

BA Thesis

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A Cross-Cultural Analysis of Dutch and American Homepages of Third Sector Organizations

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Chapter 1: Introduction

The economy can be divided into three large sectors, namely the market, the government, and a third sector which can be labeled as culture (Rifkin, 2000, p.46). The existence and importance of this third, or non profit, sector is no longer questioned since it has become a significant economic force. Although the term non-profit indicates that non-profit organizations (NPOs) are not created to generate profit, their revenues are sometimes higher than their yearly expenses (Salamon & Anheier, 1997, p.13). In addition, the third sector has played a major role in social and political movements by influencing the first and second sector, such as the environmental movement (Salamon & Anheier, 1997, p.3). The third sector does, however, differentiate itself from the public (government) and private (market) sector in three ways, namely by serving a charitable purpose, not remitting net profits to anyone in the management of the organization, and refraining from political activities imposed by national governments (O'Neill, 2002).

The non-profit sector is also a large market in the Netherlands and the United States. The survey *International Comparisons of Charitable Giving*, published by the CAF in 2006, provides information about political and cultural factors that influence donations to charity. The survey states that American society donates significantly more than the Dutch, 1.7 and 0.45 per cent of GDP respectively. According to the survey, this might be explained by a possible relation between religion and generosity. In the United States, a nation with a high percentage of religious citizens, a large share of donations are being made through church or other religious institutions (CAF, 2006). A lower religious commitment in the Netherlands may result in fewer donations. Moreover, countries that require high social security contributions and taxes, such as the Netherlands, are likely to be less generous when giving to charity. The Dutch may feel they have contributed enough to those in need by paying their taxes. In the United States, where taxes are lower, people feel like charities instead of the

government are more responsible for helping humanity. In addition, only donations accountable for one to ten per cent of the gross income are tax deductible in the Netherlands, while all donations are fully deductible in the United States (CAF, 2006).

The Yearbook of International Organizations currently contains 66,000 international NPOs and associations, and approximately 1,200 new organizations are added each year (UIA, 2013). In this long list of organizations of all shapes and sizes, major players such as the Red Cross, Save the Children, and Oxfam can also be found; these will provide the corpus for this research. The International Red Cross and Red Crescent Movement (ICRC) is a large and internationally well-known network which includes 186 national societies and can be recognized by its symmetrical red cross or crescent, respectively (International Federation of Red Cross and Red Crescent Societies, 2014). The organization Save the Children includes Save the Children International and 30 member organizations (Save the Children, 2014). They currently provide help in 120 countries. Oxfam is an international confederation of 17 organizations that is present in more than 90 countries (Oxfam, 2014). All three organizations were founded in Europe and still have their head quarters in either the UK or, in the case of the ICRC, in Switzerland. The organizations strive to be politically neutral and independent and consider the Declaration of Human Rights a guideline for their actions. Finally, all three organizations have an official national homepage in both the Netherlands and the United States.

The international character of these organizations make them an interesting source for cross-cultural research. Although they all present themselves as standardized multinational organizations to be recognizable all over the world, it is in the organization's best interest to optimize promotional instruments to convince people all over the world to support them either financially or by other means. To do so, NPOs are increasingly seeking to benefit from the Internet's potential (Spencer, 2002). In 2011, the Internet was used by 33 per cent of the

world population, or nearly 2.3 billion individuals (Worldbank, 2013). This access to such an immense public creates great opportunities for NPOs, including e-commerce and online donations (Johnson, 1998). Singh & Pereira (2005) state that websites which are culturally adapted “enhance usability, accessibility and web site interactivity” among its target group. However, the question is whether national divisions of the previously mentioned organizations do indeed adapt their marketing communication, including websites, to the national cultures in which they are located. To decide whether large organizations such as the Red Cross, Save the Children, and Oxfam, localize their online marketing, this research will offer an analysis and comparison of the Dutch and American homepages of these organizations.

Chapter 2: Theoretical Framework

2.1 Online Marketing of NPOs

Anno 2014, NPOs seem to be catching up slowly but surely with for-profit organizations in using the Internet as a serious marketing instrument (Pinho & Macedo, 2006). The organizations selected for analysis in this research project can be considered professionals in the nonprofit sector, and might therefore be expected to also present professional websites designs. The use of the Internet is as important for NPOs as for organizations in the for-profit sector, however, Poon and Strom (1997) claim that Internet benefits such as easy access to potential clients and low costs of communication are extra important for NPOs. According to research by Pinho and Macedo among NPOs in Portugal, benefits of Internet use such as “the capability of the Internet to form and extent non-profit networks, the possibility to disseminate social values and program of action, the improvement of public image, and the increased opportunities for networking” are most frequently mentioned by NPOs themselves. Benefits considered less important are fundraising and recruitment of staff and volunteers (2006). For NPOs, however, the use of the Internet as a marketing tool also raises problems. According to Long and Chiagouris, the security of online donations and privacy still is an issue among individuals who would like to contribute to charities (2006). Research also shows that the Internet is the least popular source among donors who seek information about charities, although it seems to increase in popularity fast (Long & Chiagouris, 2006, p. 241). In order to optimize the use of the Internet as a marketing tool, NPOs will need to know how effective charity advertisement is done online. The introduction of the term relatively new term E-Philanthropy, or “the use of the Internet for charitable purposes” (Hart et al., 2005), can be seen as a sign that the Internet is an extremely important marketing tool for NPOs nowadays. A considerable amount of literature has been published on the effectiveness of charity advertising. Some of this research has focused on the use of images of people in

charitable advertising. Burt and Strongman, for example, have found that images that evoke feelings of guilt, sympathy, and pity are most likely to persuade individuals into donating (2005).

2.2 Comparative Research of Cultures

A leading name in comparative research of cultures is Geert Hofstede, a researcher who has categorized national cultures by creating a model of four dimensions (1991). His theory has become the basis of many culture research and models ever since, including research by Marcus & West Gould (2000) and Singh & Pereira (2005), and will also be the basis of this research project. To fully comprehend the method used in this research, Hofstede's study is summarized below.

Hofstede (1991) collected data from employees of a multinational business (IBM) in 53 countries. He created four dimensions to describe national cultures, namely collectivism vs. individualism, uncertainty avoidance, power distance, and masculinity vs. femininity. The dimension collectivism vs. individualism describes to what extent people are expected to take care of themselves or whether people are more likely to be part of a group. Countries that are considered collectivistic are likely to communicate indirectly, while individualistic nations appreciate personal opinions. Uncertainty avoidance indicates the tolerance national cultures have towards change. Countries that have a high score on this dimension generally have more extensive laws and rules to maintain as much control as possible. Power distance describes to what extent hierarchy and unequal power division is being accepted by subordinates. The fourth dimension categorizes national cultures as masculine or feminine. The term masculinity represents a culture that values performance and status, while femininity stands for sensitivity, taking care of others and acceptance of emotions.

Although Hofstede's theory is generally considered to be of great importance in cross-

cultural research, his research has not been accepted without criticism. Bell Ross and Faulker (1998) claim that the results of the organizational culture of the multinational IBM cannot be generalized to national cultures. Moreover, the respondents do not represent all the characteristics of a national culture, since employees of IBM are generally well-educated, white males, who live in an urban area. Furthermore, the results of Hofstede's research can be seen as dated, since the research originates from 1991. According to Hofstede, a person's national culture is programmed in their mind like software, and is therefore static. Bell Ross and Faulker, however, claim that cultures are not static but dynamic and, therefore, continually develop.

2.3 Cultural Values in Web Design

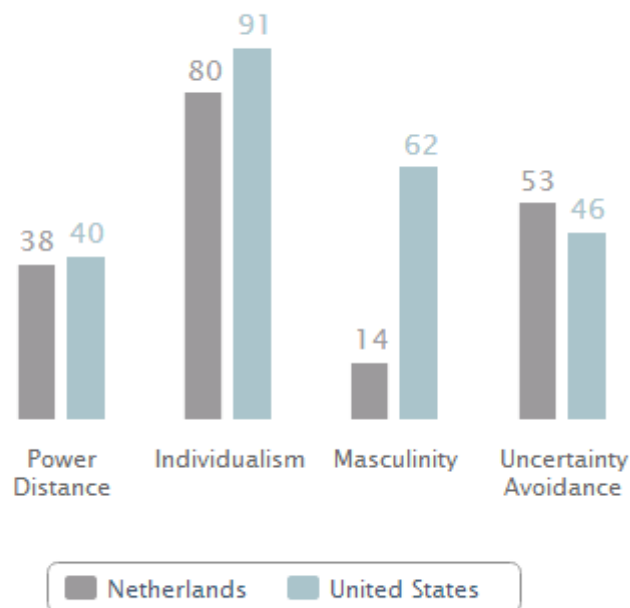
Multiple researchers have used Hofstede's dimensions as a framework for their analysis. The previously mentioned Marcus & West Gould (2000) have examined in what way cultural dimensions, as analyzed by Hofstede (1991), influence the user-interface designs of websites. Using Hofstede's dimensions, they analyzed web sites from countries with extreme scores (both low and high) to show how characteristics of national cultures are translated to the design of a website. Similar research was done by Singh and Pereira (2005). In *The Culturally Customized Web Site*, they discuss the way in which international web sites can be culturally adapted to improve reader experiences. Using Hofstede's original four dimensions plus Hall's (1976) High-Low Contexts value, they have created the *Cultural Values Framework* charting the implications of cultural values on web site design. Singh and Pereira's Cultural Values Framework will be used to operationalize the analysis of this research project.

Hall's High-Low Context value distinguishes cultures that prefer direct communication (low) and cultures which prefer politeness and indirectness (high) (Hall, 1990). It was decided to leave the web features related to Hall's Low-High Context out of the

analysis, due to size restrictions for this research paper. Singh & Pereira (2005) mention that Hall's Low-High Context has overlap with Hofstede's Masculine-Feminine dimension (p.143), excluding this category is therefore not expected to negatively affect the quality of the analysis.

To determine whether the design of a web page reflects the national culture of its target group, the cultural values have to be established. This research focuses on the Dutch and American national cultures, therefore, an overview of the scores of these countries on Hofstede's dimensions can be found in figure 1.

Fig. 1 Dimension scores of the Netherlands and the United States



Source: geert-hofstede.com

When comparing the scores of the Netherlands and the United States on Hofstede's dimensions, it is apparent that the countries' scores are much alike for most dimensions. On the power distance dimension, the US only scores two points higher with 40, while the Netherlands scores 38. This low score on power distance shows that both countries value

features such as “being independent, hierarchy for convenience only, equal rights, superiors accessible, coaching leader, management facilitates and empowers” (Hofstede, 2013). The US scores slightly higher than the Netherlands on individualism, 91 and 80 respectively. These scores, both high, show that both countries can be seen as individualistic, which means that individuals are expected to take care of themselves. A great difference, however, can be found in the dimension of masculinity. The Netherlands scores extremely low and can therefore be considered a feminine society that strives for equality, caring for others and quality of life. The United States scores above average with 62 and can therefore be considered a masculine society that is driven by competition and achievement. The scores for the Netherlands and the US on uncertainty avoidance are again almost equal, 53 and 46, respectively. American society seems to be a little less afraid of uncertainty, which means a smaller need for rules and more opportunity for spontaneous behavior (Hofstede, 2013).

Chapter 3: Method

3.1 Research Question

This research focuses on the homepages of the official websites of the Dutch and American versions of the Red Cross, Save the Children, and Oxfam, and contains a two part analysis. First, the homepages will be analyzed with the help of the Cultural Values Framework by Singh and Pereira (2005) to find out to what extent they match the Dutch and American scores given by Hofstede (2003) on the dimensions of individualism/collectivism, uncertainty avoidance, power distance, and masculinity/femininity. Secondly, these results will be compared to see whether a pattern of web features that differentiate from national culture can be distinguished, as these may indicate the existence of a sector related culture. The research question can therefore be phrased as follows;

To what extent do the homepages of the Dutch and the American branches of the Red Cross, Save the Children, and Oxfam reflect the Dutch and American cultural value scores given by Hofstede, and can a pattern be found in these results?

3.2 The Importance of a Homepage

Since literature (Singh & Dalal, 1999) (Nielsen & Tahir, 2002) describes the great importance of an effective homepage, this research will offer a contrastive analysis of the Dutch and American homepages of the Red Cross, Save the Children, and Oxfam. Singh and Dalal (1999) state that the homepage is the most influential element of a web site as a whole, because it is responsible for the first impression readers get when visiting. Nielsen and Tahir (2002) add that a negative first impression may cause readers to close the web page and eventually harm the organization's image. A quick glance is enough for the reader to get an impression of the organization, so it is crucial to spend a sufficient amount of attention on the

design of the homepage. The functions of a homepage are similar to other marketing communication tools, such as informing and convincing the readers, and should therefore be designed as such (Singh & Dalal, 1999).

3.3 Framework for Analysis

As mentioned in the Theoretical Framework, Singh and Pereira (2005) have created a well-tested framework which translates Hofstede's dimensions into characteristics of cultural values on web sites. The goal of this research project is to determine whether the features of the organization's homepages are consistent with the scores of the Netherlands and the United States as given by Hofstede. Singh and Pereira's (2005) Cultural Values Framework was used to operationalize this analysis. Since the framework is created especially for analyzing web sites and only a maximum of five features per dimension are proposed, all features are considered relevant for this research and are included into the analysis to benefit to the validity of this research project. The results will be shown in a basic table in which check marks are used to indicate the presence of the web features. Singh and Pereira do not describe how the web features quantify within the Cultural Values Framework, therefore, all web features are considered equally important in this research project. Determining the importance of each web feature separately would be an interesting research topic by itself, however, would cause issues with size and time limits of the current research project.

3.3.1 Analysis for Collectivism/Individualism

According to Singh & Pereira (2005), the following web features that can be found on web sites reflect individualistic and collectivistic preferences (p.60).

3.3.1.1 Individualism

Privacy Statement

The protection of personal information is described in a privacy policy, which is generally

found at the bottom of the home page (Singh & Pereira, 2005, p.86).

Independence Theme

According to Singh and Pereira (2005), the independence theme is common among individualistic cultures because these cultures value independence, self reliance and autonomy. Characteristics of the independence theme include the use of *you*, explicit focus on the national branch of the multinational organization and/or focus on the individual (p.86).

Personalization

Personalization of a web page, such as the ability to change the language and the possibility to log in to a user account, meets the standard of personal identity of individualistic cultures.

Personalization also includes customized information with the help of browser cookies (Singh & Pereira, 2005, p.87).

Product Uniqueness

The ability to personalize donations to make them unique is appreciated by individualistic cultures. This includes adding a personal message or specific amount (Singh & Pereira, 2005, p.87).

3.3.1.2 Collectivism

Online Communication

The ability to socialize online so concerns and views can be shared is a feature of collectivism. This includes chat rooms, message boards, but also Twitter and Facebook (Singh & Pereira, 2005, p.76).

Newsletter

The possibility to subscribe to a newsletter allows visitors to join a group and therefore get a sense of belonging to a community (Singh & Pereira, 2005, p.80).

Images of groups/families/teams

Images of groups, families or teams reflect the importance of being part of a group in collectivistic cultures (Singh & Pereira, 2005, p.78).

Symbols and Pictures of National Identity

Collectivistic cultures are more like to display patriotic outings in images or symbols (Singh & Pereira, 2005, p. 83), to make visitors feel like they are part of a group. These symbols also include local celebrities and local history.

Links to Local Web Sites

According to Singh and Pereira, links to local web sites indicate that the organization values relationships and is well connected, and can therefore be trusted (Singh & Pereira, 2005, p.862).

3.3.2 Analysis for Uncertainty Avoidance

Singh and Pereira's Cultural Values Framework (2005) categorizes the following web features under uncertainty avoidance.

Customer Service

Help and answers from experts are preferred in cultures with high scores on uncertainty avoidance. Customer service instruments include FAQ's and customer contact possibilities (Singh & Pereira, 2005, p.98).

Guided Navigation

Web site navigation, including a site map, provides a clear overview for the visitor (Singh & Pereira, 2005, p.100).

Free Trials

Free trials includes free membership, free downloads and toll-free numbers (Singh & Pereira, 2005, p.105).

Transaction Security and Testimonials

Transaction security is especially important for organizations in the third sector. Donors, particularly those in cultures which avoid uncertainty, want to know whether their donations are spent the way they are intended. Seals of trust, testimonials and official certificates are web features of high uncertainty avoidance (Singh & Pereira, 2005, p.106).

3.3.3 Analysis for Power Distance

According to Singh and Pereira (2005), the following web features reflect power distance.

Company Hierarchy Information

Information about the organization's hierarchy on the web page indicates how important the board or other managers are compared to employees with less power (Singh & Pereira, 2005, p.115).

Pictures of Authority Figures

Similar to Company Hierarchy Information, pictures of CEOs or others with power, such as celebrities, show that authority figures are considered to be of more importance than other employees (Singh & Pereira, 2005, p.115).

Vision Statement

A citation of the organization's vision for the company, as stated by the CEO or top management, shows that the view of the leader is considered important and is often found in national cultures that score high on power distance (Singh & Pereira, 2005, p.118).

Proper Titles

National cultures that score high on power distance value proper titles to clarify the status of an employee in the organization. The use of titles on the home page is therefore a feature of high power distance (Singh & Pereira, 2005, p.117).

3.3.4 Analysis for Masculinity/Femininity

Singh and Pereira's Cultural Values Framework (2005) classify the following web features as masculine and feminine.

3.3.4.1 Masculinity

Quizzes and Games

According to Singh and Pereira (2005), web pages for masculine cultures often provide games with adventure themes and/or contests (p.131).

Realism Theme

Masculine cultures are described as direct and decisive, therefore, to-the-point information and communication is common. Web pages tend to have a neat, simple and less cluttered design and are well-organized (Singh & Pereira, 2005, p.132).

Traditional Gender Roles

Clear gender role differentiation, including women as mothers, models and wives and men as CEO's, are visible on web pages of masculine culture. This also includes father-son and mother-daughter combinations (Singh & Pereira, 2005, p.131).

3.3.4.2 Femininity

As mentioned before, developmental aid organizations selected for this research paper can be described as feminine, since their main goal is helping others in need through cooperation.

Although the characteristics of a feminine culture resemble the characteristics of a high context culture, a few web features indicate a design is specially made for a feminine culture (Singh & Pereira, 2005, p.129).

Emotions

Expressing emotions is generally well accepted in feminine cultures, therefore, words or images that make an appeal to the reader's emotions can be expected (Singh & Pereira, 2005, p.129).

Blurred Gender Roles

In contrast to masculine culture, feminine cultures prefer a blurred division of gender roles instead of the traditional division (Singh & Pereira, 2005, p.133).

Chapter 4: Results

The homepages of the Dutch and American branch of the Red Cross, Save the Children, and Oxfam will be analyzed with the help of Singh and Pereira's Cultural Values Framework (2005). This chapter comprises three subchapters, in each of which a comparison of the Dutch and American homepages of each organization is made. First, the six homepages were analyzed to find the web features proposed by Singh and Pereira. These results can be found in the tables at the start of each chapter. Subsequently, the significance of these findings is discussed per dimension by Hofstede (2013).

4.1 Results Red Cross

This chapter presents the results generated by the application of the previously described method. First, a table will show the web features present on the Dutch and American homepage of the Red Cross. Next, a more detailed description of these findings will be given.

	Red Cross				
Cultural Values	NL	US	Cultural Values	NL	US
Individualism	80	91	Power Distance	38	40
Privacy policy	✓	✓	Company hierarchy info		
Independence theme	✓	✓	Pictures of Authority Figures	✓	
Personalization		✓	Vision statement		
Product Uniqueness			Proper Titles		
Collectivism	20	9	Masculinity	14	62
Online Communication			Quizzes/Games		
Newsletter	✓	✓	Realism theme		✓
Images of groups/teams/family	✓		Traditional gender roles	✓	✓
Symbols of national identity			Femininity	86	38
Links to local web sites			Emotions	✓	✓
Uncertainty Avoidance	53	46	Blurred gender roles		
Customer Service	✓	✓			
Guided navigation	✓	✓			
Free trials/downloads	✓				
Transaction Security and Testimonials	✓				

4.1.1 Individualism/Collectivism

Since both the Netherlands and the US score high on individualism, many individualistic features were expected to be found on the homepages of both national branches of the Red Cross. A privacy policy, or privacy statement, can indeed be found on both the Dutch and the American homepage. The independence theme is also emphasized on both homepages, however in different forms. The Dutch homepage of the Red Cross often uses *you* in their texts to address the individual reader and to motivate the reader to undertake action as an individual (*What can you do?*). The American homepage emphasizes the national branch by specifying their nationality in a unique logo (see figure 1).

Figure 1. Focus on National Branch



The theme of the hero can be seen on both homepages (see figures 2 & 3). Both branches encourage their readers to be heroes; individuals who independently perform good deeds.

Fig 2. Dutch Hero Red Cross



Fig 3. American Hero Red Cross



Personalization can be found on the American homepage, where readers can choose to change the language to Spanish. The homepage also offers a special app for readers who have trouble typing, reading or using a mouse. Both homepages also show several features of collectivism. Firstly, images of groups can be seen on the Dutch homepage, and both national branches have created the possibility to subscribe to newsletters of the organization.

It can be concluded that both the American and the Dutch homepage of the Red Cross have included individualistic and collectivistic web features. This result is not in line with Hofstede's scores for the Netherlands and the United States, since his theory defines both national cultures as highly individualistic.

4.1.2 Uncertainty Avoidance

Both the Netherlands and the US score approximately fifty on Hofstede's uncertainty avoidance, therefore, several features linked to this value were expected to be found on the homepages of both branches. The Dutch homepage, however, proved to show all features related to uncertainty avoidance given by Singh and Pereira (2005), while the American homepage incorporated a few features. Both homepages provide contact information to reach customer service and have guided navigation in the form of site maps at the bottom of the page. In addition, the Dutch homepage offers two free downloads, an AED-location spotter and a first aid instruction application. The Dutch homepage also shows reliability seals from third parties to ensure legitimacy (see figure 4). Free downloads and reliability seals are not found on the homepage of the American Red Cross.

Fig. 4 Reliability Seals Dutch Red Cross



The Dutch home page contains all of the web features given by Singh and Pereira's Cultural Value Framework, which means it does not match its national culture as defined by Hofstede. The American homepage does seem to reflect the score given by Hofstede (2013) by incorporating only some of the web features given by the Cultural Values Framework (Singh & Pereira, 2005, p. 59)

4.1.3 Power Distance

The Netherlands and the US have similar scores on Hofstede's power distance dimension, namely 38 and 40, respectively. On the basis of this score, several web features given by Singh and Pereira's Cultural Values Framework are expected to be found on both the Dutch and American homepages (2005). However, the homepages show different images. The only sign of power distance as defined by Hofstede can be found on the Dutch homepage in the form of celebrity ambassadors. The American homepage has not incorporated any features of power distance.

4.1.4 Masculinity/Femininity

According to Hofstede's country comparison scores for masculinity/femininity, American society can be considered masculine and the Dutch feminine. However, both homepages show images in which a traditional division of gender roles are displayed. The American homepage applies the traditional division of gender roles by only portraying males as heroes in their hero theme (see 4.1.2), which is conforming to Hofstede's theory. The Dutch homepage has incorporated an image of a mother with her family (figure 5), which is remarkable because it is not in accordance with the Dutch feminine culture because it indicates a preferences for traditional gender roles. In addition, the hero (figure 2) shown on the Dutch home page is male, which can also be labeled traditional.

Fig. 5 Traditional Gender Roles Dutch Red Cross



Corresponding with Hofstede's (2013) scores, the design of the American homepage is less cluttered and chaotic than the Dutch homepage when comparing the overall visual impression of the homepages. Only a small selection of colors is used and the information is organized in a simple and clear manner. The Dutch homepage uses more colors and the distribution of the images and text is more likely to create a chaotic first impression.

Both homepages have incorporated features that are supposed to make an appeal to the emotions of the reader. This is done either in the form of text or pictures. The Dutch homepage shows a picture of a young boy who seems to be asking for help (see figure 6), while texts with an emotional undertone can be found on the American homepage (see figure 7).

Fig. 6 Appeal to Emotion Dutch Red Cross *Fig. 7 Appeal to Emotion American Red Cross*



It feels good to give.
You don't need a special reason to give blood. You just need your own reason.

To conclude, the Dutch and American homepages both show masculine and feminine web features, a result that does not match Hofstede's scores for the national cultures.

4.2 Results Save the Children

This chapter will present the results generated by the application of the previously described method. First, a table will show which web features are incorporated on the Dutch and American homepage of the Save the Children. Subsequently, these findings will be described.

	Save the Children				
Cultural Values	NL	US	Cultural Values	NL	US
Individualism	80	91	Power Distance	38	40
Privacy policy		✓	Company hierarchy info		
Independence theme	✓	✓	Pictures of Authority Figures		
Personalization			Vision statement		✓
Product Uniqueness	✓	✓	Proper Titles		
Collectivism	20	9	Masculinity	14	62
Online Communication	✓	✓	Quizzes/Games		
Newsletter		✓	Realism theme		✓
Images of groups/teams/family		✓	Traditional gender roles		
Symbols of national identity		✓	Femininity	86	38
Links to local web sites	✓		Emotions	✓	✓
Uncertainty Avoidance	53	46	Blurred gender roles		
Customer Service	✓	✓			
Guided navigation	✓	✓			
Free trials/downloads					
Transaction Security and Testimonials	✓	✓			

4.2.1 Individualism/Collectivism

As mentioned in chapter 4.1.2, many individualistic features were expected to be found on the homepages of both national branches since the Netherlands and the US both score high on individualism. The Dutch homepage does not have a privacy policy, and neither official national homepages of Save the Children have incorporated any features that give the reader the opportunity to personalize the web page. However, the use of *you* can be found on both the Dutch and the American homepage of the organization, which indicates a focus on the reader as an individual. In addition, both homepages present the opportunity to personalize donations. American readers who wish to donate can choose to sponsor a child in America or a foreign child, along with donating money or a gift such as an animal. They can also choose to donate once only, monthly, or actually sponsor a specific child for a longer period of time. Dutch readers can choose to help by donating money, making a gift or becoming a volunteer for the organization. In addition, information on the Dutch homepage tries to motivate the reader to start their own unique fundraising activities. Several collectivistic features are also found on the Dutch homepage, including the possibility to post messages on the homepage with the help of Twitter. In addition, recent fundraising activities of local companies are mentioned on the homepage. In general, the individualistic and collectivist features incorporated in the Dutch homepage of Save the Children seem to reflect Hofstede's score.

Fig. 8 Image of Capitol Hill Save the Children America



The American homepage, in contrast, contains various web features related to collectivism, while their national culture is highly individualistic according to Hofstede's scores. These features include the possibility to communicate online through social media, subscription to a newsletter, images of groups and teams, and symbols of national identity (see figure 8). This result shows that the American homepage of Save the Children does not reflect Hofstede's score for collectivism.

4.2.2 Uncertainty Avoidance

Both the Netherlands and the US score approximately fifty on Hofstede's uncertainty avoidance dimension. Overall, this score is reflected on the both national homepages of the organization Save the Children. Both homepages have incorporated information readers can use to contact customer service. In addition, a site map clarifying the content of the complete website is found at the bottom of both homepages. Finally, on both the Dutch and the American homepage, reliability seals are displayed to ensure the authenticity of the organization. The reliability seals on the Dutch homepage of Save the Children are modest, similar to those of the Dutch Red Cross (see figure 4).

Fig. 9 Transaction Security Save the Children America



In comparison, the American branch takes much greater effort to gain the trust of the readers (see figure 9). The American homepage has included five different reliability seals to ensure transaction security and a pie chart to prove that donations are being spent well. These measures taken by both homepages seem to be slightly too much to reflect Hofstede's scores,

because both homepages have incorporated almost all web features described in the Cultural Values Framework by Singh and Pereira (2005).

4.2.3 Power Distance

Although the Netherlands score a little below average on Hofstede's dimension of power distance, no web features connected to this cultural behavior can be found on the Dutch homepage of Save the Children. The US has a similar score, and the American homepage of the organization does not seem to reflect its national culture either by incorporating only one web feature associated with the dimension, namely a description of its vision statement. This lack of web features related to power distance means that both the Dutch and American homepage of Save the Children do not reflect the scores as given by Hofstede.

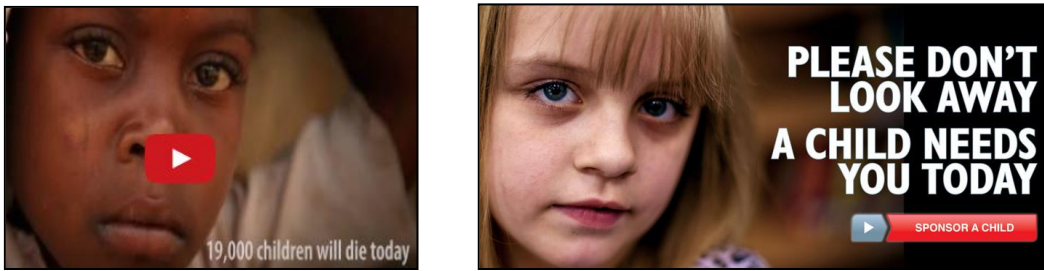
4.2.4 Masculinity/Femininity

As discussed in chapter 4.1.5, the homepages are expected to show differences in masculine and feminine web features since the Netherlands and the US differ the most on this dimension of Hofstede. Similar to the homepages of the Red Cross (see 4.1.5), the American homepage of Save the Children seems to have a more organized lay-out than the Dutch homepage. This feature is part of Singh and Pereira's (2005) cultural web value realism theme and is classified as masculine. Neither homepages show images in which gender roles are displayed, either with a traditional or blurred division.

Fig. 11 Appeal to Emotions Save the Children the Netherlands



Fig. 12 Appeal to Emotions Save the Children America



The homepages do both try to make an appeal to the reader's emotions by showing pictures of children in need, often in combination with emotional texts (see figure 11 and 12). Because this is a feminine feature, it can be concluded that the homepages do not reflect the scores given by Hofstede.

4.3 Results Oxfam

This chapter will present the results generated by the application of the previously described method. First, a table will show the web features found on the Dutch and American homepage of the Oxfam. Subsequently, these findings will be described.

	Oxfam				
Cultural Values	NL	US	Cultural Values	NL	US
Individualism	80	91	Power Distance	38	40
Privacy policy	✓	✓	Company hierarchy info		
Independence theme	✓	✓	Pictures of Authority Figures		
Personalization	✓		Vision statement		
Product Uniqueness	✓	✓	Proper Titles		
Collectivism	20	9	Masculinity	14	62
Online Communication			Quizzes/Games		
Newsletter	✓	✓	Realism theme	✓	✓
Images of groups/teams/family	✓		Traditional gender roles		✓
Symbols of national identity			Femininity	86	38
Links to local web sites			Emotions	✓	✓
Uncertainty Avoidance	53	46	Blurred gender roles		✓
Customer Service	✓	✓			
Guided navigation	✓	✓			
Free trials/downloads					
Transaction Security and Testimonials	✓	✓			

4.3.1 Individualism/Collectivism

The Dutch homepage of Oxfam has incorporated all web features related to Hofstede's individualism dimension, while the American homepage incorporated four out of five web features. This is in line with the high scores on individualism of both national cultures as given by Hofstede (2013). Both homepages present a privacy policy, address the reader with *you* and offer the possibility to support the organization in a unique personal manner. The Dutch homepage also gives the option to change the language on the site to English. Some collectivistic web features are also found on both homepages. Although online communication cannot be found on either home page, both Dutch and American readers are given the opportunity to subscribe to newsletters. Images of groups or teams can only be found on the Dutch homepage. The American homepage does show multiple photos, however, all of them portray individuals. Furthermore, national symbols and links to local web sites are not included in either the Dutch or the American homepages. This lack of most collectivistic web features reflects Hofstede's scores, since both national cultures score low on this dimension.

4.3.2 Uncertainty Avoidance

The Dutch and American homepages both show the same web features related to Hofstede's dimension of uncertainty avoidance, nearly all features given by Singh and Pereira (2005) can be found. Similar to the result of the homepages of Save the Children, this number of web features can be considered excessive. Contact information to reach customer service is given by both homepages, as well as guided navigation in the form of a site map at the bottom of the page. In addition, both homepages have incorporated reliability seals which are granted by third parties to testify that the organization is trustworthy. The American branch has included the following sentence below the seals to emphasize this: *Make sure your gift to Oxfam America goes directly to where it's most needed, without delay, with a secure online donation*

In conclusion, both homepages do not reflect the national scores on uncertainty avoidance as given by Hofstede (2013).

4.3.3 Power Distance

As shown in the results table of this chapter, none of the features related to power distance, as given by Singh and Pereira (2005), can be found on either the Dutch and the American homepage of Oxfam. Neither homepages have incorporated company hierarchy information, images of authority figures, a vision statement, or mentioned titles of employees. This result does not correspond with the scores of both countries on power distance as given by Hofstede (2013), which is similar to the results of the homepages of the Red Cross and Save the Children.

4.3.4 Masculinity/Femininity

As mentioned in two previous sections, Hofstede's masculinity/femininity dimension is expected to generate the most evident results since the Netherlands and the US differ most in their scores on this dimension. Unlike the homepages of the Red Cross and Save the Children, the homepages of the Dutch and American Oxfam cannot be ranked in order of design because both homepage are roughly identical. Both homepages are well-organized and are therefore assigned the masculine web feature of realism theme. Both homepages have also included a feminine feature, since they both try to make an appeal to their reader's emotions via texts such as *Your donation can save lives* (Dutch homepage) and the similar *Your generous support will change lives* (American homepage).

Fig. 13 Traditional Gender Roles American Oxfam



Fig. 14 Blurred Gender Roles American Oxfam



Remarkably, the American homepage displays both a traditional division of gender roles as a blurred division (see figure 13 & 14), which seems unlikely to be found in a masculine culture. Figure 13 shows a woman doing laundry, which can be classified as a traditional division of gender roles. Figure 14, however, shows a picture of a woman described as a business owner, climate change activist, and Oxfam ally. These are all positions of power, which are generally associated with men in masculine societies such as the American society. The Dutch homepage does not show any kind of division of gender roles. Quizzes and/or games cannot be found on either homepages. In general, both the Dutch and American homepage of Oxfam do not reflect the scores of their national culture, as given by Hofstede, since they both have equal as many masculine as feminine web features.

4.4 Analysis of Results

After applying the Cultural Values Framework by Singh and Pereira (2005) to the Dutch and American homepages of the Red Cross, Save the Children and Oxfam, respectively, the answer to the research question has become clear. It can be concluded that, in general, the homepages do not reflect the scores of their national culture as defined by Hofstede.

In a comparison between the results of the Dutch and American homepages per dimension it becomes clear that no apparent differences in web features used were found. The Dutch and American sites both show collectivistic web features although they are labeled individualistic cultures by Hofstede. Many web features related to uncertainty avoidance were found although Hofstede claims that both national cultures do not have a need for high uncertainty avoidance. In addition, almost no web features associated with power distance are found although Hofstede's scores suggest both national cultures prefer some signs of hierarchy. These results may be explained by the fact that the Netherlands and the United States score similarly on these three dimensions. However, this argument suggests that a difference should be found for the dimension in which the countries do differ significantly, namely masculinity/femininity. Hofstede categorizes the American national culture as masculine and the Dutch culture as feminine. Nevertheless, the results show that both the Dutch and American homepages have similar masculine and feminine features. This conclusion implies that, generally, a pattern of web features can be found on Dutch and American third sector homepages. This pattern consists of a combination of individualistic and collectivistic features, many features representing uncertainty avoidance, a few features associated with power distance, and both masculine and feminine web features.

Chapter 5: Discussion

In this chapter, the findings from the previous chapter will be analyzed and discussed by linking the results to the theory described in the Theoretical Framework. First, the answer to the research question is presented. Subsequently, possible explanations for this answer are discussed.

This research project focuses on whether or not the homepages of the Dutch and American branches of the Red Cross, Save the Children, and Oxfam reflect the national scores given by Hofstede, and whether a pattern can be found in the results. After analyzing the homepages with the help of Singh and Pereira's Cultural Values Framework, it can be concluded that, in general, the homepages do not reflect the scores given by Hofstede. There are several possible explanations for this result.

Singh et al. (2004) have found that readers prefer a localized web site. A way to operationalize this is by taking the national scores on Hofstede's cultural dimensions in account when creating a web site. However, research by Bell Ross & Faulker (1998) reveals significant shortcomings in Hofstede's theory on national culture. The results of this research paper show that, in general, none of the homepages reflect the national culture as defined by Hofstede. This may be a result of Hofstede's scores being out-dated (Bell Ross & Faulker, 1998). Cultures are dynamic and change over time, which means that the Dutch and American cultures may have different scores on Hofstede's dimensions in 2014 than at the time of the original research in 1991. In addition, Bell Ross & Faulker question the generalization of Hofstede's original research source, an organizational culture, to a national culture (1998). This generalization may indeed be invalid and explain the outcome of this research project. Even if Hofstede's theory is generalized to organizational culture only, a valid comparison with the organizations selected for this research project may not be possible due to different the *raison d'être* of the organizations. Hofstede has executed his research

among employees of IBM, a for-profit technology corporation, while the organizations analyzed in this research are all NPOs.

The characteristics associated with NPOs such as those analyzed in this research project may also explain why the homepages do not reflect the national culture as defined by Hofstede. Both homepages of the Red Cross and the American homepage of Save the Children show several features of collectivism, which may seem incompatible with the Dutch and American high score on individualism. This result can be explained by the collectivistic nature of charitable organizations such as the Red Cross. Organizations in the third sector have made helping those in need their core business, an activity that can be defined as collectivistic. Therefore, although it might be against the nature of the national culture, the presence of collectivistic web features on homepages of NPOs are likely to be expected by the visitors.

Judging by the many features incorporated by almost all homepages into their web design, both national scores on uncertainty avoidance would be expected to be much higher, instead of the actual average score of 53 (NL) and 46 (US). This remarkable result may be explained by the previously discussed current lack of trust among visitors of NPO web sites (Long & Chiagouris, 2006, p. 240). According to Long and Chiagouris, this lack of trust is caused by the exposed fraud within NPOs. In addition, the security of online donations is still an issue in charitable giving (2006, p. 241), which caused the organizations to play it safe and incorporate many features to avoid uncertainty.

The Netherlands and the United States both score around 40 on Hofstede's power distance dimension, therefore some features related to power distance were expected to be found on the homepages of the organizations. The analysis, however, showed that almost no signs of power distance can be found on any of the homepages selected for this research project. Hofstede defines this dimension as the extent to which individuals in societies are

considered equal. This definition might explain why the organizations have not included features of power distance. The Red Cross, Save the Children, and Oxfam are all organizations that strive to increase equality in wealth, health care, education, etc. Striving for equality while presenting features that display power distance may be perceived as contradicting, which explains why the organizations might purposely leave these features out.

The national scores of the Netherlands and the US vary most on Hofstede's dimension of masculinity/femininity. According to Hofstede's theory, the Dutch culture can be described as feminine, and the American culture as masculine. The results of this research project, however, show that not only the Dutch but also all American homepages analyzed have incorporated web features associated with femininity. The most reoccurring feminine feature is the attempt that is made to make an appeal to the reader's emotions, since this can be found on all six homepages. Considering this may generally not be expected in masculine cultures such as the American culture, the decision to include this feature might be part of strategic marketing decisions by the organizations. Research in charity advertisement shows that images that evoke feelings of guilt, sympathy, and pity are most likely to persuade individuals into donating (Burt & Strongman, 2005). Since the Red Cross, Save the Children, and Oxfam can all be considered professional organizations in the third sector, it can be expected that they are aware of such research, and have therefore included emotions into their web page design to increase the effectiveness of their advertisement.

When comparing the results of all the homepages collectively, a pattern seems to become detectable. In general, the Dutch and American branches of the organizations have incorporated collectivistic features on their homepages, even though both countries are being defined as individualistic cultures by Hofstede. In addition, most of the homepages have incorporated many features associated with uncertainty avoidance to ensure safety and privacy in comparison to the national scores given by Hofstede on the uncertainty avoidance

dimension. Furthermore, any cultural need for hierarchy is not reflected on the homepages of the Dutch and American branch of the organizations. Finally, feminine features are incorporated in every homepage, despite the fact that the American culture is defined as masculine by Hofstede. In summary, it can be speculated that a sector related culture can be distinguished from the pattern of web features that differentiate from national culture. Dutch and American homepages of NPOs seem to incorporate both individualistic and collectivistic features, many web features related to uncertainty avoidance, few features associated with power distance, and always include feminine features.

Chapter 6: Conclusion

This research paper set out to determine whether the homepages of Dutch and American branches of third sector organizations reflect the national culture scores as given by Hofstede (2013). The organizations selected for analysis are the Red Cross, Save the Children, and Oxfam, which means that a total of six homepages were analyzed. By using the Cultural Values Framework by Singh and Pereira (2005), a comparison between the score of the national culture and the reflection of this on the homepages could be made. The framework consists of a list of web features categorized in Hofstede's dimensions individualism/collectivism, uncertainty avoidance, power distance, and masculinity/femininity.

The analysis shows that both the Dutch and the American homepages of the Red Cross appeared to reflect the high national scores on Hofstede's individualism dimension, however, collectivistic web features were also found. The score on uncertainty dimension is reflected on the American homepage but not on the Dutch homepage. Furthermore, both homepages reflect the scores as given by Hofstede on the dimensions power distance and masculinity/femininity.

The design of the Dutch homepage of Save the Children matches the national score on the individualism/collectivism dimension by Hofstede, in contrast to the American homepage, which does not reflect the score of the national culture. As for the uncertainty avoidance dimension, the American homepage mirrors the national score but the Dutch homepage is deviant. Neither the American nor the Dutch homepage of Save the Children resemble the scores given for dimensions power distance and masculine/feminine.

The results of the analysis of the American and Dutch homepages of Oxfam show that both sites seem to reflect the national score for the individualism/collectivism dimension by Hofstede. However, the national scores for the other three dimensions, uncertainty avoidance, power distance, and masculinity/femininity, cannot be detected on either the Dutch and

American homepage of Oxfam.

Taken together, these results suggest that the national scores on the dimensions as given by Hofstede are not reflected on both the Dutch and American homepages of the organizations that were included in this research project.

Various explanations can be given to explain this result. First, Hofstede's information on national cultures might be out-dated because of the dynamic nature of culture, or incorrect due to an invalid generalization of organizational culture to national culture (Bell Ross & Faulker, 1998). Another possible explanation might be the unique characteristics of developmental aid organizations such as the Red Cross, Save the Children, and Oxfam. Although both the Netherlands and the US can be described as individualistic cultures (Hofstede, 2013), multiple collectivistic features were found on the homepages. The appearance of collectivistic feature may be explained by the collectivistic core business of the organizations, which is helping other in need. The current lack of trust in online donations might explain the large number of web features associated with Hofstede's uncertainty avoidance. Furthermore, the absence of web feature representing power distance might also be related to the previously mentioned core business of the organizations. Striving for equality while presenting features of power distance may seem contradicting and are therefore not present on the homepages. Finally, the feminine features found on the American homepages might be deliberately incorporated for marketing purposes, since research shows that emotional images increase donations.

A final analysis of the results shows that a pattern can be distinguished. Although this may be in contrast with the national cultures as defined by Hofstede, the American and Dutch homepages show various web features of collectivism and a great number of web features associated with uncertainty avoidance. In addition, although Hofstede describes a need for hierarchy, web features associated with power distance are not present on the homepages.

Finally, all homepages have incorporated feminine features, which is in contrast with the American culture as defined by Hofstede.

Several limitations to this research project need to be acknowledged. The current study has only analyzed a small part of the total web site, namely the homepage. Although literature (Singh & Dalal, 1999) (Nielsen & Tahir, 2002) describes the importance of the homepage, an analysis of the complete web site may give a more valid answer to the research question. In addition, with a small sample size of only three organizations and six homepages, caution must be taken, as the findings might not be generalizable to all NPOs. Therefore, future research may need to increase the size of the corpus. In addition, further research might investigate web site effectiveness by exploring the actual preferences of web site visitors. By not basing cultural preferences on existing theory such as Hofstede, information that is outdated or invalid in any other way can be avoided. It would also be interesting to operationalize the analysis on the same corpus but with a different model or in combination with another model, e.g. the model by Marcus and West Gould (2000). Although this model is also based on Hofstede's theory and overlaps most of Singh and Pereira's model, Marcus West and Gould describe a few more web features that can be associated with Hofstede's dimension.

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Appendix 1: Dutch Homepage Red Cross



[Inloggen](#) [Contact](#) [Vacatures](#) [Over ons](#)


Home
Actueel
Onze hulp
Wat kunt u doen?
EHBO



IEDEREEN KAN LEVENS REDDEN

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Onze hulp in Syrië
Meer dan 3 jaar oorlog heeft een enorme impact op het dagelijkse leven in Syrië. Onnoemelijk veel mensen zijn gedood, gewond of gevlucht. Onder extreem moeilijke omstandigheden biedt het Rode Kruis hulp.

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Actueel

- Nieuwsberichten
- Aanmelden nieuwsbrief
- Jaarverslag
- Persberichten
- Persvoorlichting


Het Rode Kruis


- Contact
- Hulp bij rampen
- EHBO
- Organisatie
- Vacatures
- Rode Kruis Afdelingen


Hoe kan ik helpen?


- Geef een gift
- Donateur worden
- Vrijwilliger worden
- Geef uw mening
- Download de EHBO app


Onze Ambassadeurs


Irene Moors



Humberto Tan


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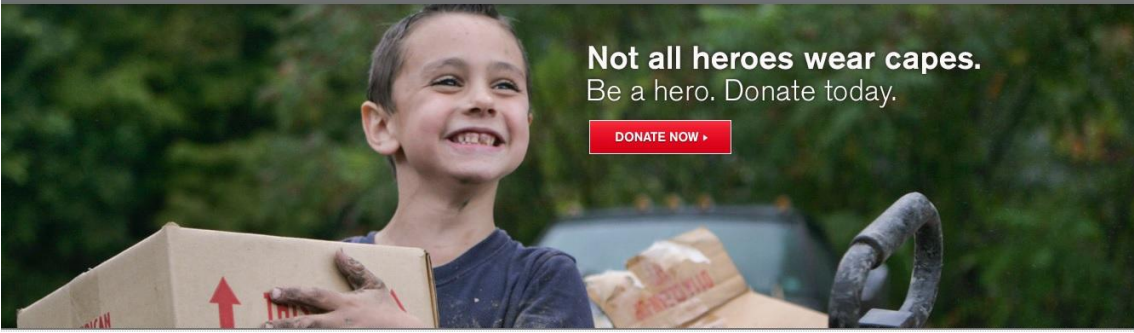
Appendix 2: American Homepage Red Cross



[Sign In/Sign Up](#) | [Cart: 0 \(\\$0.00\)](#) | [Español](#) | [Washington, DC \(20006\)](#)

WHAT WE DO
RED CROSS STORES
NEWS & EVENTS
FIND YOUR LOCAL RED CROSS
SHOP

DONATE FUNDS
DONATE BLOOD
TRAINING & CERTIFICATION
WAYS TO HELP
GET ASSISTANCE




Not all heroes wear capes.


Be a hero. Donate today.

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Appendix 3: Dutch Homepage Save the Children


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Red hun leven. Red hun dromen. Red hun toekomst.  **Save the Children**

[Home](#) [Wij redden kinderen](#) [Help mee](#) [Actueel](#)

Landen




land:



Omdat het niet hier gebeurt, wil niet zeggen dat het nergens gebeurt...
Wat als London Aleppo in Syrië zou zijn? Bekijk de video

Syrische kinderen hebben dringend uw hulp nodig



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Nieuws uit Nederland

- 1.500 studenten deden dankzij Aramo mee aan de City Pier City Loop 11-09-2014
- Yogastudio's in actie op World Yoga Day 24-02-2014
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Ingestorte gezondheidszorg in Syrië bedreigt miljoenen kinderlevens

09-03-2014

Door de volledig versplinterde gezondheidszorg in Syrië zijn artsen en verpleegkundigen genooddacht om op brute wijze medische handelingen te verrichten. Door de uitbraak van epidemieën worden miljoenen kinderen bloot gesteld aan dodelijke ziektes. Dit blijkt uit het vandaag verschenen rapport van Save the Children, "De vernietigende gevolgen van drie jaar oorlog op de gezondheid van Syrische kinderen".


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Zet je in voor de kinderen in Liberia



[Kom in actie!](#)

Tot nu toe honderdduizenden Filipino's geholpen met geld Giro555


04-03-2014

Dankzij de giften van mensen in Nederland hebben honderdduizenden mensen in de Filipijnen de eerste maanden na de tyfoon levensreddende hulp ontvangen. Van de totale opbrengst die binnenkwam voor de actie 'Help slachtoffers ramp Filipijnen' is tot nu toe bijna een kwart - 8,6 miljoen euro - besteed.


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Save the Children Nederland

3.564 people like Save the Children Nederland.



Geef kinderen een toekomst



[Doneer nu!](#)

Publieke oproep om verloren generatie Syrische kinderen te voorkomen

#NOLST Generation 28-02-2014

Aan de vooravond van het vierde jaar van de oorlog in Syrië, roepen hulporganisaties in binnen- en buitenland iedereen op hun stem te laten horen voor de kinderen die door de oorlog worden getroffen. Onder de titel No Lost Generation waarschuwen de organisaties dat zonder een einde aan het geweld en het lijd van de kinderen én zonder extra investeringen in hun onderwijs en bescherming, een hele generatie kinderen verloren zou kunnen gaan.


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Alle partijen in Syrisch conflict moeten humanitaire hulp toegang geven om noodhulp zoals medicijnen te leveren aan #childrenofsyria 4 uur geleden

Zestig procent van de ziekenhuis in Syrië is verwoest of beschadigd. #Syria 8 uur geleden

Van fragiel naar stabiel - samenwerken in Afrika



[Lees meer](#)

Miljoen baby's overleven eerste dag niet

25-02-2014

De eerste 24 uur van een kinderleven zijn cruciaal. Elk jaar overlijden een miljoen baby's op de eerste dag van hun leven. Dit blijkt uit een nieuw onderzoeksrapport, dat Save the Children vandaag presenteert.

[Lees verder](#)

Malala Fund en Save the Children werken samen aan onderwijs in Jordanië








18-02-2014

Het Malala Fund, het fonds van de Pakistaanse Malala Yousafzai, kondigde vandaag een samenwerking aan met Save the Children om kwetsbare Syrische en Jordaanse kinderen in Jordanië weer naar school te helpen.

[Lees verder](#)

[Klik hier voor het volledige nieuwsoverzicht](#)

Deze bedrijven steunen ons:

Wij redden kinderen

Onze werkwijze
Waar wij voor staan
Gezondheidszorg
Onderwijs
Bescherming
Resultaten en Ambities
Samenwerking en lobby
Kinderrechten
Verrijken rechten van het kind
Kinderrechtenverdrag
Onderwijsrecht

Help mee

Die een gift
Kom in actie
Word vrijwilliger
Word bedrijfsponsor
In de klas
Fondsen en stichtingen
Schenk met
Belastingsvoordeel
Kinderen in uw testament
Universele rechten van het kind

Actueel

Actienieuws
Publicaties
Download materiaal
Foto en film
Laatste nieuws
Ontwikkelings Samenwerking
Kinderrechten Organisatie
Oorlogskinderen
Onderwijs buitenland
Zorg voor kinderen
Recht Op Onderwijs

Over ons


Onze organisatie
Ambassadeurs en supporters
Nationale Postcode Loterij
Financien
Oorlogskind
Ontwikkelingshulporganisaties
Mensenrechtenorganisaties
Kinderen Beschermen
Jeugd Gezondheidszorg
Hulpverlening kinderen
Goed doel kinderen

Contact

Donateurservice
Contactgegevens
Pers
Persberichten
Contact
Aanmelden perslijst
Noodhulp
Oorlogsslachtoffers

Volg ons op:

[f](#)
[t](#)
[v](#)
[+31](#)



Appendix 4: American Homepage Save the Children

Save the Children. About Us | Newsroom | Blog

[Make a Donation](#)
[Become a Child Sponsor](#)
[Shop Our Gift Catalog](#)
[Get Involved](#)
[Join Our Cause](#)

A DEVASTATING TOLL

Three Years of War on Syria's Children

[LEARN MORE](#)

[A DEVASTATING TOLL](#)
[WORLD'S MOST VULNERABLE CHILDREN](#)
[WE KNOW HOW IT FEELS TO SAVE LIVES](#)
[DON'T YOUR ANGER MAKE YOU WANT TO SAVE LIVES?](#)
[PLEASE DON'T LET US AND A CHILD NEED](#)

LATEST NEWS
 Huffington Post: "No Birth Should Be Left Up to Chance" by Carolyn Miles. Read her blog.

Save the Children gives children in the United States and around the world what every child deserves – a healthy start, the opportunity to learn and protection from harm. When disaster strikes, we put children's needs first. We advocate for and achieve large-scale change for children. We save children's lives. Join us.

OUR WORLD

120 COUNTRIES INCLUDING THE USA

OUR PROMISE

89% OF ALL \$ GOES TO PROGRAMS

OUR REACH

125 MILLION LIVES CHANGED

Stay Informed

Sign up to receive breaking news, preparedness tips and ways to get involved.

[SIGN UP TODAY](#)

Stay Connected

Join caring people like you in our social media communities and help spread the word.

[LEARN MORE](#)

Make a Difference Sponsor A Child

You can create a lasting, personal bond and change a child's life by helping provide food, health care, education and much more - all for less than \$1 a day.

[SPONSOR A CHILD](#)

Our Supporters

Learn how our corporate partners are supporting our emergency relief efforts and making an impact.

[READ MORE](#)

In the Spotlight

Please sign our petition and urge President Obama to increase investment in kids programs at the level they deserve.

[TAKE ACTION](#)

Save the Children.

Save the Children gives children in the United States and around the world what every child deserves – a healthy start, the opportunity to learn and protection from harm, especially when disaster strikes. We advocate and achieve lasting change for millions of children. We save children's lives.

An Organization You Can Trust

In fiscal year 2012, 89% of all expenditures went to program services. Find out more.

Program Services – 89%
Fundraising – 8%
Management and General – 3%

Stay Informed

Stay Connected

[DONATE](#)

Who We Are

- History
- Senior Management
- Publications and Reports
- Careers
- Trustees
- Corporate Partners

Where We Work

- United States
- Africa
- Asia
- Latin America and the Caribbean
- Middle East and Eurasia
- Interactive Map


What We Do

- Child Protection
- Education
- Emergency Response
- Health and Nutrition
- Hunger and Livelihoods
- HIV and AIDS

Our Campaigns

- Every Best Matters
- Get Ready. Get Safe.
- Invest in Kids
- Mom's the Word
- Syria Relief

Appendix 5: Dutch Homepage Oxfam



[Pers](#) | [Werken bij](#) | [Bedrijven](#) | [Contact](#) | [English](#)


Wat wij doen

Wat jij kan doen

Shop

Actueel

WERELDWIJDE
WAKE VOOR
SYRIË



Jouw portret op het Rijksmuseum.

Brand een kaars >

KOM IN ACTIE

Steun onze campagnes

Kom in actie >

DOE EEN GIFT

Je donatie kan levens redden.

Doneer >


VRIJWILLIGER

Help mee met ons werk

Word Doener >

Doe mee

Wake voor Syrië




In Syrië vindt al 3 jaar een verschrikkelijke burgeroorlog plaats. Daarom slaan wereldwijd 23 organisaties de handen ineen voor een actie. Doe mee! Laat de Syrische burgers weten dat je aan ze denkt.

Brand een kaars! >

Oxfam Novib Pakt Uit


VOOR JOU:
GEËN
KLEINIGEITJE!



Zoek je een origineel cadeau voor iemand die alles al heeft? Denk eens aan een geit, een paar kippen of een studiebeurt! Met Oxfam Novib Pakt Uit geef je een verrassend en eerlijk cadeau dat het verschil maakt. Laat je inspireren door de uitgebreide collectie originele cadeaus.

Bekijk de cadeau collectie >

Hoe kan jij helpen



Syrische vluchtelingen hebben drinkwater nodig, onderdak en een toekomst. Help met een gift.

Ik geef:

€ 25,-
 € 50,-
 anders


Voorletters:

Achternaam:

Ik help mee! >

Wat wij doen


Resultaten



Dankzij jouw steun kan Oxfam Novib werken aan een rechtvaardige wereld zonder armoede. We laten je dan ook graag zien wat we samen hebben bereikt. Reis mee, praat mee en deel het zelf.

Dit hebben we samen bereikt >


Conflict en geweld in Zuid-Sudan



Ongeveer 850.000 mensen zijn op de vlucht geslagen voor het geweld tussen militaire groepen in Zuid-Sudan. Oxfam biedt noodhulp.

Lees meer >

Laatste nieuws

- 

EU pakt belastingontwijking aan

11 maart 2014
- 10 mrt







Veroordeling Jippy-fraudeur
- 7 mrt

Internationale Vrouwendag: afschaffen?
- 7 mrt




Sylvana Simons in Senegal

Meer nieuws > RSS


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Abonneer op onze nieuwsbrief
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Appendix 6: American Homepage Oxfam



Working together to end poverty and injustice

Oxfam America | Oxfam America Unwrapped

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Take action

Donate

SHE'S RIGHTING THE WRONG.


Farmer. Small business owner. Grandmother. Peruvian highlander. Climate change activist. Oxfam ally.






VOLUNTEER

Fight globally. Act locally.



TAKE ACTION

Change the world. Start here.




DONATE NOW

Your generous support will change lives.

JOIN US


➔

Nearly one out of three of us lives in poverty. Did we see a future in which no one does? Sign up to learn how you can help people help themselves in the fight against poverty, hunger, and injustice.




Sign up

Featured stories & updates



First Person blog
3 easy ways to celebrate International Women's Day
March 6, 2014
Here's how you can join the effort—no plane ticket necessary.




First Person blog
What a fisherman in Ghana taught me about redefining masculinity
March 10, 2014

Story
Inspired by women changemakers: Your stories
March 3, 2014

In the fight against poverty, women are on the front lines. Each year on March 8, the world stops to celebrate women and their accomplishments for International Women's Day.

First Person blog
How is a Syrian child different from a kid anywhere?
March 7, 2014

A must-see video brings the conflict home and shows how young lives change in times of crisis.



News update
Changing the way food companies do business
February 26, 2014

[See more stories & updates](#)

How you're helping

2.7 MILLION

People who received emergency assistance from Oxfam in 2013's biggest crisis

719,980

Villagers who have access to savings and loan opportunities thanks to Oxfam's efforts

394,000

Activists who successfully urged companies in 2013 to respect the rights of small farmers

[Discover how we measure impact](#)

Donate now

• \$35

• \$100

• \$500

• \$ Other

Donate

Make sure your gift to Oxfam America goes directly to where it's most needed, without delay, with a secure online donation.

(Looking to make a monthly donation, fundraise for Oxfam, or give some other way? [Visit our donate page](#).)

Explore

Take action

What we believe

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- Stories & updates
- Countries we work in
- Research & publications
- Careers at Oxfam

Find or host an event

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- Help save lives
- Be a fundraiser
- Volunteer
- Donate
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