AN INTERNATIONAL SOCIAL-MARKETING STRATEGY FOR A NON-PROFIT ORGANIZATION: DETERMINING THE PATH FOR CONTINUED SUCCESS?

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This case was prepared by the author (McGovern) and is intended to be used as a basis for class discussion. The views represented here are those of the case author based on his professional judgment and do not necessarily reflect the views of the Society for Case Research. The views are based on professional judgment.

Introduction

In 1979 Co-operation Ireland (COI) was founded to advocate for peace and reconciliation to be established between the Nationalist and Unionist communities in Northern Ireland. Almost 20 years later the Good Friday Peace Treaty was signed and the widespread violence in Northern Ireland started to decline. In 1998 a total of 55 security-related deaths were recorded. By 2010 that figure had dropped to 1 security recorded death. This significant decline was viewed as a sign that quieter and more peaceful times had arrived in Northern Ireland. The first objective had been accomplished, i.e. a peace treaty was signed. Now COI had to focus on an even harder task: to build a lasting reconciliation between the Nationalist and the Unionist communities and seek to restore friendship and harmony across Northern Ireland. Over the years COI had build a strong organization and presence in Ireland and had offices based in Belfast and Dublin. It also had reached out abroad and opened an office in New York in 1995.

In 2011, as the global recession extended into another year, COI faced difficult choices. The level of charitable donations collected was in decline especially from the USA, an important source of funding. International public opinion had also considered the conflict resolved, evidenced by the lack of public disorder on the streets of Belfast and Derry. The administrators of the New York office had reached a crossroads: should they continue to operate as a small non-profit organization with staff and offices utilized on a year-to-year basis? Or should they expand their reach and target partnerships as the way forward, leveraging their brand identity and messaging across various platforms with different non-profit organizations?

Background

The Irish conflict had a long history that dated back across two centuries. Todd (2009) suggested that the conflict could be broken down into three distinct temporal origins. The first was based around the seventeenth-century plantation of Ireland by the English monarchs. During this time the whole of Ireland was under English rule. Ulster, the most northerly province consisted of nine counties, was occupied by English and Scottish settlers brought in to live and work the land (see Appendix 1 for Map of Ireland).

The second distinct origin was identified as the early twentieth-century partition that began with the Union of 1800. A new political dynamic took place as the country was subjected to direct rule from Westminster, London. This period of time left the original antagonisms intact and

reinforced the nationalist desire to break free from British rule. The third and final origin began in 1920 when the Government of Ireland Act was signed enabling the six counties of Northern Ireland to be partitioned off from the rest of Ireland but still remain under British rule. The remaining 26 counties of Ireland became a "Free State" in 1922, decoupled from British Rule. However the conflict was left unresolved in the six counties of Northern Ireland between the Ulster Protestants unionists on one side and the Irish Catholic nationalists on the other (see Appendix 2 for Background Note: Ireland).

A turning point occurred in 1969 when the Civil Rights marches that demanded equal rights between Unionists and Nationalists made world headlines. The time between 1969 and 1998 became a period of intense fear for the population of Northern Ireland as a violent power struggle ensued in the name of Irish nationalism. The intensity of the conflict can be gauged by the fact that 3,568 people were killed during this period including members of the security forces and innocent civilians, see Figure 1 below (Appendix 3 provides a breakdown by year).
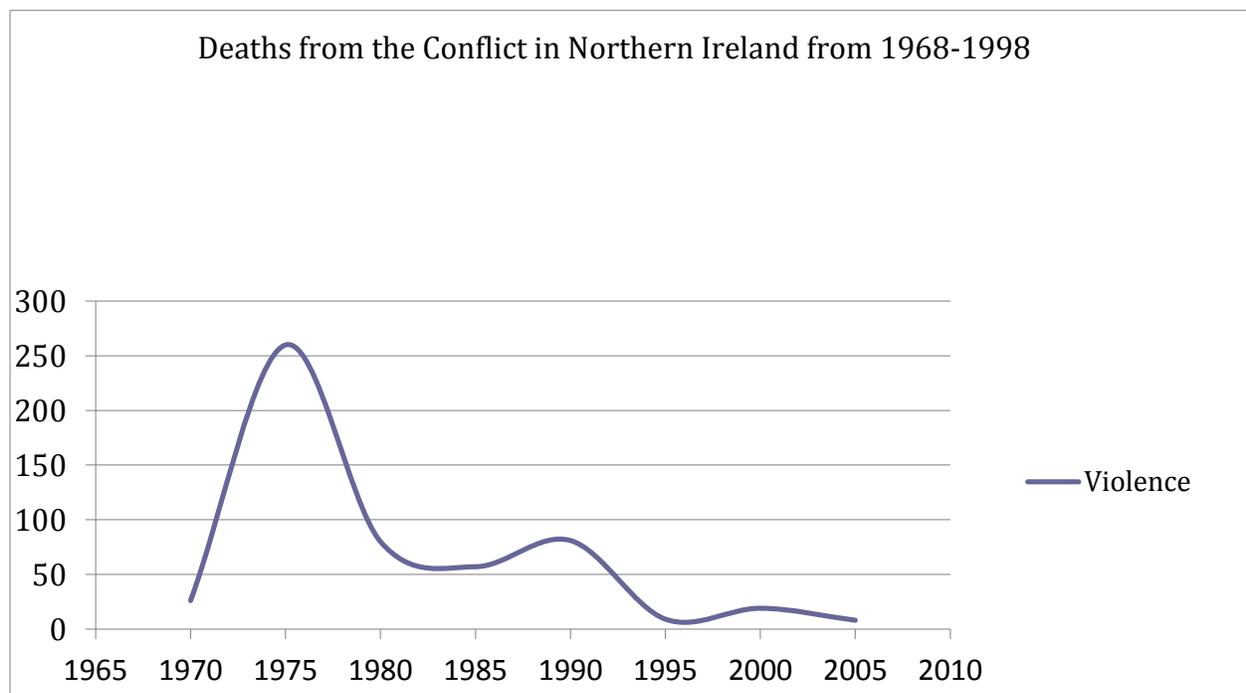

Figure 1. Deaths from the Conflict in Northern Ireland from 1968-1998 (Rogers 2010)

On April 10th, 1998 the Good Friday Peace Agreement was signed between the British and Irish Governments and most of the Northern Ireland political parties establishing long-sought-after peace in Northern Ireland. The peace that followed on the streets of Northern Ireland rested on the principles enshrined in this treaty.

Co-operation Ireland

COI was founded by Dr. Brendan O'Regan and was a registered non-profit organization in the Republic of Ireland, the UK, and the US. Over the years it established itself as the leading peace and reconciliation non-profit organization in Ireland. With two headquarters, one each in Belfast

and Dublin, the primary purpose of the organization was to bring together the two main religious communities in Northern Ireland, i.e. Catholic and Protestant. A secondary objective was to bring together people from both sides of the border to relate to the other's traditions and cultural identities. COI believed that a sustainable peace process required the elimination of exclusion, discrimination, intolerance and sectarianism. The mission of the COI organization was clearly stated:

> *"To advance mutual understanding and respect by promoting practical co-operation between the people of Northern Ireland and of the Republic of Ireland"* (COI 2011).

COI developed programs to link different groups primarily targeted at the following areas:

- Schools and universities
- Youth and community groups
- Local authorities
- Media
- Local and central government
- Businesses and business networking / training organizations

These programs targeted teenagers and young adults from diverse backgrounds were who brought together in new settings. The participants learned about different traditions and cultural backgrounds that could help nurture a society that was based on tolerance and acceptance of cultural diversity.

New York Office

Many non-profit organizations sought funding overseas, especially those that incorporated an international dimension to their core message. The American Ireland Fund was a very successful non-profit organization based around the world and their message, similar in theme to COI, resonated with a global audience. It was therefore beneficial for COI to expand their fundraising into the United States for a few reasons, some of which were:

- The US population had always been recognized as a very generous donor to charitable causes from around the world.
- There was a very large Irish American population living in the US. In 2007, a total of 34.5 million US residents claimed Irish ancestry.
- The dialogue surrounding the Northern Ireland conflict had been a constant theme in American politics for decades.
- The close proximity to Washington, home to the Congress and White House, facilitated the development of a close working relationship.

COI opened a satellite office in New York in 1995 and, while funds were limited, a small, strong and dedicated team was recruited to make this international expansion successful. Potential employees who had a passion for COI's work were targeted and enabled to build a strong US presence quickly. Nonetheless there was also a heavy reliance on volunteers to help facilitate the

programs along with running the fundraising events and they played an important part in growing this non-profit. The prime objective of this team was to raise awareness of COI in the US and to gain access to funding available in the US market. A second objective was to fulfill the requirement that COI had a registered office in the US in order to qualify for federal funding or grant assistance.

In order to maximize fund raising opportunities, the target audience for COI in the US was divided into two segments. The first was the Irish diaspora, i.e., Irish immigrants and their descendents. They were connected to this conflict based on history and they wanted to contribute to the resolution, whether by contributing their time or making donations to COI. The second segment targeted was a small network of key Irish nationals, predominately living in the US. Each held esteemed positions of power in either government, philanthropic or corporate organizations. They were decision-makers who influenced the contribution of funds on behalf of their respective organizations. The New York team had limited financial and marketing resources and yet reached these segments effectively in building the COI marketing program for the US.

This was a very successful venture in the late 1990's and in early 2000. However in recent years it experienced difficulties in raising funds as part of the overall challenges facing the US economy. Some had suggested that 'donation fatigue' had crept into the COI message, as many Americans believed the peace treaty was signed and the mission was therefore accomplished. Also other charitable causes in the US, closer to home, became the priority. Hardships cases, such as those suffered in the military (injured troops arriving home from conflicts in Iraq and Afghanistan needed rehabilitation) and those brought about due to the recession, grew in importance. As a result the US charitable funding market was under extreme pressure to fund home based causes.

In 2007 COI (US) took action to reduce the overheads costs of the organization in New York. A small, but loyal, number of staff were let go and the office lease was canceled. COI (US) was running on a purely voluntary basis managed by the Board of Directors. The future direction of COI in the US was under discussion and options were being considered.

Social Marketing: The 4 P's of COI's Social Marketing Mix

COI employed several social marketing strategies in fulfilling their mission. There were few documented case studies where social marketing had been applied to conflict resolution or peace-building interventions. Social marketing to date had been primarily used in areas of health and other social issues, such as AIDS awareness and anti-smoking campaigns. However the very essence of social marketing was to devise a behavioral change strategy - in the attitudes and intentions of individuals and groups - and was therefore suited to this case application. Teenagers and young adults were encouraged to participate in the programs, as their participation was key. The primary behavior identified was to facilitate communities to live peacefully together and respect each other's tradition and cultural identity. It was therefore appropriate to provide a definition of social marketing:

'It is the application of commercial marketing technologies to the analysis, planning, execution, and evaluation of programs designed to influence the voluntary behavior of target audiences in order to improve their personal welfare and that of their society' (Andreasen, 1995).

Specific to this case study, the four "P's" of COI's social marketing strategy were summarized as follows:

Product

Unlike a commercial marketer, COI was not selling a tangible good or service. The products sold were behavioral actions and ideas, which sought to bring about a change in societal behavior. This was identified as a reduction in violence in bringing about peace on the streets. Some examples of actions and ideas that COI engaged in included:

1. Breaking down sectarianism and racism;
2. Encouraging integration of different communities;
3. Delivering funding programs that encouraged the creation of vibrant societies;
4. Developing packaged peace and reconciliation programs for groups and organizations based in other conflict zones around the world; and
5. Organizing and managing events, conferences, and fundraising challenges that promoted open dialogue and community engagement.

Arts-Link Program. The Arts-Link program used the arts as a medium for a post-primary North / South schools exchange project that ran from 2006 to 2008. Using the COI reciprocal exchange model, the participating schools were linked on a North / South basis. They adopted different arts platforms in which the participants explored issues of cultural identity and reconciliation.

The objectives of this program were:

- Utilized the arts to challenge young people to explore and push the boundaries of thinking in order to examine diverse attitudes within society;
- Promoted deeper links based on creative art between young people and schools on a cross-border and cross community basis; and
- Trained and equipped teachers to develop their skills of utilizing the arts, in the fields of drama and filmmaking, as community tools that enhanced and helped develop deeper relations for those involved.

In October 2007, 18 short films comprising documentaries and short films made during the Arts-link project were screened at the Queen's Film Theatre in Queen's University, Belfast. The audience consisted of Artslink students, teachers, members of school management, local politicians and invited guests.   Speaking at the event, the Northern Ireland Minister for Culture, Arts and Leisure, Mr. Edwin Poots, said:

"This is an excellent project and a great way to encourage young people to be more

creative and get involved in filmmaking. Through the medium of film, pupils have been able to produce something they can be proud of and I am hopeful that this cross-border initiative will continue to grow in strength" (COI[2] 2010)

Youth and Community Exchange Program. The Exchange Program was at the core of COI's mission and they used a reciprocal exchange model to foster groups to travel together for a period of time, normally 7 days. This facilitated young people to spend time together, discuss topics of interest, and engage the different perspectives in order to foster a spirit of positive engagement. And, more importantly, this program enabled young people to go back to their own community with a broader perspective and, hopefully, a wiser one. It was anticipated that these experiences would have a lasting effect for many of the participants. The program engaged people in a process that enhanced their understanding of themselves and others from the same society that they all shared a common bond with.

Price

"Price" normally referred to what the consumer must pay in order to purchase the "product." In social marketing situations the price was not always easy to determine. In the case of COI, the "price" paid by the consumer required the individual to give up intangibles, such as time and effort, to participate in the programs. Or the price maybe was determined as the risk of embarrassment and disapproval from peers who did not advocate peace building across borders and communities. In order to justify paying this price, the consumers (i.e., the participants):

- Accepted that the problem (i.e. conflict) existed; or
- Believed that the contribution of their time and effort brought about the societal change in behavior.

Place

COI used a direct distribution model for their services. They offered their 'service' directly to the consumer through face-to-face educational and peace-building programs based on different sites in different locations. The programs offered were focused around schools, universities and youth / community groups and identified teenagers and young adults, especially young boys and young men as a key component of the target audience.

Promotion

In order for any organization to be successful, there must be a focus on creating and sustaining demand for its product. COI adopted the concepts of social marketing. COI's promotional mix primarily consisted of public relations, media advocacy, and high-profile fundraising events, all of which were implemented across Europe and the US.

Public relations were a major part of COI's promotional strategy. Board and staff members regularly gave speeches and media interviews in which they emphasized the effectiveness and success of those programs. COI also developed online platforms and launched an interactive website and created a presence on all of the major social media platforms. Though COI's

mission involved bringing peace to Northern Ireland, COI's public relations efforts were not just confined to Ireland.   Their international public relations efforts included annual "overseas challenges" which took COI's message to other countries where conflicts existed such as Vietnam, Cambodia, and Peru.

Another important element of the PR platform that was outside the control of COI was the use of imagery. Daily news organizations from around the world were running stories of the troubles that depicted graphic imagery of violence on the streets of Northern Ireland. These images both still photography and videos were relayed globally as this was an international story. Indirectly this imagery helped to promote the work of COI as it gave depth to their mission in promoting the "advance of mutual understanding and respect."

A vital piece of COI's promotional strategy mix included its fundraising activities. Fundraising efforts consisted of hosting annual gala balls, dinners, golf classic competitions, fun bicycle rides and other sponsorship-fueled events in many different locations around the world. The success of these fundraising events was critical to the financial stability of COI. They also helped COI develop new partnerships and constituencies, as the events were highly publicized and attracted many corporate sponsors.

Partnerships

Aside from the traditional 4 P's, Weinreich (2007) explained that there were also some additional "P's" in the social marketing mix that a non-profit had to also consider. One of those in particular was important to the future success of COI and that was "partnerships."

Social or peace conflicts were, at times, so complex that one organization might not make significant progress by itself.   Sometimes it required partnering with other influential organizations to be effective in delivering the message and gathering support. It was important for peace-building non-profits to identify organizations that had similar goals and identify ways that they could work together. More recently COI (US) had entered into a partnership with the American Ireland Fund, to a limited extent a competitor, in co-sponsoring specific programs. This was an important step as it leveraged the COI brand identity in support of fund raising activities.

While COI in Ireland partnered with for-profit entities, such as DHL and the Belfast Telegraph, COI's most important partnerships to date were forged with the EU and the US Government. COI (US) worked to raise much-needed resources but also to raise awareness of the conflict among the American public. Prime Minister Brown, President Obama, former US President Clinton and other prominent government officials announced their support of COI in achieving their mission of peace. These endorsements were essential for funding but they also created more opportunities to impact important public policy decisions. Specifically their engagement helped COI drive forward the peace dialogue when local politicians got bogged down in details that were not fundamental to achieving peace.

An important part in creating successful partnerships was to clearly document the scope of the relationship.   Normally a memorandum of understanding (MOU) or letter of agreement was

developed that embraced the goals of both sides. This was essential both for the success of the partnership and in facilitating a long-standing relationship that could grow over many years. There was no benefit to be gained if a partnership that had potential ultimately failed.

Current Situation

Since the Peace Treaty was signed in 1998, global perception of the conflict had begun to wane as attention shifted to other global conflicts. This was especially applicable in the US and effected COI's (US) ability to continue generating funding. According to an interview with COI's CEO in 2008, 10 years after the peace treaty was signed, Sheridan explained:

> *"... if you look at the last 10 to 15 years, there's been huge energy put in by the British and Irish Governments, particularly at a prime ministerial level, and by Clinton (former US President). The danger in this is that the British, Irish and American Governments think it's done and we become a bit of a backwater. Even in media terms, because there are new conflicts out there in Iraq, Afghanistan and Kenya and so on, we will be struggling to get the attention that we have got for the last 20 or so years"* (Agenda 2008).

COI's Financial Status

Many non-profit organizations had developed social marketing programs through funding provided by foundations, governmental grants, or donations. The primary sources of COI's income came from the Irish / UK Government and Fundraising Ireland. Other income sources included the US Government, Trusts / Foundations, and Fundraising GB, see Figure 2.
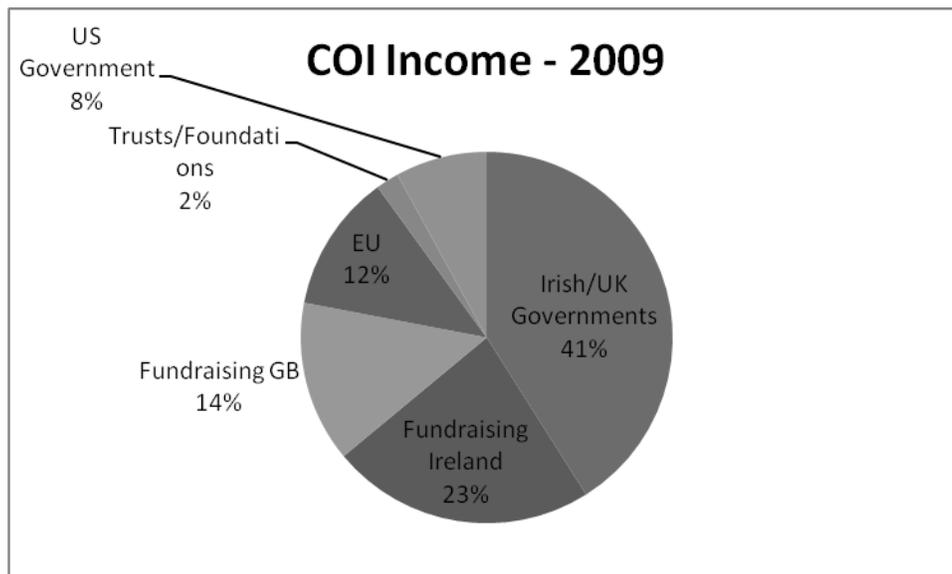

Figure 2. Co-operation Ireland 2009 Income by Source (COI[1] 2010)

In an economic recession businesses have tended to generate less revenues and profits, higher unemployment, reduced consumer confidence, and more concerns about credit and level of expenditures (CSO 2009). Non-profits were no different and faced many similar challenges. Peter Sheridan, CEO of COI, had suggested,

> "The economic slowdown [would] reduce the amount of funding available from government and private citizens and the organization will have to fight in a smaller pool" (Agenda 2008).

The effects of a recession can have dramatic consequences that can take years to recover from:

> "The past year has been difficult for many organizations, not least of all charities… admittedly the economic downturn was a real concern for us and no doubt it will impact us for a few years to come" said Sheridan (COI[1] 2010).

The adverse impact that the recession had on COI's fundraising between 2008 and 2009 ultimately lead to restructured operations. Additionally cost reductions were initiated across the organization through a reduction in the number of administrative staff employed.

COI's top three funding sources were considered "non-donation income" and included the Irish and UK Governments, Fundraising Ireland, and the U.S. Government. As donation income declined, non-donation income increased and this facilitated COI to continue developing programs (see Appendix 4). As of 2009, both donation income and non-donation were in decline and this was most likely due to the effects of the recession.

While generating funding in both Ireland and Europe continued successfully through tough economic times, funding in the US had become much more difficult to generate. The recession, donation fatigue, and other more current charitable causes had become more relevant to the public. As a result funding generated from COI (US) began to drop off significantly in 2007.

Options for Discussion

In early 2011 public perception across the US about the Northern Ireland conflict was still relatively positive. The violence was something that the media covered in the past tense. Yet it was still evident that conflict problems existed on the ground as violent disturbances erupted unexpectedly in the summer of 2011. Nonetheless they were short lived and did not gain tremendous traction in the media. COI (US) and the New York office were faced with difficult decisions. Two strategic options were under consideration.

Follow the Same Road

COI (US) had the ability to stay focused and continue supporting the programs developed over the past 30 years. While peace seemingly had been achieved, there was still plenty of work to be done in forging ahead with reconciliation. Communities still had their suspicions about each other and tensions could boil over at any time. It would take many years of effort to remove the emotional scars from centuries of history and bring about true reconciliation between both

communities. While COI (US) could continue in its current form, it was understood that it was severely limited in its capacity to deliver significant funding from the US. If COI was to continue on this road, they had to be a clear understanding of what this meant to their funding in the coming years. COI had to reduce their level of operations in New York, if US funding continued to decline.

Leverage the Brand

For some time the COI (US) board members had pondered how the Northern Ireland conflict could be presented differently to a broader audience in the US. One consideration was to drive growth by leveraging the COI brand and messaging through mutually beneficial partnerships. This required COI (US) to approach other US based non-profits with similar missions in developing joint funding for COI programs in Ireland. This option had the potential to raise extra revenue. But COI also had to weigh up any potential downside such as dilution of messaging or loss of control over any future direction. Even though the option was attractive, there needed to be a thorough analysis undertaken.

Choosing the Path to Travel

The COI (US) board members and COI's executive team were faced with a difficult decision. How were they to continue driving US funding in support of the programs? Should COI (US) continue to operate as they have traditionally done since 1995, i.e., on a voluntary effort with staff and office resources available on a year-to-year basis only when affordable? Or should they leverage their brand identity and approach other non-profit organizations in creating partnerships and sharing platforms to generate funding for the coming years? An answer was eagerly awaited.

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APPENDIX 1

GEOGRAPHICAL AREA

APPENDIX 2

BACKGROUND NOTE: IRELAND, PEOPLE AND HISTORY

The Irish people are mainly of Celtic origin, with the country's only significant sized minority having descended from the Anglo-Normans. English is the common language, but Irish (Gaelic) is also an official language and is taught in schools. Anglo-Irish writers such as Swift, Sheridan, Goldsmith, Burke, Wilde, Joyce, Yeats, Shaw, and Beckett have made a major contribution to world literature over the past 300 years.

The earliest inhabitants--people of a mid-Stone Age culture--arrived about 6000 BC. About 4,000 years later, tribes from southern Europe arrived and established a high Neolithic culture, leaving behind gold ornaments and huge stone monuments. The Bronze Age people, who arrived during the next 1,000 years, produced elaborate gold and bronze ornaments and weapons. The Iron Age arrived abruptly in the fourth century BC with the invasion of the Celts, a tall, energetic people who had spread across Europe and Great Britain in the preceding centuries. The Celts, or Gaels, and their more numerous predecessors divided into five kingdoms in which, despite constant strife, a rich culture flourished.

The coming of Christianity from across the Irish Sea brought major changes and civilizing influences. Tradition maintains that St. Patrick arrived on the island in AD 432 and, in the years that followed, worked to convert the Irish to Christianity. The pagan druid tradition collapsed before the spread of the new faith, and Irish scholars excelled in the study of Latin learning and Christian theology in the monasteries that flourished. Missionaries went forth from Ireland to England and the continent, spreading news of the flowering of learning, and scholars from other nations came to Irish monasteries. The excellence and isolation of these monasteries helped preserve Latin and Greek learning during the Dark Ages. The arts of manuscript illumination, metalworking, and sculpture flourished and produced such treasures as the Book of Kells, ornate jewelry, and the many carved stone crosses that dot the island.

A Norman conquest later followed two hundred years of Viking invasion and settlement in the 12th century. The Norman Conquest resulted in the assimilation of the Norman settlers into Irish society. The early 17th century saw the arrival of Scottish and English Protestants, sent as colonists to the north of Ireland and the Pale around Dublin.

In 1800 the Irish parliament passed the Act of Union with Great Britain, and Ireland was an official part of the United Kingdom until 1921. Religious freedom, outlawed in the 18th century, was restored in 1829, but this victory for the Irish Catholic majority was overshadowed by a severe economic depression and the great famine of 1846-48 when the potato crop failed. Millions died, and millions more emigrated, spawning the first mass wave of Irish emigration to

the United States. A decade later, in 1858, the Irish Republican Brotherhood (IRB--also known as the Fenians) was founded as a secret society dedicated to armed rebellion against the British. An aboveground political counterpart, the Home Rule Movement, was created in 1874, advocating constitutional change for independence.

Galvanized by the leadership of Charles Stewart Parnell, the party was able to force British governments after 1885 to introduce several home rule bills. The turn of the century witnessed a surge of interest in Irish nationalism, including the founding of Sinn Fein ("Ourselves Alone") as an open political movement.

Nationalism was and is a potent populist force in Irish politics. A home rule bill passed in 1914, but its implementation was suspended until war in Europe ended. Believing the mantra: "England's problem is Ireland's opportunity," and tapping into a mood of Gaelic revivalism, Padraic Pearse and James Connolly led the unsuccessful Easter Rising of 1916. Pearse and the other 1916 leaders declared an independent Irish republic, but a lack of popular support doomed the rebellion, which lasted a week and destroyed large portions of Dublin. The decision by the British military government to execute the leaders of the rebellion, coupled with the British Government's threat of conscripting the Irish to fight in the Great War, alienated public opinion and produced massive support for Sinn Fein in the 1918 general election. Under the leadership of Eamon de Valera, the elected Sinn Fein deputies constituted themselves as the first Dail. Tensions only increased: British attempts to smash Sinn Fein ignited the Anglo-Irish War of 1919-1921. The end of the war brought the Anglo-Irish treaty of 1921, which established the Irish Free State of 26 counties within the British Commonwealth and recognized the partition of the island into Ireland and Northern Ireland, although this was supposedly a temporary measure. The six predominantly Protestant counties of northeast Ulster--Northern Ireland--remained a part of the United Kingdom with limited self-government. A significant Irish minority repudiated the treaty settlement because of the continuance of subordinate ties to the British monarch and the partition of the island. This opposition led to further hostilities--a civil war (1922-23), which was won by the pro-treaty forces.

In 1932, Eamon de Valera, the political leader of the forces initially opposed to the treaty, became Prime Minister, and a new Irish constitution was enacted in 1937. The last British military bases were soon withdrawn, and the ports were returned to Irish control. Ireland was neutral in World War II. The government formally declared Ireland a republic in 1948; however, it does not normally use the term "Republic of Ireland," which tacitly acknowledges the partition, but refers to the country simply as "Ireland."

Reproduced Source: US Department of State. (2011). Background Note: Ireland. Retrieved from http://www.state.gov/r/pa/ei/bgn/3180.htm#history.
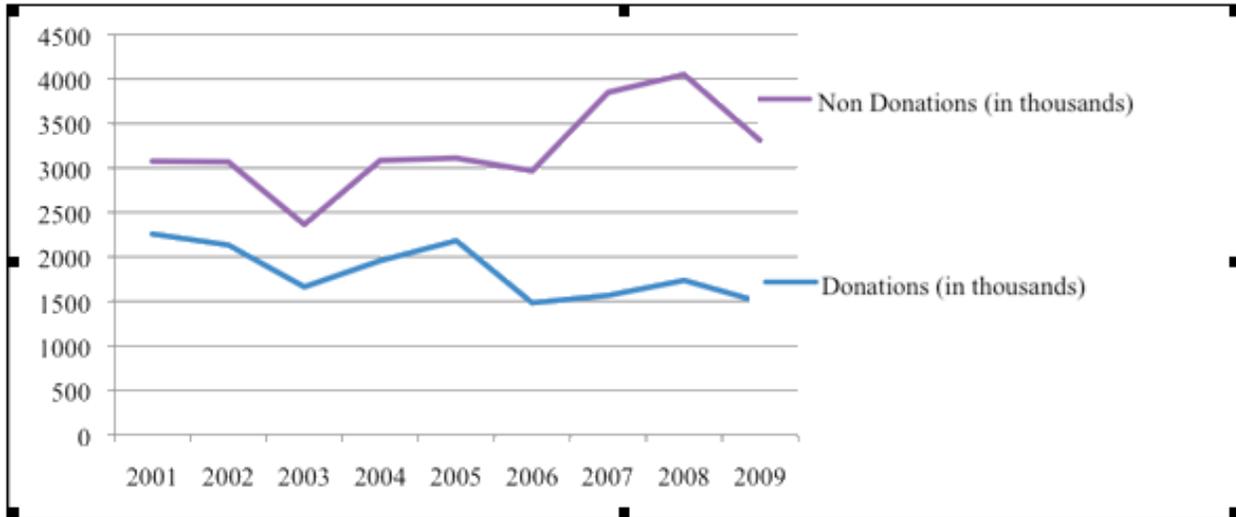
APPENDIX 3

DEATHS FROM THE CONFLICT IN IRELAND BY YEAR AND STATUS (Rogers 2010)

YEAR	Civilian	Security	Republican	Loyalist	Irish Security	Totals
1969	12	2	1	1	0	16
1970	17	2	6	0	1	26
1971	89	60	20	2	0	171
1972	249	148	70	11	1	479
1973	119	82	37	15	0	253
1974	191	73	23	7	0	294
1975	174	35	24	27	0	260
1976	207	61	17	9	1	295
1977	49	50	6	6	0	111
1978	40	35	7	0	0	82
1979	38	76	7	0	0	121
1980	34	37	6	2	1	80
1981	42	51	18	2	0	113
1982	36	58	10	5	1	110
1983	34	39	8	2	2	85
1984	22	32	13	1	1	69
1985	17	31	7	1	1	57
1986	27	25	7	2	0	61
1987	41	29	24	4	0	98
1988	38	46	15	5	0	104
1989	30	40	3	3	0	76
1990	36	34	8	3	0	81
1991	52	24	15	5	0	96
1992	58	11	17	3	0	89
1993	62	18	6	2	0	88
1994	48	7	3	6	0	64
1995	6	1	1	1	0	9
1996	6	1	8	2	1	18
1997	12	5	2	3	0	22
1998	46	2	2	5	0	55
1999	5	0	2	1	0	8
2000	8	0	1	10	0	19
2001	9	0	0	7	0	16

2002	9	0	0	2	0	11
2003	4	0	1	5	0	10
2004	3	0	0	1	0	4
2005	6	0	1	1	0	8
2006	3	0	0	0	0	3
2007	0	0	2	0	0	2
2008	0	0	0	0	0	0
2009	0	2	0	0	1	3
2010	0	0	1	0	0	1
TOTAL	**1,879**	**1,117**	**399**	**162**	**11**	**3,568**

APPENDIX 4

COI INCOME: DONATIONS VERSUS NON-DONATIONS (EURO) 2001 – 2009

COI Annual Reports, 2001 – 2009