

Association for Community Relations
Annual Report – 2007
English version

In the present grant period, ACR has worked at four levels to support resource mobilization processes in Romania: 1) NGOs; 2) donors; 3) new institutional frameworks (partnerships, funds, new organizations), and 4) favorable environment for private resource mobilization.

The four levels of ACR engagement are:

- 1). Increasing capacity of NGOs to fundraise from private sources as we see NGOs as a key framework for mobilizing support to good causes and community initiatives (S2);
- 2). Engaging private donors – we focus particularly on companies (S3) and explore frameworks, for mobilizing support from individuals (S4, S5);
- 3). Creating or facilitating the creation of new partnerships, resource mobilization mechanisms and institutions that build relations between donors and NGOs (S4);
- 4). Promoting a favorable environment with usefulness and limitations of social involvement based on privately mobilized financial resources understood, good examples known, innovation and quality fostered. (S1, S5).

ACR's strategic directions 2006-2007 were:

S1. Supporting the understanding of the issues and trends connected to the resource mobilization context: quantitative and qualitative researches with useful, accurate and up-to-date information about issues and trends in the context and relationships with local resource mobilization practice.

S2. Supporting the development of nonprofit organizations and practitioners: exchanging experience, giving information, consultation for developing own practice, professional advancement workshops and small grants.

S3. Supporting the social involvement of companies: supporting companies to access and exchange information about social involvement, identifying and developing customized mechanisms for company involvement.

S4. Supporting the development of resource mobilization mechanisms: facilitating community-level and national level dialogue and new institutional frameworks for resource mobilization (partnerships, funds, foundations).

S5. Promoting usefulness and successful examples, nonprofit causes and specific institutional frameworks designed to mobilize resources: involving mass media, academic institutions, authorities and companies in understanding and promoting successful examples, nonprofit causes and specific frameworks/mechanisms.

S6. Developing ACR as an effective organization for the Romanian context and needs, connected to the practice in Central and Eastern Europe (CEE): exchanging practice with similar organizations in CEE, investing in evaluation, staff and board development and long-term financial sustainability.

S1. Research programs - issues and trends in resource mobilization field

1.1 Quantitative research for private resource mobilization (S2, S3). ACR has carried in 2007 a quantitative study looking into the behavior of individual donors and public opinion on

giving, NGOs and corporate involvement programs. The study offers opportunity to compare the individual giving behavior with the ones studied in 2002 (in Trends in Romanian Philanthropy: individual and company giving), thus giving an overview on the dynamic of the resource mobilization field in these 5 years (since ACR first started its operations). As a new component, the study offers data about public expectations related to corporate social responsibility and social involvement. The study also has a new section focusing on 2% giving. Data for the study has been collected in 2007, while conclusions will be publicly available in the first half of 2008. Data from the study also informs strategy for ACR's programs.

Key developments on this program: Compared to 2006, the focus of the research program has been on raising data for the major quantitative research (planned every 5 years) and less on qualitative researches as in 2006. We expect that 2008 will focus mostly on analyzing and disseminating this data to NGOs, companies and the broad public and based on fundraising opportunities begin the second component focused on business respondents.

S2. NGO programs – Supporting development of nonprofit organizations and practitioners

2.1 Current Account in Community (Viability = People + Resources) – 10 NGOs have been involved in the third edition of the program carried in 2007 (5 out of these 10 have been involved in the second/2006 edition of the program). Current edition of the program has been focused on field consulting and much less on training compared with previous editions. In all organizations we aimed to support the fundraisers/fundraising department to evaluate previous fundraising activities, clarify future fundraising strategy, assess viability of new fundraising methods, identify best programs/products of the organizations for community fundraising, negotiate priorities and resources with the organizational management. Priorities of the consulting process have been agreed jointly with the organization, while the focus of consulting has been different from one organization to another based on situation and needs. In addition to the consulting, involved NGOs have participated in a 2 day seminar organized in November looking at trends in NGO fundraising and evolution of the relationships with corporate sector in 2007.

2.2. Network of Community Fundraising Practitioners and NGOs (S4) - The network aims to provide a continuous framework for exchanging information and working together to improve the resource mobilization environment for NGOs and practitioners that have interest for and experience in this field. The network has three areas of interest for which working groups are emerging: 1. Philanthropic environment and mechanisms, 2. Learning and internal exchanges, 3. Ethics and transparency. Two dedicated network meetings were held in March and June 2007 while network members were welcomed to participate in the 2 day seminar organized under Current Account in Community framework.

15 NGOs have agreed to sign the cooperation agreement and adopt the network's code of ethics, while work has to continue in identifying best tools to ensure implementation of the Code of Ethics. At this point each member has one year in which their board would develop 3 types of policies – acceptance/refusal of donations, conflict of interest avoidance and transparency/public reporting. Network members also will pay an annual membership fee – starting 2008.

As collection of donations cost and difficulty is identified as a major set back in development of individual donor base, the network members have agreed to work together to help set up an improved system for continuous donations with support of the banks. They also agreed to document and share within the network fundraising practices (in the form of case studies).

2.3 Community Fundraising Conference – fourth annual edition – was organized in March 2007. The conference brought together 140 participants (compared with 126 in 2006, 85 in 2005 and 65 in 2004) representing 64 NGOs. The conference had 12 workshops and 4 plenary sessions. The most successful workshops were: “Getting into the mind of companies”, “Make yourself known”, “Let’s start all over – learning from mistakes”, “Payroll giving”, “Special events”, “Philanthropy and photography”, “Investments”. A motivating and inspiring plenary presentation focused on the case of Czech Republic Green Peace organization who managed to raise support from 26.000 individuals – presentation has been focused on the system used by the organization to recruit and maintain the support of these donors. 20 speakers and resource persons were involved on a volunteer basis. The conference is fee-based, covering part of its direct costs. This year the conference benefited from financial support (in kind and money) from 2 companies (ACCOR and RTC).

2.4 Caritas network support program – during 2007 we have continued the program organized in partnership Caritas Alba Iulia and supported by Caritas Austria to provide inspiration and support for organizations in Caritas network who want to try out community fundraising initiatives. The program is a combination of training, consulting and seed grants for new fundraising initiatives. 6 organizations or branches of organizations in Caritas network (Alba Iulia, Miercurea Ciuc, Odorhei, Oradea, Targu Mures, Satu Mare) received small grants and 4 technical consulting in adapting new community fundraising methods

2.5 Resources for Viability Fund – during 2007 we started a Fund for the development of NGO community fundraising activities with long term goals to contribute to increased amount of private resources from communities towards selected NGOs, increased financial stability of organizations through bigger and more diverse donor base and increased efficiency of the NGO fundraising from cost-benefit ratio perspective. The grants aim to stimulate implementation and evaluation of community fundraising plans, to diversify fundraising methods used by organizations adapted to own context, to extend fundraising activities to new categories of donors, especially individual donors, to upgrade current donors, to develop instruments with long term impact in community fundraising. 9 grants were awarded out of a total of 29 applications. The selection of grants took place in a mixed committee consisting of ACR staff, board and external consultants.

ARChimia for NGOs – two out of four number of ACR quarterly fundraising magazine provided resources for NGOs, interviews and case studies for ‘Fundraising and Human Resources’ (issue # 9) and ‘Building Relations with Organizational Donors’ (issue # 10). Approximately 400 copies of Archimia are distributed for free and based on demand to nonprofit organizations.

Key developments under this strategy: The NGO program is the oldest component of ACR’s program and the most developed one, in terms of width, depths and complexity of approach.

While some of the approaches are targeting a wide variety of NGOs and practitioners, other are going more in depth for a carefully selected target group. Community fundraising conference, Caritas program and fee-based special initiatives, exploration of annual fee for Fundraisers' Network are all connected also with diversification of resource base for NGO programs. In 2007, the program was complemented with a framework for small grants. Also, we have prepared the framework for the accreditation of a post-graduate resource mobilization course together with Babes-Bolyai University, Faculty of Political Science, Communication and Public Administration (recently approved by University Senate).

The following changes and additions are expected for 2008: The new post-graduate program is expected to start in September 2008. An evaluation of the Current Account in Community is planned for 2008. We also aim to explore connections between various program components, especially between grants and consulting and post-graduate program.

S3. Business programs - Supporting the social involvement of companies

3.1 Corporate social responsibility conference, fourth edition (S5) – the conference gathered a total of 130 participants from business and nonprofit field. A major theme of the conference was the relationship between corporate community involvement and corporate social responsibility – what are some overlaps, what are some points of differentiation. Popular workshops included partnerships with key community actors, grant-making systems and procedures, media coverage and credibility of corporate community involvement, benchmarking and effectiveness in the corporate community involvement practice, employee involvement in community programs, legal framework for the corporate community involvement.

3.2 BRD-Societe General Payroll Giving Program – ACR has started in the second half of 2007 a consulting process for BRD-GSG in development of a payroll giving program that provides a continuous basis for corporate community involvement and helps the company position itself in relationship with its employees. ACR has helped the company in defining the focus of the program and creating a one year plan for relating with employees in their new capacity of donors and structuring a clear grant-making process. The program takes place in 4-5 pilot cities (including Bucharest, Cluj, Timisoara). During 2008 ACR will work with the bank employees who will have responsibility in implementing the program. On a first estimation, we expect that approximately 30% of the staff from the included locations will respond to the program. For ACR this is a fee based consulting and a good opportunity to create new model of involvement for companies.

3.3 Consulting services for CSR practices research in Euro-Carpathian region – ACR has been contracted by the Carpathian Foundation Slovakia to coordinate a research into CSR practice in the Euro-Carpathian region for the project 'The Way it Works'. ACR has created the research framework and supported in-country consultants as well as gathered and interpreted data for the Romanian section of the report. For us it has been a good way to understand the corporate community involvement of companies located in smaller or more remote cities (including Odorhei, Zalau, Baia Mare) – in terms of causes supported, mechanisms used for offering support, motivations for involvement. This was also a income generating activity.

Key developments under this strategy: 2007 has been a period of internal re-assessment of the business program and opportunities for further development. Compared with 2006, we have discontinued the *Involved Here – Social Involvement Road-show* – a caravane in 8 cities to promote to local companies usefulness and models of involvement. Although national companies were happy to participate with own examples, the response of local companies has been under our expectations, while finding local partners and reaching out to local companies has been a substantial effort on our side. The consulting for ‘The Way it Works’ program has been a good opportunity to reach out to local companies in a different stance (not promoting something, but learning about what already happens there and seeing different ways in which such initiatives emerge and become rooted or alternatively are rejected by local communities).

At the national level in 2007 we have kept the CSR conference and explored new ways of engagement with companies. One of this is the development of the new *London Benchmarking Group – Corporate Community Involvement Evaluation Service*. This will give us opportunity to engage more long term with participating companies, working to increase the quality and impact of corporate community involvement. It will also support the identification of viable NGOs that can enter into long-term partnerships with the company. We aim that this will be a financially self-sustainable component based on fees from participating companies (and with support from NEST we are developing a business plan for this component).

Expected evolution in 2008: In spite of the success of *CSR conference* in providing a general overview on development of the field in Romania and positioning ACR in relationship with companies as a facilitator of learning and exchange in this area, we have decided to discontinue organizing this as an annual event. There is too little dynamic from one year to another and conference would only stay at too general level. Instead, we are planning to organize more clearly focused seminars on different aspects of Corporate Community Involvement practice (grant-making, evaluation, identifying and working with nonprofit partners etc.) that can benefit new CSR and fundraising professionals, as well as attracting the more experienced ones in a frame that allows everyone to learn and interact.

S4. New institutional frameworks – partnerships, specific mechanisms, funds and foundations

4.1 Community foundations development program – In 2006, ACR has tested the community foundation concept in 4 communities facilitating inter-sectoral partnership and frameworks for mobilizing resources for community level initiatives. In 2007 we have continued with a consulting and training program for initiative groups in 3 of the initial communities (Cluj, Alba Iulia and Satu Mare) to which a fourth one has been added due to engagement of a Peace Corps volunteer as a consultant in the CF development program and later as a facilitator for the creation of CF in Odorheiu Secuiesc. A study visit to 3 Community Foundation in Slovakia has been organized for representatives from Cluj, Alba and Odorhei and for ACR staff involved in the program (May). Another workshop for Cluj and Alba participants was organized in October to help prepare next steps in the development of CF in these 2 cities. Two community foundations in Cluj and Odorhei are recently legally established.

In *Cluj*, ACR took a leadership role in the set up of the community foundation, identifying potential corporate donors and piloting 2 types of funds: *YouthBank* and *Green Garden from the Kindergarden* (see more about both below). Also, ACR has developed the framework for the new institution (strategy, bylaws) and identified 5 people for the first board. As a result of preparation work in 2007, the Cluj community foundation has been recently set up as a legal body (Court decision - January 2008), with ACR as a founder with limited roles.

In *Alba Iulia*, ACR has facilitated one local workshop and supported the development of an action plan for the initiation of community foundation. In *Odorhei*, ACR has provided information related to community foundation role and contributed with information for the legal set-up of the foundation. CF in Odorhei has been set up as a grant-making foundation (a specific type of foundation for which initial patrimony requirements are not so high), at the initiative of the Peace Corps volunteer who has facilitated involvement of several business people. The first fundraising campaign and grant-making program is planned for early 2008. In spite of initial expectations, the interest of the local partner in *Satu Mare* for the development of a community foundation has been less evident in 2007 and ACR involvement in this community more limited (see also below).

As a part of community foundation development program, several resource mobilization and distribution mechanisms have been set up or continued in 2007:

4.1.1 YouthBank – A Fund for Youth Initiatives in Cluj has started as a pilot initiative late 2006 using the model developed by the Northern Ireland Community Foundation and volunteer expertise from this CF. During the first year, 13 young people have raised funds through different community level events that they have planned and implemented, while two companies (BRD Societe Generale and CORA) matched this contribution thus creating a fund of approximately 6,000 USD from private sources. During 2007, the fund supported 15 youth projects to organize various cultural events, renovate school-yards, promote use of bicycles, organized various activities in support of less favored groups (elderly, orphan children, people with mental health problems). The selection of the projects has been done by the 13 young people from the team, with support from project partners in a decision-making validation stage. 9 NGOs have hosted the youth initiatives and have been the actual grantees. A new round of the program was launched late 2007, extending the number of young philanthropists to 21.

This program received three prizes in the course of 2007 – The award for ‘Civic behavior and public participation’ section of the Civil Society Gala; the award for ‘The best corporate social involvement project’ in Bucharest Business Week CRS Gala Cluj; the award for the ‘Year 2007 volunteer group’ at civic section of the Cluj community involvement prize organized by Cluj Volunteer Center.

4.1.2 Green Garden from the Kindergarden – Terapia Ranbaxy Fund – a named fund of approximately 22,000 USD has been set up by a pharmaceutical company to support a grant-making process for green spaces in Cluj based kinder-gardens. ACR, in the framework of development of Cluj Community Foundation, has built community level partnerships in support

of the program with key public institutions and media and administers the grant-making processes. A granting committee with representatives of 5 projects partners has selected 10 projects out of the 24 applications. The projects will be implemented in the spring of 2008.

4.1.3 Community Projects/Social Involvement Marketplace in Alba Iulia and Satu Mare – 2 partnership brokering and resource mobilization frameworks were organized in Alba Iulia and Satu Mare raising about 6,000 USD from private sources for 4 projects in Alba Iulia and about 4,600 USD for 7 projects in Satu Mare.

These two Cluj based funds and the marketplace campaigns in Alba Iulia and Satu Mare have included over 25 local based organizations, institutions, businesses and media as local partners, 20 NGOs have administered projects supported with local resources, 23 companies have contributed with financial resources for the creation of the funds/in support of local initiatives.

Two issues of *Archimia* magazine have been focused on ‘Community level resource mobilization mechanisms’ (issue #8) and ‘Community foundations’ (issue # 11) giving us a chance to communicate to a broad audience how different such mechanisms work, what is the role of community foundations and what have been the steps that ACR has taken so far.

Key developments under this strategy in 2007: This has been a critical year in the programmatic development under this strategy. The experience of working directly in Cluj, taking parts of the role of community foundations has been helpful in understanding development needs of new initiatives in other cities. It gave us hope as it shows that community actors are interested to get involved and support such programs, at the same time support for the new institutions is still too abstract. While it is relatively easy to raise money for grant-making in community, it proves more difficult to raise money for building the institution. Slovakia visit has also been helpful to showcase how CFs may look like in a number of years and one interesting finding is that although the way CFs were set up still shows in some way in current focus and way of operating, there is still sufficient comparability between work of community foundations. It has been also a fruitful year, culminating with the set up of 2 community foundations.

Expected changes in 2008: ACR will gradually step out of a leading role in management of the two Funds in Cluj allowing Cluj Community Foundation to take over their management. In the case of Alba Iulia we see the marketplace framework transformed in a grant-making system similar to Donors Club in Slovakia that uses open grant-making process with involvement of donors in making support decisions as part of an annual event, but keeping the Marketplace branding as it seems to be well received by community stakeholders. Cluj Community Foundation will have to decide whether they see any benefit in using marketplace branding for a framework for engaging individual donors. It is yet unclear how Satu Mare marketplace may be continued by ACR, within or outside a community foundation program framework. We see its role either as a result or as a generator of active community leadership in the resource mobilization field.

A 4 year framework for continuation of CF development program for the existing foundations and initiatives and development of new ones has to be finalized and agreed with potential supporters. In 2008 we expect that the focus will be on supporting existing CFs in their

establishment moment and clarify the situation of the two communities that have been involved in program so far – Alba Iulia and Satu Mare.

The strategic review process has allowed for more clarity in structuring ACR's work at different levels of intervention, thus allowing us to focus this strategy on community foundations.

S5. Campaigns - Promoting usefulness and successful examples, nonprofit causes as well as specific institutional frameworks designed to support resource mobilization process

5.1 Two percent campaign – Put your signature on a good deed! – this was the third year of promoting the existence and usefulness of 2% mechanism, allowing individuals to direct 2% of their taxes to a nonprofit organization. Compared to previous years, this campaign has put a higher emphasis on message reaching potential designators at their work place (as study carried in 2006 showed this is important channel). 3 companies have been partners in the campaign. ACCOR Services which has printed campaign message on meal tickets reaching out to 500,000 employees and has sent the campaign flyer to 15,000 employers. Petrom and BRD Societe Generale have informed their employees (28,000 campaign flyers distribute this way) and clients through posters and spots in gas stations and bank offices. The campaign also had an outdoor and media component in partnership with Ringier media trust, benefiting of media coverage valued at around 80 000 Euro. We have also continued to maintain and update the campaign site www.doilasuta.ro (with a database with 124 entries) and to run a phone and an e-mail information service.

5.2 Social Involvement Marketplace – National Event and Campaign - The Social Marketplace, launched in May 2007 through an event broadcasted live by the Money Channel has allowed 25 organizations to present their projects and look for resources within the business sector and the general public. 90 000 USD have been raised at the event (7 projects have been fully funded, other 5 have been partially funded). A website that allows for online donations has been developed and is functional as of December 2007. A national media campaign has been implemented (with an estimated reach of 2 million people) meaning to promote NGOs as efficient vehicles for solving a variety of community needs and issues. The campaign won the Silver Award for Excellence at the Romanian PR Awards Gala. There appears to be strong demand to continue this project in 2008. A media trust (Realitatea Catavencu) is interested in replicating and extending the campaign and Vodafone Romania has expressed interest in supporting the creation of SMS Donation mechanism.

5.3 People to people gala, fifth edition – gathered over 120 nominations for sponsorships, community marketing, corporate volunteerism, fundraising and volunteer campaigns, fundraising coordinators, individual donor contributions and media coverage of resource mobilization campaigns. Selection committees are volunteer-based. 194 representatives of businesses, NGOs, media and public personalities participated at the awards gala. The public television has produced a show with the title People for People gala where it has interviewed the winners of the gala and the gala corporate partners and sponsors. The show had approximately 100,000 viewers.

5.4 *ACR websites* – in addition to updating the organizational website – www.arcromania.ro and 2% campaign website www.doilasuta.ro, a special website has been created for the social marketplace mechanism – www.bursaimplicarii.ro that allows for on line donations for the registered projects.

Key developments under this strategy: previous experience in organizing nation-wide campaigns has been visible in the course of 2007 in the number and value of media partnerships and number of corporate partners involved. Compared with previous years, the costs of 2% were much lower.

Expected changes 2008: we expect that all these components will continue in 2008, with decreased focus on 2% campaign – only the website and phone and e-mail support service is planned. The social marketplace will be maintained as a framework and website and we hope that we will manage to raise increased support from media and corporate sponsors.

S6. Developing ACR as an effective organization for the Romanian context and needs, connected to CEE practice

6.1 Exchanging experience with CEE-based organizations: we have developed a framework for action research and learning from practice of resource mobilization support together with Center for Philanthropy Slovakia, VIA Foundation Czech Republic, Workshop for Civic Initiatives Foundation Bulgaria. Implementation of the program starts early 2008.

6.2 Board and staff development

6.2.1 Human resources for ACR's work: during 2007 1 key staff – the coordinator of the community foundation programs leaved the organization and her responsibilities redistributed internally. This position will be filled in 2008, together with a new program framework.

6.2.2 A framework for increased involvement of ACR's human resources in understanding ACR's specificity, learning and planning for future development: in 2007 we started a consolidation phase following the expansion of staff and programs in 2005-2006. We have worked more on issues related to capacity of the organization, splitting of roles, responsibility and workload. We have also organized a series of mentoring meetings focused on consulting processes.

6.2.3. Training and learning opportunities for ACR's staff, volunteers and board (in addition to those above): include participation of ACR's executive director in Development School practitioners program. Compared with previous years we have been less present in international conferences and other development opportunities as the year has been pretty demanding on staff time.

6.3.5 ACR board and Friends of ACR – there has been the first change in the board this year – Florin Moisa has left the board as his time commitments would not allow him to continue and Andrea Rosca (editor in chief at Business Standards Magazine) has joined the board. This year,

most of the board members have been closer to ACR at different moments/events throughout the year based on their interest and expertise.

One of the board members with experience in business sector – Ciprian Tirica has been more constantly involved in the development of ACR’ program for companies, while he and Andrea Rosca have supported the development of the *National Social Marketplace Event and Campaign*. Anca Harasim has continued her involvement in key events organized in partnership with American Chamber of Commerce (*People for People Gala and Corporate Social Responsibility Conference*) and has acted as a promoter of ACR in various business and civil society events. Adriana Stoica from United Way has participated in the Philanthropic Environment discussions related to the *Fundraising Network*. Mariana Salagean has acted as member of selection committee on two of ACR’ grants programs – *Resources for Viability Fund* and *Green Garden from the Kindergarden*.

6.3 Financial sustainability

6.3.1 Diversification of resources – sponsorships: : in 2007 as in 2006 we have continued to attract private support from companies active in Romania including: Vodafone, ACCOR, Lafarge, BRD Societe Generale, Terapia Ranbaxy, Alexandrion Group. Compared with 2006, this support increased in value (approximately 100,000 USD in 2007 compared with 36,000 USD in 2006) as well as in percentage from our budget (17% compared to 12%). However, this increase is largely due to the pilot phase of Cluj community foundation and we expect that in 2008 the figures and percentage may both decrease to a level like in 2006.

6.3.2 Diversification of resources – service fees: ACR has obtained about 41,000 USD in 2007 (7%) compared with \$24,000 (8%) in 2006 from service fees, in connection to NGO support programs and business programs (S2 and S3). As expected, service fees related to business program have increased compared with 2006, while the ones related to NGO programs decreased. However, overall, the service fees seem to stabilize around 7-8% of our budget.

6.3.2 Other resources and balance between sources: the biggest source of support in 2007 was represented by public donors – USAID through World Learning (approximately 25% of the budget attracted through grants) and Phare Civil Society (approximately 45% of the budget attracted through grants). This may be problematic in the future as both donors close their activity in Romania. However, this may be compensated by a decrease in the costs of campaigns (one of the major expenses in 2007 covered both through Phare – social marketplace campaign and USAID – 2% campaign). In 2007, grants represent approximately 72% of the total budget.

Financial Report

Expenses 2007	USD
Salaries and salary related taxes and contributions	128,437
Consultants and professional fees	49,438
Office costs	37,066
Communications	9,473
Postage and delivery	2,890
Equipment	6,478

Public communication campaigns	103,821
Printing & publications	20,462
Fundraising micro-grants	6,170
Travel	39,081
Meetings/events	80,174
Organizational development	1,730
Total	485,220

Income 2007	USD
European Union - Phare Program - Civil Society Development - Social Marketplace Campaign	123,614
European Union - Phare Program - Civil Society Development - Viability = People + Resources	44,343
C.S. Mott Foundation	52,791
USAID - World Learning - Organizational sustainability for Sector Sustainability	26,266
CEE Trust for Civil Society - Pubic Support for Public Good	71,235
CEE Trust for Civil Society - Trends in Philanthropy Study	21,017
Phare - Last tranche - 2006 Training Project	3,311
USAID - World Learning - 2% Public Campaign	48,620
Phare - Last tranche - 2006 Partnership Project	4,132
USAID - World Learning - Community Foundations Program Support	22,760
WINGS - Global Fund for Community Foundations - Community Foundation Program Support	16,543
Income generating activities	31,730
Sponsorship (Vodafone, Lafarge, Accor, BRD, Alexandrion, Terapia, etc)	106611
Donations	113
VAT Recovery	13,952
Cost-recovery mechanisms	15,911
Bank interests	504
Total	603,453