



ASOCIAȚIA PENTRU RELAȚII COMUNITARE

Strategy Paper Revised

2007-2011

September, 2007

This document presents the framework for the operation of the Association for Community Relations (ARC) in the following five years (2007-2011).

This reflects the strategic thinking process that took place between October 2004-July 2005, and a process of evaluation and reflection in 2006-2007 that resulted into further fine-tuning and concentrating.

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I. Mission, vision and goals

Mission

ARC contributes to effective mobilization of private resources for public interest causes.

For this, ARC builds the capacity of and relations between existing actors involved in private giving and fundraising, creates and develops new specialized institutions and promotes a supportive environment for the resource mobilization field in Romania.

Vision

People and companies donate funds and in kind resources to support transparent and effective organizations and long term development. This contribution is valued by the society. Effective mechanisms and institutions are in place to support private resource mobilization.

Goals

ARC works at four levels, with the following long-term goals:

1. Nonprofits: We see nonprofits as critical actors for development of our society. When effective, they are a critical contributor to public dialogue around needs and approaches for development, they support disadvantaged groups or provide a framework for bottom up initiatives and citizens involvement. These nonprofits are well positioned to attract private support to their mission, especially from individuals and depending of field from corporate sources.

We help nonprofit organizations develop their understanding of financial and organizational sustainability in the context of private resource mobilization; develop a successful and ethical fundraising practice, and better engage individual donors.

2. Donors: Companies can contribute to improve their environment by offering own resources as well as facilitate the involvement and contribution of their key stakeholders – employees, customers, suppliers, partners etc. – to public interest causes. Surplus resources that exist at the individual level can be directed to public interest causes once this option is better known and accessible.

We support the continuous and coherent corporate social involvement as donor and facilitator of private engagement for public interest causes.

Through our work with nonprofit organizations, companies, specialized institutions and at the level of favorable environment, *we help create processes, mechanisms and institutions that allow and encourage individuals to direct their surplus resources to public interest causes.*

3. Specialized institutions: Effective and transparent mobilization and distribution of resources is supported by existence of specialized institutions that take this role based on geographic or field delimitations – community foundations and other types of private grantmaking foundations.

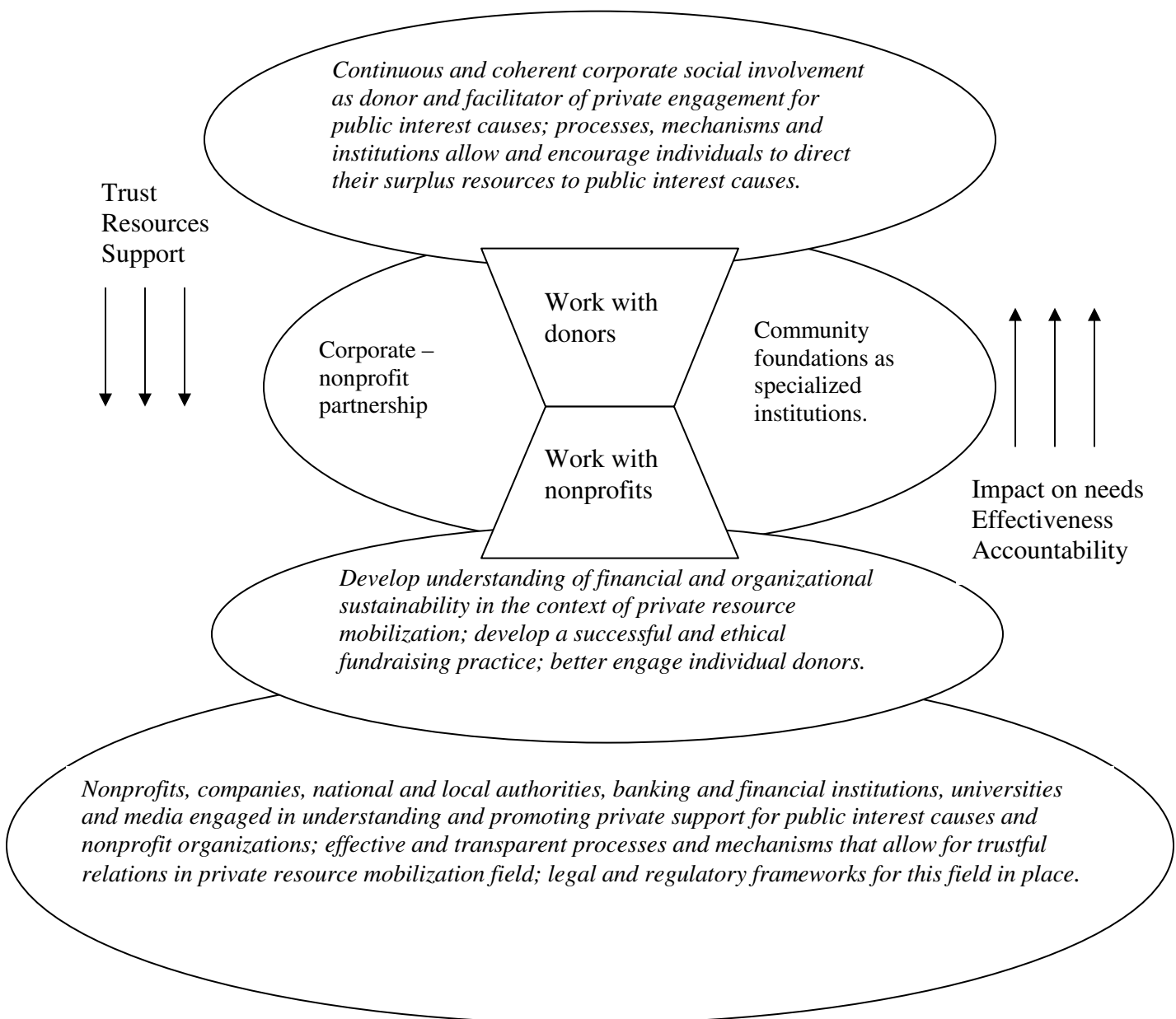
We support the creation and development of institutions specialized in transparent mobilization and distribution of private resources, such as community foundations and other types of grantmaking foundations that offer a framework for engagement of a variety of individual and corporate donors.

4. Favorable environment: New ideas and practices can be developed when there is broader understanding of needs and benefits, trust and moral support and effective legal and regulatory

mechanisms that both encourage and provide a stable base for the management of these processes.

We contribute to engaging key society actors (nonprofits, companies, national and local authorities, banking and financial institutions, universities) in understanding and promoting private support for public interest causes and nonprofit organizations; to identify together effective and transparent processes and mechanisms that allow for trustful relations related to private resource mobilization and to create or update legal and regulatory frameworks for this field.

These areas and relationships between them are presented visually as follows.



II. Approach/activities

In order to reach those goals, ARC will carry the following types of activities:

Professional development activities – organize training workshops, seminars, conferences and long term professional development programs for practitioners in the resource mobilization field (fundraising specialists/coordinators, corporate community involvement officers, community foundations directors and staff etc.)

Consulting and facilitation services – work directly with key nonprofit organizations, community foundations and companies to support inclusion or development of new resource mobilization processes, plans, tools, mechanisms and resources.

Financial assistance – offer small to medium size grants to select nonprofits and community foundations to help them develop and extend their resource mobilization activities and stimulate concrete resource mobilization action - as part of the development plans and also as matching/co-funding from private sources requirements.

Partnership and network building activities - meetings, workshops and conferences to allow for the experience in resource mobilization field to be shared, questions answered, new ideas developed, frameworks for common initiatives created.

Research – gather accurate and up to date information and provide quality analysis to increase our own understanding and the understanding of other key actors involved in private resource mobilization process related to issues and trends in this field.

Edit and distribute information – that is relevant for the resource mobilization field – results of the research processes, experiences, comments and analysis, legal information, how-to guides etc.

Organize promotional, fundraising and recognition events and campaigns – to promote giving or partnership opportunities, raise resources and offer thanks to private contributors.

Resource building activities – activities to attract supporters, partners and contributors – both in terms of individual, corporate and institutional donors as well volunteers and professionals to contribute money, time, knowledge and resources to development activities in the resource mobilization area.

III. Strategic directions 2007-2011

- 1. Supporting the development of effective private resource mobilization practice for select nonprofit organizations:** Support for nonprofit organizations that act effectively and transparently to solve key community issues and have a commitment to develop an ethical fundraising practice and to engage a wide base of private donors. We do this by providing information, professional development frameworks, long-term consulting, networking and exchange of experience opportunities, and small grants that stimulate creation and integration of new fundraising mechanisms, strategic and operational fundraising plans, and enlargement of donor base, with special focus on individual donors.
- 2. Supporting the social involvement of select companies:** Support for the companies interested in developing constant and coherent programs for their social involvement as a contributor of resources and facilitator of private engagement for public interest causes. We do this by offering consulting for development of concrete social involvement programs, evaluation of the social involvement programs, providing a frame for professional development and exchange of experience for the corporate community involvement specialists.
- 3. Supporting the creation and development of community foundations:** Support to community initiatives to set up and then develop community foundations as long-term, effective and transparent institution for private resource mobilization and distribution. We do this through facilitation of community-level dialogue, information, consulting, exchange of experience, small and medium size grants.
- 4. Supporting the creation of a favorable environment:** build broad understanding within nonprofits, companies, authorities, financial institutions, media and universities related to effective use of private resources for public interest causes and nonprofit organizations; help set up effective mechanisms and legal and regulatory frameworks that allow for and encourage effective private giving and fundraising. We do this by facilitating national level dialogue between these actors, offering recognition for good practices, carrying research into issues and trends in this field, building consensus between practitioners and other activities that help connect policy and practice in the private resource mobilization field.
- 5. Developing ARC as an effective organization, rooted in Romanian context and needs and connected to international trends in theory and practice:** Developing ARC as an effective organization, with a continuous and long-term presence in Romanian context, adapted to the changing needs and supported by beneficiaries, donors and partners. We do this by: connecting and exchanging practice with similar organizations and with writings and theories in our field of work; building a diverse base of long-term donors and supporters for our work, seeking constant feedback from beneficiaries and partners, investing in our own professional development as well as development of volunteers and consultants.

IV. Strategic Framework for Operation 2007-2011

The framework below presents the outcomes, outputs, target groups and programs and relates them to the above five strategic directions of ARC.

1. Supporting the development of effective private resource mobilization practice for select nonprofit organizations: Support for nonprofit organizations that act effectively and transparently to solve key community issues and have a commitment to develop an ethical fundraising practice and to engage a wide base of private donors. We do this by providing information, professional development frameworks, long-term consulting, networking and exchange of experience opportunities, and small grants that stimulate creation and integration of new fundraising mechanisms, strategic and operational fundraising plans, and enlargement of donor base, with special focus on individual donors.

Target group(s):

Fundraising practitioners, large and medium NGOs managers and boards

Outcome(s):

- Improved understanding of nonprofits regarding their position in relationship with fundraising from private sources reflected in their strategic and operational planning and increased allocation of resources for this fundraising component;
- New fundraising strategies are implemented – new methods of collecting money, categories of donors, new resources are involved for fundraising leading to increase in funds/in kind resources attracted from private sources, increase in effectiveness of private sources fundraising, building donor base for increased financial stability of the organization.
- Individuals engaged in supporting nonprofit fundraising allocate time to develop their fundraising practice;
- Increased cooperation and mutual support between nonprofits and fundraising practitioners in understanding and developing an ethical practice in the area of resource mobilization and acting together to create a better environment (in terms of trust, mechanisms, regulations).

Output(s):

- 50-80 days of direct consulting per year, largely field consulting, for 7-10 NGOs in evaluating their development needs related to mobilizing resources, creating a plan for action, testing out new methods/strategies for mobilizing resources
- 30-40 fundraising practitioners have been part of in depth learning frameworks in this area and are involved in sharing experience through meetings, conferences etc.; one annual fundraising conference plus 180 hours/participant for post-graduate program.
- a growing network of nonprofits and practitioners committed to improving their practice and fundraising environment – at least 15 NGOs actively involved and around 30 that are exploring/preparing at the end of 2011; 2 network meetings per year plus other activities planned together with network members.

- 15,000 USD (about 5 grants) is given each year to support NGO innovation and development in the fundraising area.

Program(s):

Current Account in Community, Resource Mobilization Post-Graduate Program, Fundraising Network, Resources for Viability Fund.

2. Supporting the social involvement of select companies: Support for the companies interested in developing constant and coherent programs for their social involvement as a contributor of resources and facilitator of private engagement for public interest causes. We do this by offering consulting for development of concrete social involvement programs, evaluation of the social involvement programs, providing a frame for professional development and exchange of experience for the corporate community involvement specialists.

Target group(s):

National and multinational companies, corporate foundations, business support associations

Outcome(s):

- Improved capacity of national selected companies and corporate foundations to get involved socially in a strategic and effective way and engage their stakeholders (employees, customers, suppliers, partners) to support public interest causes

Output(s):

- 1 - 3 companies each year receive targeted support for starting/development of their social involvement programs in an effective, strategic and transparent way;
- A platform for evaluation of social involvement programs is created for at least 5 companies in the first two years, and 3-5 more to join by end of 2011.
- 10-15 social involvement practitioners participate in short-term professional development framework.

Program(s):

Consulting program; London Benchmarking service, annual workshop.

3. Supporting the creation and development of community foundations: Support to community initiatives to set up and then develop community foundations as long-term, effective and transparent institution for private resource mobilization and distribution. We do this through facilitation of community-level dialogue, information, consulting, exchange of experience, small and medium size grants.

Target group(s):

- locally rooted companies, media, local authorities, NGOs for the start up of community foundations:
- community foundations – key staff and board.

Outcomes:

- 3 community foundations are set up and operating successfully relative to their age by end of 2009, 2 more by the end of 2011.
- 2 local communities (out of the 5 above) are successfully employing a variety of mechanisms for mobilizing resources transparently and effectively and can be considered and promoted as “model communities” in this framework by the end of 2011.

Outputs:

- Outreach work (providing information, identifying and engaging local leaders) is carried in 5-7 communities (including 3 communities where ARC already operates – Cluj Napoca, Alba Iulia and Satu Mare);
- 2 workshops per year (professional development and exchange opportunities) for community foundations directors and members of initiative groups;
- one local workshop organized in each community for director, board and other staff on commonly identified topic and 2-3 more meetings/year to address development needs;
- offer fellowship fund (about 7,500 USD/year/community) for one community leader to understand and assess feasibility of launching community foundation in own community;
- set-up grants for community foundations (about 7,500 USD/community) for legal set-up of the community foundation (a matching requirement of 1:1 from private community sources);
- start-up grants for the first 2-3 years of operation (10-15,000 USD/community).

Program: Community foundations program – supporting emerging and new community foundations with information, consulting, professional development and information sharing opportunities; start up and development funds.

4. Supporting the creation of a favorable environment: build broad understanding within nonprofits, companies, authorities, financial institutions, media and universities related to effective use of private resources for public interest causes and nonprofit organizations; help set up effective mechanisms and legal and regulatory frameworks that allow for and encourage effective private giving and fundraising. We do this by facilitating national level dialogue between these actors, offering recognition for good practices, carrying research into issues and trends in this field, building consensus between practitioners and other activities that help connect policy and practice in the private resource mobilization field.

Target group(s): nonprofits, companies, media with a national presence, business media, business associations, universities, banks and financial institutions, national authorities (Ministry of Finance etc.)

Outcome(s):

- Improved connection between policy and practice in the resource mobilization field;
- Developing mechanisms that can make the donation process and collection more transparent, easy and efficient;
- Increased understanding and support at the level of the potential donors and involved groups in society with regards to usefulness of mobilizing resources for development and nonprofit causes.

Output(s):

- New partnerships developed with these groups for common interest events and programs;
- 1-2 common meetings plus 2-5 one to one meetings engaging these stakeholders each year;
- 2 new mechanisms for the mobilization of financial resources at the national level are set-up, effective and continuous.
- Results of Trends in Romanian Philanthropy (data gathered 2007) are published and distributed;
- A Case for NGO Support is developed and shared;
- Toolkits and guides are produced when there are legislation changes or other context issues that raise new opportunities or threats;
- Archimia is published quarterly.

Program(s): Trends in Romanian Philanthropy, outreach work together with the Fundraising Network, People for People Gala, Archimia, Case for NGO support, other publications.

5. Developing ARC as an effective organization, rooted in Romanian context and needs and connected to international trends in theory and practice: Developing ARC as an effective organization, with a continuous and long-term practice in Romanian context, adapted to the changing needs and supported by beneficiaries, donors and partners. We do this by: connecting and exchanging practice with similar organizations and with writings and theories in our field of work; building a diverse base of long-term donors and supporters for our work, seeking constant feedback from beneficiaries and partners, investing in our own professional development as well as development of volunteers and consultants.

Target group(s): ARC's board, staff, beneficiaries, organizations with a similar profile in CEE, potential supporters and donors, consultants and experts.

Outcome(s):

Improved capacity for ARC's staff, board and partners to effectively address the long-term needs in the resource mobilization field

Output(s):

- ✓ A platform for communication and cooperation with similar organizations from CEE is built – action research related to strategies to support resource mobilization fields in Bulgaria, Czech Republic, Slovakia and Romania;
- ✓ Different fund-raising, cost-recovery and income-generating options that allow us to diversify funding beyond grants are developed and tested;
- ✓ A framework exists that allows ARC's staff to engage organizational development processes and own professional development, experiment new approaches and reflect on own practice;
- ✓ New programs and staff on new positions have access to information and opportunities in their area of work through international outreach;
- ✓ At least 20 key partners, beneficiaries, supporters and consultants are involved on a constant basis in giving us their perspective on our work as an organization;
- ✓ Programs are evaluated internally regularly and a practice of 3-4 year external program evaluations is introduced;
- ✓ A resource mobilization consultant's professional development program is carried.

Program(s): ARC & staff development, cross-border cooperation, sustainability initiatives, program evaluations.

V. Key context needs that ARC wants to respond to in the next 5 years

1. There are many unmet needs at the level of local communities in social, cultural, educational and environmental fields. At the same time, communities have important resources (financial, ideas and time) at the level of local stakeholders to help address these needs. It will be important to create a framework where local stakeholders meet, define an agenda for development and find internal community resources to address them. Specialized operators in raising and redistributing resources - such as community foundations - and nonprofits with capacity to develop an ethical and effective fundraising practice can play a key role in this process.
2. While NGOs are or have the potential to be a good catalyst for development, many still need support to strengthen their position in relationship with key constituencies and develop their capacity to build a broad base of private resources for their mission/cause. They also need to identify and integrate new resources to support development of new fundraising capacities. Specialized human resources and funds for innovation and development are two ways forward to build this new capacity. Building connection between existing fundraising practices and sharing experience about what works and what does not work in Romanian context is a way to accelerate the learning process.
3. People and many companies can and are willing to be involved in helping others based on their motivations and resources. They need support in finding or defining the best framework for their involvement, which takes into account both their motivations and impact of their resources and do identify most suitable nonprofit partners.

4. There is a need to test out and identify best processes and mechanisms that bring together different social players – NGOs, businesses, media, financial institutions, academics, government to provide a framework for increasing and using effectively private resources to meet public interest needs. Connecting practice and policy can be a good start in defining mechanisms that work well and contribute to building public trust in privately supported initiatives.
5. There is a need to continue to develop resources for this relatively new field. On one hand, human resources with good understanding of different mechanisms and institutions in the private resource mobilization field can contribute to supporting others further develop their own initiatives – acting as consultants, trainers, facilitators. Also, we will need to continue to identify private donors who want and can invest in the development of the field and not only in concrete initiatives.

VI. Approach and principles that guide our work

1. **Development organization:** We define ourselves as supporters of the local resource mobilization practice of non-governmental organizations, public institutions and companies. We are working directly with select organizations that show commitment to further developing and refining their practice to support their development in this area, create links between these involved actors and working together to create a favorable environment for giving and attracting resources.
2. **Relationship based approach:** We understand that development takes place when there is increased understanding of aims, needs, values, existing resources and energy in a certain context. We think we can support the development of our clients and partners by spending time to understand how these elements define their work. We also understand that development is a mutual process and these relationships can support us improve our own capacity. We are also working to help build better relations between similar organizations (networks) as well as between different actors in the resource mobilization field (e.g. nonprofit-business partnerships).
3. **Long-term commitment:** We understand development takes time and we are committed to support the resource mobilization field and key actors in this field on the long run. We estimate that the needed engagement with clients and partners ranges from 3-10 years, depending on the phase of development and our role in this process. We are striving to adapt our expectations of results to the reality of clients and partners and identify the development rhythm that is suitable and realistic.
4. **Principle based approach:** We value transparency, honesty, creativity, openness to learning and improvement. We wish to engage in relationships with those organizations that share these values and are committed to own development. We also respect the right of other organizations to engage or not in relationships with ARC based on their values and opinions. We are striving to apply these principles in our practice.

The following principles are key for our approach and based on our experience key for any framework for common work and resource mobilization:

Transparency of the resource mobilization framework, criteria for selecting beneficiaries and partners and of results of the fundraising campaigns;

Credibility given by the coherence of a message over the long term and proving that message through own practice;

Innovation based on identification of those ideas that give the program, public and resource mobilization campaigns news and attractiveness;

Participation of key stakeholders in defining the common framework and contributing with own resources, energy and ideas;

Investment in knowledge and learning based on reflection of own practice, the practice of the partners as well as national and international theory and experience;

Accountability to own mission and obtaining planned results; to key stakeholders and broad public; as well as responsibility to maintain effectiveness and ethics of own practice;

Supporting independent initiatives as a way to stimulate involvement and commitment of different actors in society, bring in new energy, creativity and participation;

Building supportive relations, connectivity and synergy as a way to strengthen development initiatives that might not have sufficient power when only supported by one individual or one organization;

Balance between long term and short term results – while the later are important to keep enthusiasm and energy, they are also first steps in a gradual, long term approach that includes investment in education, quality, connectivity and trust.

VII. ARC Internal Context and Capacity Development Needs

After two years of starting to implement the current strategic framework (designed October 2004-September 2005) we are able to fine-tune this strategy in order to connect our own capacity with areas where we feel there is a need for an organization with our profile to make a difference.

As a result of this process:

- We have merged two of the old strategic directions from previous strategy (S1 – research about context, issues and trends and S5 - promotion of the social involvement models and practices)

- There are two changes on the strategic direction that used to be set up of mechanisms and funds. Now, we concentrate only on community level. At the same time, out of the range of local resource mobilization frameworks, we have selected to focus on community foundations only.
- In the same time, national level RM mechanisms together with old S1 and S5 create a new strategic direction focused on more enabling environment at the national level. This helps provide more synergy and decreases the burden to independently operationalize these strategies.

We think the current framework is workable, although still covering most of the important aspects that are needed in our context.

We are also working to reallocate staff resources on the revised strategy and program plans for the following four years. With internal reallocations and new positions being created, we will have to invest in the development of capacity of grantmaking officer, community foundations program coordinator and nonprofit consulting and network development.

Assessment of internal context needs related to ARC's strategic areas

1. Supporting the development of effective private resource mobilization practice for select nonprofit organizations

Our experience with training frameworks will be helpful for the development of the post-graduate program on resource mobilization. Also, we are currently capitalizing on our almost three years of experience with NGO consulting in the resource mobilization field – trying to clarify the framework and support involvement of external consultants as well, consultants which will be supported through a professional development training planned to take place in 2008. While we have offered financial support to 2% campaigns, we want to invest more in development our grant-making practice – increase range of granting instruments as well as invest more in development of relationships with grantees.

2. Supporting the social involvement of select companies

This is an area in which we have already built basic experience, supporting sharing of information and experience between socially involved companies through frameworks such as Corporate Social Responsibility Conference and supporting the concrete involvement through payroll fundraising and grantmaking of one company. Starting with this year, we want to invest in up to 3 such consulting processes and implementation of a benchmarking system for the social involvement of companies. For the later, we benefit from assistance from the Corporate Citizenship Company in UK. We do expect that the new style of engaging with companies will require an investment in reflecting on our practice and fine-tuning strategies. It may also require a clearer system for selecting the company that we want to work with, once this field is developing.

3. Supporting the creation and development of community foundations

While our community level programs have started almost two years ago, staff turnover and our support for one staff to continue work at the local level under Cluj community foundation leaves us with a need to identify and train new staff for the community foundations program officer position. The strong points for this program are a partnership with Center for Philanthropy Slovakia, the involvement of the development director from the early phases of the local program development as well as good networking opportunities available both in the region and internationally.

4. Supporting the creation of a favorable environment

We have experience in this area mostly through our involvement with development of 2% implementation norms twice (last time in close connection with members of the Fundraising Network) as well as through our involvement with different campaigns to support donations and 2% giving. People for People gala – annual recognition event is this year at its fifth edition. Also, this year, we are gathering data for a new edition (after 5 years) of the Trends in Romanian Philanthropy study. With one new person in Bucharest for our outreach, our capacity for this type of work has improved. Still, long term, we will need to continue partnerships at the national level with organizations such as Foundation for Civil Society Development or to develop/extend own legal analysis capacity.

5. Developing ARC as an effective organization, rooted in Romanian context and needs and connected to international trends in theory and practice

This is connected to addressing key development needs in the program areas listed above as well as identifying new resources and needs related to our overall organizational position in the field and strategy.

A. Connection to theory and practice in our field of work

A new program that will start end of 2007 focuses on analyzing different options of supporting resource mobilization initiatives in four countries in CEE. We see this as a good opportunity to connect to practice of similar organization, learn and fine-tune our own strategy.

B. Feedback and evaluation

We are planning an external evaluation for Current Account in Community – one of our oldest programs aiming to support organizations effort to reposition in a new context of private resource mobilization.

C. Identifying new in country partners and supporters

A first step has been done this year to capitalize on relationships developed so far with different individuals active on People for People Gala board, participating in 2% and other

national campaigns, contributing as partners in different frameworks. For this, we have launched the Friends of ARC – allowing us to keep in touch with those who have showed an interest in developing this field.

D. Human Resources: Professional and Team Development & Coordination

In the last three years, we have grown from four to eight, then twelve staff people. While at this level we already have started to have a staff turnover, we still think it is a good level to be able to work well in the areas that we have planned. We do need to invest more in identifying and supporting the development of external consultants as well as in identifying staff for two key positions – community foundations officer and NGO consulting and networking officer.

At this level of staff, we have to invest in more formal ways of communication, coordination and participation of staff at the strategic and operational level. For this, we have created a structure of four meetings per year focused on understanding and further refining our strategy and practice at a cross-programs level.

Newly filled position as well as more complex programs will require an investment in capacity of the staff - as many of our approaches are either new or very specific to the private resource mobilization field – which is still relatively new.

D. Financial viability

So far we have managed to cover almost entirely the direct costs related to several annual events – such as People for People gala, National Community Fundraising Conference, National Corporate Social Responsibility Conference. These costs are covered through combination of sponsorships and participation fees (in case of conferences). We think it is possible to continue this practice and hopefully extend contributions to cover for full costs (indirect costs as well). Consulting for companies and benchmarking service will also operate on a fee based system. The post-graduate program for resource mobilization will be launched on a combination of participants' fees and sponsorship.

The more long term and complex programs still require support from institutional donors. This will still be true for the future, as in our revised strategy there is an increased emphasis on use of financial assistance as a development instrument. Thus, we will have to increase our fundraising efforts to create and administer funds for the development of NGO fundraising practice and for set up and development of community foundations. While in time we hope that part of these funds will be contributed from in country private sources, for the beginning, we would probably still need to rely on external sources of support – private foundations and trusts active to support development of civil society in CEE region.

We will also have to monitor the changes on the public funding generated by entry in European Union – as it appears now, there might be chances to support our work in the area of consulting and education, but grant-making will probably be possible based on private resources.

A first instrument we use to increase our stability has been the set up of a reserve fund – which so far has been used as bridge money between funding contracts or between various tranches within one funding contract. We see that the fees system from companies may be a way that will enable us to contribute constantly, even if not very big amounts of money, to this fund.

IX. Short history of ARC

1. ARC was created at the end of 2001 by a group of professionals specialized in NGO development and fundraising. The main idea of the organization was to support a new and developing field in Romania, the one of business and individual giving to NGOs.
2. Year 2002 was dedicated to understanding the context of giving and philanthropy in Romania through a national research on donations, containing both quantitative and qualitative data: “Trends in philanthropic giving: individuals and companies”, developed in partnership with Allavida, UK. Also, we worked to set up the organization – involving board and staff to develop the framework for the future.
3. In 2003 we published and shared results of the research and promoted success stories in fundraising and giving through “People for People” Gala. We also started a first media campaign “Nation, Give Donation!”, dedicated to promote organized giving in upper middle class. We also started working with the American Chamber of Commerce (AmCham), which became an institutional partner for ARC promoting organized giving. AmCham brought to our common programs an understanding of the business environment, which we were only beginning to develop. Also, we have facilitated the framework for the creation of a pilot payroll-giving program in Cluj, our home city.
4. In 2004 we continued to look for successful examples in the area of giving and fundraising and organized the second edition of “People for People” Gala. We also developed “Current Account in Community” program, a complex training and consulting program for 12 Romanian non-governmental organizations with interest in improving their fundraising capacity. We organized the first edition of the Community Fundraising Conference that brought together over 70 NGO managers and fundraising practitioners from Romania to discuss context and needs of development in this area. We also began our work on 1% designation mechanism and promotion campaign, together with AmCham and Civil Society Development Foundation.
5. In 2005 we developed and run a national awareness campaign dedicated to the 1% provision in partnership with AmCham and the Civil Society Development Foundation. We continued a series of successful initiatives (the 2nd edition of the Community Fundraising Conference, the 3rd edition of the People for People Gala, the 2nd edition of the Current Account in the Community). We have also started new initiatives like the Partnership for People and Development, a long term program dedicated to creating community foundations and we have strengthened our involvement in the field of

Corporate Social Responsibility. We have also developed a strategy based on what was accomplished till that point and enlarged our core team.

6. In 2006, all programs started in 2005 continued and developed. A new component was added to the NGO program – a fundraising network aiming to bring together community fundraising practitioners on a more constant basis, develop standards for an ethical practice and create a more favorable environment for private giving and fundraising. A large emphasis of our work was put at the local level in select communities – Cluj Napoca, Alba Iulia and Satu Mare trying to develop local frameworks for mobilization of resources. We have worked with a company to develop a payroll giving and transparent grant-making program in the field of culture and children.
7. In 2007, all these programs continued. We have added a new framework for selecting nonprofit projects and raising resources for these at the national level through Social Marketplace campaign. It was also a good moment to revisit the strategic framework developed in 2005 and further consolidate and focus our work.