say they do housing but urban matters really focussing on working on urban development and no other small organisation does that within the Netherlands. So that's actually something unique.

K: Its something very unique that you can use.

C: But they don't know how to communicate it. So that is basically the main problem.

K: I think that yeah, slum development it does appeal to the general public I think because many people are interested to know, what is it like to live in a slum and you also see when you go to Kenya as a tourist there is also lots of slums you can take to have a look at slums. You know people are having a look at it. So it does appeal, if you make it personal I think. Its always a difficulty, you can make it like a contest and then you can win a trip to a slum. But it doesn't always help the development of a slum to have tourists have a look at the slums. But yeah if they are the only organisation offering that it would maybe help to institutional donors I think the topic slums is not used a lot in calls. Its more youth, of course there is a lot of youth in the slums, and employment of course, there is also lots of unemployed people in slums. So in that way I think you could appeal to proposal and carry those topics. And that would also be something

that like PUM also offers vocational training, trying to connect businesses to breeders that have you know skills that they can use in many countries, in many countries it's the case that the companies need certain skills but they just can't find those people with skills. And that's because there are no schools that can provide those skills or maybe there are schools but they have a curriculum that is not completely in line with what is asked by the market. So if people living in the slum can enter into these educational programs and then be connected to businesses of course you can create employment. So that would be also a way to work together.

C: Yeah urban matters, they are working right now on a recruitment agency in Ethiopia, so that is a project. Right now they are in the development process and they also started talking to Heineken about it because they started a brewery recently there so yeah it's all still really in the development phase. But they said in Ethiopia it's really hard with the government, a lot of rules and restrictions, that's why it takes really long.

K: Yeah, you have to work with a lot of these private institutions because if you are working with the public is always depending on the government and governments change and governments are sometimes not so reliable so we try to focus more on private organisations.

C: So yeah the last question is, so yeah you think that the Dutch public has heard of Cordaid?

K: I think the interested part of the public has heard of Cordaid. People who know a bit of international development and are looking maybe to provide, to give to any of these organisations and focus, they will have heard of Cordaid. The general person in the shopping street, I don't know, maybe 50 per cent.

C: Yeah and urban matters is really not known. Yeah I also didn't know Cordaid before I did my research where I could do an internship. So, and they are quite big, so.

K: Yeah but I think if you ask Dutch students, did they know Cordaid?

C: No, everybody in my study program that I told where I am doing my internship, nobody. Even the Dutch people I had to explain it, but yeah. I also always passed their office but I never saw it or paid attention to it.

K: Well I think Memisa is just better known, there is always Cordaid Memisa or is it now just Memisa by itself that they are branding?

C: It's Cordaid Memisa.

K: Yeah, so I think that's better known.

C: Yeah also try to shift now all the brands, like Mensen in Nood and Memisa to put it under an umbrella of just Cordaid. But yeah a lot of people don't know just Cordaid or if you ask them what they are doing, they don't know because they are doing a lot, so. Listing all these topics that is something that you can't easily remember. Memisa, and that is something for Mothers or, that's easier to have a connection. All right, I think that's it.

K: Ok, good! You got the answers you hoped for?

C: *Yeah, well I don't have answers I hope to get. I just gather everything and then I don't know what is going to come out. But I mean it is really interesting.*

K: Well I am interested too to see what is the result.

[Turned of memo recorder]

**Interview with Fusien Verloop, Communications Expert and Consultant at LVW Advies on Friday,
16th May, 13:00 on Skype**

Duration: 59 minutes

C: Carina (interviewer)

F: Fusien (interviewee)

[Turned on memo recorder]

F: Did you see our website? Or shall I tell you a little bit about what our consultancy is going.

C: *Yeah, that sounds good. That would be nice.*

F: Because we started, Marischka Leenaerts and me we started the consultancy about 12 years ago and we both worked in the industry before as communication managers but also sponsor managers. And it was really from our experience there that a lot of non-profit organisations and cultural organisations don't really do any, they don't send it any proposals that are really interesting for companies or they don't even try to fit into your policy or the needs that companies have. And it was very hard for us to find projects where we could usefully spend our money on when we were in that position. And then thought that maybe with our experience from lets say the other side, we can help non-profits to do a better job in their sponsoring. So that's how we started, then we worked mostly for the cultural sector and right now we are with two other people a consultancy agency and we work for health organisations and hospitals as well and universities, not that many what you call charities like Cordaid, not too many. But well we have been around for 12 years now, so we know quite a lot what's going on in fundraising and non-profit market. But sometimes we work for governments, the Ministry of Culture or maybe for foundations, but mostly we work for the non-profits. You know the people that want to fundraise and don't want to spend the

money. Although we sometimes do help those as well. So that's our background at this moment, at this moment I am doing an interim job as a development manager at the University of Utrecht. So that's completely different from sort of Cordaid context. So, lots of different things.

C: Yeah I also saw the book that your colleague has written, Hans van der Westen.

F: Yeah yeah, about fundraising in the Netherlands.

C: And I was really happy that it was almost every year a new edition. So, I found the latest one and I was really happy with it because it really covered everything I was looking for.

F: Well I will tell him.

C: Yeah I actually first saw the book and then I saw that we was working with you, so. So that was funny.

F: Yeah, good. Yeah we are now writing another book about fundraising for hospitals and health organisations. Yeah, I think it will appear well, probably in October or November this year. We are working on that. Okay, so, any other sort of introductory questions?

C: I don't think so, maybe some questions come up during the interview. Sometimes that happens. Alright, so yeah the first general question would be just in general, which ways of fundraising do you identify within the Netherlands?

F: Well I think if you look at it, companies and their sponsorships of course and companies do donations as well, sometimes they do it directly sometimes they do it through their own foundation, like the Rabobank foundation or Unilever has got a foundation for really philanthropic gifts I supposed to their commercial sponsorships. And well I guess really the big national or multinational companies, if they do any philanthropical work they do it through their foundation. And the smaller ones would do it directly or just give a gift. And I guess that more or less, big companies. Then obviously foundations do a lot, well I think especially for NGOs that do development work in developing countries. And then you have the ones that get money from the government and now the ones that decide where to spend it on, you have towards the bigger ones and the smaller ones, you know I think there are many many sort of private persons that start their own foundations to support projects like Cordaid. And then obviously they do sometimes do have a board and decide on the spending but most of the time, you know it wouldn't be the person that started the foundation that decides how the money is spent. So really you get to sort of private persons that you ask for money or donations but they decide to help you but through your foundation. And I think a trend is that you know a lot of people are you know give more money to organisations, and especially higher gifts to non-profits you know. Typically the Dutch give a lot of money to charity, but usually its 25 or 100 euros and more people start to feel more responsible to what's happening. It's the society and if the decide to give some of it away, give some higher amounts of money away, and that could be to Cordaid or to culture or whoever has their interest.

C: Okay.

F: And what I think is getting more and more interesting is you know not really philanthropic money but social investments. Where people really think ok if we want to help people in Africa, we have to invest in companies or cultural projects and once it starts generating money they can really help themselves in the long term. And that's a better way than just giving money away philanthropically. That's a very interesting area and especially you know people that earn a lot of money, building up their own companies and sometimes selling them off very well, they are very interesting by this model of really investing money and having a social interest than a financial, a return on their investment. But they don't like giving away money to people, they are more interested in helping them to belong, you know set up some sort of business that are, you know just supports them on the long term. So I think they are, its important for organisations like Cordaid to think about how they can tap in that money.

C: Yeah that's true. Of the ways of fundraising that you just identified, would it be possible to say which one is the most effective one or also the easiest one to approach?

F: Well, I you have got good proposals that with the goals of that foundations have, then it is a relatively easy one. Because they are there to spend their money in a good way, so you know if you have projects and they have good experience that you deliver on projects, they pay you for the projects, that's a very comfortable way of getting your money. I think, you know, if you're able somehow interests high networks individuals who spend 5000 or 10000 Euros a year and you can interest them to do that over a period of five years, you know that there are fiscal benefits giving over 5 years with a periode shenking, have you heard of that?

C: No, how is it called?

F: Periode shanking.

C: No I haven't heard of it.

F: Okay, so its sort of construction where you have an agreement on paper with the organisation that you are going to give your gift to. And you pledge that you will give a certain fixed amount of some amount of money within the next five years at least. And if you do that you can deduct it from your income tax, so that means that people with 52 per cent income....so that's for private individuals is a very attractive way of giving gifts to non-profit organisations. You must sign an agreement but that has been made more easy this year because you don't need a notary anymore to do the agreement for you. You can just do the agreement between the gift giver, the donor and beneficiary. And the other thing is that you need the ANBI status, have you heard of that?

C: Yeah.

F: Yeah, okay so you need an ANBI for the tax authorities to consider the fiscal benefits. But then its actually quite interesting because if you pledge to give 5000 a year its actually, it only costs you 2500, and you know not everybody has that kind of money, but people that do can deduct it from their taxes, so

its attractive and I find that many donors don't really know about this construction and if you don't advertise it as a charity, you might miss opportunities. So I think those two are very interesting and also the venture philanthropy, the investment and the giving, and I think it's a challenge, I don't know Cordaid that well, but we did some work for other well comparable organisations, for instance SIMAVI that do some kind of the same projects, and I think it's a challenge for all of them to redefine their projects in a way that they fit as a social investment or business plan that people want to invest in, instead of the normal way you would define your projects. So that is really a challenge for these kind of organisations like Cordaid, but I don't know Cordaid, maybe they do it well already. But I find it often that people you know are passionate about helping people and you know, they really want to be working on the projects, but some are not trained to think in a business way, so they find it very difficult to develop business plans to connect people you want to attract or interested in.

C: Yeah I also don't know it for the whole Cordaid, because I am working on one topic, so its just the team of 5-6 people but yeah I hear it quite a lot, that they do these business cases and yeah basically what they do is if we are in a country, do you still hear me?

F: Sorry?

C: Ah I think my Internet is a bit unstable. Now I also forgot what I wanted to say. But, yeah doesn't matter maybe it comes back into my head again. Yeah it's a bit annoying with the Internet. Okay, so the next question would be: how does the general Dutch fundraising market look like in terms of the giving behaviour and yeah you just said that people start feeling more responsible and that's why they also want to give something, are those sponsors, either individuals or companies, are they generally critical of the charities they support?

F: More and more I would say. I think for a long time people weren't really critical about lets say the WWF and Unicef. But people are getting more critical. Yeah, I absolutely think so and even smaller amounts of money, even if you only give 20 euro or whatever a year, people are more critical and not so much think about how the work has been done, but more about how the money is spent on staffing and you know, all sorts of expenses, I think that that's what a lot of people worry about. You might have heard of the Alp D'Huez thing, I mean a lot of it is sort of you know very stupid communication about what is happening, which is in itself not a bad things, its not fraud what happened there, as far as I see it to my opinion. But in a way its being talked about in the media and people don't know anything about how non-profits work or you know it makes people more critical about what is happening with non-profits.

C: What I also heard during the interviews was that people, earlier, some time ago, just gave the money and they didn't care so much what happens with the money but now they really want to know, ok if I donate five euros, what happens with my five euros, and that's quite hard to track.

F: I know, yeah.

C: Because, and that's really what Cordaid is facing right now, all the individuals, they really want to know what's happening with their money and the organisation was never used doing that, also with foundations really tracking down what happens and I don't even know if that's possible in a way.

F: Well I think administratively at least for the kind of money foundations give, you should be able to track it. You know in a sense I can see that you want to know what happens with money, even if its five euros but I think we should sort of try with the whole non-profit sector also to get back the trust you cant track every single euro. But you must be more transparent and must show how you work and you know you cant have the arrogance anymore of thinking you just get money and you just trust me and I will do the right thing. And then it doesn't work anymore, and on the other hand you can't hire ten extra people to track every extra single gift from the moment it comes in to the moment it is spent. Have you heard of the nets4kids organisation?

C: No I haven't heard of it.

F: Yeah you can google it, the interesting thing is the guy that started this, he earned a lot of money in IT and he was so frustrated that when he tried to donate quite a large amount of money to I think Unicef, but maybe it was also some other sort of organisation, you know they weren't really interested and they were definitely not ready to tell him on what his money was going to spent on, that he decided that he wanted to open an IT tracking system so that people donating to these organisations would be able to follow the money.

C: Ah yeah, that's cool.

F: I think he already started that 10 years ago and then it was really really new. But it might be interesting to look it up and maybe talk to them as well, what are their experiences regarding this.

C: Ah yeah that's a good idea, thank you!

F: You're welcome.

C: What trends can you spot in the Dutch non-profit market besides I mean all these questions are a bit interrelated, so?

F: Well I think that trends are that, I don't know, what I see in the cultural world and I think its starting with universities as well that, although I am not so sure about organisations like Cordaid, but that people start realising that if they like a specific museum or they want to have a good orchestra in their region, they are partly responsible for it their selves and they are willing to contribute to it financially. Whereas maybe 5 years ago everybody thought you know that's what we pay taxes for and you know I am not going to pay taxes and donate as well and now people think about it differently because they also know about the large subsidy cuts of the government, so if you have a good case for supports, people are more willing and open to helping you. At the same time more and more people get some experience with giving

larger amounts of money and I think many non-profits just don't get their follow up right so people get disappointed as well. You know they donate money for a project and then the project doesn't come off and they never hear anything anymore, you know nobody knows where the money is gone, so I interview a lot of people and you know quite a few are sceptical about the way that non-profits handle the money and handle their donors, so there is a lot of room for improvement there.

C: Yeah, okay.

F: And I think companies obviously, due to the economical and financial crisis are, you know, they don't sponsor as much as maybe 5 or 10 years ago. They are much more critical in what it brings them. You tend to stay on the safe side and give to the big names, big organisations. And I don't know, it really must bring something most of the time, especially the really big multinational organisations with shareholders, that need to, they need to tell their shareholders what they are spending their money on and whether its well spent. Whereas if you're the owner of your own company, you can do with your money whatever you want. So, I also feel that a lot of non-profits look far too much to the big multinational companies for sponsorships, where maybe people just around the corner, that make a very good living from their company, and are very willing to privately donate through their company. Its just sometimes a bit harder to find I mean everybody can write a letter to KLM or the big brands, but really need to go out and talk to people, in order to find the ones that are not that obvious. So, and a lot of non-profits are sort of hesitant to go out and talk to people.

C: Yeah. What would you predict, how does the fundraising market maybe look in 5 or 10 years? What do you think, which tools would gain more attention or which communication tools?

F: Well I guess you really need to position yourself in the fundraising market better and better because the completion is going to be bigger and bigger so you need to have a good profile and you almost need to be a brand yourself and people really need to understand what you're doing and need to like you. That's partly communications, but its also very much a question of relationship management and I think that goes for companies as well as for private individual supports or foundations, you really need to build up relationships with these people.

C: And yeah what do you think regarding online fundraising, will that also grow?

F: Well, I am a bit hesitant about that, I think yes in some sense that maybe crowd funding for very specific smaller projects that are very clear to define its okay, but you are not doing to donate bigger amounts of money. So you really need to get really large groups of people to donate to your projects if you want to be successful with crowd funding. And I see some very successful examples but also quite a few projects that are somewhere there on the Internet but never manage to get any money. And I think really if you want to have a sort of continuous stream of income you need to build a relationship with people and they need to feel involved with you and with the organisation and the working mood, they

should like you. And I think people want to be more involved, they don't necessarily want to be a member of a club or you know, but they do want to have some sort of involvement, they don't just want to give money. They want to be involved and their want their involvement, they love what you do and see the importance of it. Then they keep on giving money but that really takes the relationship management or whatever you want to call it, which we are not very good at yet for the fundraising organisations. At the same goes for companies, they don't want to just give money anymore they want to start partnerships with organisations where you come together, get some projects done and solve a problem in society or they want to put in their expertise, their staff and their knowhow and their networks as well as money. And the way many non-profits look at companies or private individuals especially the more wealthy ones as a sort of ATM, where they just get their money out, people really need to change their attitude towards that. And define new ways in which you can cooperate to get to your goal without asking for money.

C: Yeah, urban matters is talking to Heineken right now because they opened a brewery in Ethiopia and urban matters is starting a recruitment agency there, so what I also thought in the beginning when I heard it I thought that Heineken would mainly give money also, but what I actually heard was that it was mainly about their expertise. When I thought Heineken I just really thought, aw yah they have a lot of money, maybe they spend it but they are mainly interested in sharing their expertise. And yeah also I thought yeah maybe that's a small part of course but for them it's really the most important part.

F: Yeah absolutely. And probably if you are not capable of somehow putting the expertise to work for you, it's going to be quite difficult to cooperate with these big companies because they all want some kind of similar. On the other hand, you accept the offer and know how to do some of their expertise and they are happy about it. I'm quite convinced that money will follow if it's needed.

C: Okay. So, yeah in terms of partnerships, if companies collaborate now, NGOs with commercial companies, what do you think are the main reasons? So what could they gain out of the partnership? I mean expertise that was one that we just said.

F: What the non-profits could gain or?

C: Yeah both sides.

F: Well I guess for the NGOs to start with that's its apart from financial support its expertise, its network, it's a new way of thinking. I think there's a lot more than just that than money. You know they can help you brain your branding or bring new audiences to you, maybe for Cordaid its not so interesting but for the cultural world it is really interesting, if you can reach new audiences to come to your theatre through a partnership with a company. So I think there is a lot more than just the money if you're a bit creative about that. And on the other hand, companies well it's their brand image, its also reaching new audiences, its talking to your existing audience in a nicer way or more credible way than with advertising. And it's also about entering new networks, getting new expertise, maybe, trying out new materials, like for

instance you have this Stedemuseum in Amsterdam, they have, the roof of their restaurant is made of a very special material and the company that developed the material sponsored that and they build the roof and developed a new material in a way that they could make a spectacular sort of extension to their building. And they gave money, but mainly because they can show off with their new materials in a very prominent and sort of high end place. So there's lots of things like that to gain from companies and I think, and also what is getting more and more important for companies is what they can do with their sponsorships or partnerships towards their own staff.

C: Ah yeah, okay.

F: So either it's a good work experience for two weeks in Ethiopia helping Cordaid with their projects or whether it is free tickets for a festival they are sponsoring or internships of students if you talk about universities. Lots of different things but they are very keen on what is in it for our staff, how can we translate this to our own staff. And sometimes recruitment, although in this market it's rather easy to get new staff, yeah.

C: Okay, so yeah when Cordaid urban matters would like to approach a new partner, when they are looking for new partners, what do you think, how would you suggest approaching a partner with which communication tools, what's the best method?

F: If you talk about companies?

C: Yes, yeah about companies.

F: Well I think the best way is always to try and find out if you know someone within the company or if someone can introduce you to the general director or marketing manager, however it goes. You know it takes a lot of talking to a lot of people, maybe you need a fundraising committee or ambassadors that can help you to get access to the people you need. And if you can't find any sort of connections, I think just calling, writing letters is usually not really helpful.

C: So, calling instead of writing an email.

F: Yeah, just talk to people, cause the thing is: if you write a letter saying that you've got this wonderful project and would you like to help us, people think why me and it's getting on the big pile, whereas if you talk to people you can ask a lot of questions and get a sort of feeling which kind of project would appeal to them, if there are interested and if you can help them as well as them helping you. As you know finding this match is the important thing if you talk about sponsorship.

C: Okay. So regarding communication, my mentor at my work said that urban matters defines themselves as being the only MFO working in the field of urban development, because yeah Habitat for Humanity they do kind of the same work, they also do housing. Ah yeah maybe I should say urban matters work on slums, that the living conditions improve. And they work on three topics, which are housing, sanitation and youth and employment. But they say that no MFO really says, we work on urban development.

Habitat for Humanity says we work on housing, but not urban development. They say its very unique and they would like to do something with it.

F: Yeah, as a sort of opportunity.

C: Yeah because somehow the term urban development really faded away within the Netherlands, there were several urban platforms and it somehow got less important for the Netherlands. So they think there could be also a niche, we are the only ones focussing on urban development but they don't know how to communicate it to the businesses.

F: Yeah I see. Because I am trying to think, explaining all this, because I think sanitation is something a lot of people do and housing and youth and employment. But the urban development as a sort of umbrella over it, I think you know, especially in their communications maybe also in their projects most of the NGO would rather help people in these sort of most far away places in Africa or Asia. Many more rural areas and maybe slums is not the right way to put it because when you say slums I think oh, you can maybe think of other NGOs that work in slums but the urban development is quite interesting also because more and more people will live in urban environments in the coming years so that would, it could be sort of interesting value that makes you unique within the whole field of NGOs. But it probably needs some good communication and also awareness of people and donors that this development to more and more people living in cities and big cities and especially all the problems you have in China, air pollution and whatever sort of problems they have. It's actually quite urgent.

C: Yeah okay. So it should be communicated first in a way of the problem, that they say this is going to happen soon.

F: Yeah I mean people don't realise there is no problem, they don't feel the urge to help to solve it I guess.

C: Okay, and do you think, do you have any idea if the public knows Cordaid? I mean I heard from several interviews that that urban matters is not really known.

F: Well urban matters, I haven't heard of it but Cordaid is quite known I think, although its obviously sort of, there were three other NGOs that sort of merged into Cordaid, was it something like that?

C: Yeah, it was Memisa, Mensen in Nood.

F: Well I think many people still know the old brands better than Cordaid, and I am not sure whether its because I am sort of working in the non-profit sector and with all the sort of organisations that I know, I am not sure.

C: yeah its quite though for urban matters because I mean they are under the umbrella of Cordaid, so you are actually not supposed to know them, it should be just one Cordaid, but still there are all these other topics that have to do their own fundraising. And Cordaid is not doing that so, with 7 people in a team its quite hard to do fundraising if you say we are from Cordaid urban matters, many people really don't

know it. But it's supposed to be like that. I mean there is just one website and one Facebook page. Until two years ago they all had their own social media channels but that all stopped and now they just have one, which also makes it harder for every topic to say: can you maybe put these news on the general Cordaid Facebook site. Because that takes some time to send your message out.

F: Aw that's very unfortunate. So if for instance you would go to a private individual that would be either Cordaid or urban matters going to that person saying, we have many different projects but I know you're interested in this sort of work we do and which sort of project would interest you? That would be the separate themes that would go up to a person.

C: I mean there is also one department within Cordaid that is supposed to establish the relationships with all the partners, but it's quite hard to do that for all eight topics, because that is really too much work. So there is also an internal communications problem how to deal with all that.

F: Yeah I mean how do you coordinate all these relationships?

[Confidential]

C: I don't know if I have asked that to be honest, if people know Cordaid, are they more willing to give money, is that really a criteria if you think, aw yeah I know Unicef, I of course give money to them.

F: Well I think it depends a little bit, what you see is that many people start giving to their neighbour who started their own foundation for helping a school in Africa, which they visited themselves. Its because you know you are helping a person, you think ok I give my money to this person I know and she's good and is going to take care of it and its going to be well spent in this school in Africa and she told me about it, then I am very impressed of what she is going. So you give your money there because its quite close and you wan to support the causes, because of the person you like. And people give to the big brands as well, because they trust them and I think its quite difficult, if you don't have either the very personal message or the big brand. That could be difficult, and maybe not if you talk to people personally, but if you want to do it through social media or direct marketing, I think it's going to be pretty hard actually.

C: Yeah, and does that also relate to companies?

F: Yes, I think, if you look at big companies they will always you know support big NGOs so I wouldn't expect ING to work with any other NGOs than Unicef or you know one of the big ones. Because you always try to match the size of organisations together. And also a lot of companies, they want to do something because they think they have a social responsibility but they don't want to spend too much time on it, maybe they have a budget of 5000 euro so they don't want to spend too much time thinking how to spend it, so the easiest way is to give it to the Red Cross or Unicef, the organisations you know. So, you really need to make your case with the director of this company, and then they might get really

interested, and it takes time to build all these relationships. But if you just send out a letter or start calling, even if it's a very wonderful project, it will be more difficult to get the attention if you're not a brand and to get introduced to.

C: Okay.

F: Yeah, is that helpful?

C: Yeah, sure! Of course it's always helpful. There are no right answers, so.

F: Well it's not always easy, I mean there's no easy money out there. So that's the problem I guess. And especially if it was relatively easy in the past over the last 25 years for many of the NGOs, it's going to be really tough I guess to replace all this MFS money with private money. It's going to be really hard.

C: Not that's true because it's a really big cut and it's not just a bit less.

F: Yeah.

C: The next question would be, its really general what your opinion is towards cause-related marketing? You know when somebody would work now with Cordaid?

F: Sorry, do you have any cause-related marketing actions at the moment?

C: I don't know right now, but I know that in the past Memisa invented this bread, Mama brood, so whoever bought this bread, a certain amount of the sales got to Cordaid. But the amount of work they put in it and then the amount of money they got was not quite the same.

F: No I think most of the time its not necessarily the money that brings in the interesting part but also the branding, getting into their clients attention. And the more you can sort of make use of those benefits in a sense that you say you know if you send a letter out to all your clients, for fast moving that doesn't go but for financial institutions, then if you send a letter to all your clients: could you please enclose anything about us, or you have the opportunity to maybe send out an email to all the people in their database or you could store publicity, there's lots of ways in which you can sort of make yourself better known within the public and that could be very useful if they are open to that as well as maybe helping with their expertise and with their communications or marketing expertise, how do you get across your brand or messages or do things maybe in a more effective way. I think a lot of those things are much more interesting actually than the money, but you really need to think how you can make use of that. And if you don't follow up with them and you just think we put so much time in it, then you can think the amount of money is just not worth it and you are not really making the most of it, then yes, its not very helpful. But I think it can be very useful, and also you are positioning yourself as an interesting partner maybe for other companies, because they think, aw okay they do this sort of thing, might be interesting. So I think the benefits are more on the soft communication side or branding side.

C: For the end, do you have any last tips for Urban Matters?

F: Well I guess, I always feel that the most important thing is to really go out and talk to people and not stay behind your computer, trying to think of campaigns or whatever, you know if you start talking to people and start building relationships, maybe even the first 10 or 20 contacts don't get any, you don't get any short term reward from it but people get to know you, people start to like you, they introduce you to new people and if you have got your business plans and your organisations right and you can deliver that, then people will say, ok I would like to help you out, then we cooperate what can I do for you, you must be ready to give a good answer and get your act together. I think going out there just, try to find the people that are willing to support you, either because they are passionate about what you do, or because they have a sort of a commercial mode, where there can be beneficial to their business, but for some reason they want to connect with you and want to help you, but you only find them if you go out there.

C: Okay. Well yeah it's always better to go to networking events, conventions, where the right people are.

F: Yeah exactly, and even I always feel that people who are passionate about what they are doing also talk about it, whether its private parties or on the tennis court, people are really passionate if the believe in it. And obviously at a certain level you must be more strategic about it, but I think staying inside complaining that life is difficult, then nobody understands and knows what you are doing, that is not going to help very much and I don't know about Cordaid because I don't now them, but that's what I see with a lot of organisations, many of them are unwilling to change the way they are working or even to talk to companies or other organisations about it and just share thoughts about how it could be done. And they really want to shut off the conversation and just want to get the money and that isn't going to work.

C: All right, I think I have got enough information I can work with, that's really nice.

F: Yeah good.

C: I am really happy that you were willing to interviewee you.

F: So, what's the next step, are you going to produce a report?

[Turned off memo recorder]

**Interview with Anthea van den Berg – Koopman, Marketing and Communications Expert on
Friday, 16th May, 16:00 in Utrecht**

Duration: 49 minutes

C: Carina (interviewer)

A: Anthea (Interviewee)

Academy of European Studies & Communication Management

[Turned on memo recorder]

C: Yeah maybe just quickly for the start you can introduce yourself.

A: Well my name is Anthea, originally I studied its called boekhandel, so bookkeeping and then I switched to the commercial business and I worked for advertisement agencies and then I had a kind of midline crisis, early one. And I was thinking ok I earn a lot of money but is this what I want to do with my life, big question. And I said, no this is not what I want to, I want to work for charity and I didn't mind which one, what kind of and World Vision hired me and its almost 10 years ago now and I didn't have at that time a warm heart for development organisations for poverty. It was more like, ok this is charity and I can work there, its okay. Its still located in Amersfoort so that was perfect for me, I live in Amersfoort. After a year and after I visited some projects from World Vision it really took my heard and I really got engaged. But still I really can relate to people that don't have any heart for poverty or the typical development organisations. So yeah but it really got my heart and I really liked World Vision because they are tackling causes in poverty and they are not that kind of organisation that gives stuff to poor people but they really build up the knowledge of the people so they can also do it on their own and I really like that because I was really critical the first time in Africa and I really wanted to know everything about it. And they got really every question I asked they got a good answer to it, and I really like that. And they work on a project for 15 years in different stages and after the 15 years people should it do it by themselves, so I really liked that, really good. And in the 9 I worked for World Vision I did almost everything on fundraising, I set up a system for volunteers, a system for our associates, so the celebrities, advertisement of course but also, how do you call it, telemarketing. Of course also the Internet, you name it and I did it. It was really interesting and World Vision is quite an international organisation so every year I travelled to an international marketing meeting where are the marketing people from all over the world came together and shared the good stuff but also the bad stuff, so that was really nice. I learned a lot from that as well, and because World Vision Netherlands is a very small office, it has like about 15 people or so, so it's really small. And so you have to be really smart to do all these things at World Vision and it worked really well so that was good. So the fundraising part for the Netherlands is like 2 or 3 people but you got people around the world you could help you. That's was really nice, so I did that for 9 years and 2 years ago I started my own company, because after 9 years I have done everything I could do at World Vision and I couldn't further and there was this management that had a different idea about marketing and communication than I had, so I was thinking, I like World Vision too much to give it up. But so I started my own company "Vraag Anthea" and the most part of my job, I really like to do the interim stuff, so for

longer time, within a team, we are replacing some one who is on current leave or whatever. And besides that I do different jobs, and its really different from doing an website from artist, today I wrote a keyboard for a website for a song for development. SO its really really different, still doing jobs for World Vision but also other charities, so that's really good.

C: Ah nice. It's nice to have so many varieties.

A: It is. I really love that about it.

C: Okay, so yeah the first question is regarding fundraising. Which types of fundraising to you identify, besides telemarketing?

A: Yeah I think you can, maybe you can divide it in three ways, online of course, offline like advertisement but you can also do the integrated campaigns, you take a theme and you put it in a period of time and put all the different kind of marketing tools together. The most important part World Vision did was the personal sells, so telemarketing and personal sells as well. It was quite successful, although everybody hates telemarketing so much. This worked really well. And what also worked really well was working with the artists, so World Vision is a Christian organisation, so they have like 10-15 artists and during their concerts they were talking about World Vision and encouraged the audience to sponsor a child. We were there with a booth and we sold the children, not the right word but, and its also kind of way of getting a personal invitation on someone at a sealed stage, with authorities and that's was working really well. Its also cheap, because the artists are doing it for free. We had a whole lot of volunteers, who are in the booth and doing all the sales stuff. So that was really cheap as well, because that's also important. You have to manage the money a well with a really tight budget.

C: Yeah actually we have, in three weeks in Cordaid we present a movie for a project in El Salvador. And my mentor contacted two days ago a rapper to make a song for the project and first I was bit suspicious, because it sounded a bit strange. But then I saw that he made songs for Juliana Ziekenhuis, something in The Hague and It was a really nice song, and I mean he also does it for free. And the lyrics were really good.

A: Music is a really strong, you can appeal emotion, its really sincere, it's a creative way of saying, World Vision supports children in poverty, because that's the standard message and in a creative way singers can do it much better probably. And you can support it with videos, so that's good. It worked for World Vision really well. Online was a little bit difficult because World Vision also doesn't have a big name recognition, worldwide its really big but in the Netherlands its really small so we did, our target group was mainly the Christian people, families with children till 12 years old within in the Christian target group, we were quite okay because of the artists as well but also well for our brand recognition, but we didn't have any budget to work on the name recognition, to that's was really difficult. Yeah so was a bit difficult about it, but yeah I think the personal touch of someone who has been in the project, has seen it for

himself and can tell it to you, that works really well. Personally I believe that the telemarketing people should go to the projects before they start the telemarketing, but we didn't have that money.

C: Okay, then there are individuals of course like you said, but there also companies. Did World Vision have partnerships with companies?

A: No, not really. I really liked it and you should do it, its really important, but there wasn't attention and after I left they hired someone to do it, work on the corporate stuff. I think the difficult part of it is that when one is hired you also should have a tight budget, and I think working with corporates is a matter of time, relationships, so I don't think, you just call companies and say lets work together. I don't think that's the way to work together with corporate, I think its really about relationship and seeking ways how you can work together. But I think it takes time to build a relationship. And within this economic environment I think it's more difficult.

C: Yeah that's true. So, you say then that the individuals are easier to approach than the corporate market or?

A: I think it's more you get quickly your money, but of course the amount of money is probably lower than when you target companies. So yeah, and there are more individuals than companies, so that easier maybe. Well if you have a good strategy and you have time and you think about how to work together, most of the companies. You know individuals fill in a paper and give money and I don't think companies will do that. They want to share their knowledge or they can sell their products somehow, so there is more to it than only giving money, so that's why you really need a good strategy and you need a good relationship management to get something out of it. Companies just want to get more out of it than individuals. Individuals just want to get a good feeling and that their money is spent in the right way. With companies want to get more out of it, they want to have our database probably.

C: That was already a good answer for another question, I wrote it down so that we don't have to repeat it later again. But okay, can you tell me a bit about the Dutch fundraising market? Are people critical to the organisation they give money to?

A: Yeah, they are very critical, you probably have noticed this yourself. When you are on a birthday, and you're telling you are working for an NGO, everyone is like NO, how much are you earning, how much is your boss earning. So there are really critical about it and the thing is if just NGO is doing its job bad then it affects all the NGOs, although they are doing their job good. Twice a year there is this newspaper in the article about the salary of the director of an NGO. Its coming back every year, how much is the CEO earning and its kind of, I don't know what it is. Of course it has to do with transparency, people want to know what their money is spent for, for poverty or for poor people, they don't want to give it to the boss. And its hard, although if you tell them and you have the time to tell how its spend, how we also manage and then also understand that there is people that are needed to take care of my money that it is well spent.

But it also, its really difficult yeah and I think the other part of it is that in the Netherlands there are a lot of foundation, who do it for free in the start, they start doing it voluntarily and then they grow and grow and they have to hire someone, but all these foundations doing it quite good quite good in the beginning, because its your friend that started a foundation because she was on holidays in Africa or Bangladesh, saw this and started, so its really personal, its really small and touchable, you know where the money is going. But after like 5 years its growing and is growing to the same kind of organisation like the bigger ones. So yeah the people are like ok I rather give to someone I know, who started this foundation than giving to a big well known company, because its so big and I don't know where my money is going to. So they are really critical, I think there is a big difference between a Christian people and non-Christian people and Christian people are really known form giving to charity. Well that's a good part because on the other hand all the NGOs know that so they are going to the Christian audience. And also yeah that's part of the economical situation right now, I think they see giving to a charity as a luxury product, so if they have to cut down on budget, they cut down on charities. Well that's, and I also think the political environment is really difficult in the Netherlands because its quite okay, we have to protect ourselves, our country, so especially charities about poverty in developing countries is a difficult topic, if its about diseases and cancer, its more easier I think because you can relate it because you know someone with cancer.

C: Yeah Cordaid also works on the topic health care and that's the most successful topic.

A: Yeah. So I think its difficult in the Netherlands to do the fundraising and at the international marketing meetings they also try to explain it, for example, Asia is totally different, America is totally different. I think the Netherlands are most like probably with Germany as well I think the same, England has the same kind of environment I think, Ireland.

C: Can you tell me a bit about the trends within the Dutch non-profit market, what has changed over the years? How would you think it looks in 5 or 10 years?

A: Ow, I wish I know. Then I would have a lot of money to earn. I don't think you can predict what the future will bring, because it depends on so many things like institutions, the political situation, if someone is being positive about charities or is there another scandal, there are all influences. And I really hope its going to be a change for the positive, I always give the example of the Dutch singers like Jan Smits and like, 10 years ago you were really out if you liked that kind of music and now its really hip and popular. You know some young guys making nice Dutch music, suddenly everybody likes them. And I don't know what the success factor of this was but I hope its going to turn around for charities, its going to be cool to support charities, to be fan of it. But what it takes to come that far, I don't know. The big trends, I think its experience, I think experience for yourself, going by yourself to that country and within World Vision we had the youth marketing action called "Zip your lip" and you had to zip your lip for 24 hours so you couldn't eat or drink anything, expect for tea, so you can experience for yourself how much food there is

everywhere and how it feels to be kind of hungry for 24 hours. And that's working really well for the youth because you know you feel it on our body how it feels like and you can support it, people could sponsor you for this action. And that's also about experience, also travelling to the developing countries, to experience for yourself, because I know from myself that for the first time I was in Africa I really saw what poverty was like, you know that people are poor and you see the advertisement on TV, you know there is still war there, you see that they don't have clothes on. But when you see it for yourself, its totally different. Have you been to a project somewhere?

C: No, I wanted to go after my high school for one month to Africa and I saved a lot of money to go to Ghana, but then it turned out that I had to leave earlier to The Hague because of my studies and it actually turned out that it was way more money. Maybe I can do it after working at Cordaid, you get some contacts, so maybe it would be nice to go to Africa. That's really something that I want to do for 2 years because I think it is very much different. I cannot image, you always see it but yeah...

A: Yeah, the experience for yourself is totally different. And also somehow it would be best if everyone of the age of 18 would go to a country like Ghana or Ethiopia. And now you have this, maatschappelijke stage, and does not include necessarily the development work to go to another country. But it's also about just taking care of somehow elderly or handicapped I think that's a good sign. But I think it stopped already.

C: Yeah in Germany we have it that you don't need to pay anything if you really go for a year. You really go for a year and then it doesn't cost anything but I think it's very popular. But yeah for people that just want to go for four weeks it's more expensive. So it's popular and people really want to do it. Its nice that they have a program like this.

A: Yeah so experience is I think a big strength, somehow in what kind of way it would be interesting to get the experience here in the Netherlands without going, because you spend 800 EUR to a flight to Ghana but you could also give it as a gift to Cordaid. It's a hard discussion, and I think the other strength that people don't want to connect for a lifetime, so just one kind of gift whatever it takes, whenever it suits them that's okay. But they don't to donate every month 5 euros, because they don't want to be booked to an organisation. I think that's the kind of negative trend of course because its not good fundraising, but its something that you have to take into account.

C: Yeah, regarding companies, the giving behaviour, are they willing to share their knowledge, expertise and money? I heard throughout my interviews that a lot of companies just want to show their expertise, but not really money.

A: It's the same kind of trends you see, that companies want to give their employees experience, so they want their employees to go to Ghana or Ethiopia where they work to they can share their knowledge with people in the countries, give back something back to their employees whatever. Because they are so, they

have this kind of great experience. And yeah just giving money is, then you really have to build up this good relationship and also be in some kind of donor cycle and then at some point you can ask them for money probably for the projects. But also I think the projects should suit their company like if it's a very company you want to spend it on milk for little babies, can you use it for PR reasons. So I think PR is a really important issue, working together with companies, so just giving money doesn't work.

C: Yeah I told you that urban matters doesn't really have a fundraising strategy. What do you think is a successful component that needs to be part of a fundraising strategy?

A: Money in time. Well time in the kind of, of course you can just ask for money for this kind of subject and people are like ok I sign it and that's about it. But I think you have to build on something like a donor lifecycle and that also involves communications, so I think it starts with communication and starts with transparent, it starts by engaging social media, PR and after that it takes some while, that's the hard part of it. Then you can start asking money, because then people will understand and will recognise it and will say, yeah I have read about it, are interesting it got my heart somehow and then they are more willing to give money. But you have to be outstanding, out of the other charities, they also ask money. But I think social media can be a really good part, in terms of communication and transparency, getting people engaged, also maybe really engaged like, ok invite some people to your office thinking about this and this, and you know, maybe them ambassadors and word-of-mouth really helps. But it takes time and that's the difficult part of it.

C: Yeah well the problem with social media is that Cordaid only has one Facebook page, so because there are so many topics its hard, one person is only responsible within Cordaid and if you have information that you want to share you have to send it to the person. But it is still not sure if it will be online or not. We don't have control of it, which is a big change. Until some time ago every topic had their own Facebook page but they stopped it. But I can also understand it because that are a lot of Facebook pages and it is confusing.

A: Yeah it is.

C: And if you don't send information to the social media person, they don't talk to you, nothing will be online, so you really have to take care of it.

A: You can think of Social Media as kind of a lifestyle magazine, that's how I often explain it. So you have a magazine and every time you open this magazine, you're looking for this kind of column or this kind of subject or you're looking for this kind of part, because every time a magazine has kind of the same content. And I think social media should be like a magazine and together with your social media officer you can work out for every subject, what kind of subject would fit in this kind of magazine. Do you understand what I mean?

C: Yeah.

A: And then you make it for the followers, for example every Friday this nice picture or every Tuesday this nice interview.

C: Just that there is some consistency in it.

A: Yeah.

C: Yeah, because its not right now.

A: Of course you have to play with the actual news and that's also important for social media, but I think people will, you know I am following on twitter somebody who's posting all these nice beautiful pictures all over the world and every morning I excited and think: where is he today? And its something you're looking forward to, yeah I think that's really important about social media to feed your followers with the right content, but you are also learn to look forward to the content. And then as urban matters you think really creatively about what kind of magazine topic it would fit in. Is it an interview or a joke or question, well whatever. Social media is also I think of course, its about content, its really about being creative.

C: So, yeah you just already said that the Dutch fundraising market is a bit similar to the German market and the UK and Ireland. What is the big difference between the American market and American fundraising?

A: Oh the Americans are really touched so easily, so you just go there with a picture of a child and they start crying in front of you. I was kind of shocked by it, and was like come on. Its really typical American, of course I make it really black and white. But I think it's typical for the Americans. The Canadians are really different, there are more like the Netherlands, more down to earth. On the other hand Americans are really into their own country, they don't look abroad cause America is big enough for itself. They do have problems for themselves, so yeah but I think that's the main part and because World Vision was a Christian organisation, in America the Christian are really big, with huge churches and every Sunday they pray at these big churches with a lot of visitors. So the Christian part of it is more easy to reach. I don't know how it is with the catholic people in America. Are there a lot of Catholics in America?

C: I have no idea but I know that a lot of philanthropists, that works well for Cordaid in America.

A: You should use the pope as an ambassador of Cordaid. Perfect.

C: I think that would be the biggest campaign ever for Cordaid.

A: He is doing really good stuff for Catholics of course but he is also really into this poverty kind of thing, taking care of each other, being down to earth. So that would be an interesting trend to see if that influences the people on how they think about charities and how they think of giving help to someone that needs it. Would be interesting to see. Take advantage of that.

C: That would be amazing if we could get him.

A: Well you don't know, you always dream big and then you know.

C: Well you can always try, otherwise you never know. So, yeah for urban matters if they would like to approach a partner, which tools should they use or how would you try to get in contact with him?

A: Well values are very important, but I think its also about personal contacts, so LinkedIn, as you found me, and just find out who is in charge of the marketing of the company or the partner organisation. See who knows someone, send a nice email, I think network is really important so learn everything you know about this company, come as close as possible. And look what they are looking for, if they are looking for partner opportunity and through your database look what's possible or how you can connect somehow without selling your soul of course. Work together with companies is different than with individuals, you really have to look for this kind of relationship: what can you offer, what do you want, how can you connect and to start a contact its about networking and just pick up the phone and start making appointments. But before you are going to the office, if you have an appointment, really be prepared I think that's important and of course prepare your own story but also most prepare their story, how they can use it and how they can contribute to work with you together.

C: So what the added value is from urban matters?

A: How could it work for their brands, what kind of problem do they have, can they fix it. You know if they have this kind of image to the audience that they are just going to their hard stuff and only working, well they are probably more willing to look at the softer side of their image and they can use you for their part.

C: So yeah, we already talked about it that urban matters says that they work on urban development. So how could this asset be made more visible, which communication tools could they communicate it through? They are a small team, only 8 people work in The Hague and two are fundraisers, one is specific for the Dutch private sector and the other one is international fundraiser. And they really would like to use their asset and work with it.

A: You are asking how you could use this subject, how to communicate this subject?

C: Yes.

A: Well actually I think it would be more easy to the Dutch audience to communicate about it because in the Netherlands we don't have much farmers, so the rural area is not that close anymore to the Netherlands, but the urban stuff is far more close to people, it should be more easy to relate to that. Have you seen the campaign of War Child lately about?

C: About the older guy?

A: Yeah.

C: Yeah it's also on the radio.

A: And I find it really good because they connect the Dutch from the Second World War basically with children in developing countries and I was really like, oh that's really clever.

C: Normally when there is commercial I always walk through the house and do something but when I heard that commercial it was so quite in the background, and just the man talking and I was like what is he talking about exactly. So yeah the connection with War Child was good. And also in the radio, I only listen to the radio 15 min every morning and I always hear it.

A: Yeah, exactly. I think the good part of it was they took a subject that was really in the news, actual around the 5th May. Everybody knows it, and it was connected in a way you never expected. And that was interesting, because it was really emotional. Celebrating our liberation day and you recognise the donor thinking and then you realise its still going on somewhere, so that was interesting. So this urban kind of problem, you should somehow connect it in a way: oh I recognise this. Well of course it's also about children and war child works for children. So yeah I think that somehow you should relate to the same, to children. On the other hand I can imagine that people will think, yeah its too big for me, its such a big city, and its everywhere. How can you solve the problem? I don't know the solution right away.

C: Do you think that Cordaid is well known within the Dutch market?

A: I don't think I knew them before I worked for World Vision, because of World Vision I have kind of an open mind for all the development organisations, so that's how I know them.

C: Yeah they are really trying to get themselves out there. They are now existing for 100 years so they have this big campaign and actually I saw it today the first time on an app from Omroep West, and then I saw an article about Cordaid and I was really surprised because I always hear they are in the newspaper, but I don't really read newspapers, so I just always hear that they are there but I have seen it as well. So they are really trying their best.

A: Yeah and that's on the other hand, people are not going to compare all the organisations. So its still about taking the opportunity and just shift the form right under their nose. And if Cordaid or World Vision, if you have a good story they don't care about the logo or the company's name. Yes of course its important the name recognition because of help, it would be more easy. On the other hand if you are too well known, people will say well all money goes to the big company. I rather sponsor a smaller one. You can't go without it, if you don't really need it I think.

C: I also didn't know Cordaid it before I applied there. I was just looking at NGOs in the Netherlands and then I found them. But yeah I am happy there, so. Do you have any last tips for urban matters? Maybe something that you still want to share?

A: Well, as I am thinking about the urban stuff I think it's a niche, which hasn't been explored yet I think. Because the bigger ones are all going for girls right now I think. But not really into this urban, that could be an interesting niche for you. But also it would be interesting to make a game out of it, somehow.

C: Okay.

A: Is it good for you, can you work with this?

C: *Of course.*

A: Is it totally different from the others?

C: *No it's not. But yeah it's still nice to hear different opinions, sometimes you see really a connection but I think it would be also nice if there are some differences. I am just going to stop this.*

[Turned of memo recorder]

**Interview with Esther van Biezen, BDM at Cordaid Urban Matters on Monday, 19th May, 12:00 at
Cordaid HQ**

Duration: 29 minutes

C: Carina (interviewer)

E: Esther (interviewee)

[Turned on memo recorder]

C: *So yeah for the beginning maybe you can introduce yourself who you are and what your job is within Cordaid.*

E: Okay, well I'm Esther van Biezen and I'm business development manager at Cordaid urban matters, I try to engage the Dutch private sector to our activities in the field of bringing in knowledge, expertise and or capital and we try to gain capital in the form of grant or investment, so both. I try networking in relevant gatherings or via appointments in the private sector and that's an important part of my job. And I also take part in a coalition, which is called the sustainable city. This coalition is initiated by CSR Netherlands, which is MVO Nederland and I'm part of the steering group together with small and medium enterprises in order to develop and implement projects in development cities where we work. So building and maintaining relationships and partnerships with the Dutch private sector is my core business.

C: *All right. So the first question, the first part is regarding communication and the first question is, yeah, which communication tools of Cordaid Urban Matters do exist? How do you communicate?*

E: Well I think we designed most tools ourselves, like the smart solutions brochure, which is made of a PowerPoint presentation but then made into a brochure. And we made three: sanitation chain, youth and employment and for the whole housing and furthermore we use two pagers for the concrete projects like city park Mejicanos, housing in Haiti and the sanitation chain in Kenya and we have our urban matters Academy of European Studies & Communication Management

space on the Cordaid website where we place news and blogs and publications and also the brochures and flyers can be found over there.

C: Okay. And yeah which, yeah if you evaluate if you look at all these tools that you just listed, how do you evaluate these? Are they all positive or?

E: I think the brochures we made are very academic still, so it has to be more readable for companies for private sector because they do not know all the “jargon”. And we have to target, we have different target groups so we have to write also different to the different target groups. And I think we lack a nice and concrete PowerPoint presentation and for companies in the private sector and also we lack movies to show our work in the countries we work in and to show them which people we help and what they do to help themselves. And now it’s only talk from headquarters, we don’t have so many visuals and movies to show.

C: So, yeah since you are working or your field is the private sector within The Netherlands if you yeah find a partner that you find interesting, how do you approach him or what do you in order to get in contact with them?

E: First we have to make a list of companies who are involved in urban development for example. And also who are investing in urban areas or in developing countries to look for social investors or companies who donate in our cities or in our themes so we can look for companies in different ways, not only urban areas but also who are working in sanitation, who are working in youth and employment and who are in housing. But then I use my first, first I use my warm contacts. I have a large network in my LinkedIn, I think it’s maybe more than a thousand people already. So I tried but it’s not that network that it’s important, but it’s the network of my network that’s interesting for me because like canvassing or cold calling that’s out. So you have to use warm contacts to contact somebody. And now in Cordaid we are developing a CRM database, customer relations management tool and that’s to be installed but we are getting trainings this week or next week and then we have a nice overview of who our contacts are and who is contacting them and what is the purpose of the contact.

C: Okay. But you wouldn't send out an email just, or a phone call if you would see.

E: I’ve made a list of interesting companies, then we can make a call or use an email with some more information in it but I would prefer to be in contact with somebody through a contact of mine. I try to use somebody who knows that person I want to speak to.

C: Okay, you just said it a bit, yeah in order to reach those Dutch companies, which tools would you use, so you would like to prefer, or when you would like to have more movies?

E: Movies and understandable power-points for example that have integrated movies in it, but also, I think that two-pager are ok or a pitch book. I prefer a pitch book but then more targeted to the company.

C: Right now they're just target to which?

E: It's not mostly targeted to organisations who are already involved in developing aid or in donating or I don't know but if you want to address a new market then you have to first, you have to be more clear about it, I think. So what's in it for the company for example. Now we are really sending, we are a sender of information, but it's better to put ourselves in a place of the company and look what they want.

C: So in terms of communication, all these questions are a bit interrelated, the language is the most important thing... because they're all kind of connected, so the most important thing is just better language and otherwise everything's, the other things are okay, the brochures, ...

E: Yes,

C: Okay. Do you know which communication tools are perceived in a positive way or negative way? Did you hear from many people that you gave the information to?

E: Yes I gave our own brochures, which we make ourselves, and then because a lot of visuals in it and they like it. Because for example I went to the Dutch football federation and I showed them the Mejicanos brochure and they gave us a compliment about the brochure because it was very clear with the pictures.

C: So the visuals are important.

E: Yeah.

C: And something else? Maybe also people that said what could be better or?

E: I think maybe that its difficult to read sometimes, for example the sanitation brochure, I find it for myself very difficult to read. But I also learned that we, the name of the brochure is sometimes wrong because that's what we talked about earlier, about not writing about the means, so like the Sanitation Chain, but about the result, so the result is the text you have on your brochure, what do you want, where do you want to help. So many people and to have a healthier sanitation, so and the means is the chain, but that's not the goal. So we have to put the goal first and that's what how we do it. That's relevant of course but less relevant than what we want to achieve.

C: So yeah actually first come with the goal, not how you actually solve it.

E: No, what you want to achieve. Like the Mejicanos park is creating a safe place for people, so that's the goal.

C: I think that's also what is says on the flyer 'building safe communities'?

E: But the sanitation is introducing the sanitation chain, but really that's the tool, that's not the goal we want to give people a healthy way of living. So, that children don't die before they are 5 years old, that's what we want to do. And how we do, it's the second important thing I think.

C: Ah yeah okay. That's true, makes more sense because otherwise you also don't know why you would read the brochure. Yes.

E: Well the goal is the most important and the means, they are different means to have the same goal. So.

C: Any other comments about the communication tools?

E: Sometimes too long, too much information.

C: So more concrete?

E: Yes. And I would prefer that we have more pictures and more films. It should be a part of somebody who is going on a field trip from the Headquarters to there and there they have to make movies or interview people which we can use here to get the companies' interest. I think that's better than just talk, talk, talk.

C: Yeah, no I can also imagine that if you have a power point and there is a lot of information standing on the slide.

E: Well but if you use the power point only to communicate text, it doesn't work. Its only one word and then maybe pictures, or a movie. Or pictures of course from people, from over there and not lets see what will happen if the company helps, what will be the result of that? I think, since I work here, we tend to forget that we work for helping people in countries where they have to be helped. We are now really focussing on how to get the money for ourselves, rather than for the consumers, to stay here and don't go bankrupted, you know. And I say well, if we don't have means for us, well why are we staying here then. Because we want to help people over there, not here. So that's.

C: Yeah that's true. Okay, so I think this was it regarding communication. Now, about the Dutch fundraising market, so yeah of course, in order to finance all the nice projects here, Cordaid needs to conduct some fundraising. So which ways of fundraising do you identify just in general within the Netherlands?

E: I think the fundraising or in general is to get people, companies involved and not only in expertise or knowledge but also in capital, we call it the three K's: Kennis, Kunde, Kapital. But so, there a lot of companies like AT Osbourne who give their expertise and their hours to help us developing the business models for example for the Mejicanos project. But there are also companies, who have nice products and are willing to invest themselves in developing countries, who see it also as a market, because there are a lot of people living in slums, so we see them as potential consumers as well not only as poor people, who don't know anything. So we see the opportunities in the slums and we want to see the companies to see that too. Not only to sell their toilet to us but if they know, if they think it's a good toilet then go, help us and invest in the project, not only a sell. You have to also have some risk, not only Cordaid can carry the risk. So for companies it's also a new market, because sometimes in Holland the market is, well, there isn't a market anymore, for example for the building companies, so they can. We try to involve them, expand their business to developing countries or emerging market, that's how you call it now. But it's a difficult one, and of course there are also the foundations in Holland, who give money in a specific theme or country, we have of course the government, our developing subsidies for private public partnerships,

which they also encourage companies to do some business in developing countries together with NGOs or other institutes.

C: Yeah it's called, what is it called strategic partnerships, something?

E: It's the PPP, the public private partnerships, well then you have, it's the government, its private sector and its also NGOs, or like universities or something, knowledge institutes. And together if they use their own money, the government will double the money, so in that way, its possible to start a project also, which is viable or financially okay.

C: And, the next question would be: which trends can you spot in the Dutch non-profit market? Do you see that the fundraising is changing a bit or?

E: Yes, because of the crisis. I think people, consumers are still giving because Holland is really a giving country. But normally if a company did something for charity, it was their rest budget, so. And now if we are in crisis, that's the first thing they cut out, so I would prefer to have, not really charity, but MVO CSR to be in the DNA of a company and not only in a marketing budget or something. But also to involve their, to see the advantages also for their own employees, because if you are working in a company, who sells product A, B and C and also is involved in making the world a better place. Then you're employees want to work with you, so that's also proven in research. And it's also nice for the reputation of the company, so if you do social things like this, it's also possible to gain new clients because you are such a social, involved company.

C: Okay. And, if you would think now from yourself in 5 or 10 years if you're still trying to find partnerships with Dutch businesses, what do you think, how does it change or how could it look like?

E: I think if you don't see developing countries, last Friday somebody called developing countries another name, they said, the cooperation countries. So its not only that they are underdeveloped but its also countries which we want to work with. That are emerging markets because now if you see that Kenya for example is the biggest emerging market in the world, so why aren't we going there? Its not only because the people are poor but its also an interesting country to go to. And also to learn to look global and not only in Holland.

C: Okay. So, regarding the giving behaviour in the Netherlands, when you work with the companies, are they willing to first only give money and their expertise but also maybe time or people, the staff?

E: Yes, that's more likely that they do that in kind, so in hours, but I think if you want to have money from companies you have to be very concrete, so that's why I want to have a readable brochure or something because you have to say to a company, this is what we want to have from you, and this is what we are going to do with the money, and this is your return in 10 or 15 years. So that's fair and we help so many people and we do this.

C: That's the impact, yeah.

E: And then have a communication plan with the company, so that they can also contribute to their reputation image, through the outside world. So not only very internally, but very externally.

C: Okay, so about partnerships now, you already mentioned that the question is: why Dutch companies collaborate or NGOs with companies, so you already said, its also better for the staff, when they know yeah my company is doing something good then I also feel better myself.

E: And also for the company itself, because if you are doing your acquisition then its very nice to tell that, well you have this product but we also do some socially responsible things, like this because we believe in it. And then you gain also new clients, because if you can choose between two types of possible clients, you choose of course the social involved one, because they are not only about making money but also to do some good with it. So I think that's now in times of crisis, I think this is a way to be very different than the rest.

C: Okay. And do you have any examples of good partnerships that you had with companies but maybe also bad examples and why weren't maybe so successful as they should have been?

E: In my time with Cordaid or in general?

C: At Cordaid, yeah.

E: I think the partnership with AT Osbourne we have with business modelling is very successful, because they invest hours and their expertise and are really involved with it. So its also in their heart and that's very important I think, and another one, I think who is not so successful, is when we pay consultants or something, or urban developers who have an expertise but we pay them to do something.

C: But you don't get anything?

E: In return, yeah only the thing we asked for, but its less involvement of the heart I think.

C: Because they are also just going to be there for some time until they are?

E: Yeah, they are writing their hours and get paid.

C: Okay. What do you think should Cordaid offer in return for a partnership?

E: Well like I said earlier, to develop like a communication concept, because maybe a webpage for their own website or invite them for the urban matters business club two times a year or organise all kind of stuff to get them involved, and also that contributes to their reputation and image also to the outside world. Maybe organise things together for their clients or to show their clients what we are doing with them and maybe that's like an oil mark which will expand if you are talking about it everywhere, so that would be nice.

C: And that are also what partners are looking for basically?

E: Yeah, it's a win-win situation so it's not only to help Cordaid but its also to help the company, so it's a two way traffic. So I think Cordaid has to do that better. What I did before Cordaid is that if I wanted to have a partnership with a company, I looked into their strategy and at their core words and value and what

our core values are and what the one word is that connects and then build on that. So have a theme for the cooperation and then build on that.

C: And here you don't do that anymore or?

E: Well, because we are in an earlier stage of partnerships, I didn't do it just yet. But I really want to do that.

C: Okay, that's good.

E: It's good that I say it now so.

C: Yeah it reminds you.

E: I did it before with Habitat for Humanity and made a very nice presentation and also all these wordles about the core values of the company and I had for example, safety was then the most important connection so we built on that for the partnership, so that's really interesting to figure out more here.

C: All right, I think we are done.

E: Ah great, okay thank you.

[Turned off memo recorder]

**Interview with Marloe Dresens, BDM at Cordaid Urban Matters on Wednesday, 21st May, 14:30 at
Cordaid HQ**

Duration: 44 minutes

C: Carina (interviewer)

M: Marloe (interviewee)

[Turned on memo recorder]

C: Yeah, so maybe you can introduce yourself in the beginning, about your job.

M: So my name is Marloe Dresens, my job is business development manager and my special task international fundraising. Relationship management is one of the major things I do, whether it is with foundations in the US or for example exploring memberships of international networks. And for everything I need communication materials.

C: Okay, and communication tools that you have at urban matters, could you list them, which you are using right now?

M: The urban matters brochure, the flyers, we call flyers two pagers, about the city park, and the sanitation and the serious gaming, then we have one on the software and hardware on south Africa, I have to name them all?

C: No just in general.

M: And then some Cordaid broad ones, Cordaid in Haiti and Ethiopia. And apart from that I also use project descriptions, the one for Haiti housing we call prospectus.

C: Okay.

M: So, housing project Haiti is a prospectus.

C: Okay. And how you evaluate these tools? Do you think that they are all very positive or do you think some could also use some, not development, what's the word, that you could just do them a bit better, that they are not perfect?

M: Yeah, you write them with a specific public in mind and in my case these are international foundations or donors. So all these brochures, they fit to international funders. And I wonder if you want to use them for the Dutch market if they are fit enough, because if they fit to the needs of Dutch foundations? The Dutch are really down to earth and the Netherlands, they know we are a catholic organisation so maybe some more Cordaid general info that is building confidence in the Netherlands is necessary.

C: Okay.

M: Well mainly I developed them myself, based on my visits to the US when I came back I said: guys we need flyers and we need impact figures, we have to put figures in it, they want to know what that kind of money I will reach 1000 people or 10000 people, how many houses will be built, how many toilets? When you project it over 5 years, what is your impact? So impact figures can out of my visits also, and that you have to be very clear on what you deliver. What is your product, what is your service? Before we were used to use development aid language, for policy makers. That doesn't work.

C: And, yeah since you are an international fundraiser, if you find online a partner that you find interesting or you say aw I would like to work with them, how do you approach them? How do you make the first contact?

M: First I look at the organisation on the Internet, I look if there is a match in content, for example they work with youth and we work with youth. Then I look at the geographical match, do they work in the countries we work in? Then I always go to the Board of Directors, who are the directors and who is in the board. And sometimes there are Dutch people in the board, even in US foundations. So I always look like at LinkedIn, when you go to an organisation you first have to know the institutional facts, who are the persons and then you have names with a bio and then I look if I someone I already know knows that person.

C: Okay, so networking.

M: Yeah, and any connection that is not called acquisition is better than called acquisition. Its better to have already a connection, to be introduced, and sometimes someone in the United States can introduce you to a person, and once you are in and you met, then this person is also a person that can introduce you to other people. But you have to analyse very well who is in the board, who is the director, the director of the institution or the director of the program, at which level to connect.

C: And yeah, so if you...

M: Now we are talking about the Dutch market, right?

C: No, that's in general, if you want to trigger them, you know, say yeah work with us.

M: Well first I want to have them have a good impression of Cordaid, so I have to tell them something about how big we are and big is relative, because compared to some US foundations we are a calimero, but to some others we are a big NGO, and in the Netherlands we are one of the big NGOs. 100 years of existence and quality, I always want to say that we have quality, and we have knowledge about poverty reduction. We know what we are talking about, we are not the NGO talking from ivory towers, but we are with the feet in the mud. In English it doesn't sound great. So when it comes to slums then we were in so many slums and I have been in so many slums that selling the content of slum upgrading to my opinion works. So if they know that you know that slums are build informally, what the problems are, what possible solutions are, you already tried and are doing it in different regions in the world, they say ok, now its clear to me what your reputation is, you are an urban expert. So I want them to believe that we are an urban expert.

C: And if you think about Dutch organisations now or Dutch foundations, Dutch companies, which communication tools do you think are appropriate for the Dutch market? The same as for the international market but just in another language or?

N: No no, I think it should be more embedded in the Dutch history of development aid, catholic origin, maybe more Europe oriented. We are a partner of the CIDSE network, we work with Caritas Internationalis and I think they already used this more at the second level of Cordaid, the fundraising department, they use that language more than we do internationally. But I think if you know that in the Netherlands they may have heard about Cordaid and you are not completely new, you have to add some new things, why are you different than Novib or Artsen zonder Grenzen. In the US they don't know you so you have to educate them from E to Z, that's different. And they look at you, they position you in a bigger world, while in the Netherlands the link is the Netherlands and maybe you have to refer also to Dutch talent like Water management and housing expertise. We have a great history on housing, social housing and on water. So this also can appeal to foundations in the Netherlands, maybe.

C: And which tools, also brochures and flyers?

M: They have a lot of choices I suppose to which they give their money. They already know where they want to spend their money on, they define it so they say in their statutes, they say we only donate to projects for children or handicapped children. And then you come from Cordaid Urban matters and say its about housing. So then you have to see if this is a match or not, it can be a match. But you have to deal with foundations that already have their policies very strict. Its their money. I would go for foundations that really have a match with your topics or with your countries. So if foundations really are into South Africa because people are going on holidays a lot, they set up a foundation for South Africa. And when they didn't define the topic then you have an entrance.

C: Yeah, okay.

M: So yeah I think there should be different communication materials and very important is to get attention in the Dutch newspapers and magazines. The one that vice versa wants to write now about Mejicanos, so you need also your connections in the journalist world, reporters world to get some free publicity.

C: So the communication tools that you listed, these questions are all a bit interconnected, what would you do differently in terms of communication? Now, is there something that you would like to change?

M: Well, what we do now is more institutional fundraising and the communication tools are also adapted to the market.

C: So more for the Dutch market also that's is a bit more, or at least for a person that doesn't know a lot?

M: If you want to really touch a person, its about emotions. Then I would rather tell a story of a family or child that leaved in need and that has no roof and that has no food. To touch people you need human interest stories, that's what we don't do at the moment. But the film of Mejicanos is really an illustration that if we include it, maybe in the Dutch market we can also appeal to emotions with people as the beginning.

C: Yeah. The communication tools that you have right now, do you know if they are perceived from others in a positive or a negative way, did you hear feedback about it?

M: Only positive, internally at Cordaid and externally too. And one time we had the USB Sticks and I handed them over people in the United States they think we are very well organised and well marketing. And even when we had the fact sheets, these were the first ones and they were really, in my vision, but they were not compared to other business units, they didn't have it. But even when it only was printed and not printed externally with the layout of Cordaid, we didn't have it, people were impressed and it helped me in my discussions with foundations. If you have something nice on the table then people grab it, not long, not too long, short, people like it and they read a sentence and then they start asking you questions about it. So now Cordaid has a corporate communication policy and format and that helps us also to put it nice to make it nice and uniform.

C: That it all looks the same.

M: Yes, that helps.

C: Did you also get negative or not really negative but maybe people said this could be improved, more pictures?

M: Yeah negative was in the beginning: too much text, no pictures, no impact figures.

C: That's not now anymore?

M: No, that was really two, three years ago that was the first round of fact sheets. Or that for example one colleague reads something of the other colleague and says: I don't understand what its about, its not concrete. What is it about? So then you have to reflect on what you are writing. People don't understand when even my own colleague does not understand. But that's a whole process we went through by trying out what works.

C: Okay.

M: And even now what we miss for example is a very good urban matters power point presentation that you would, the general facts you have to make standard and maybe for each smart solution.

C: Yeah, that's what Esther also said.

M: But it takes time to make it. And it need to fit to use to all occasions, not only for one visit.

C: Yeah. So the next questions are general just about the Dutch non-profit market and about fundraising. So yeah in general Cordaid needs to conduct fundraising, and how can they do it? What are there for sources, just really general how you could do fundraising?

M: You have the big foundations like the postcode lottery, but you have to be pre selected and we are. You have the family foundations (vermogensfondsen), this is really a part of networking first, you have companies, CSR money from companies or companies that have portfolio of I would say kind of social marketing project because in the end, there is a return for their core product. So it's not Dutch but I remember that for example if you want money from Starbucks, you have to apply for a project where a Starbucks shop is. So that the local people that are contracted by Starbucks, lets say Cape Town, South Africa, can contribute to your project. That is an example we applied once. And they want directly their personal be involved in your project. And I don't know if this is the same for Dutch companies. I don't know. And another problem we have as Cordaid is that we are seen as a donor, so why are we asking for money? So normally Dutch foundations come to us.

C: And yeah Cordaid is also not a charity and a lot of people I talked to just thought.

M: We are charity.

C: Oh is it charity? Because...

M: No, because we don't define it like charity. Its development aid. When do emergency aid, after disaster it is even not charity. We were criticised a lot at the WUF using the word charity. We never gave money

away to give things away. Even when its emergency aid we think about how to spend the money. So, its not like aw we build a orphanage. And we build a school and we give them food. Its not poverty reduction, we do poverty reduction, and poverty reduction is give people opportunities to have their own life, to have a own house, to have a job, to be educated and not giving things away and maintain the poverty. The easiest thing to do is charity because this is where you feel I'll help you out if it's a Dutch family who has debts as year long, you don't help by giving money, they have more debts. You see my point?

C: Yes. No because I really heard it a lot through my interviews.

M: Externally?

C: Yeah. But I think they, when I was talking in general during these interviews, they used a lot the term charity and also in connection with Cordaid.

M: But that's an interesting point, because how do they view us? And if its charity it can be that our communication in the Netherlands is how they perceive us. But I don't think its charity when we build for example a hospital or train nurses and doctors.

C: That's why I also thought that's not really charity.

M: It's very good to hear these opinions, because you get kind of blind for your own reputation.

C: What trends can you spot in the Dutch non-profit market? How has the fundraising changed?

M: Well one thing is for sure: everyone is into development aid. Everyone. So this changed, because before we were the four big ones that did development aid. Every Dutch person with some money can do development aid with their own foundation, children raise money at school when there is emergency response, they donate the money. There are more and more people that have their own foundation and start working in certain country. It depends on when you are satisfied and this can vary a lot, you can be satisfied if you build that orphanage and you help 25 children. You can also be satisfied if these children are not in an orphanage but in alternative homes with a family. So it depends a lot on what you think development aid is. But that we have only the knowledge, that's not true anymore. People travel, people have Internet, people know about South Africa, they know about poverty, they don't need Cordaid anymore. And even the Dutch government can channel now their money to other organisations because they think that also the military is development aid. That's what's happening. That is what is happening at the government level. Not now, its years going on that a part of our development aid money is 0.7 % of the BNP has been diminished but at the same time has been polluted by budgets of the defence. And the latest trends is by commercialising development aid, trade not aid. That's what we talked about with cities alliance, this whole panorama that's what's happening. And we cannot say, yeah that's wrong, because this is a trend and we have to adapt to it. But we are not seen anymore in general in the Netherlands or

even when you go to a birthday party, we are not the big players of development aid anymore. Everyone can.

C: And how do you think it looks in 5 or 10 years?

M: In general?

C: Yeah about the fundraising. Also about trends and what do you think, how is maybe fundraising done?

M: As long as Cordaid exists we have to make use of our reputation we have. So all business units that will continue within Cordaid have to make use of Cordaid's reputation. I notice it when I am visiting funders, this really matters, you cannot operate as Urban matters, you operate as Cordaid and then urban matters. As long as we exist we have to make use of this brand and I think collaboration with other organisations that also can contribute with funds or co-funding can also help. You cannot manage on your own. So in the end, maybe a Cordaid or if you don't have your private givers, and we have a lot, that is the base of Cordaid, the private donations.

C: Do you think that in 5 or 10 years they will also continue to give?

M: Yes, Catholics keep on giving, they vote for the CDA, and they will do that until they die. They don't change their mind. And they will give to Memisa and Mensen in Nood and Vastenactie, but these people are growing older. So we need new private donors, so my opinion is we should diversify and also do campaigns directed to youth, for example I had idea for each jeans sold, you donate also 1 or 2 Guilders to a youth project in Addis Ababa, the urban link. But the reaction are in general, its not easy to get youth and their money. And I think that's true but I think there are ways, because they are the future givers, we are looking now.

C: So, If you would buy a jeans and you know that 1 or 2 Euros are going to Cordaid, that cause-related marketing, that there is one organisation, the jeans brand, so you think that would be an option to do that?

M: I think sponsorship, I don't generally you have a deal with a company and then for each product sold a part is going to your projects. I think that's an option. But I also know from people who do it and did it that's it's a complicated thing because contractually there are a lot of risks, that's how they informed me when I told them these ideas. There are several examples; well you have to do it right and ethically. A lot of the jeans brands are not ethically; because they use child labour or do dye they use chemical stuff. That kind of things, but I think there are a lot of jeans brands in the Netherlands too. But you have to screen them first.

C: Yeah, okay. I got the answer from Jacqueline Leemkuil because she is doing that and she said it's really a lot of work and the money that's actually got out of it, its not a lot.

M: Yeah that's maybe true because I am dreaming this and thinking this and still wondering how we can involve youth, this is my point, how to involve in the fundraising. And maybe that costs too much time

and money and the outcome is relatively small, can be true because I don't have experience with it. I am only curious how youth, how you trigger them. And I think the best thing is to involve youth as volunteers and I think this works. If you involve them as volunteers, that's also complicated because when you bring them to your projects in dangerous countries, it's a lot of risk but it helps when they come back. They have to inform their schools, and share their talent, I know Erica Frey, she was doing this couple of years ago.

C: Yeah, it's a bit like ambassadors.

M: Yeah and then they share the information, they go fundraising and that's also a way.

C: What is the giving behaviour in the Netherlands if you work with a partner, do they give money, time, people and knowledge or is it just, maybe only money or they only want to show their expertise?

M: In general, companies give their expertise. Their want to do something and the easiest way is to indicate one or two people in the company, but that's maybe I don't know negative. People that really want to do this, because this is not a commercial function, so all the targets you had in the company before are gone. I always wonder what kind of people are these that do this, yeah. Its completely different type of work, than if you are in the commercial marathon, you have to reach your target and then suddenly do something good in the society. But okay, people are chosen to do it and then they have to connect to organisations like Cordaid and in fact that would also be good that we are number 1 in their list. If you want to do something good, you go to Cordaid. I don't know if it is like that. That could be a question, how did they find us? I think it's the other way around most of the time, we approach companies. Until now companies don't give money to projects and they don't want to pay for expensive trips, that's what we tried with the change lab. And some people say its because of the crisis but I don't know if that is the reason. Knowledge yes, expertise, that's not a problem. So we have a lot of private donors, who give regularly or when they go door to door, and we have companies with CSR policies but when you compare it to an overall budget of a company, its nothing. And then the philanthropists in the Netherlands, I heard it this morning from Yvo, its more and more difficult for foundations in the Netherlands to operate, because they have these requirements from the Dutch government, this fiscal tax thing. So before it was easier to give money to Cordaid or projects. You decided it and you say to the belastingdienst, tax authorities, ok this money I give away so I have a deduction and now they want to know, I understand exactly If you have this ANBI status, what are you doing with the money, where does it go to, so they want 100 per cent transparency, while in fact its your money.

C: Yeah that's also what Yvo said, that's since January.

M: So some things change, so now also it is more public than before. I read in articles that Dutch people are less ashamed of giving money, because in the United States people are very proud when they give to charities, they organise these dinners, but that's also a trend in the Netherlands. Dutch artists, actors

organise dinners and you have to pay to come to the dinner with a check and this check is money is donated to yeah I say maybe War Child or if you read a glossy's from the Telegraph, you see these kind of dinners organised. So its more and more open, the giving. But in the Netherlands we don't ask money easily, you don't ask money.

C: Yeah, at least it's not the first topic, if you go there.

M: No, never, but you have to come to a point that you have a transaction or something, because you can talk and talk forever and it only costs you money.

C: Yeah that's true. And yeah if you collaborate now with AT Osborne or other partners that you have, what are the advantages for both of them? Why is Cordaid doing it?

M: For us its obvious: its an expertise we miss, we don't have and someone gives it to us for free. If you have the same vision of the problem and the same vision on the solution you work perfectly well together, but if this is not the case we also have examples, but not in the Netherlands but aboard, if you for example, if our vision and then you work on a solution. It can be quite awkward. And then we come to the Dutch companies, they think the solution is their solar panel, and their prefab houses are the solution to the housing and energy problems. These are the calls that we are getting. And how do deal with these, not I wouldn't say no straight away, I would see if there is a joint vision and a joint solution and a market and a need, but yeah its almost that for each phone call you get from a company you have to analyse it again.

C: Okay. And the partner, so they are collaborating with you, then they are also looking for new ways into the market?

M: Yes, most of the companies are, so most of the companies are not the ones that say we want to do good, no we want to sell more. And in fact, this is not wrong, but our mission as Cordaid is not helping the export of the Dutch. Its not our mission, we could choose to do that, I think we could earn money with it. We are balcony, you can come and you say ok I am this Dutch company I produce that and that, I know there is this subsidy from the government and its not that we are not entering in it, we could explore it and you say ok and you want to go to Indonesia? Ok, we are already in Indonesia, what can you do, what can I do, you make sure that we can deliver out product and service in Indonesia and you say yes and it will cost you that kind of money. And then you're commercialising your product, but is this what we want? So I would say partnering with a company really needs a good match in vision, mission, shared solution to the problem and shares responsibility for the implementation and shared funding and the last part its not there, they want us to fund it. And then you are loosing money in the end.

C: Okay.

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