



Cordaid and its Transparency

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Executive Summary

In 2012 the sum of €1,423,221,217.96 was donated to 693 fundraising organisations. This dissertation focuses on Cordaid, which is one of the largest Non-Governmental Organisations in the Netherlands. In 2012 they received around €30 million from their donors. Aside from those donations, they also received money from several businesses and organisations, such as the European Union. When a NGO receives such sums of money from donors, businesses and other organisations, transparency should be a priority. Even though Cordaid received the Transparency Award in 2011, they became 18th in 2012. It is interesting to research why Cordaid dropped 17 places. For this dissertation the central research question is:

What is the impact of transparency for Cordaid regarding the increase of donors?

A survey showed that people find transparency very important and that transparency in finance and communication will help Cordaid to get more donors. Nowadays, people want to be more involved when they spend their money and they want to be able to ask questions about the projects. NGOs should be accountable for their actions and should be able to show the way they spend their money on, for instance, emergency help and rebuilding Haiti after the earthquake. Not only because Cordaid, and NGOs in general, receive huge amounts of money every year but also because it influences the lives of the givers and receivers of those charitable causes.

Even though this dissertation will only focus on Cordaid, it can serve as a pilot for other NGOs since they all deal with money which they receive from their donors.

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Preface

Due to the fact I really enjoyed writing this dissertation and learning more about Cordaid I decided that I wanted to learn more about this NGO and its transparency. That is why I applied for an internship. Nowadays I am working as a communication intern at Cordaid Mensen in Nood at the Marketing & Fundraising department.

Introduction

In 2012 the sum of €1,423,221,217.96 was donated by people to 693 fundraising organisations. In total, with other types of incomes, such as money from the European Union, these fundraising organisations collected €3,774,868,865.19 (Financiële overzichten, n.d.). This is an enormous amount of money and, due to a lack of transparency, it might be difficult for the public to find out what the money is being used for.

Since there are so many NGOs, the focus will only be on one of them. In this dissertation the focus will be on Cordaid for several reasons. Firstly, Cordaid is one of the largest NGOs in The Netherlands. Since it is a large NGO with several brands, a lot of research can be done about it. Moreover, Cordaid won the Transparency Award in 2011 but in 2012 they came 18th. It will be interesting to research why they dropped 17 places in the rankings. It is interesting to see how transparent their work methods are, and if this influences the charitable donating behaviour of the general public. That is why Cordaid and its impact on charitable consumer behaviour have been chosen for the following central research question:

What is the impact of transparency for Cordaid regarding the increase of donors?

As the term 'transparency' will be used in this dissertation and can be interpreted broadly, it has been decided to use the term in a certain way. Namely, that an NGO should be accountable for their actions and should be able to clarify how and why they spend their money in a specific manner. This should be published in their annual report and in their news items. That is why the focus of this dissertation will be on the year 2012 as that is the most recent annual report Cordaid has published and so their records and activities can be researched.

In order to give an answer to the research question, it is necessary to analyse several issues. In the first part Cordaid itself shall be examined; the organisation, its brands and its financial transparency. The second part of the research focuses on the link between transparency and donating money. Thirdly, the earthquake in Haiti and Cordaid's role in helping the victims by giving emergency aid and rebuilding Haiti will be researched. Haiti has been chosen as the earthquake happened recently and many people donated money to NGOs after this disaster. A grand total of €111 million has been donated to the Cooperating Aid Organisations (Giro 555) to fund relief for this humanitarian disaster. This is the highest amount of money donated in the

past four years to Giro 555. Aside from that, a lot of information can be found about Haiti, since all the money spent during relief efforts by NGOs can be found in public records. A lot of research has been done in the past four years about the transparency of the cooperating NGOs and their results. Haiti is a more valuable case study than, for example, the Philippines. In the Philippines the flood disaster took place last year, but which has yet little information available.

In the fourth part, a survey will be conducted among 100 participants to gain insight in popular opinion with regard to donating money to charities. It centres on people donating money and if so, to which charity. The participants are also asked what the reason is that people do or do not donate money. Since it is a general survey, and not focussed solely on Cordaid, it will show an indication of the charitable behaviour of people, and serve as an example of how people behave regarding donating money in general. Because it is only meant to give an indication, a random group of only 100 participants was asked to fill in the survey. It is an example of how people express compassion towards certain causes by donating money to charities such as NGOs.

Methodology

In order to come to an answer to the central research question, desk research was done. This includes several topics: Cordaid's history, its brands, its development and goals and last but not least, its level of transparency. Secondly, the link between transparency and donating money was researched. Besides that, the earthquake in Haiti and Cordaid's role regarding providing emergency aid and rebuilding Haiti has been examined and a survey was conducted among 100 participants. Dispersal methods include e-mail and Facebook.

Even though this dissertation is about the transparency of Cordaid, mainstream media publications and records are not included in the research. This is a conscientious decision because it would complicate research results and not help to get a clear answer to the research question leading to lose focus of the dissertation.

1. Cordaid and its Transparency

1.1 History

Cordaid was founded in 1999 as a result of a fusion of several brands, being *Memisa*, *Mensen in Nood* (*People in Need*) and the *Vastenactie/Bilance*. They are called brands because Cordaid can be seen as an umbrella corporation. Cordaid is the main NGO and has several brands which are linked to the organization. (Schoenmaker, R., 2012, p. 63). Another important factor in the creation of this NGO is religion; Catholicism is a big inspirational source for Cordaid. Cordaid's first experience with charity was a 100 years ago: in 1914 they sheltered war refugees from Belgium. Since then, they gained a lot of experience regarding emergency care, combat poverty and the reconstruction of societies.

Cordaid's main motto is that every person counts and that it is possible that people make positive changes to their own lives.

1.2 Brands & Business Units

Cordaid is active with the following brands: *Mensen in Nood*, *Memisa*, *Kinderstem*, *Microkrediet* and *Bond Zonder Naam*. These brands will be discussed later on. As a result of competition with young alternative NGOs, the fundraising results to find new donors, or maintain favourable relations with current donors, are under a lot of pressure. Also, new laws and the central opt-out register "Bel-me-niet-register" (Don't call me), make it harder to reach the people and to recruit new donors. At the beginning of 2011 Cordaid had 396,000 active donors; at the end of 2012 more than 15,000 donors stopped donating money and only 382,000 remained. The main reason people stopped donating money was because of the economic crisis. In 2011 Cordaid stated that they wanted to increase the donations of several charities (Modderkolk, H., 2011). Later on, it will only be examined if transparency has an influence on the donating behaviour. Now, each brand will be discussed:

1.2.1 Cordaid Mensen in Nood (People in Need)

Cordaid Mensen in Nood is Cordaid's oldest brand. In 2014 they will exist for a 100 years. Their income goes to the program Risk Reduction which focuses on disasters and emergency help. *Cordaid Mensen in Nood* is a part of the Cooperating Aid Organisations and receives a part of the money from Giro 555 when a disaster occurs. The goal of *Cordaid Mensen in Nood* is to reach their donors and to get them more involved. In 2012 they had 106,000 active donors and during the year Cordaid Mensen in Nood sent nine digital newsletters to the donors (Schoenmaker, R., 2012, p. 85).

1.2.2 Cordaid Memisa

Cordaid Memisa focuses on health care and motherhood. Their central theme in 2012 was to prevent maternal mortality. Because of this new theme, *Cordaid Memisa* renewed its website and donors magazine. *Cordaid Memisa* received €0,5 million from the *Nationale Postcode Loterij* and by the end of the year they had more than 132,000 donors (Schoenmaker, R., 2012, p. 86).

1.2.3 Cordaid Microkrediet

Cordaid Microkrediet wants to get attention for entrepreneurs and farmers, which have none or little access to credit and insurance. On *Cordaid Microkrediet's* website specific projects can be supported and their entrepreneurs can be followed in their development. In 2012 their website had 16,964 visitors (Schoenmaker, R., 2012, p. 86).

1.2.4 Kinderstem (Childs Vote)

In 2012 *Kinderstem's* focus moved from children in slums towards health and education for children because they wanted to broaden their target. They had 55,000 active donors and these donors received two newsletters and two mailings. At the end of 2012 they started recruiting new donors by going door-to-door (Schoenmaker, R., 2012, p. 87).

1.2.5 Bond Zonder Naam (Bond Without a Name)

Bond Zonder Naam focuses on preventing poverty in The Netherlands and can count on more or less 20,000 donors. They reach their donors by sending them a magazine called *Krant Zonder Naam* four times a year. They also have a wish calendar, the *Spreukenkalender*, which

has been ordered in 2012 by more than 10,000 people. In 2013 *Bond Zonder Naam* had existed for 75 years (Schoenmaker, R., 2012, p. 87).

Cordaid changed its way of working in January 2013. It changed its programs into several *Business Units*. Cordaid realised, by having *Business Units*, that they should work together to reach cohesion and synergy. Cordaid stated:

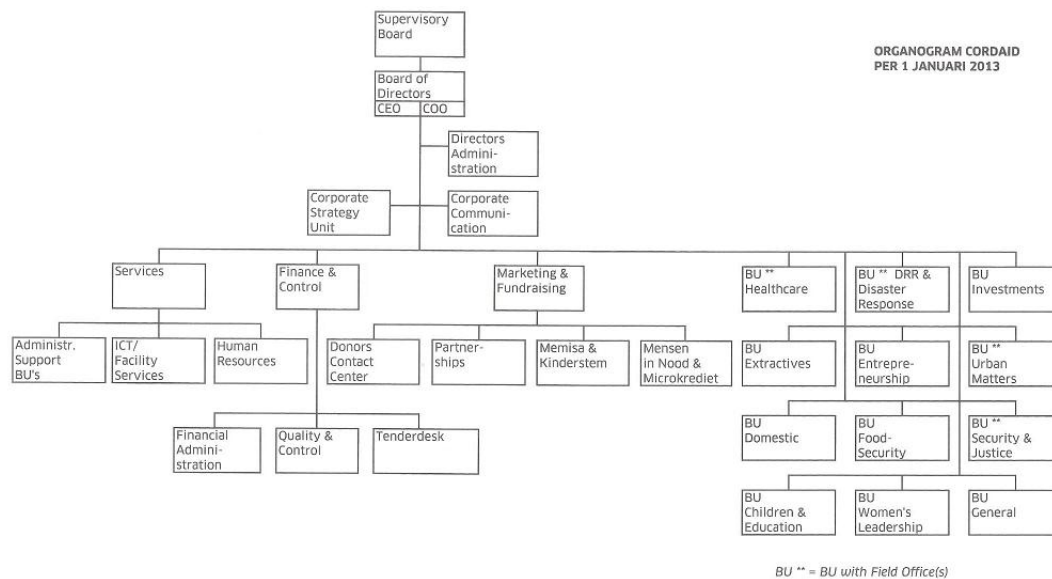
After it was realized in 2011 that partial funding by the Dutch government would no longer form the basis of Cordaid's financing, it was decided that the organisation should be transformed into a social enterprise, complete with business units (BUs). The current (market) environment calls for flexibility, agility and innovation, and these can only be achieved through an organisational structure that offers sufficient autonomy in its BUs. Starting from 2013, the current programs have been placed in ten BUs (Schoenmaker, R., 2012, p. 8).

Cordaid started in 2013 with 10 *Business Units* and a special program for The Netherlands. These *Business Units* will be explained shortly:

1. *Business Unit Women's Leadership*. Its goal is to make women stronger in the local processes of peace and security.
2. Within the *Business Unit Security and Justice* will be worked on the empowerment of local communities to claim its right to security and protection at local and international levels.
3. The *Business Unit Disaster Risk Reduction and Disaster Response* focuses on the defensibility of a community when a disaster occurs, but also on humanitarian help during a disaster.
4. *Extractives* help communities which are being confronted with *Resource Extraction*. They help them by negotiating with the government and companies.
5. The *Business Unit Healthcare* is working on a qualitatively better healthcare system which is also being more accessible for the public. This will be done by result based financing. There will be an extra focus on the sexual healthcare and the rights of women.
6. The access of children going to school and to follow an education program will be increased with *Business Unit Child and Education*.

7. With the *Business Unit Security*, Cordaid wants to help small scale farmers in conflict areas with their production and their food security. This will be done by, for example, technical support and farmer inputs.
 8. Small entrepreneurs will be helped with financial support by the *Business Unit Entrepreneurship*. Because of this, work and income will be created which will result in social cohesion and trust at local level.
 9. The *Business Unit Investments* work on the Micro finances institutions of rural sectors and fragile regions.
 10. Communities will be built in slums with the help of the *Business Unit Urban Matters*. Smart solutions will be created in the field of the housing, water and sanitation and with youth and employment.
 11. Last but not least, there is *Programma Nederland* which supports Dutch organisations who attempt to prevent poverty by giving the public help. For example undocumented migrants, fragile children and domestic violence.
- (Schoenmaker, R., 2012, p. 90)

Each *Business Unit* is responsible for its own financing, product development and marketing. With that, they all support the central services like Human Resources, ICT and Finance & Control. Each *Business Units* will not work in one specific area or country but whenever it is needed in different kind of projects. Next to that, Cordaid changed its way of financing into *Result Based Financing*. Instead of paying organisations for their plans, Cordaid pays them for their final results. Payment happens after checking the final results and also the quality of it. Cordaid changed this because organisations will get more responsibility in finding solutions for their problems (Schoenmaker, R., 2012, p. 35).



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Figure 1. Business structure of Cordaid

In figure 1 Cordaid's business structure can be seen. It gives a clear overview of how the organisation works and that the brands are separate from the *Business Units*. A bigger picture of the business structure can be found in appendix II *Cordaid's Business Structure*.

1.3 Development and Goals

Cordaid has several developments and goals. One of its goals is to combat poverty structurally and mostly for people in third-world countries. They want to create more equality worldwide. Cordaid has several targets with each brand:

- Inhabitants of conflict areas
- Victims of natural disasters
- People who do not get enough medical help
- Poor farmers
- Inhabitants of slum areas
- Victims of poverty and exclusion in The Netherlands

Each brand focuses on different targets. For example, *Kinderstem* focuses on education just as the *Business Unit Child and Education* and *Mensen in Nood* focuses on disaster prevention just as the *Business Unit Disaster Risk Reduction and Disaster Response*. So in cases they will be working together but most of them are working independently.

1.4 Other Incomes of Cordaid and its Level of Transparency

1.4.1 Other Incomes

Besides its 382,000 donors, who donated around €30 million, Cordaid also has revenue from other sources. Cordaid takes part in three coalitions, namely: *communities of change*, *partners for resilience* and *connect for change*. Because of this, they receive €69 million per year from the Dutch government for the period 2011-2015. With its previous strategy plan they received €109 million each year from the government. The amount of money has been reduced due to the economic crisis. Additionally, they receive funds from several companies and institutions such as the European Union, the World Bank, Samenwerkende Hulporganisaties (Cooperating Aid Organisations) and Global Fund. The amount of money they receive from these organisations differs every year. It also depends on the occurrence of a natural disaster. For instance, when no natural disasters have occurred, they receive no money from the Cooperating Aid Organisations.

1.4.2 Level of Transparency

In 2011 Cordaid won the Transparency Award. This is an award in The Netherlands for the most transparent NGO. The organisation which has the most transparent annual report wins the Award (Winnaars de Transparant Prijs 2011, 2011). The fact that such an award exists indicates the value of transparency. In 2011 Cordaid took first place with a grade point of an 8,6. (Franse, K., 2011) However, in 2012 they became 18th with a grade point of 7,5. Even though Cordaid did not win, the jury of the Transparency Award appreciated that Cordaid made the annual report more compact than in previous years. Criticisms were that it was hard to find the documents on the Cordaid website. This is obviously very important, because in order to get people to be more involved, the reports should be easily accessible. Other reasons for becoming 18th in 2012 are that the jury of the Transparency Award sets, every year, new requirements for the NGOs and that the competition gets stronger every year.

Besides winning the award in 2011 and improving its annual report in 2012 Cordaid also kept its ISO-certification. ISO stands for International Organisation for Standardization and it is a certificate that a NGO can get if it follows a number of norms in the field of the quality of the

management (ISO 9001, 2013). Cordaid had to work hard to keep its certificate. At the end of 2011 incompleteness was being detected in the primary process. During 2012 Cordaid worked hard to improve its reports by making them easier and more accessible to readers. In November 2012, the incompleteness was being fixed and Cordaid kept its certificate (Schoenmaker, R., 2012, p. 82).

Cordaid extended its CBF-Seal until 2015. The CBF website explains what this seal is by saying:

When a charity has a CBF-Seal of approval (CBF-Keur), issued by the Central Bureau on Fundraising (CBF), you can trust that the organisation has been closely reviewed. An important criterium {sic} is that the costs for fundraising of the charity expressed as a percentage of the revenues from its own fundraising in any one year, may not amount more than 25% of the revenues from its own fundraising.

Furthermore the board must consist of independent persons. And for a clear insight in the financial records, every financial report must be drawn up according to the same principles. (The Central Bureau of Fundraising, 2014)

On the website a lot of information can be found about each NGO, so also about Cordaid. Information can be found about Cordaid itself, each brand and their finances and important documents, such as the annual reports.

In order to be transparent, Cordaid also describes its mistakes and flaws in its annual report. Examples are fraud cases within Cordaid. At the beginning of 2012, 18 possible fraud situations occurred, spread over eight countries. During 2012, 10 extra fraud cases came to light. The fraud occurred in situations outside the financing contract or in situations of theft by the employees. Wherever possible, judicial actions were started to retrieve the funds. At the end of 2012, there were still 16 open cases.

2. Link Between Transparency and Donating Money

In order to answer the question if there is a link between transparency and donating money, further examination is required. This has been chosen to research since Cordaid made a SWOT-analysis in its annual report of 2012 and two of its weaknesses are:

The systematic collation, development and public presentation of proof of accountability and effectiveness are still not good enough.

In today's highly competitive market, traditional fundraising methods are becoming less productive and effective new methods are not yet sufficiently available (Schoenmaker, R., 2012, p. 9).

As can be seen, Cordaid is having a hard time proving its accountability and effectiveness. Due to a competitive market, Cordaid needs to figure out new methods and ideas of how to create new ways of fundraising since the traditional methods are becoming less productive. Transparency might play an important role in this; this will be further examined in this part.

Looking at Cordaid's website in 2014, its annual report can be found easily. This is already an improvement with 2012, when the criticism of the jury of the Transparency Award was that the documents were hard to find. Even though the annual report is easy to find, its downloadable version is not. On its website Cordaid gives a clear overview of the projects they are working on and the partners and countries they are working with. It might be a bit confusing to see which partner works on which project. Even though this is all being published, it is not clear how much is already being spend on the project and what the final results are. Jennings stated about this:

This latest furore {sic} is a distraction from what is a genuinely important point made in the Telegraph's exposé: the need for transparency and openness in organisations that work in the development and humanitarian relief sector. Not just because they receive and spend 100s of millions of pounds of public funds, but because their decisions affect the lives and prospects of some of the most marginalised people in the world (Jennings, M., 2013, p. 10).

So, NGOs should be more transparent and not only because they receive every year a huge amount of money but also it is affecting the lives of the ones the money is being used for.

Several surveys have been conducted about what people want regarding the transparency of NGOs. Bekkers, R; Meyaard, R; Rooij, F. van & Stam, B wrote a book about donors trust. In their final results a few things stand out. First of all, people prefer to know what is exactly happening with their money rather than trusting the NGO blindly. This preference is even stronger in the USA, especially among the younger donors. This has to do with the fact that younger people do not have that much money to spend (Bekkers, R; Meyaard, R; Rooij, F. van; Stam, B, 2011, p. 37). In 2008, 40% of the Dutch population said that the salaries of the directors are important information which should be revealed (Bekkers, R.; et al., 2011, p. 13). Many directors of a NGO get a high salary and this might reduce the amount of donors because, as said before, it will give them a negative feeling.

Besides that, donors want to see direct results of the money they donate. They are less interested in long-term research programs and more interested in specific projects from NGOs which are easier to get in touch with and where it is clear to where the money is going (Bouma, J., 2010).

The Transparency Award, which was being discussed in previous parts, also did research about donors trust within the Netherlands. Their research shows that there is a link between transparency and donating money. Sixty percent of people will donate money to a NGO when they are transparent. They do not see transparency as a luxury but as a necessity. When NGOs are not being transparent they might even lose donors. More than half of the public trust the NGO that their gift will be spent professionally. It should be spent on the projects of the NGO, and not on administrative costs. Even so, transparency is more important to people when donating to specific projects, than to sticking to one NGO. Last but not least, the CBF-seal and the Transparency Award are also both important for the people and donors. The annual Transparency Award results in more transparency at the NGOs (Franse, K., 2012).

Another important factor to get more donors, besides showing its transparency, is improving the communication between the NGO and its donors. People want to be heard and be able to give their opinion (Bekkers, R.; et al., 2011, p.8). Storytelling also has a positive effect on the donors. By reaching out to the people and explaining why the money is needed, they will be more willing to donate money (Stronks, J., 2013) (Buiting, M. & Rooij, F. van, 2010, p. 2). In conclusion, it can be said that when NGOs are open with regards to how they spend the money from donors, and communicate this clearly, more people will follow them and start donating money.

3. Haiti

On January 12, 2010 an earthquake destroyed most of the infrastructure and buildings on Haiti. As a result of this catastrophic earthquake more than 230,000 people died (Rodgers, L., 2010) and around 1,5 million people were made homeless (Tweede vliegveld op Haïti geprepareerd, 2010). Because of this disaster, Cooperating Aid Organisations (SHO) opened its bank account, Giro 555, to collect money to help Haiti. Cooperating Aid Organisations is a fundraising organisation which collects money in case of a disaster. Cordaid Mensen in Nood is a part of this organisation and together with other NGOs they raise money and establish emergency programs in case of a disaster. They did this as well for Haiti. For the earthquake in Haiti, €111 million was collected. SHO divides it between several NGOs. It is being divided by the size of the NGO. So the larger the organisation, the more money they get (Linde, F. van der, 2013).

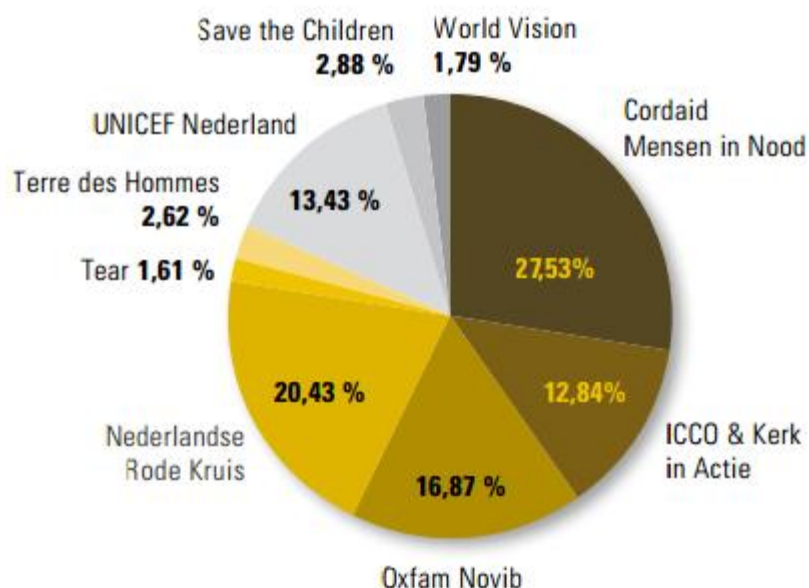


Figure 2: Division of the money between the Cooperating Aid Organisations (Karimi, F., 2010, p. 41)

In Figure 2 it can be seen how the money is being divided. After dividing it, it is difficult to check for what the money is being used (Slooten, B. van, 2011). Even though a certain amount of money goes to the staff and the administrative bodies of the NGOs, a lot of money still goes to Haiti. In January, 2014 90% of the money has been spent (SHO, 2014).

On behalf of the European Union Catherine Ashton gave a speech in New York about how the EU would help Haiti to rebuild and develop itself. In this speech she stated:

For the European Union, I pledge € 1.235 billion for the Government of Haiti's Action Plan; the equivalent of over USD 1.6 billion. This is on top of the € 295 million that the EU has already contributed in humanitarian aid. And it is in addition to the € 650 million that citizens from all across Europe have collected, out of their own pockets, for victims of the earth quake. In total, from European Governments and citizens: a contribution close to USD 3 billion. Our police, our military, and our civil protection personnel remain actively engaged as well (Ashton, C., 2010).

This shows that even when a disaster occurs outside the European Union, it will still help the country where the disaster occurred.

3.1 What did Cordaid Mensen in Nood do?

As can be seen in figure 1, 27,53% of the money went to Cordaid Mensen in Nood. With this money, Cordaid Mensen in Nood was able to fund relief efforts in Haiti. Immediately after the earthquake Cordaid Mensen in Nood made sure that 262,000 victims got food, medical help and, if necessary, trauma and normal surgery. Moreover, they gave 12,000 people a cholera inoculation; 3,000 families access to potable water and set up 7,000 tents for those who had become homeless. They also build 6,000 houses and made them more resistant to natural disasters. Cordaid Mensen in Nood did this with the help of the local population (Schoenmaker, R., 2012, p. 58).

Cordaid Mensen in Nood also gave a certain amount of money to CLIO. The CLIO stands for *Cadre de Liaison Inter-ONG's* and was created after the earthquake to facilitate local relief efforts. The reason for this was that international organisations were, and still are, dominating the development process with their own programs. Local organisations did not have a say anymore and the reconstruction was being created on international grounds instead of listening to the local community and their needs. Now CLIO is sharing knowledge and lobbies. Cordaid Mensen in Nood gave money to the organisation and has the wish that CLIO will work together with more local organisations.

As a result of the earthquake in Haiti, Cordaid Mensen in Nood introduced in all their development programs Disaster Risk Reduction (DRR). Six smaller organisations received around €20,000 to train their own employees and members from the community, to hold risk analyses and to develop disaster recovery plans. These organisations are active in the city but also in the rural areas. Cordaid Mensen in Nood also trained 58 local social workers and 34 people in the primary healthcare. These people were being trained to recognize and treat mental problems. The local social workers went from door to door to indentify people with mental problems. The people who had mental problems were being invited to group activities and individual sessions. Because of this, they reached and helped 32,000 people who needed psychological help. After this project, Cordaid Mensen in Nood researched the results of the project and they found out that the level of stress in the entire area was decreased and that the local social workers had more knowledge about the subject than before (Karimi, F., 2012, p. 28).

Cordaid Mensen in Nood also promotes agriculture in Haiti. Cordaid Mensen in Nood wants more attention and funding for it, limitations for the import of rice from the USA and the insurance that farmers keep their own piece of ground. Cordaid Mensen in Nood does this by lobbying. Last but not least, Cordaid Mensen in Nood also lobbies together with 15 other organisations for the EU to make sure Haiti takes place in the strategic plans for the period 2014-2020 (Schoenmaker, R., 2012, p. 63). These are just a few examples of what Cordaid Mensen in Nood accomplished in Haiti.

On July 1, 2012 Cordaid Mensen in Nood stopped their emergency program. They closed their headquarter in Port-au-Prince and the €29 million that they received from the Cooperating Aid Organisations, Giro 555, has been spend. However, they did not leave Haiti. Cordaid Mensen in Nood stayed and started training the people in specific areas and continued to help rebuilding Haiti. They also help local organisations in the area of disaster prevention (Cordaid Mensen in Nood stopt in Haïti, 2012).

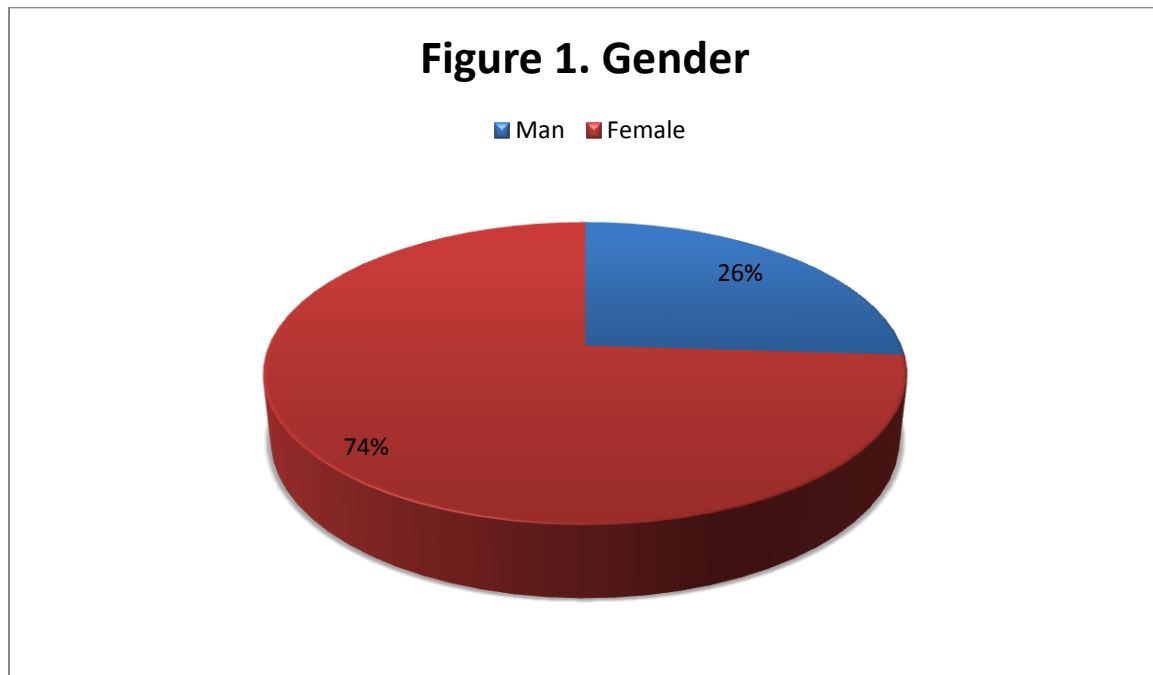
3.2 Transparency in Haiti

In the Netherlands, the General Accounting office wrote a report about the transparency of the Cooperating Aid Organisations and how this can be improved. The way the NGOs are showing the information about how they spend the money to Haiti is improving every year. The NGOs do not only explain where the money is going to but they are also showing the difference between their goals and what they actually accomplished.

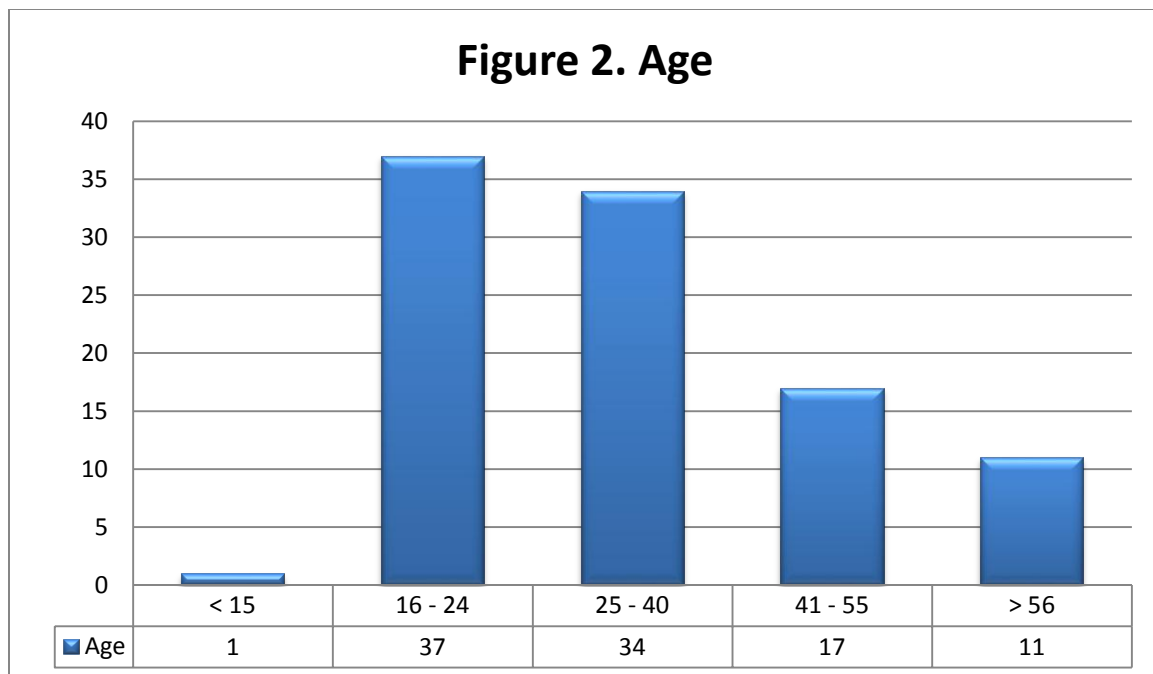
At the end of 2012 the Cooperating Aid Organisations all stayed under a 7% of unit costs, which was also their promise to do so. Even though, the transparency is being improved there is always room to do more. The General Accounting office gave an example of improving it by giving more information about the link between the planned and actual results of the care they gave (Rapportages over Haïti-hulp verbeteren, 2013). Now the results of the survey will be discussed.

4. What Does the Citizen Want?

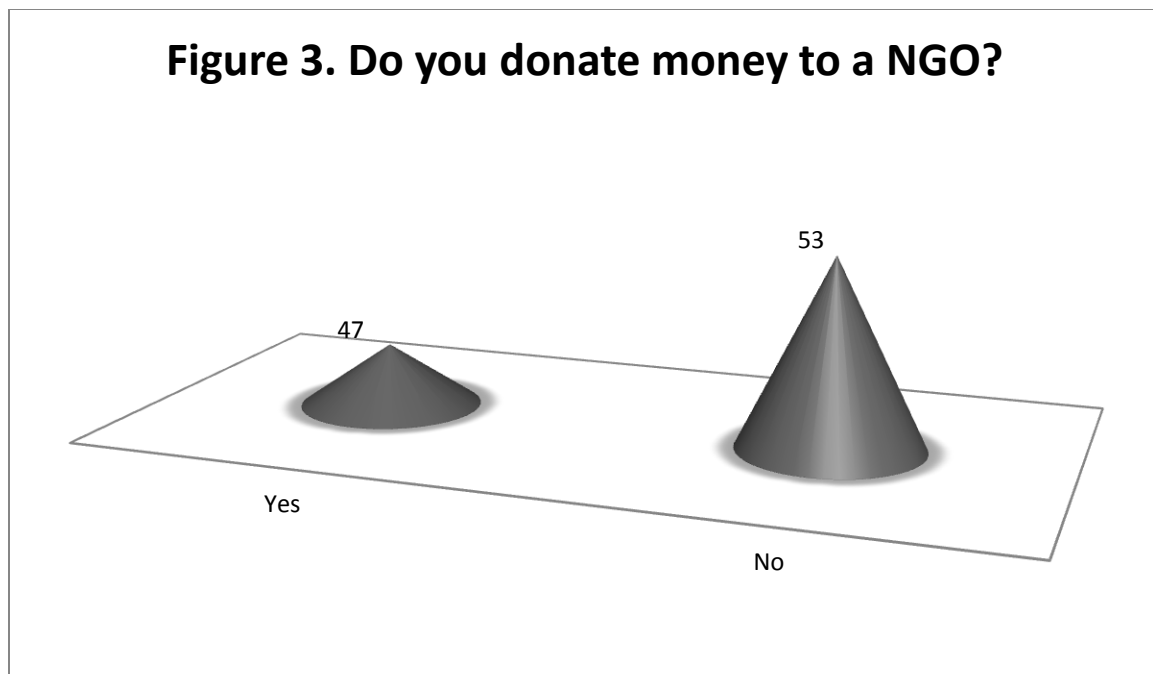
In order to come to an answer of the research question, a survey has been conducted among 100 respondents. The main goal of the survey was to find out if people donate and why they do (not) do that. The survey questions can be found in the appendices.



The first question was about the gender of the respondent. As can be seen in Figure 1. Gender, 26% of the respondents were male and 74% female. Since the total amount of respondents was 100 the following figures will not be explained in percentages but in numbers. This, to make it easier to read and making it more accessible.



Secondly, a question was being asked about the age of the respondents. Figure 2. Age, shows that only one person was younger than 15. The respondent, a 15 years old female, stated that she thinks that donating money is good, but since she is only 15 years old she will not do it now. 37 respondents were between the ages of 16 and 24, 34 were between the ages of 25 and 40, 17 were between the ages of 41 and 55 and 11 respondents were 56 years or older. Later on, in the next question, these ages will be compared to the amount of respondents that donate money to a NGO.



The next question was if the respondents do, or do not, donate money to a NGO. Figure 3 shows that 47 of the respondents donate money to a NGO and 53 do not donate money. The respondent younger than 15 stated, as said before, that she does not donate money. In the age class 16-24 only 13 out of the 37 respondents donate money. The other 24 respondents do not donate money mainly because they do not have a full-time job. Moreover, from the respondents between 25 and 40 years old, 19 from the 34 respondents donate money and from the respondents between the age of 41 and 55, 10 out of the 17 donate money. Finally, from the age class of 56 years and older only two out of the 11 respondents do not donate money, so nine do. It is interesting to see that the older the respondent, the more willing they appear to be to donate money.

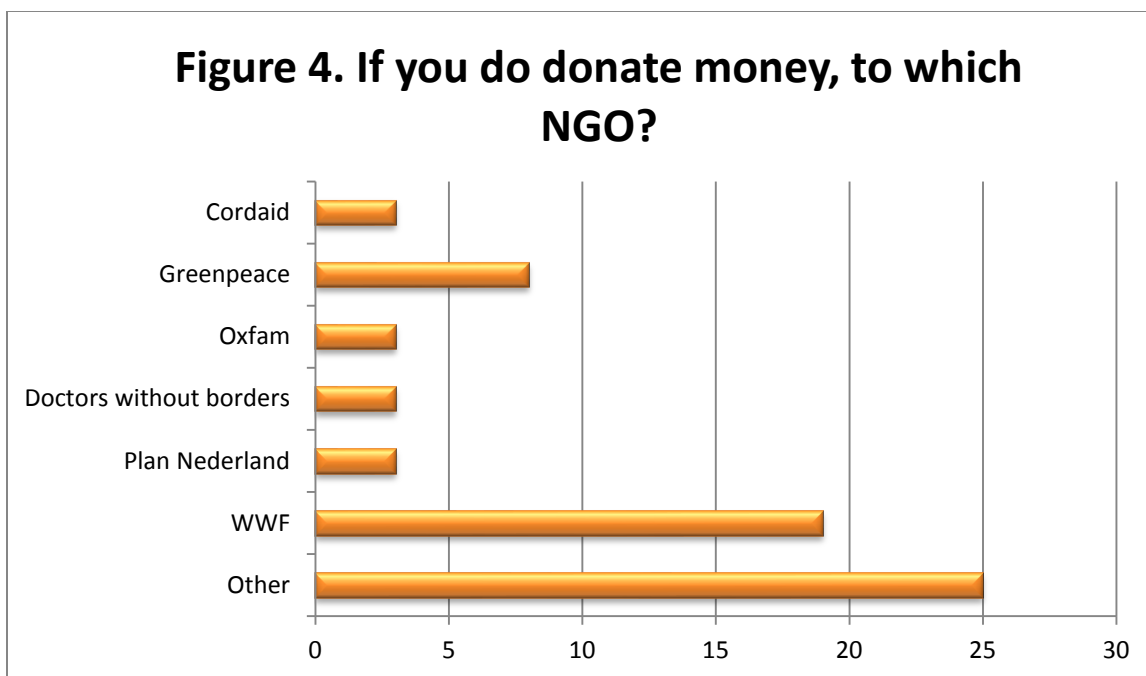


Figure 4 shows to which NGO the respondents are donating money. Twenty-five of the respondents donate money to other NGO's than the ones that are in the list. From the 25, five people donate money to Unicef. This is not an official NGO since it is an official part of the United Nations. Many people do not know this and see Unicef as a NGO. Besides that, four people donate money to the National Lottery of The Netherlands. These are the top two of the respondents. From the NGOs the respondents could choose from, 19 donate money to the WWF and eight of them donate money to Greenpeace. Cordaid, Oxfam, Doctors without borders and Plan Nederland all have three donors out of the 100 respondents.

Finally, the last question was why, or why not, the respondent donates money. Many answers were given so the main reason why people do not donate money will be discussed. The majority, who do not donate, stated that it is unclear where the money goes to and that there is a lack of transparency. That is the argument which is stopping them from donating money. One woman, within in the age bracket between 25 and 40 said she does not donate on a regular basis to NGOs because there are too many to choose from. That is why she donates to the Cooperating Aid Organisations (Samenwerkende Hulporganisaties) in case of a disaster or a war. Lastly, people between the age of 16 and 24 said that they did not earn enough money to donate it to a NGO.

Conclusion

To give an answer to the question if transparency will help Cordaid to get more donors several things have been done. Cordaid in general and regarding its level of transparency has been examined. Even though Cordaid won the Transparency Award in 2011, they became 18th in 2012. Research has been done why they dropped 17 places. The main reasons for this were that it was hard to find documents, such as the annual report, on Cordaid's website; that the requirements for competing and winning the award are changing every year and get stricter; and lastly, that the competition gets stronger every year. Moreover, the link between transparency and donating money has been discussed. As an example, the transparency regarding the earthquake in Haiti has been researched and last but not least; a survey has been conducted among a 100 participants to get a general overview concerning donating money.

Transparency will help Cordaid to get more donors because of the perceived openness of the organisation by its donors. First of all, Cordaid admits its flaws in its annual report. This is a good thing since people can see that Cordaid makes mistakes and does not try to cover this up. People want to see and know what is happening and they want to feel like they are a part of the project to which they donate money. Next to that, outgoing communication should be improved, not only for Cordaid, but in general for NGOs. People want to be able to give their opinion, and to talk with a NGO to see what charitable goals are achieved with their donations. It is felt that NGOs in general, including Cordaid, should be more transparent. Not only because they receive a huge amount of money every year in funding, but also because it affects the lives of those the NGOs choose to support as recipients of their charity. So, not only transparency will help Cordaid to get more donors but also opening up for more communication and tell the people their story which they stand for.

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Appendices

Appendix I: Survey

1) Age

- < 15
- 16-24
- 25-40
- 40-55
- 55 >

2) Gender

- Man
- Female
-

3) City of residence

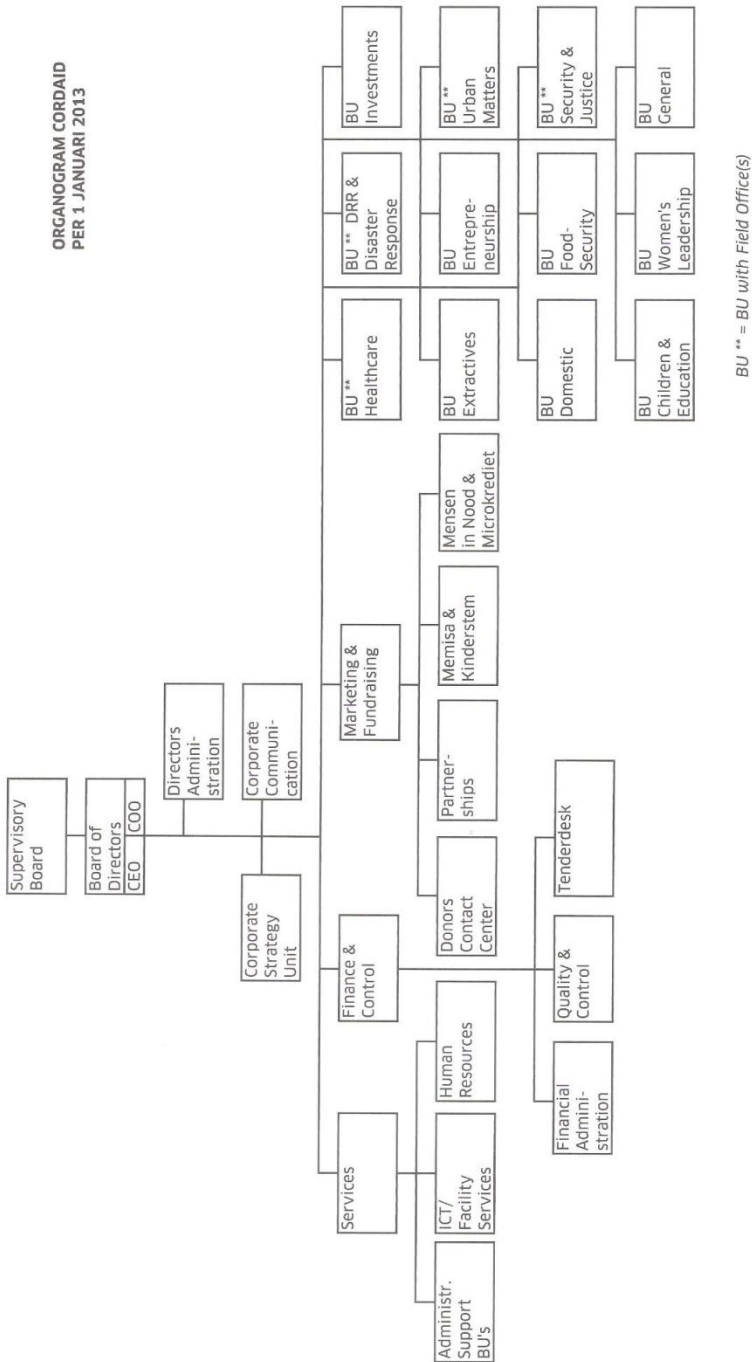
4) Do you donate money to a NGO (=charity)? (if no, skip question 5)

5) To which NGO?

- Cordaid
- Greenpeace
- Oxfam
- Doctors without borders
- Plan Nederland
- WWF
- Other, namely

6) Why do (not) you donate money?

Appendix II: Cordaid’s business structure



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