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Why people want to donate but don't.

A corporate strategy advice for the Paulo Freire Foundation
Bachelor Graduation Assignment

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Summary

The Paulo Freire foundation (hereafter PFF) is a newly-established charitable organization based in Amsterdam. The PFF has a clear goal, namely to help provide underprivileged children around the world with education. The foundation does this by providing small-scale charity projects with financial, facilitative and organizational support.

Problem description

The PFF's problem is that it is unable to support its projects due to a lack of funding. The organization wanted to acquire funds from subsidy-providing institutions but discontinued its application because it was not presentable as a professional organization yet. The PFF then decided to raise funds from private donors to develop itself as a professional organization and finance its projects. However, no attempts have yet been made to attract donors because the foundation has no insight in how to do this. The problem is identified as the lack of corporate image, which prevents the foundation from applying for funds and engage donors. Therefore, the research objective is to provide the client with a **corporate strategy advice** that will enable the PFF to effectively communicate its corporate identity and as a result establish a strong corporate image which will allow the organization to raise funds by attracting potential donors and receive subsidies the organization applies for.

Research strategy

In order to know what the ideal image for a charitable organization is, research needs to be conducted on what motivates potential donors to give to charity and how successful charitable organizations attract and commit donors. This knowledge is obtained with the use of one wide-ranging theory: 'The eight mechanisms that drive charitable giving' (Bekkers and Wiepking, 2011). The eight mechanisms were used in the conceptual model as independent variables and the willingness to donate to PFF as dependent variable.

Methods

Based on the conceptual model first- hand data from potential donors is collected via structured interviews and telephone interviews have been conducted with three experts in fundraising in the field of children and education. The combined data obtained from this research provided insight into the corporate image a charitable organization for children ideally should have and the PFF must strive for.

Eight mechanism research results

1 Awareness of Need

- o People are happy to help another person
- o the lack of awareness of need is not considered to be the main reason for not donating
- o The majority of the respondents agrees that there are too many charity appeals
- o Making people aware of need should be done on a small scale via free publicity

2 Solicitation

- o When asking for a donation always a guideline should be given and a choice between three amounts.

- o Because of the decrease in trust in the past 10 years it is important to start local and personal when asking for a donation.
- o The respondents prefer to be contacted via 1. Social media, 2. Personal and 3. Email
- o The main reason the respondents were unwilling or doubt to donate is because of a lack of trust

3 Costs and Benefits

- o People are willing to donate when the amount asked appears to be reasonable, when the cause is important to the donor personally and when the donation appears to make a difference.
- o People do not want to receive material benefits for their gift but do want to be appreciated for their gift.

4 Altruism

- o Women with children have the highest altruistic values.
- o Many donors to charity have a religious background.

5 Reputation

- o The reputation of the organization should be kept high by being transparent, showing results and being in constant dialogue with donors.
- o Dutch people have a private attitude towards donating.

6 Psychological Benefits

- o Donating gives people a good feeling and enhances a person's self-image
- o Decreasing trust in charitable organizations decreases the motivation to donate.

7 Values

- o Men and women with children mostly share the PFF's values.
- o Especially for women it is important the charitable organization reflects their personal values.
- o Altruistic values relate closely to religious values, therefore many donors to charity have a religious background

8 Efficacy

- o Efficacy is for all respondent groups of key importance.
- o The respondents appear to be 'impact philanthropists'
- o Experts say that because of the decrease in trust there is a bigger focus on the results

Advice

The results of the research have been translated into Birkigt, Stadler and Funk's CI Mix model (1988) with which advice was given on how to build the ideal corporate image through the four components of the corporate identity.

1 Personality of the Organization

- o Through contact with the client the vision has been identified as: *'To support charity projects that provides children in underdeveloped countries with education.'*
- o The mission of PFF is its overall goal, translated by its members through the following statement: *'To provide all children in the world with education.'*
- o The PFF is advised to incorporate transparency, trustworthiness, efficiency and effectiveness into its core organizational values.

2 Behavior of the Organization

- o Actively work on projects and book results
- o Use personal approach when communicating with potential donors
- o Become active in promoting the organization locally
- o Successfully ask for donations by putting the asked amount correctly into context
- o Express appreciation for the donor's gift and keep being in constant dialogue
- o Every act of communication and action taken by the organization should have transparency, trustworthiness, efficiency, and effectiveness incorporated

3 Communication Activities

- o Contact local primary schools to promote the organization and raise funds via the children
- o Focus on in particular men and women who have a religious background and children under 12 years old
- o Become active on social media
- o Contact local businesses for sponsorship in the shape of visibility
- o Present booked results on social media and corporate website

4 Visual Recognisability

- o Build a website based on transparency, trustworthiness, efficiency and effectiveness
- o Choose a distinctive logo and corporate colors to use in all communication

Preface

This graduation assignment report is the closing chapter of my bachelor study and the most complex and interesting project I have ever done. I would like to give special thanks to my supervisor Ken Drozd for guiding me through my struggles and Ms. Vermeulen who always responded with enthusiasm on my ideas never ceased to believe in me.

June 2, 2014

Ariana Manduzai

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Introduction

This research project provides knowledge and insight that aims to contribute to solving a problem the charitable organization Paulo Freire Foundation is facing. The client wishes to know how to attract and commit potential donors to become long-term loyal donors. This problem has been identified as the lack of corporate image. The identification of the problem and the research objective are described in the first chapter of the report. The final product is a corporate strategy advice on what the desired image is and how the foundation can build it.

The second chapter touches upon all theories relevant for this project. One theory in particular has been found valuable ('The eight mechanisms that drive charitable giving' by Bekkers and Wiepking, 2011) and is used as a central theme throughout the research to find out what the ideal image of the organization should be and how the Paulo Freire Foundation can create this image.

Chapter three explains the research strategy and the methods used. In addition to secondary research, first hand data was collected from potential donors and experts in fundraising through structured interviews and telephone interviews. These interviews are based on the eight mechanisms.

All the data is collected in the result section and summarized and interpreted in the conclusions (chapter 4 and 5). The final chapter of this report is the corporate strategy advice. Additional information such as elaborate transcriptions of the telephone interviews can be found in the appendices.

Chapter 1 Project & Organization

1.2 Project context

The Paulo Freire foundation (hereafter PFF) is a newly-established charitable organization in the Netherlands, based in Amsterdam. As an organization the PFF has a clear goal, namely to help provide underprivileged children around the world with education. Akin to many other charitable organizations, the PFF requires funds to support its projects. During the initiation phase of the foundation in 2008, the PFF explored the possibility to acquire funds from institutes such as ICCO, HIVOS, Oranjefonds and Bernard van Leerstichting. While there was a chance to receive subsidies because of matching objectives with these organizations, the PFF did not apply for any funds because the foundation was not presentable as a professional organization yet. The PFF then decided it might be more reasonable to gain funds from private donors to further develop the establishment of PFF as a professional charitable organization and finance its projects. However, no external communication efforts have yet been made to attract donors, because the foundation has no insight in which communication tools are useful for this purpose.

1.2 Assignment

Therefore the client's wish is to be provided with a communication strategy advice on how to attract long-term committed donors. From contact with the client is concluded that the ideal sources for funds are long-term loyal and committed private donors who are able to frequently donate sufficient amounts to support the projects. The PFF would like to know how to reach potential donors and persuade them to become long-term loyal donors. Here the foundation faces a complex problem that is: how to engage long-term donors to support their activities. After the problem has been viewed from various different angles, it has been chosen to approach the issue from a corporate communication perspective. The reason for this choice is that while the Paulo Freire Foundation has a clear mission and vision, its aspirations have not yet been visibly presented to its external environment. According to corporate communication expert Cornelissen (2011) this means the organization is lacking corporate image[1]. If the PFF would have had a well-established corporate image, it could both raise funds from subsidy-providing institutions as well as private donors. Hence the problem statement is formulated as following: 'Because the Paulo Freire Foundation is lacking a corporate image, it is unable to effectively raise funds.'

1.3 Organizational context

The Paulo Freire Foundation was established on 16 March 2009. During the orientation phase in 2008, a number of individuals - now board members- came together to research possibilities to support charity projects of their colleagues and friends. Brainstorm sessions led to the establishment of a foundation for fundraising. The organization is named after, and carries the vision of, an influential Brazilian pedagogue who dedicated his life to improving the lives of poor and illiterate children through education. The mission of the organization is to support educational projects that aim at including all children, without exceptions, in education and recreation programs in countries all over the world. Within the light of this mission and vision the Paulo Freire Foundation selects small scale charity projects and provides them with the support

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[1] Corporate image "The way a company is perceived, based on a certain message and at a certain point in time.(…)"(Cornelissen, 2011, p.254)

they need. This support is mainly financial, but could also be facilitative or organizational. The board members of PFF are eager to proceed into the operational phase, but do not know how to create and apply an effective communication strategy that will result in financial support for their mission.

1.4 Research Framework

In order to help solve the PFF's problem, several steps need to be taken. To have a clear overview of these steps, they are schematically represented below in the by Verschuren and Doorewaard (2010) inspired research framework (p.101).
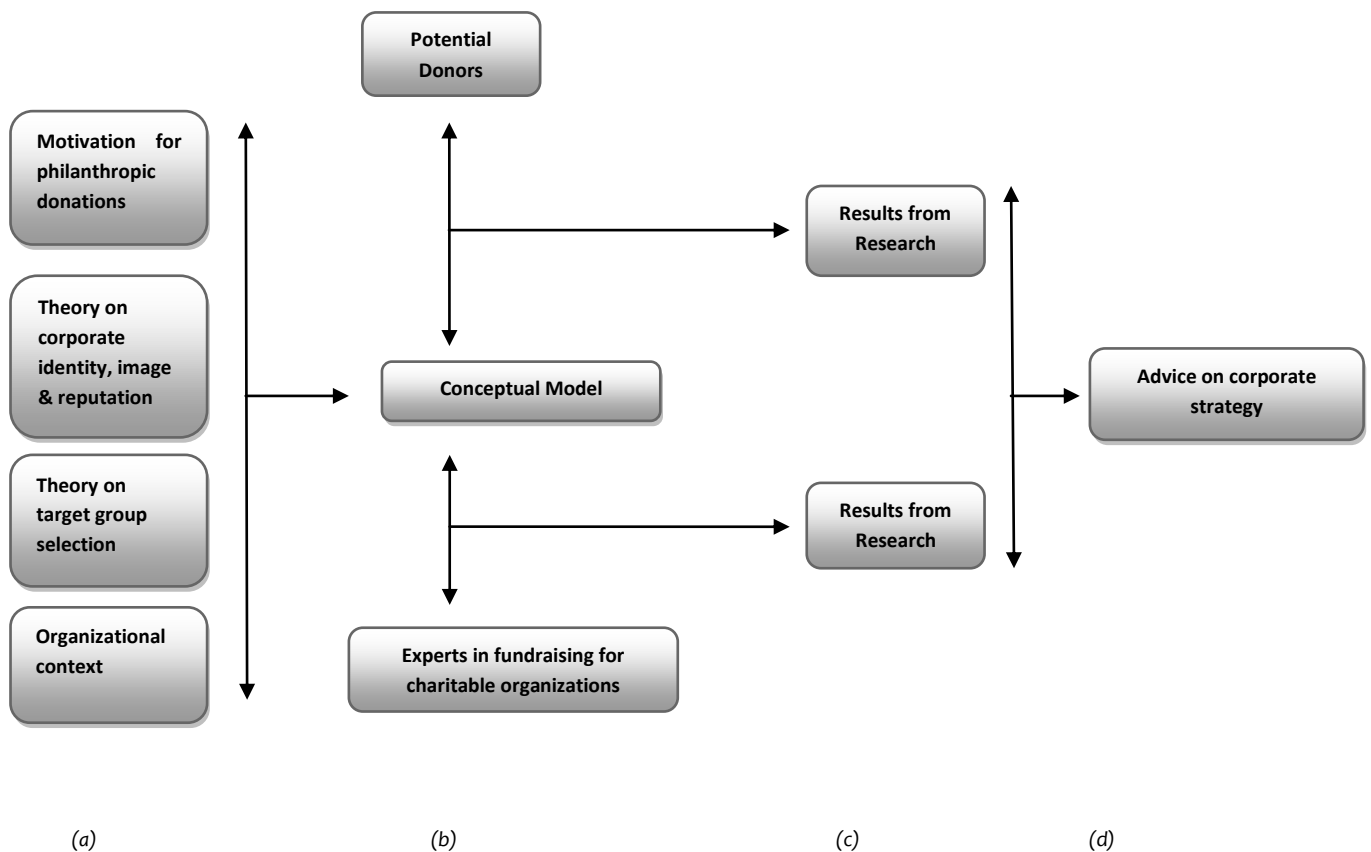

Figure 2 The Research Framework

This framework can be described as following:

(a)The organizational problems have been recognized (organizational context) and identified with relevant theory (corporate identity, image and reputation). Scientific literature (motivation for philanthropic donations, theory on target group selection) has been consulted and core concepts are extracted from theory (conceptual model) (b) to be used in the research on potential donors and experts in fundraising (research objects). (c) The conclusions gathered from research results are combined and used for (d) the construction of the final corporate strategy advice.

1.5 Objective

Accordingly, the final objective of this research project is to provide the client with a **corporate strategy advice** that will enable the PFF to effectively communicate its organizational identity[2] and establish a strong corporate image that will enable the organization to effectively raise funds for its cause mainly by attracting and committing potential donors to become long-term, loyal donors and receive subsidies the organization applies for. This objective will be reached by (1) analyzing theory on motivation for philanthropic behavior, (2) collecting first-hand data from potential donors on reasons for their motivation to donate, and (3) gaining insight into successful charitable organizations in the field of children and education via telephone interviews with experts in fundraising. The combined data obtained from this research will give an idea about the corporate image a charitable organization for children ideally ought to have and the PFF should strive for.

Chapter 2 Theoretical Framework

In this chapter relevant literature for this research will be analyzed and the key concepts will be selected that will serve as a base for the rest of the project. The core concepts will be extracted and used for the creation of the conceptual model from which afterwards the research questions will be derived.

2.1 Research Area I Theories on corporate identity, image, and reputation

"Corporate Communications is a management function that offers a framework for the effective coordination of all internal and external communication with the overall purpose of establishing and maintaining favorable reputations with stakeholder groups upon which the organization is dependent." (Cornelissen, 2011, p. 5)

Birkigt et al (1986) developed a model called the CI Mix with which they argue that before an organization can have a strong image, it first needs to have a strong corporate identity. The communicated profile and values by an organization is called **corporate identity** and consist of four components: organizational identity, behavior, communication activities, and visual recognisability.
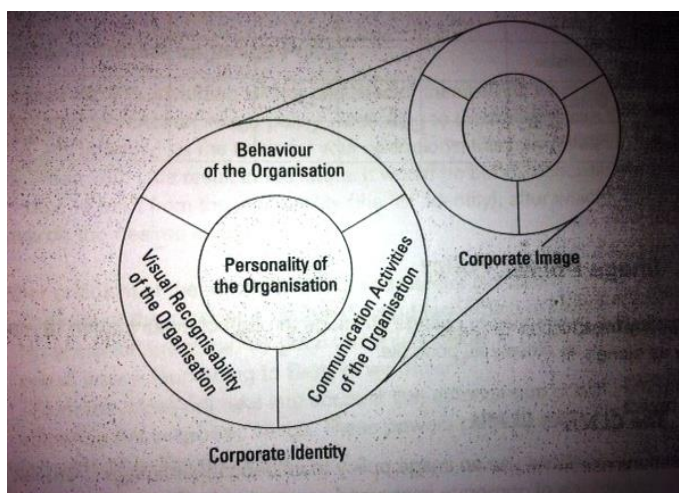
CI Mix (Birkigt et al., 1986)

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[2] Organizational identity: "the set of values shared by members of an organization." (Cornelissen, 2011, p.261)

The model represents how all the components of the corporate identity reflect on the image of the organization. According to this model the Paulo Freire Foundation does have 'organizational identity' and 'behavior', but is lacking communication activities and visual recognisability.

- Organization's personality: the core values of the organization as shared by its members. From contact with the client can be concluded that the PFF has a strong organizational identity as it has the vision to support charity projects that provide children in underdeveloped countries with education. PFF's ambitious mission is to provide all children in the world with education. The members of the organization feel strongly committed to the organization's cause.
- Organization's behavior: with very limited funds and the help of volunteers the Paulo Freire Foundation is supporting several charity projects. However, this behavior is not visible to its environment yet.
- Communication Activities: the PFF has not undertaken any communication activities yet
- Visual Recognisability: because of the lack of nearly any form of external communication the organization is not visually recognizable yet. The logo, the colors etc. have not yet been developed.

The reason 'a lack of image' is identified as key problem instead of 'lack of corporate identity' is because to be able to raise funds an organization needs a strong and positive image. When the PFF has a clear idea of what it wants its image to be, the four components of corporate identity can be, where possible, developed in a way that they aid the creation and maintenance of the desired image. It should be noted that his does not mean that the PFF should have an organizational identity and behavior that solely exists for the purpose to serve the image, but rather that for example a communication activity can be developed in a way that has a positive effect on the image of the organization. The primary research will be used as an expansion of this model to discover with the help of theories from research area II what components the research objects find important for a charitable organization to have and what motivates them to donate. The PFF will then have knowledge of what values and components to reflect in its communication that will have a positive effect on its image.

Sargeant, Ford and Hudson (2008) concluded from their research results that charity brand personalities are structured differently than the brand personality of a business organization. Donors showed to have a clear idea of what it means to be a charitable organization and how the organization should behave. Brand conceptualization appears to develop for charitable organizations in a very different way from businesses: when an organization is recognized or accepted by the people as charitable, a series of traits such as benevolence and progression are nearly automatically assigned to a charitable organization that are not built directly through and organization's own communication efforts. The authors suggest that if a charitable organization wishes to differentiate their brand from its competitors, promoting values associated with these traits would likely to be useless because these traits are already considered to be charitable in nature and automatically assigned to charitable organizations in general. For a charitable organization it would be more valuable to utilize one's resources for promoting what could be actually distinctive from other charitable organizations.

2.2 Research Area II Philanthropic behavior and motivation to donate

Philanthropy is a very abstract, complex and multifaceted concept. In contrast with an economic exchange, a philanthropic donation is a one-sided transfer where the donor does not receive something in return for the gift. Numerous economists, behavioral scientists and psychologists have tried for decades to unravel the puzzle of what motivates people to give to charity. Boulding (1962), was among the first to write in 1962 an article on philanthropy where he argued that donations are not randomly made and thus there are reasons why people give. The author explained this 'rational philanthropy' with the theory of utility: An individual with some sort of income has an amount of money at its disposal that can be used for several functions, one of them being philanthropy. The theory of utility explains that an individual will spend the amount of money at a certain cause if the individual feels the amount spent on that cause comes in good use. Though the theory of utility is an excellent and by logic supported basic theory, it does not mean that philanthropy is no different than any other form of expenditure. At the time, and long after the time Boulding wrote his article "Notes on a theory of Philanthropy" in 1962, the common believe among social and economic scientists was that there is no such thing as 'pure altruism'. From this believe donating to charities was for a very long time viewed as an act of reciprocity. In the past 50 years there has been done a great deal of research on philanthropy. The more research has been conducted on the subject, the more research outcomes were revealed that could not be explained otherwise than to assign certain behavior to pure altruism. The acceptance of the existence of pure altruism caused an important shift in perception on the subject.

René Bekkers and Pamala Wiepking, specialists in research on philanthropy, took the task upon them to review more than 500 articles on philanthropy. In 2010 Bekkers and Wiepking presented this overview of academic literature on charitable giving in the shape of a literature review. The review resulted in an identification of eight mechanisms, altruism included, that drive charitable giving. This review provides a comprehensive basic theoretical framework on explaining the motivation behind donating to charity and therefore used in this research project as independent variables in the conceptual model (Chapter 3). Finding out what motivates people to donate is crucial for this research because with this knowledge there can be established on what mechanisms the PFF should focus upon in its communication and in what way.

The eight mechanisms that drive charitable giving (Bekkers & Wiepking, 2010) are:

1. Awareness of need
2. Solicitation
3. Costs and benefits
4. Altruism
5. Reputation
6. Psychological benefits
7. Values
8. Efficacy

Awareness of need
Awareness of need is said to be something largely beyond the control of donors and a result of actions taken by charitable organizations to communicate needs to potential donors. Knowing a (potential) beneficiary is a motive for charitable contributions. People who have relatives suffering from a specific illness are more likely to give to charities fighting those illnesses. In general, the need for help is positively related to the likelihood that help will be given and that subjective perceptions of need are more important than objective perceptions of need. A study conducted by Hibbert and Horne (1997) emphasizes the awareness of need. The authors stress that the initial function of a fundraising activity is to activate the thought process that may lead to a donation and it is the charitable organization's task to make its potential donors aware of the need for help.

Solicitation
Solicitation refers to the act of asking a potential donor for a gift. It has been found that solicitation greatly enhances the likelihood of donations, implying that the more opportunities there are to donate, the more likely a person is to give. However, this does not mean a charitable organization should simply increase the number of individuals receiving their appeals. If many people receive an appeal to donate to a cause it could result in fewer donations because the impact of an individual donation would found to be less. Also if a limited amount of donors would receive many appeals there is a risk of overburden or make people less responsive to an appeal. Because of increasing numbers of solicitations the standard response has become to reject an appeal and people try to avoid being solicited for contributions. Section 2.4 in this report refers to theories that guide the decision upon an ultimate target group.

Cost and Benefits
Material costs and benefits are defined as "tangible consequences that are associated with a monetary value". Because obviously giving money costs money, giving increases when the cost or the perception of the cost of a donation is lowered. It is found that requests for larger donations are less likely to be honored, especially if they are found to be excessive.
As for the benefits of a donation, Bekkers and Wiepking found no sound evidence for success in offering donors material benefits for their gifts. There is even a danger in doing so: when people receive material benefits for their contribution, self-attributions of helpfulness tend to be undermined, which reduces the effect of pro-social self-attributions on future helpfulness. Also, charities who offer products for sale in catalogues receive lower contributions. It can be concluded that not only the donor's self-image might be negatively affected by presenting gifts as an exchange for material benefits, but also the charitable organization's image.

Altruism
Money given by individuals because they care about the organization's work or the impact of their contribution for beneficiaries is called 'altruism'. The authors of the article touch upon numerous studies on the 'crowding out effect', which means that when individuals with pure altruistic motivations to donate learn about an increase in contribution by others, their own contribution will decrease. The crowding out effect has been tested in several studies, with different results: sometimes it exists, sometimes it does not. These results imply that beside altruism, there are more powerful things that motivate donations.

Reputation
This mechanism refers to the social consequences of donations for the donor. People who give to charitable causes are held in high regard by their peers and receive recognition and approval from others. And generally people prefer their donations to be known by others. Also, not giving damages one's reputation, especially when donations are announced in public or when they are directly observable. Although donors often deny the importance of social pressure, survey studies have found that donations are rather strongly related to measures of social pressure. In this research project reputation is also applied to the charitable organization. A core outcome of practicing corporate communication within an organization is to maintain a good reputation. Therefore a part of the primary research, specifically interviews with experts will be dedicated to gaining knowledge on how a charitable organization can manage its reputation and image.

Psychological Benefits
A large majority of all studies on the psychological benefits of donating is conducted by (social) psychologists who have shown that giving may contribute to one's self-image as an altruistic, empathic, socially responsible, agreeable or influential person. Also, donating is in many cases an almost automatic emotional response that produces a positive mood, alleviates feelings of guilt, reduces aversive arousal, and satisfies a desire to show gratitude or to be a morally just person.

Values
Personal values are closely related to donations. Social values promote donations in general and specific social values promote donation to particular charities. The authors write that philanthropy is a means to reach a desired state of affairs that is closer to one's view of the 'ideal' world. The definition of the world ideal depends on one's value system. For example, by giving, donors can reduce poverty, protect wildlife or safeguard human rights. Bekkers and Wiepking mention in this article that supporting a cause that changes the world in a desired direction is a key motive for giving that has received very little attention in the literature.

Efficacy
Efficacy is the perception of donors that their gift has impact on the cause they contribute to. Hibbert and Horne (1997) affirm the importance of efficacy in their research (section 2.3). It has been found that when people perceive that their contribution will not make a difference, they are less likely to give.

2.3 Additional literature on the motivation to donate
While Bekkers and Wiepking's eight mechanism model is sufficiently comprehensive, there are some outstanding theories that need to be mentioned separately because of their usefulness to this research project. Duncan (2003) developed a model for altruism called 'impact philanthropy'. The defining assumption of the new impact philanthropy model is that donors give because they value their gift to make a difference. While surely every donor would desire to make a difference, Duncan takes this desire further by stating that impact philanthropist are driven by the impact they can personally have on an outcome and that contributions by others would reduce the individual impact and therefore reduce the impact philanthropist's motivation to give. While it would be incorrect to assume that a donor only has one type of motivation for donating, Duncan does give with his model some useful possible explanations for certain donor behavior: donors

who are unwilling to pay for overhead costs and prefer sponsoring one child instead of donating to a charitable organization for children have at least some degree of impact philanthropy in them. The author explains that impact philanthropy is forthcoming out of distrust in the charitable organization. By distrust it is not necessary meant that people are afraid of embezzlement, but that they are concerned that their donation will be lost in overhead costs or that the organization's performance is ineffective.

Hibbert provided interesting insight into why people do not give to charity using the theory of neutralization, which is closely related to Festinger's theory of cognitive dissonance. Hibbert's line of argumentation is that most people who do not give may have concerns about trust in charities and about the way they are asked for a donation. Despite these concerns most people understand that giving is the right to do. Therefore, when a person will not act upon his/her believe, by for example not donating, this causes internal distress (cognitive dissonance) such as feelings of guilt. The person experiencing this distress will try to neutralize these feelings. Five possibilities for neutralization are named by Hibbert that donors could be using:

1. Denial of responsibility: 'I don't have enough money to give to charity.'
2. Denial of injury or benefit: 'My gift won't make any difference' or 'All the charity work that has been done in Africa hasn't made any difference, there are still millions of people starving.'
3. Denial of victim: 'There is no need for anyone to be homeless; there are plenty of jobs around.'
4. Condemning the condemners: 'What right do pop stars have to ask us to give? They should give away some of their millions.'
5. Appeal to higher loyalties: 'My priority is to look after my family. Charity begins at home.'

Hibbert (afpnet.org) asserts that people are less likely to give in the future when they often use neutralization for their feelings about giving, because it becomes a habit. Addressing these possible excuses could convince someone to donate because that person will not be able to eliminate cognitive dissonance any longer.

Hibbert and Horne (1997) name three aspects of charitable organizations that are important: 1) the work carried out by the charity, 2) Its effective and efficient use of funds, and 3) The nature of the request for a contribution and the associated feelings of obligation to give. The authors note that 'people donate because they believe in the cause', which is especially important for long term donor relations. The existing negative attitude towards overhead costs seems to be stronger with charities geographically further away from the donor. Paradoxically, people appear to prefer giving to 'big' and 'established' charitable organizations. This suspicion against the effective use of funds highlights the need for effective public relations which will provide donors with feedback on the achievements accomplished with the help of their donations and reducing any fears that the use of funds is ineffective. Some people in the study opposed to methods of fundraising that exercise too much pressure or intrude privacy. Telephone appeals and direct mail were suggested to be among the worst offenders. Charities should take a long term view on their marketing strategies that form the basis of donor attitudes.

2.4 Research Area II Target group selection

Bennett (2002) found in his study that people are more likely to give to a charitable organization which reflects their personal values.

In the research on philanthropy the Netherlands, together with the United States, are the most advanced countries in the world. The Center of Philanthropic Studies, part of the VU University Amsterdam, has since 1995 been the leading unit for research on philanthropy in the Netherlands and in Europe (giving.nl). The first chapter of 'Geven in Nederland 2009' Bekkers, Wiepking and Boomstoppel conducted research on the donating behaviors of Dutch households. In 2007 the total amount in euros that was given to charities by households in the Netherlands was 1.650 million. An interesting note made in the chapter is that while the decline in gifts is related to the decline in trust in charitable organizations, it appears that this decline in trust is not so much to the charitable organization itself, but rather is caused by a decline in general altruistic values en social responsibility. Another research indicates that donor's trust is very much interrelated with general consumer trust (Ch.1 p.34).

In the Netherlands the top-3 type of charitable organizations most given to in 2007 is: 1. Church and religion (51%), 2. Health (16%), and 3. International aid (13%).

Gift solicitation

What people give in what way is not an indication of preference for that way to give. Most gifts in the Netherlands are a response to a request. Therefore charitable organizations have influence on the popularity of a method to give. Door-to-door fundraising activities are most frequently used in the Netherlands by charitable organizations. While the response to this type or request is high, the amount per donation is low (4.25 euros on average). Other popular ways to give in the Netherlands are fixed donorship and participation in the national lottery. Asking for a gift at the workplace is noted as a way that has not much been used yet but has a high success rate of 36 percent.

Who gives what and why

Research indicated that: women give more often than men, higher educated give more often than lower educated, people with a paying job give more than jobless people, inhabitants of the three largest cities in the Netherlands give less often than inhabitants of smaller towns, churchgoers give more often than non-churchgoers, higher incomes and house owners give more often than lower incomes and people who rent a house. When it comes to social values, strong altruistic values and a higher level of trust are characteristics of people who give to charitable organizations.

Who gives more

The characteristics of people who give most to charitable organizations are: high educated, income from wealth and frequent churchgoers. Also a strong social norm to give is also an indicator for a larger gift. Women tend to give more than men to non-religious causes, middle-aged people with high incomes tend to give much more than younger people with lower income (p.47).

Chapter 3 Research strategy & Methodology

3.1 Research Strategy

With regard to the research objective stated in the first chapter, the core concept in this research project is identified as 'willingness to donate to the Paulo Freire Foundation'. The question arises of who would be willing to donate to PFF and what the motivation behind the donation would be. The matter is complex since the linguistic meaning of 'motivation' has in this context become a very abstract and multi-layered concept. 'Motivation' captures all the possible conscious or unconscious reasons a person can have to act the way he or she does in one word. Ideally, in order to have a complete and satisfying answer to the question of what type of person with what motivation donates to a charity for children, in-depth research should be conducted upon the entire population in the Netherlands. Even then it is impossible to cover all plausible and variable factors that may have an influence on a person's motivation. Unfortunately, for this project, time and resources to conduct research on this scale are limited. For this reason there is more reliance on existing theory from which the most relevant ones were stated in the previous chapter. While motivation is a complex concept, it does not mean that previous researchers on this matter were entirely unable to grasp it. Bekkers and Wiepking's eight mechanisms that drive charitable giving that have been identified through a literature review based on more than 500 articles (chapter 2.2) have been used as a foundation for this research project. Because of its extensive use of multi-disciplinary sources, this article is one of the most credible and complete pieces of writing to be found on motivation for donating. The eight mechanisms are concepts that are applicable to all types of charity. The PFF is a charitable organization in the category children and education that needs to know how to attract donors for its cause. 'Attract' and 'donors' are two different concepts that require being explored in separate studies. This will be done using the eight mechanisms. I have tackled this problem as following:

'Attract'
Attracting potential donors refers to the image and external communication of a charitable organization. In order to understand effective ways of attracting donors, more specifically attracting donors to a charity for children, it is sensible to look at other charitable organizations for children. In other words, finding out how the donor's willingness to donate to PFF can be influenced from the organization. Three experts in fundraising that work for a charitable organization connected to children and education have been interviewed over the phone on how their organization has incorporated the eight mechanisms in their communication to their (potential) donors.

'Donors'
 Donors are the fuel that drives an organization and therefore it is crucial to understand people's willingness to donate to PFF. In order to know this, research needs to be conducted upon potential donors. The motivation for the choice of the sample population of potential donors is elaborated later in this chapter. The sample population was provided with a survey where the questions relate to the eight mechanisms that drive charitable giving.

In view of the nature of the problem, the choice has been made to carry out this research project with a practice-oriented approach. This means that the problem the organization is having can be mainly solved with first hand data. The purpose of this research is to give the PFF clarity about

what is the ideal image of a charitable organization for children is that will result in monetary income to support the organization's cause; according to potential donors and experts in fundraising. Additionally, from the research is expected to gain insight into what the ideal target group for the PFF is. Having a clear focus on specific type of selected people will help the organization structure their fundraising activities in a specific direction in the future and this way build a strong corporate image. The choice for target group will be explained by theory and primary research, but mainly will be based on the mission and vision of the organization; this is important because it is essential that an organization and its donors share common values. Data will be collected through surveys with potential donors to discover what the stance of potential donors is towards a charitable organization like the PFF, who associates with the values of PFF and how people prefer being communicated to. Telephone interviews will be held with experts in fundraising in order to understand the wishes of (potential) donors better from a different perspective. The results of this research will not only provide valuable information about PFF's potential donors, but will also serve as a base for the development of the organization's corporate image in the long-term. Specifically, a list of key values and components are expected to be derived from this research that is considered important by the respondents and therefore essential for the PFF to reflect. Furthermore knowledge is expected to be gained on how people prefer being communicated to, if there is a certain type of person that would be most likely to donate to PFF and finally to learn from experts what can make a charitable organization successful. The combined research outcomes will then be connected to corporate communication theories and strategies that will result in a practical corporate strategy advice that will help the PFF build a strong image in the long-term.

3.2 Conceptual Model
The purpose of the conceptual model is to point out the most important concepts of a research and schematically represent them. This model gives an overview on how the concepts relate to each other. The core concept of this research, as already identified in the objective is: 'willingness to donate to the Paulo Freire Foundation' which is the *dependent variable* (Verschuren & Doorewaard, 2010, p.295) that changes under influence of certain factors. The ideal change is that potential donors would be willing to donate to PFF. The foundation is interested to know what would motivate potential donors to give to their organization. As mentioned above, the most useful theory that represents the factors that influence the willingness to donate of a person to the fullest extent is 'the eight mechanisms that drive charitable giving'. These are the *independent variables* in the conceptual model.
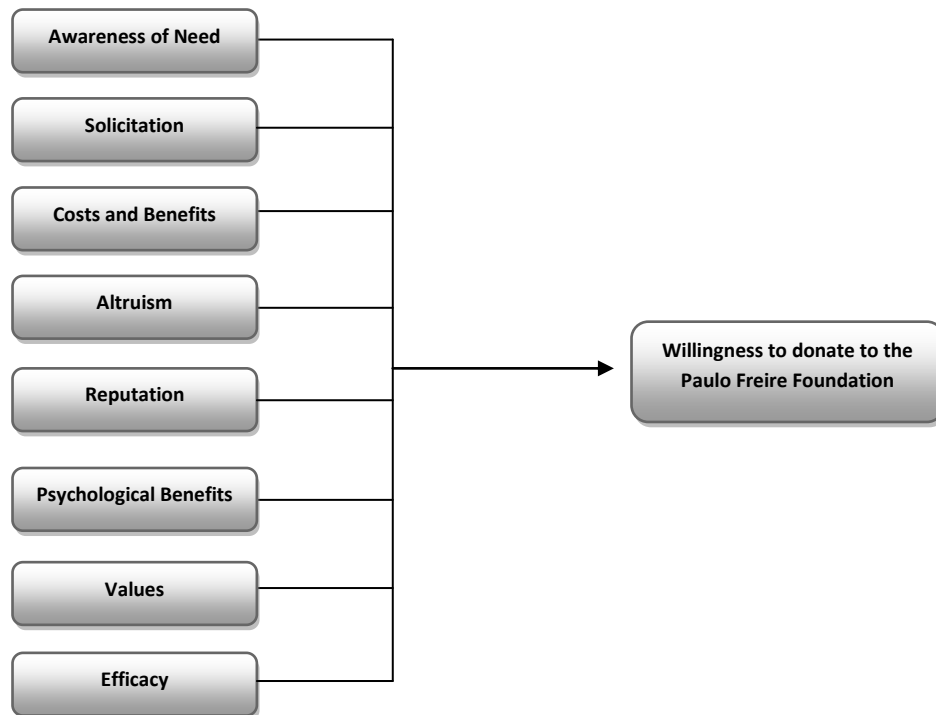
The expected influences of the independent variables on the dependent variable are formulated into the following statements that will be researched through the research questions: the more a person is aware of the cause and the foundation (awareness of need), the more a person is willing to donate. The way a person is asked for a donation will have a strong effect on if a person is willing to donate, therefore it needs to be researched what is the best way to ask for a donation (*solicitation*). When the cost of the donation seems reasonable, and when the donor benefits from the donation, the willingness increases (costs and benefits). People with higher altruistic values are more willing to donate (altruism). People are more willing to donate if the donation has a positive effect on their reputation and when the organization has a good reputation (reputation). People will be more willing to donate if donating makes them for example feel good and enhances their self-image (psychological benefits). People that share the values of the organization are more willing to donate than people who do not share the same values as the organization (values). The final hypothesis is that people are more willing to donate if they know the organization's efforts have effect and it is effectively using its funds (efficacy). This conceptual model is designed in a way that the eight mechanisms that drive charitable giving can be applied to research the motivations of potential donors, but also can be applied to research how organizations can attract potential donors. The results of the study will be incorporated into the advice on what the ideal image is the PFF should strive for.

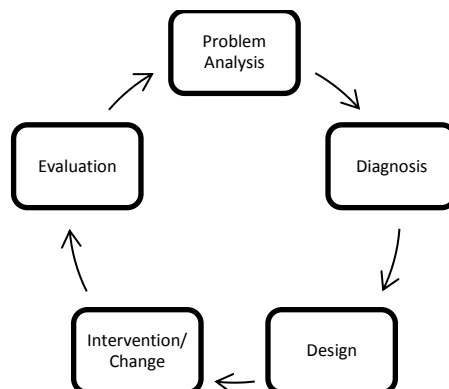### 3.3 Central research question & sub-questions

From the conceptual model a central research question is derived together with sub-questions that will structure the research and of which the answers will provide a basis for the advice.

Which mechanisms drive donors to donate to a charity for children's education?

1.1 How important is the **awareness of need** when deciding to make a donation?
1.2 What are the most successful ways to **solicit** potential donors for a donation?
1.3 Do (potential) donors find it important to **benefit** personally from their donation?
1.3.1 Do people find PFF's cause worth **spending** money on?
1.4 Which subgroup of the sample population has the highest **altruistic values**?
1.5 What influence does donating have on a person's **reputation** and what influence does the reputation of the organization have on donating?
1.6 Are there **psychological benefits** connected to donating that would motivate donating (f.e. approval and recognition from others)?
1.7 What **values** should the PFF reflect to attract donors?
1.8 What is the importance of **efficacy**?

3.4 Intervention Cycle

To have a clear picture about the nature of the problem, Verschuren and Doorewaard (2010) advice to use the *intervention cycle model (p.47)*. This cycle consists of five stages that need to be run through in order to be able to solve the problem successfully.

```
              Problem
              Analysis
        ↗                  ↘
  Evaluation            Diagnosis
      ↑                      ↓
  Intervention/          Design
    Change        ←
```

The intervention cycle starts with problem analysis. The problem the PFF currently faces is a lack of funds to support its activities mainly because it does not know how to attract and commit potential donors. In the preliminary research the cause of the problem has been diagnosed as the lack of corporate image. The lack of corporate image is in many regards a problem for the organization because without a corporate image, the organization is next to unable to attract donors, also unable to raise funds from other sources such as subsidy-providing institutions. Primary and secondary research is used to study the corporate image problem and the design stage, where the research project currently is, will be used for creating a corporate strategy advice. This final product is expected to contribute to the solution of the problem which is mainly attracting donors for the organization. A side effect of this solution will be that with the establishment of a strong corporate image the PFF will also be enabled to raise funds from different other sources such as private foundations and government subsidies.

When considering the different types of practice-oriented research, it can be concluded that this research project is design-oriented. First, primary research is conducted in order to find out what theories are useful for solving the problem, afterwards interviews were held with experts and surveys conducted with potential donors. This data will be used for the design of a corporate strategy advice.

3.5 Methodology

As mentioned before, 'The eight mechanisms that drive charitable giving' by René Bekkers and Pamela Wiepking is in this empirical research project selected as the key theory that connects this entire research project. The research questions, interview questions and survey questions where all mainly derived from the eight mechanisms. In addition to telephone interviews and surveys, information was also gathered from desk research. The combined results of primary research and desk research are used for the construction of the final advice.

Data gathered from primary research is both qualitative as well as quantitative. Qualitative data was mainly collected from the interviews with experts in fundraising. The interviews had 20 open questions that guided the conversation. Quantitative data was assembled through structured interview questions with potential donors which asked for the respondent's level of agreement with numerous statements.

The randomly selected potential donors were asked questions that led to more insight in the motivation and willingness of a person to donate. The reason for conducting telephone interviews with experts in fundraising is to view motivation to donate from a different perspective, namely from an organization's point of view. The combination of both insights into attracting donors from an organization's perspective and motivation to donate from a potential donor's perspective it is expected that insight will be gained in what mechanisms charitable organizations represent most and in what way, and what mechanisms seem to drive the donors to donate to these organizations most. The combined results will indicate upon which mechanisms the PFF should focus their communication activities and how to represent these mechanisms.

Research on potential donors
The central research question will be partly answered through practical research in the shape of structured interviews. These structured interviews will be sent out to potential donors. People who would be willing to donate to the PFF are the potential donors or the so called *target group*[3]. Initially the client had a target group in mind which however appeared to be unfeasible to reach. Therefore, in consultation with the client it was decided to start anew with a more general perspective regarding the target group. Since the organization needs a minimum of five euro per donation, per month, everyone with some sort of income could be a potential donor to PFF. This given fact makes it possible to choose a target group on a very general level.
For the reason that it is not feasible to conduct a survey with the entire working population in the Netherlands, the population needs to be segmented. The purpose of segmenting is to have more homogenous groups of people that respond in a similar way to communication messages (Pelsmacker, Geuens & Van den Bergh, 2007). People respond rather similar to certain

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[3] A target group is a relatively homogenous group of people that an organization wishes to direct its communication efforts at.

communication efforts because of similarities in for example: age, gender, lifestyle and interests. After dividing a population into segments, the target group can be selected. Bennett (2002) suggested with his research that people are more inclined to donate to an organization that shares their personal values. Since children are a very fundamental aspect of people's life, there is no need in over-complicating the research by for instance segmenting the population in lifestyle or interest segments. That approach would be more appropriate for research on a specific product. For this research a small sample population, subdivided into four categories was chosen:

1. Men of age 25-70 without children
2. Men of age 25-70 with children up to 12 years old
3. Women of age 25-70 without children
4. Women of age 25-70 with children up to 12 years old

From each sub-group 11 people will be randomly selected to fill out a survey that is almost entirely based on the eight mechanisms that drive charitable giving. Because of time and resource limitations the sample population is kept rather small. Nevertheless 11 persons per respondent group is sufficient to notice any notable differences between the groups. The categories are chosen deliberately to test the assumption – which is in line with Bennet's supposition – that people with children are more inclined to give to a charity for children because the cause is closer to them than to people without children. Interesting to know would also be the difference between men and women and their motivation, as suggested in the 'Geven in Nederland 2009' book.

Structured Interview
To be able to answer the research questions, research on the research objects was conducted in the form of structured interviews. All the questions in the questionnaire (except questions 1,2,3,4,16 and 30) are linked to the eight mechanisms. The number in parenthesis after each question indicates to which mechanism the questions relates. These numbers indicating the mechanisms were excluded from the structured interviews provided to the respondent.

1. Awareness of need
2. Solicitation
3. Costs and Benefits
4. Altruism
5. Reputation
6. Psychological Benefits
7. Values
8. Efficacy

This structured interview is divided into two parts: In the first part there are two statements per mechanism. The level of agreement to these statements will give a relatively good indication of the importance of that mechanism to the willingness to donate.

The second part of this survey starts with a communication message describing the organization and asking for a donation. While the eight mechanisms describe what drives donors to donate, some mechanisms can be organization driven, influencing a donor's decision to donate. Mechanisms 1,2,3, and 8 have been indicated to be organization driven because (1) the

organization establishes the awareness of need, (2) asks for a donation, (3) can weigh out the benefits of the donation against its cost and (8) show the effectiveness of the organization. These mechanisms have been used to construct a solicitation message. It would be interesting to know if the sample population would be willing to donate to PFF after reading it. People might consider themselves to be altruistic or willing to help others when they can, but when provided with a concrete example, people's actions might differ from their intentions. The division of the questionnaire into two parts tests the difference in intention and action, and if there is one, question 30 might provide an answer to why the difference exists. It would be interesting to know is if a person's perception changes when provided with a concrete request for a donation.

In the second part of the survey, after the solicitation message, there is one question per mechanism, which makes a total of three questions per mechanism. In order to not to make the questionnaire too long, three questions per mechanism is set as a maximum.

The survey was conducted in the respondent's language Dutch and is translated into English for the purpose of this report. (See appendix for an example of the structured interview)

Mechanisms and Related questions
In this section the relation between the eight mechanisms and structured interview questions is shown more in-dept. Below each mechanism the related questions are stated and explained.

 Awareness of Need

5. If I know I can help someone in need, I am happy to do so. (1)
A high score on this question indicates that awareness of need is a decisive factor for helping someone in need. Because the question is rather specific, referring to 'someone', rather than 'people' in general, it does not necessarily mean that people would donate to a charity that is making people aware of need but does not illustrate a specific 'someone' who will receive that help.

7. The reason for me not to donate to a charitable organization is because I don't see the need. (1)
A high score on this question would mean that people are indeed unaware of a need for help. A very low score on this question would indicate that awareness of need is not an issue, and that other factors are influencing donating behavior.

22. I feel this organization needs my help, and therefore I am willing to donate. (1)
A high score on this question indicates that the message in the survey reached one of its goals, which is to make people aware of need and that therefore people are willing to donate. A low score on this question can mean that 1) the message did not succeed in making people aware of the need to donate and therefore people are unwilling to donate, or 2) the message succeeded in making people aware of the need but that awareness of need is not a decisive factor in making the actual donation.

Solicitation

14. I feel more comfortable being asked for a fixed donation rather than an open. (2)
A high score would indicate that people are comfortable with a fixed amount, a low score indicates that people find making decisions about their own money crucial. The act of asking this question might have strongly influenced the outcome of this question. It could have made people put in front of a choice between freedom and no freedom.

23. There are too many charity appeals. (2)
This question is inspired upon Adrian Sargeant's research (1995) on profiling the charity donor. This statement implies a negative attitude towards charities. On one hand it can also imply a negative attitude towards helping, but it could also solely be concerned with an unwillingness to help through a charity.

Costs and Benefits

12. When I do something for another person, I expect something in return. (3)
A high score on this question implies a low score on altruism and means that people would donate to an organization if they saw a personal benefit in it. A low score implies that the respondents have high altruistic values and do not necessary needs something in return.

13. It is important to me to be appreciated for my help. (3)
Being appreciated for help is a benefit one can receive from giving. A low score on this question indicates that people do not necessary need to benefit from helping another person.

24. I am not rich enough to spend money on charity. (3)
A high score on this question indicates that a person feels one has to be rich in order to help another person. When this belief is strong, it is an easy excuse to not to feel obligated to help. A high score can also indicate that a person feels that low contributions would not make any difference to the cause. Hibbert explained this believe as a 'neutralization' tactic (Chapter 2).

Altruism

6. I like to help people who are less fortunate than I am. (4)
A high score on this question indicates high altruistic values.

8. I enjoy helping people in need even if I don't know them very well. (4)
A high score on this question means that the act of helping is making a person happy. The question does imply that the helper has an idea about who he is helping, but that it is not necessarily a person to whom he is close to. A low score on this question means that the act of helping does not make a person necessarily happy or that a person is only willing to help when he/she is close to the person who needs help.

24. I feel responsible to help make the world a better place. (4)
A low score on this statement would indicate that the respondent does not feel responsible for the wellbeing of other people on an international level.

Reputation

17. I feel that people around me would admire me for supporting a good cause. (5)
A high score on this statement would imply impure altruistic motives for donating. A low score implies that donating would negatively affect a donor's reputation or that a person does not attach value to the opinion of others when it comes to donating.

18. I care about what other people think of me. (5)
A high score would indicate that reputation is very important and that a person's actions are attached to their reputation. A very low score would indicate that the respondent finds that reputation is insignificant. A moderate score would mean that a good reputation is of regular importance.

26. I find it important to know what other people say about this organization before I make a donation. (5)
As the previous two questions where about the reputation of the donor, this question tackles the importance of the organization's reputation. A high score would indicate that people rely on the opinion of others when judging the credibility and status of an organization. A low score would indicate that people assign value to an organization themselves, based on facts or how the organization makes them feel.

Psychological Benefits

10. I feel good about myself when I make a contribution to a good cause. (6)
A high score validates the assumption that donating evokes psychological benefits to the donor. A low score would mean that people do not need to donate to a good cause to feel good.

15. I feel guilty when I decline a request for help. (6)
A high score would imply that people donate to avoid feelings of guilt and less because of altruistic believes

27. Helping makes me feel good. (6)
A high score on this statement indicates that helping (donating) has a positive psychological effect on people.

Values

9. Children should always have priority to help. (7)
Children are priority to PFF. This statement indicates if and how the personal values of the four respondent groups connect with the values of the organization.

11. I am only willing to donate to an organization that reflects my personal values. (7)
A high score on this statement underscores the importance of reflected personal values, indicating a more emotional response to request for a donation.

28. This organization reflects my personal values (7)
This question is positioned after the communication message, giving insight into how far the values of the respondents are similar to the values of the organization.

Efficacy

19. I would only donate if the work of the organization has high impact. (8)
People who consider high impact a prerequisite for donating are called impact philanthropist (Duncan, 2004). Impact philanthropist value making a difference, for this reason many donors in this category prefer for instance sponsoring a child rather than support a children's organization. They also want their money to go directly to the cause rather than on overhead costs.

20. I don't want my money to be used on overhead costs. (8)
This question is closely related to the previous question, a person who does not want to pay for overhead costs values efficacy highly and can be called an impact philanthropist.

29. If I were to donate to this organization it would be very important to me to stay informed on the organization's activities and progress (8)
A high score on this question is also an indication of people highly valuing efficiency/impact.

Telephone interviews with experts in fundraising for charitable organizations
In total, four chartiable organizations for education for children were found in the Netherlands namely: Salek, OOK foundation, Edukans and Elayi. All four organizations have been contacted but only the OOK foundation and Edukans responded to the interview request. In addition to the OOK foundation and Edukans an interview with Oxfam Novib has been conducted, which is not a charity only for children and education but a great example of a successful charitable organization.

- o The first interview was conducted with Ms. Martine Stoppelenburg president of the OOK foundation and founder and CEO of BIS. BIS stands for 'Bureau Internationale Samenwerking', an organization that is helping start-up charitable organizations with advice and supports them with organizational tasks. The OOK foundation is supporting community-level projects that enhance the chances of misfortunate children in developing countries. Their main focus is on education.
- o The second interview conducted was with Mr. Guido Harink from the Marketing and Communication department of Edukans. Edukans is helping children in developing countries to go to school. Besides their private donors, this foundation is asking the help of secondary school children, students and teachers in the Netherlands to support their cause.
- o The third interview was with Ms. Elke Botje Oxfam Novib's private donor fundraiser.

Interview questions

The questions are mostly related to the eight mechanisms

1. How do you raise awareness for your cause? (1)
2. In what ways does your organization ask for donations? (2)
3. What is the most successful approach? (2)
4. What is the most frequent amount given in an open donation? (3)
5. Are you asking for fixed donations, if so, what amount? (3)
6. Does your organization offer special benefits to long-term loyal donors or to donors that give a large amount? (Such as exclusive dinners or special concerts) (3)
7. Do you offer a small gift in return for a donation? (3)
8. Do you have products for sale? (3)
9. Do you promote altruism in your communication? (4)
10. Does your organization consider the reputation of the donor for donating to your organization? (5)
11. What do you do to maintain your own reputation? (5)
12. Do you promote de psychological benefits of donating in your communication? (positive self-image, "warm glow", alleviate feelings of guilt) (6)
13. Do you take the effects that a person's mood can have on donating in consideration when asking for a donation? (6)
14. What are the values of your organization? (7)
15. What do you know about the values of your donors? (7)
16. What do you do to increase the public's confidence in your organization? (8)
17. How do you promote efficacy? (8)
18. What would be your advice for fundraising for a charitable organization with limited budget?
19. What fundraising techniques appear to be most successful?
20. Do the donors that donate the most and most frequent have a similar profile?

Chapter 4 Results

4.1 Structured Interview Results

The answers of the central question and its sub-questions are derived from the results of the structured interviews and telephone interviews. The sub-questions are structured per mechanism: question 1.1 is related to mechanism 1, question 1.2 is related to mechanism 2, etc. The structured interview questions were also almost entirely related to the eight mechanisms. The table below shows which survey questions were used for answering each mechanism-related sub-question. Furthermore, the table shows the average answer to each question per respondent group and a total average of all respondent groups per question. The questions represented here are all rating questions from 1 – 11 in which 1 = completely disagree, 6 = neutral and 11 = completely agree.

	Question	F no Children	F Children	M no Children	M Children	Average per question
Awareness of Need	5	9,2	9,6	8,8	9,3	**9,2**
	7	4,2	5,2	4,9	5,5	**5,0**
	22	6,6	6,2	5	6,8	**6,1**
Solicitation	14	3,9	4,5	5,5	4	**4,5**
	21	-	-	-	-	**-**
	23	8,5	8	7,8	7,9	**8,1**
Costs And Benefits	12	2,7	4,5	3,8	3,3	**3,6**
	13	5,3	7,3	5,7	5,6	**6,0**
	24	6,2	5,3	7,1	5,6	**6,1**
Altruism	6	7,7	8,8	7,8	7,9	**8,1**
	8	7,5	8,1	7	7,5	**7,5**
	25	6,6	7	6,5	6,4	**6,6**
Reputation	17	4,2	4,6	4	4,6	**4,4**
	18	5,7	5,4	4,7	5,5	**5,3**
	26	4,2	5	4,7	5,4	**4,8**
Psychological Benefits	10	7,9	8,5	5,8	8,2	**7,6**
	15	3,7	4,1	3,4	4	**3,8**
	27	7,9	9,1	7,5	8,4	**8,2**
Values	9	8,4	9,1	7,9	9,9	**8,8**
	11	8,8	8,3	5,8	6,2	**7,3**
	28	7,1	6,9	6,4	6,5	**6,7**
Efficacy	19	7,8	7,9	8	7,8	**7,9**
	20	7,9	8,4	9,7	8,8	**8,7**
	29	9,5	8,6	7,3	7,4	**8,2**
Trust (large org.)	16	4,6	5,4	4,7	5,3	**5,0**

Which mechanisms drive donors to donate to a charity for children's education?

1.1 How important is the **awareness of need** when deciding to make a donation?
A relatively high score on question 5 indicates that awareness of need is a decisive factor for helping someone in need and that people are in general happy to help someone. In retrospect, because of the formulation of the question, there could be much emphasis put on 'someone' by the respondents, interpreting it as 'helping a specific, identifiable individual'. The low average score on question 7 supports this reflection, where the respondents tend to disagree with the statement, indicating that awareness of need might not be a decisive factor for helping charities

in need because usually charities help people in general than one specific, identifiable individual. Also, the average response to question 22 is neutral. The question was posed after the communication message which can mean 1) the message did not succeed in making people aware of the need to donate and therefore people are unwilling to donate, or 2) the message succeeded in making people aware of the need but that awareness of need is not a decisive factor in making the actual donation. The correct assumption would be number two, considering the previous question indicated that the awareness of need is according to the respondents not the decisive factor in donating.

1.2 How do potential donors prefer being **solicited** to for a donation?
Q21 in the structured interview is a multiple-choice question about how people prefer being communicated to. The results are translated and shown in the table below.

	Female without children	female with children	Male without children	Male with children	Sum
personal	3	5	3	3	14
social Media	6	5	1	4	16
post	3	3	3	0	9
on the street	0	1	3	2	6
email	3	3	3	2	11
at home	0	3	0	6	9
telephone	0	0	1	0	1
other	2	1	1	1	5
	Explanation of other	Explanation of other	Explanation of other	Explanation of other	
	a solicitation in church from people that I know so I can be sure the money will be used well	at work, via a Dutch celebrity, tv or radio	none	Mouth to mouth so the story will become more personal	
	preferable from own initiative		none		
			none		

The top 3 in preference of being approached by a charitable organization is:

1) Social Media

2) Personal

3) Email

Many people agreed with the statement that 'there are too many charity appeals'. This statement was inspired by Adrian Sargeant's research (1995) on profiling the charity donor. Agreeing with the statement implies a negative attitude towards charities. Indirectly it could also imply a negative attitude towards helping, but it is more likely to be solely concerned with an unwillingness to help through a charity, considering the outcomes of sub-question 1.1.
The low score on question 14 indicates that people find autonomy over their own money crucial.

1.3 Do (potential) donors find it important to **benefit** personally from their donation?
The respondents appear to all have rather high altruistic values and do not necessary seek benefit out of helping another person. Being appreciated for help is a benefit one can receive from giving. A neutral score on question 13 indicates that people do not seek for excessive appreciation for

helping another person. Interesting to note is that females with children scored fairly high on this statement: 7.3 while the other respondent groups varied between a number around the 5 and 6.

1.3.1 Do people find PFF's cause worth **spending** money on?
This neutral score on question 24 represents a large difference between respondent groups. It appears that men without children score highest on this statement (7.1), while women with children score lowest (5.3). One would expect the opposite result because in this economy men receive a higher payment over women and especially women who have children have much more expenses than men without children. The high score of the men without children indicates that a person feels one has to be rich in order to help another person. When this belief is strong, it is an easy excuse to not to feel obligated to help. The definition of rich might also vary between the two respondent groups. A high score can also indicate that a person feels that low contributions would not make a severe enough difference to the cause.

1.4 To what extent should **altruism** be promoted?
It is important to promote altruistic values because people with high altruistic values are more likely to donate than people with low altruistic values. Women with children appear to have the highest altruistic values. Statements related to the fourth mechanism indicate that the respondents have high altruistic values. The most interesting notion is the difference between women with and without children, which is 1.1, while the difference between men with and without children is only 0.1. Women appear to become much more altruistic after having children. The moderately high score on question 5 means that the act of helping is making a person happy. The question does imply that the helper has an idea about who he is helping, but that it is not necessarily a person to whom he is close to. Still, just like question 5, the formulation suggests the person who receives help is in some way identifiable. In general the respondent groups feel a moderate sense of responsibility for the wellbeing of other people on an international level.

1.5 What influence does donating have on a person's **reputation** and what influence does the reputation of the organization have on donating?
It appears that donating does not have any particular influence on a donor's reputation. The low score on question 17 implies that donating would negatively affect a donor's reputation or, more likely, that a person does not attach much value to the opinion of others when it comes to donating. The latter indicates a private attitude towards donating and is supported by the moderate, rather low score on question 18 which is showing that a good reputation is of average importance. Statement 26 tackles the importance of the organization's reputation. A high score would indicate that people rely on the opinion of others when judging the credibility and status of an organization. Remarkably, the average score on this statement is low and shows that people assign value to an organization by themselves, possibly based on facts or how the organization makes them feel.

1.6 Are there **psychological benefits** connected to donating to charity?
Men and women in particular appear to feel good in general and feel good about themselves when contributing to a good cause. Although the questions do not indicate specific feelings, the high score on questions 10 and 27 indicate that helping has positive psychological effects on people. Although the concept of helping is closely related to the concept of donating, it is likely

that it has very different meanings to the respondents. Therefore, it does not mean that people feel the same about helping as they do about donating. The respondents show not to feel guilty when declining a request for a donation indicating that when a person would donate, it would be out of a certain motivation and not because they would feel guilty for not donating.

1.7 What **values** should the PFF reflect to attract donors?

Children are priority to PFF. Statement 9 indicates that the personal values of the four respondent groups connect with the values of the organization. Surprisingly, males with children have the highest score: 9.9, followed by females with children who scored a 9.1. The rather high score on question 11 underscores the importance of reflected personal values, indicating a more emotional response to request for a donation. With statement 11 there is a large gap in response between men (around 6) and women (around 8.5). Question 28 was positioned after the communication message, giving insight into how far the values of the respondents are similar to the values of the organization. The respondents moderately agreed to the statement, indicating that people in general do find helping children important.

**1.8** What is the importance of **efficacy** to potential donors?

The high score on question 19 and 20 shows that the respondents value having impact on the cause. People who consider high impact a prerequisite for donating are called impact philanthropist (Duncan, 2004). Impact philanthropist value making a difference, for this reason many donors in this category prefer for instance sponsoring a child rather than support a children's organization. They also want their money to go directly to the cause rather than on overhead costs (question 20). A high score on statement 29 is also an indication of people highly valuing efficiency/impact. It is also very likely that not only people would want to see the organization's progress to monitor the impact their donation made, but also to see if the organization is trustworthy and is using the money it receives for the right purposes.

Trust

The rather low average score on question 16 indicates that people do not have much trust in large charitable organizations. This does not mean that they automatically do have more trust in smaller organizations. Adding the outcome of statement 29 proves a general lack of trust in charitable organizations. Hibbert and Horne (1997) were correct to mention that trust in charitable organizations is decreasing but nowadays it is not true anymore that people prefer to donate to 'big and established organizations'.

Question 30

The final question of the structured interview that was provided to potential donors is "Would you be willing to donate to the Paulo Freire Foundation?" The respondents could choose between the answers "yes", "no", and "maybe". The answers per responded group were counted and put into charts. In addition the respondents were asked to motivate their choice. These motivations are summarized and stated per respondent group underneath the chart to indicate whether there is an overlap in answers and which motivations are given most frequent to which answer. For the purpose of the report the answers are translated from Dutch to English.

Women without Children
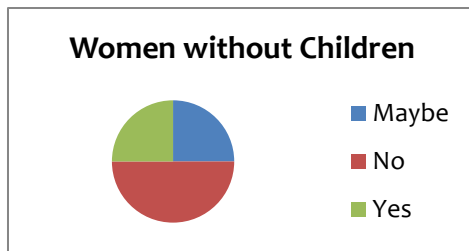
Maybe
No
Yes

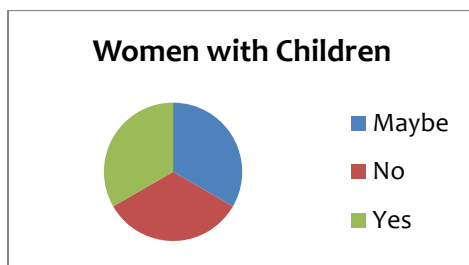*Motivation for answering "yes"*

- o   the organization has unpaid workers
- o   it is clearly stated where the money will be used for.

Motivation for answering "maybe"

- o   not knowing enough about the organization

Motivation for answering "no"

- o   financial reasons
- o   not knowing enough about the organization
- o   not knowing what will happen with donated money
- o   preferring to help people in other ways than donating money to an organization

Women with Children

Maybe
No
Yes

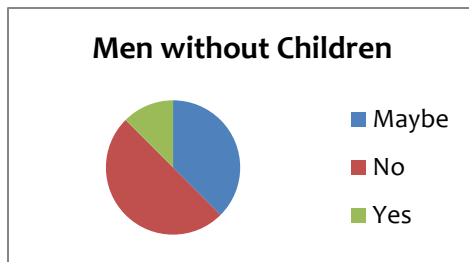*Motivation for answering "yes"*

- o   the direct approach of the organization is valued
- o   the use of volunteers so that the money would go directly to the cause
- o   the small scale approach was viewed positively because this way the result of the donation would be better visible

Motivation for answering "maybe"

- o   The main reason for doubt in this respondent group was because of the extensive choice of charitable organizations where one can give to. The doubting respondents feel they have to prioritize charities that also do important work because they are unable to give to them all.

Motivation for answering "no"

- o   not knowing enough about the organization
- o   another organization has priority for help such as ill people/children
- o   they already donate to other charities

Men without Children

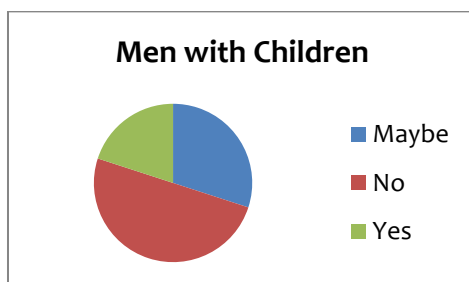Maybe ■
No ■
Yes ■

Motivation for answering "yes"

- o   A person in this respondent group mentioned to be willing to donate once without any further obligations.

Motivation for answering "maybe"

- o   not knowing enough about the organization
- o   wanting to know first what the organization already has achieved
- o   first wanting to know exactly where the money will be used for before donating

Motivation for answering "no"

- o   limited financial resources
- o   not to trust the story of the organization
- o   not knowing where the money will be used for

Men with Children

Maybe ■
No ■
Yes ■

Motivation for answering "yes"

- o   the personal believe that people need help and children are important

Motivation for answering "maybe"

- o   not knowing enough about the organization

Motivation for answering "no"

- o   Not knowing enough about the organization
- o   lack of trust in charitable organizations
- o   not knowing where the money will go to
- o   the lack of personal involvement
- o   limited financial resources

4.2 Experts in fundraising Interview Results

The central research question and its sub-questions will also be answered using the combined data that was retrieved from interviews with the experts in fundraising.

1.1 How important is the **awareness of need** when deciding to make a donation?
For people to make a donation it is important that they are aware of the fact that there is a need for help. When making people aware of the need for help it appears to be important to start small and be active as an organization. For a new organization with a limited budget it is most beneficial to start generating free publicity.

1.2 What are the most successful ways to **solicit** potential donors for a donation?
Because in the past 10 years the trust in charitable organizations decreased, it is important to start small and personal when asking for a donation. Starting local is important because people will know the organization and its members personally. When asking people for a donation a mix of different methods that connects to the various target groups has appeared to work best. Also, when asking for a donation, on organization should not ask for an open donation but give a guideline and a choice from three amounts. The amount should depend on the context and target group.

1.3 Do (potential) donors find it important to **benefit** personally from their donation?
Most donors do not want to receive a gift/benefit for their donation; this can even have a negative impact. People prefer that the money spend on their gift will be spend on the cause.

1.3.1 Do people find PFF's cause worth **spending** money on?
People are willing to donate when the cost of the donation appears to be in line with the context of the solicitation, when the amount asked for appears reasonable and when they perceive their donation will make a difference.

1.4 To what extent should **altruism** be promoted?
Both at Edukans and Oxfam Novib most of the donors have a religious background. It is said in the interviews that people with a religious background grew up with altruistic values and view donating to charity as their duty. Altruism does appear to be the key when asking for a donation.

1.5 What influence does donating have on a person's **reputation** and what influence does the reputation of the organization have on donating?
It is said to be important that the reputation of the organization is held high. This can be done by being transparent, being in a constant dialogue with donors and by showing results. The reputation of the donors is said not to be considered in the communication.

1.6 Are there **psychological benefits** connected to donating that would motivate donating (f.e. approval and recognition from others)?
Psychological benefits seem to be by other charitable organizations treated as an additional benefit of donating. Charitable organizations tend to focus more on altruism but then do praise the behavior of a donor.

1.7 What **values** should the PFF reflect to attract donors?
Interesting to notice is that while the organizations claim not to be concerned with the reputation of their donors, they do make sure the values of the organization match the values of their

donors. A charitable organization stands for doing good without wanting something in return. These altruistic believes are closely related to for instance Christian believes. Therefore it does make sense that a large number of donors to charity have a religious background. The values of the organization strengthen the values of the donors and vice versa.

1.8 What is the importance of **efficacy**?
Because of the decrease in trust in the past 10 years, charitable organizations are required to change their approach to their donors. There is now more dialogue and transparency and more focus on the results.

Chapter 5 Conclusion

All the knowledge gained from previous research will be gathered and combined in this section where after conclusions will be drawn from these findings. The eight mechanisms that drive charitable giving being the core concept of this research, the conclusion section will be subdivided into the eight mechanisms which combined provide an answer to the central research question.

Which mechanisms drive a person's willingness to donate to a charity for the education of children in particular?

1 Awareness of Need
The structured interview results showed that people are happy to help another person if they are aware of the fact that the person needs help, but do not consider the lack of awareness of need to be the main reason for not donating to a charitable organization. The need for help is perceived subjectively and is more important than the objective perception of need (Wagner & Wheeler, 1969) Because of this subjective nature of the awareness of need, people might not consider it important because the level of need is subconsciously determined. On a more conscious level, statement 23 in the structured interview "There are too many charity appeals" had a relatively high average score, indicating that people are made too often and too much aware of need, possibly resulting in numbness for need. Diamond and Noble (2001) affirm this reasoning by explaining that because of increasing donation requests, the standard response became to reject the appeal. Experts in the field emphasized the importance of starting small (local) and being active as an organization when attempting to make people aware of need. Generating free publicity is most beneficial for a new organization with a limited budget.

- o People are happy to help another person
- o The respondents do not consider the lack of awareness of need to be the main reason for not donating
- o The majority of the respondents agrees that there are too many charity appeals
- o Experts say that when making people aware of need an organization should start doing that on a small scale and that free publicity is most beneficial for an organization with a limited budget

2 Solicitation

Interesting is the contradiction between the survey results and interview results. The respondents for the most part agreed to prefer an open donation over a fixed one. Experts in fundraising state the contrary: to never ask for an open donation but always give a guideline and a choice from three amounts. A possible explanation for this could be that the act of asking potential donors in a structured interview whether they prefer an open or fixed donation could have made people focus on autonomy over their own money. The choice between an open and fixed donation might have been, maybe unconsciously, interpreted as a more ultimate choice between freedom of choice and another person choosing for you. The respondents largely agreed that there are too many charity appeals, implying there is a 'donor fatigue' (Van Diepen, Donkers, & Franses, 2009; Wiepking, 2008b). What experts say about solicitation is that because trust in the past 10 years has decreased, it is important to start small and personal when asking for a donation. Starting local is important because people will know the organization and its members personally. This advice for a personal approach is strengthened by the results of survey question 21, which shows people's top-3 preference of ways of being approached by a charitable organization: 1) social media, 2) personal, and 3) email. The answers to the final question in the survey plead even more for a personal approach: the main reason for people unwilling or doubt to donate is because the respondents do not know enough about the organization yet and because they do not know what will happen to their money, implying a lack of trust which could be overcome by making the approach personal. When approaching potential donors, experts say it is important to have a mix of different methods that connects to the various target groups.

- o   When asking for a donation always a guideline should be given and a choice between three amounts.
- o   Because of the decrease in trust in the past 10 years it is important to start local and personal when asking for a donation.
- o   The respondents prefer to be contacted via 1. Social media, 2. Personal and 3. Email
- o   The main reason the respondents were unwilling or doubted to donate was because of not knowing enough about the organization and about what will happen to the donated money.
- o   When approaching donors it is important to have a mix of different methods that connects to various target groups

3 Costs and Benefits

In the structured interview, people were asked if they considered themselves to be not rich enough to be able to donate to charity. Interestingly, out of all four respondent groups, men without children agreed most to this statement - while women with children disagreed mostly. Considering children are costly and that men in general have a higher income than women, this fact is slightly peculiar but can be explained with Hibbert's neutralization theory (chapter 2.3). Experts say that people are willing to donate when the cost of the donation appears to be in line with the context of the solicitation, when the amount appears reasonable and when they perceive their donation will make a difference. The respondents affirmed by answering question 30 that a main reason to donate would be to make a difference and that the cause is important to the donor personally.

The respondents appear to find receiving benefits for helping not important at all, although they do like to be appreciated for their help, especially women with children. Experts affirm this finding by sharing from experience that most donors do not want to receive a gift/benefit for their donation and that it even can have a negative impact. People prefer the money that is spend on their gift to be spend on the cause. Donors do want to receive a thank you for their gift.

- o Men without children mostly use neutralization techniques (chapter 2.3) to avoid donating to charity
- o People are willing to donate when the amount asked appears to be reasonable, when the cause is important to the donor personally and when the donation appears to make a difference.
- o People do not want to receive material benefits for their gift but do want to be appreciated.

4 Altruism

There is significant difference between women with children and men without children. Women with children appear to be the most altruistic, and men without children the least. Two out of three interviewed experts state that most people donating to their organization have a religious background (the third expert is working for an organization that is operating on subsidies only). In the interviews is mentioned that people with a religious background grew up with altruistic values and view donating to charity as their duty. Altruism does appear to be the key when asking for a donation.

- o Women with children have the highest altruistic values.
- o Many donors to charity have a religious background.

5 Reputation

Experts say it is of high importance to keep the reputation of the organization high. The decreasing level of trust in charitable organizations among people is here a key reason for. The survey respondents for the most part disagreed with having more trust in larger, rather than smaller charitable organizations. Whether trust in larger charitable organizations is higher or equal to larger organizations remains unclear. An organization is said to be able to maintain its reputation by being transparent, being in constant dialogue with donors and by showing results. The reputation of the donors is said not to be considered in the communication, which is apparently estimated accurately, given the survey results: All four respondent groups did not seem to care much about their own reputation or what donating might do to their reputation. From the structured interview results can be concluded that people do not attach much value to the opinion of others when it comes to giving to charity, indicating a private attitude towards donating. The respondents also did not seem to care much about what other people say about the organization, indicating preference for making own judgments. This seemingly carelessness for reputation can be led back to the Dutch culture, which has evolved from Calvinistic influence with virtues that are still visible nowadays, such as modesty and egalitarianism.

- o The reputation of the organization should be kept high by being transparent, showing results and being in constant dialogue with donors.

6 Psychological Benefits

Survey results showed that people, men and women with children in particular, feel good about themselves when contributing to a good cause, and that especially helping makes them feel good. Although the concept of helping is theoretically close to equal to the concept of donating, it is probable helping and donating have different meanings or associations to the respondent. It is also possible that there is insecurity whether donating would really lead to helping. As already mentioned, in the structured interview the respondents were asked whether they considered themselves not to be rich enough to donate to charity where men without children agreed the most with, in contrast to women with children. Since men without children have more spending power than women with children this contradictive answer is explained best with Hibbert's neutralization theory. Applying this theory suggests that the thought 'I am not rich enough to give to charity' is a neutralization for the imbalance of action and believe. This means that men without children do know that donating is a good thing to do and are happy to help (as the outcome to statement 5 suggests) but do not donate because the lack of trust in the charitable organization. Providing themselves with the excuse of 'not being rich enough' justifies their behavior. The reasoning behind these suppositions is that if people feel good when helping others, which appears from the structured interview to be true, they would continue to help people to feel good, meaning there would be much more donations to charity than there are now. Since this is not the case, there must be something blocking the willingness to help other people through charity. This lack of motivation to help through charity connects to the expert's notion about the decreasing trust in charitable organizations. Also, charitable organizations seem to treat the psychological benefits of donating as an additional benefit, they tend to focus more on altruism in their communication. Still, they do praise donating behavior.

   o   Donating gives people a good feeling and enhances a person's self-image
   o   Decreasing trust in charitable organizations decreases the motivation to donate.

7 Values

The core value of PFF is to help children. Structured interview results exhibit a high level of agreement to the statement that children should always have priority to help among all four respondent groups. Surprisingly, men with children agree most to this statement, followed by women with children. Personal values reflected by a charitable organization is also an important factor influencing a person's willingness to donate, this especially applies to women. After the respondents read the solicitation message in the survey, they were asked if the organization reflected their personal values. On average the respondents agreed to the statement moderately. There is a large difference in the results of question 9, "Children should always have priority to help" and question 28, "This organization reflects my personal values". The average response to question 9 is 2.1 points higher. This means that even though people strongly believe children should have priority to help, they do not seem to recognize a charitable organization sharing this same value. Interviews with experts revealed that charitable organizations make sure the values of the organization match the values of their donors. The purpose of a charitable organization is to help without wanting something in return. This altruistic value is closely related to for instance

Christian values. This is an explanation for why a majority of donors has a religious background. The values of the donors and the charitable organization match and strengthen each other. In corporate communication terms, the organizational identity and image should match the identity of the donors and the image donors have of themselves.

- o Men with children mostly share the PFF's values, followed by women with children.
- o Especially for women it is important the charitable organization reflects their personal values.
- o Altruistic values relate closely to religious values, therefore many donors to charity have a religious background

8 Efficacy

All four respondent groups values efficacy greatly: they want for their donation to have impact, do not want to pay for overhead costs and want to be kept informed about the activities and progress of the organization. Duncan (2004) names people who consider high impact a prerequisite for donating 'impact philanthropists'. In his article Duncan describes impact philanthropists a people who value making a difference and who want their money to go directly to the cause rather be spent on overhead costs. These people are said to be also more willing to sponsor one child instead of supporting a children's organization. The interviewed experts acknowledged that because the trust in charitable organizations has decreased in the past decade, there is a greater emphasis on the results of a charitable organization than there used to be. The increase of dialogue and transparency of charitable organizations is also a consequence of this decline in trust.

- o Efficacy is for all respondent groups of key importance.
- o The respondents appear to be 'impact philanthropists' Duncan (2004): they do not want their money to be used for overhead costs.
- o Experts say that because of the decrease in trust there is a bigger focus on the results

Chapter 6 Strategic Advice for an effective Corporate Image

The ultimate purpose of this research is to give a corporate strategy advice on the Paulo Freire Foundation's corporate image that will help solve the organization's lack of funding problem. The Paulo Freire Foundation's aspiration is to attract and commit long-term donors to support its projects. Therefore the main concern of the PFF is its lack of image and reputation. This research project focused largely on understanding what the ideal image and reputation of a charitable organization consists of and how that triggers a person's motivation to donate. There has also been researched what an individual's personal motivation to donate is so the PFF can meet those needs. In the conclusion section of the report an elaborate outline of the results can be found that gives insight into important aspects connected to image and reputation. The next step is to make all the gathered data useful by incorporating it into a corporate strategy advice - the design stage of the intervention cycle.

The Paulo Freire Foundation wishes to know how it can attract and commit potential donors to become long-term loyal donors. This matter is resolved below with the use of the eight mechanisms that drive charitable giving in combination with the research results:

Awareness of Need
When making people aware of the need for help it is important to do this with a personal approach. The PFF is advised to start locally, in its direct environment when raising awareness for its cause. The most suitable target group for the PFF is people with the highest altruistic values and people who have a personal connection to the cause because of shared values, in this case men and women with children, especially women with children under 12 years old. Women with children appear to have the highest altruistic values and would be able to relate best to the PFF's cause because they have children themselves. Good places to start raising awareness are primary schools in Amsterdam. The mothers of the children going to primary schools are the ideal target group for the PFF and they can be reached through the children with for example flyers and brochures. To increase personal engagement the PFF could discuss possibilities with the board of the schools to organize together with the children fundraising activities. This engagement is also positive for young children because it makes them more aware of the world around them and teaches them altruistic values at a young age. In the meantime it is important for the organization to keep actively working on its cause to motivate potential donors to help.

Solicitation
After potential donors are made aware of the need for a contribution, the PFF can start asking for donations. The best way to approach its target group is via social media, personal (face-to-face) and via email. Because the PFF's budget is limited, it is recommended that the organization makes use of free publicity and social media. A Facebook page and Twitter account are the most efficient ways to keep (potential) donors informed, involved and engaged with activities of the organization. These platforms can also be used for asking for a donation. Other ways to generate free publicity are asking public and/or private organizations to sponsor the PFF in terms of visibility, for example asking a local store to distribute flyers to its customers. The more the PFF will become visible, the more it will be known and build a reputation which will increase potential donor's trust and in the long-term will result in donations.

Costs and Benefits
When asking for a donation, the PFF will need to make sure that the amount asked for is reasonable for the purpose it is asked for, for example when asking for money for pencils, 5 euros is reasonable, when asking for money for books, 15 euros is reasonable. Research showed that people are willing to donate if the cost of a donation appears to be sensible in the context of the solicitation. The best way to ask for a donation is to give a person a guideline and a choice between three amounts. The research results indicate that people do not want to receive any gifts for their donation. The only benefit people appear to want to receive is appreciation for their donation and to see that their donation has impact on the cause. It is therefore advised that the PFF sends a personal thank you note to the donor where the organization shows appreciation for the gift. The impact that donations have on the cause should not only be visible to the donors but to everyone. This will generate trust and potential donors will be more inclined to give when they see the effectiveness of the PFF.

Altruism

Research demonstrated that the main reason people give is out of altruistic believes, therefore the PFF should promote altruistic values and believes in its communication. People with a religious background grew up with altruistic values as part of their upbringing and view donating to charity as their duty. For this reason the PFF would benefit most from attracting donors with a religious background, which can be done by promoting the altruistic values both the organization and donors share.

Reputation

The lack of a well-established reputation causes potential donors to distrust the PFF. In the past 10 year trust in charitable organizations decreased and people do not believe anymore in the effectiveness of charitable organizations. Not only is the effectiveness questioned, people are in general concerned with that the money they donate will not be spend on the cause but on overhead costs or salaries. Distrust appears to be the key reason of why people would be unwilling to donate to the organization. It is therefore crucial for the Paulo Freire Foundation to build a reputation to which effectiveness, efficient use of funds and transparency is associated. This can be done by constantly communicating these values and acting upon them.

Psychological Benefits

All structured interview respondents indicated wanting to help someone in need and that helping makes them feel good. However, these psychological benefits do not weigh up against the mistrust in charitable organizations. Because of this mistrust people seek other means to help people in need.

Values

Religious men and women with children have the highest altruistic values and highly value the wellbeing of children because they have children of their own and can personally relate to the importance of education for children. The PFF is advised to communicate values such as altruism, the priority to provide children with education and organizational values such as transparency, trustworthiness, efficiency and effectiveness. This values should be visible on all the different media platforms such as on their Facebook page and especially the organization's website.

Efficacy

In the structured interview, the main reason for the respondent's unwillingness to donate to charity is because they do not know enough about the organization and do not know what will happen to the money they donate. This lack of trust in the efficient and effective use of monetary resources by a charitable organization appeared throughout the entire research to be a key factor where the PFF needs to dedicate special attention towards. These existing doubts among potential donors the PFF can overcome by being transparent, showing results and being in continuous dialogue with its (potential) donors.

It has now become clear through what means the PFF can attract and commit its ideal potential donors. To be able to use this knowledge effectively, it needs to be incorporated into a practical step-by-step plan. As mentioned before in the second chapter of this report, a corporate image is a reflection of, and therefore can only exist with, a corporate identity. Below is based on the research results advised on how to implement the four components of corporate identity. The created corporate identity will then ideally become the corporate image. It is said 'ideally'

because aside from the corporate identity, a corporate image is as well created by factors that lie outside the organization's control, such as a person's perception of the organization.

4 Components of Corporate Identity (CI Mix, Birkigt et al. 1986)

1 Personality of the Organization

Consists of a mission and vision which is the basis on which the entire organization is formed:

- o The vision consists of a description of what an organization wants to be. In particular for members of the organization it is important to know where the organization is headed and how they can contribute to that goal. The overriding purpose of vision is to regulate the direction of communication and organizational activities towards a desired future. Through contact with the client the vision has been identified as: *'To support charity projects that provides children in underdeveloped countries with education.'*
- o The mission of PFF is its overall goal, translated by its members through the following statement: *'To provide all children in the world with education.'*
- o The PFF is advised to incorporate transparency, trustworthiness, efficiency and effectiveness into its core organizational values.

2 Behavior of the Organization

- o Actively work on projects and book results
- o Use personal approach when communicating with potential donors
- o Become active in promoting the organization locally
- o Successfully ask for donations by putting the asked amount correctly into context
- o Express appreciation for the donor's gift and keep being in constant dialogue
- o Every act of communication and action taken by the organization should have transparency, trustworthiness, efficiency, and effectiveness incorporated

3 Communication Activities

- o Contact local primary schools to promote the organization and raise funds via the children
- o Focus on men and women who have a religious background and children under 12 years old
- o Become active on social media
- o Contact local businesses for sponsorship in the shape of visibility
- o Present booked results on social media and corporate website

4 Visual Recognisability

- o Build a website based on transparency, trustworthiness, efficiency and effectiveness
- o Choose a distinctive logo and corporate colors to use in all communication

Final notes

Because the recruitment of donors is a long-term process with no major direct results, it is recommended to the PFF to in addition to recruiting donors, to focus upon receiving monetary support from government subsidies and funds (as suggested by Ms. Stoppelenburg from BIS and OOK foundation in the telephone interview, see appendix). In the Netherlands there are different types of funds where charitable organizations can apply for to receive help, for example Oranjefonds. All funding providing institutions need to make a selection from different subsidy requests by charitable organizations to which they are going to assign subsidies. For the PFF it is therefore important to present itself and in clear accordance with its core values, mission and vision.

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