

TACTICAL TECHNOLOGY COLLECTIVE ANNUAL REPORT 2013

ABOUT TACTICAL TECH

Tactical Tech works globally to help political actors - human rights advocates, transparency and accountability activists, citizen journalists, and others - use information and technology effectively in their work; to help them hone their skills, develop new techniques and ideas and expand their digital toolboxes; and protect their privacy and safeguard their security while doing so.

Tactical Tech is a stichting incorporated and registered under Dutch law, registered as a non-taxable charity institution since our incorporation in 2003. In addition to the two executive directors, we are governed by a board made up of five non-executive members.

2013

REACH

- Connected directly with an estimated **4,150** people through face-to-face trainings, talks, flash events and workshops, in **30** countries.
- Distributed over **19,800** hard copies of our materials and resources to advocates and activists worldwide.
- Received **1,834,942** visits to our online materials and resources.

STRUCTURE

During the course of 2013 we worked within two main programmes:

- The **Evidence & Action** programme focused on helping others to strengthen their evidence-based investigations and campaigns through the use of appropriate digital technologies, good data management and effective visual representation.
- The **Privacy & Expression** programme focused on building awareness and skills around digital security and privacy.

Tactical Tech's fees-for-services arm, **Tactical Studios**, worked directly with **14** organisations and rights groups on a total of **6** projects and **14** workshops and consultations. The focus of this work was on working with data, visualising information, and campaign messaging.

PRIVACY AND EXPRESSION PROGRAMME

TRAININGS AND EVENTS

Direct, hands-on digital security training

In 2013, our international network of digital security trainers ran **30 digital security trainings** in **24** countries, training over **900** activists and advocates directly. **5 Training of Trainer** events were also carried out.

Presentations and Flash Interventions



10 'Flash Interventions' - offering informal, on-the-spot training and advice - were carried out at large international gatherings. Events included the World Social Forum in Tunis ; the UNESCO International Gathering in Paris; the European Instrument for Democracy and Human Rights in Brussels; Pen International in Krakow; the International Freedom of Expression Exchange in Phnom Penh, Cambodia; and EU Dev Days in Brussels.

An estimated **2,100** people were directly engaged with through **flash trainings, presentations** and **talks** at a total of **15** large-scale events.

Holistic Security Retreat (February)

This retreat brought together **24** leaders in the field with the aim of developing a more holistic approach to security for human rights defenders - one which integrates physical and psychological security into the package. This is being developed further.

Behaviour Change Retreat (November)

This retreat, held near the end of the year, gathered experts in digital security training, design and awareness-raising around digital security and privacy issues, as well as some experts working on behaviour change, to explore how we can help achieve real adoption and uptake of digital security practices. This has been integrated into our research and training curricula development.

Development Sprint: Offline Training Environment System (November)

This sprint was organised to develop an offline Training Environment System (TESS) containing all the tools needed to conduct a full security training, as well as a visual insecurity demonstration to explain vulnerabilities associated with using the internet. The system is now ready to be integrated into our training methodologies.

Trainer network development and training of trainers

In 2013 we continued to build on and consolidate our network of trainers. **5 Training of Trainer** events were conducted in 2013, in Zimbabwe (in collaboration with Frontline Defenders), Kenya, Thailand and Italy. Two of these were international events, carried out in collaboration with Internews's Level Up Project. By mid 2013, a multi-lingual, multi-regional network of over **40 trainers**, with co-ordination and sustainability, was fully established.

ONLINE AND OFFLINE RESOURCES

Security in-a-box (year-long development)

<https://securityinabox.org> (online, DVD and booklet)

In 2013, our Security in-a-box toolkit (built in collaboration with Frontline Defenders) continued to be confirmed as the go-to resource for learning about, and training others in, digital security and privacy tools and techniques.

During 2013, we worked on upgrading the website's technical infrastructure, added a section on online social networking and added **2** translations - Turkish and Tibetan.

In the wake of the NSA revelations, we also added a piece on encryption, "Does encryption still work?", in 4 languages.

2013 saw more people using the website than ever before, and Germany's Deutsche Welle featured the toolkit in their roundup of the Best Online Security Resources for Journalists.

<http://akademie.dw.de/digitalsafety/best-online-digital-security-resources-for-journalists>

13 languages (2 new)

1,549,034 online uses

1,945 booklets and **2,716** security packs containing DVDs distributed to advocates and activists from around the world.

Security in context (September)

<https://securityinabox.org/en/context/01> (online and PDF)



September 2013 saw the creation of the first of our Security in Context toolkits: additions to Security-in-a-box, designed for specific communities. "**Security in Context: "Digital security tools and tactics for the LGBT community in the Arabic region"** contextualises digital security threats for a particularly at-risk group - LGBT persons and rights defenders in the Arabic region - and offers tools and tactics that can be used to overcome these threats. Two guides - for LGBT persons in Africa, and for women human rights defenders - are currently in development.

2,137 online visits.

Me and My Shadow (year-long development)

<https://myshadow.org> (online, DVD and booklet)



Our lives in the digital world cast shadows which can infringe on our privacy and compromise our safety. Me and My Shadow, created in 2012, is an interactive website that helps users explore and understand their shadows and learn how to minimise them.

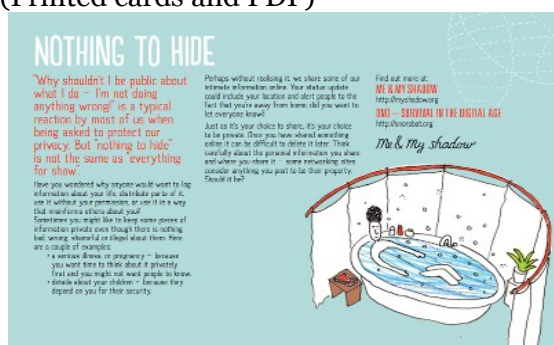
In 2013 Me and My Shadow was updated and expanded, with **86** new tools and resources added - including news items and longer pieces of analysis in the wake of the NSA revelations. The expanded myshadow.org was featured in the Guardian.

In 2013, Me and My Shadow was also voted 'most creative and original' by an international jury in Deutsche Welle's 'Bobs: best of online activism' awards: "Me and My Shadow presents in a very playful and visually compelling way a means of allowing online users to see the digital traces that they leave through their online activities - and offers easy solutions to fixing them," said English jury member Georgia Popplewell. (dw.de) Myshadow.org also got a special mention in The Daily Beast's Best of the Web Awards, 2013.

The website is currently being redesigned, expanded and translated into four languages.

83, 515 online uses.

Digital Shadows: card set (January) (Printed cards and PDF)



For offline distribution, a set of 5 cards were created to raise awareness about digital shadows and provide information on how to protect your privacy.

2,235 cards distributed to networks of activists and advocates around the world.

Ono Robot: Game-based security training platform (still in development) <https://onorobot.org>

ONO Robot is a character in a series of 13 short animated film clips about digital security produced in 2011/2012. ONO also has a Twitter feed, @ONORobot, which shares privacy and security news and advice. In 2013, we developed the first level of a game-based security training platform featuring ONO, with two more levels in the pipeline before the game is released. In the meantime, the ONO clips (watchable in English, Farsi, Arabic, Spanish, Vietnamese or Burmese) continue to be popular.

6,588 online visits to the website.

3,827 ONO DVDs distributed to networks around the world

1,350 @ONORobot followers by end December (up by over **50%**)

Flash and slogan cards (printed cards)

In 2012, we created a set of 15 awareness-raising 'slogan cards' (in English, French and Arabic) to hand out at large-scale advocacy events, as well as a set of 5 more detailed 'flash cards' in A5 format, offering more in-depth security advice. We continued to distribute these through 2013.

4,327 sets of flash cards and **3,214** sets of slogan cards distributed to networks of activists and advocates around the world.

A Quick Guide to Alternatives (July) <https://alternatives.tacticaltech.org/> (online)

QUICK GUIDE TO ALTERNATIVES

- About
- Browser
- Search
- Email Provider
- Email Client
- Online Collaboration
- Video Chat
- Private Chat
- Private Chat Mobile
- Private Calls
- Private SMS
- Private Browsing
- Legend

Worried about surveillance online?

A collection of our tips and how to's on alternatives

There's no need to fear if you're worried about keeping your online activities private. Tools and tactics are available to help anyone – be they journalists, activists and human rights defenders or just individuals concerned about online privacy – secure their online activities and control the information they share.

No technology tool or resource is perfect, nor can they guarantee you 100% privacy or information security online. You should only use tools which fit your own personal security needs so think about what information you want to keep private before committing to a tool.

The Alternatives site was released in response to the revelations of the NSA internet surveillance programme, offering internet and mobile phone users alternative tools and services. The site received thousands of visitors, was featured in Time magazine and is now being developed into a larger project providing users with an overview of more secure alternatives and routes to move away from reliance on centralised services.

12,723 online visits.

EVIDENCE AND ACTION PROGRAMME

Inspiring and promoting best practices in information activism

WORKSHOPS, PRESENTATIONS AND EVENTS

Workshops and presentations

In 2013, the Evidence and Action team connected with over a thousand people directly through workshops and presentations on info-activism and visualisation for advocacy, in **15** countries.

As well as this, **3** intensive capacity building workshops were run for a total of **28** rights advocates from Zimbabwe and Burma. Four participants were selected for the Info-activism Camp in June.

Presentations included 'Investigation 2.0' at Re:Publica in Berlin; Data Storytelling and using multimedia to engage people at the Political Accountability and New Technologies conference in Sarejevo; and Visual Influence: How can data and visuals be artfully used to progress social issues? At the Eyeo Festival, Minneapolis. Panel discussions included "Secure and Open Communications: building political, economic and technical capacity" at the Stockholm Internet Forum. The Evidence and Action team also led a week-long conversation on the New Tactics internet platform on Visualising Information for Advocacy, and led an info-activism track at the Mekong ICT Camp in Thailand.

1150 people reached in **15** countries, through **22** workshops and **10** presentations.

Info-Activism Camp 2013: Evidence and Influence (June)
<https://tacticaltech.org/info-activism-camp-june-2013>



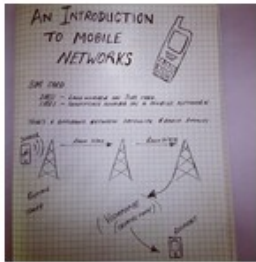
Curation



Documentation



Intervention



Tech and Tools



Data Ninjas



Visual Presentations



Information Jiu-Jitsu

The Info-activism Camp in June was a highlight of the year, bringing together 135 leading practitioners in advocacy, data, design and digital security for a week, to share experience, knowledge and skills around evidence-based advocacy. Participants were selected from a pool of over 600 applications, and came from 45 countries.

The camp followed four thematic tracks for working with evidence: *Curation*, *Documentation*, *Intervention* and *Investigation*, with digital security and privacy topics woven through each. Time was also allocated for participants to share their own skills and expertise with each other. 'Skill Shares' were an important aspect of the camp model, and a large number of these sessions took place over the course of the week.

The generally open format allowed for a high degree of interactivity, sharing and peer-learning, and **98 %** of participants said afterwards that they were planning to collaborate in the future. At least **15 new collaborations** have already emerged from this event and by the end of the year the participant mailing list was still being used regularly to announce new opportunities, share projects and discuss critical issues.

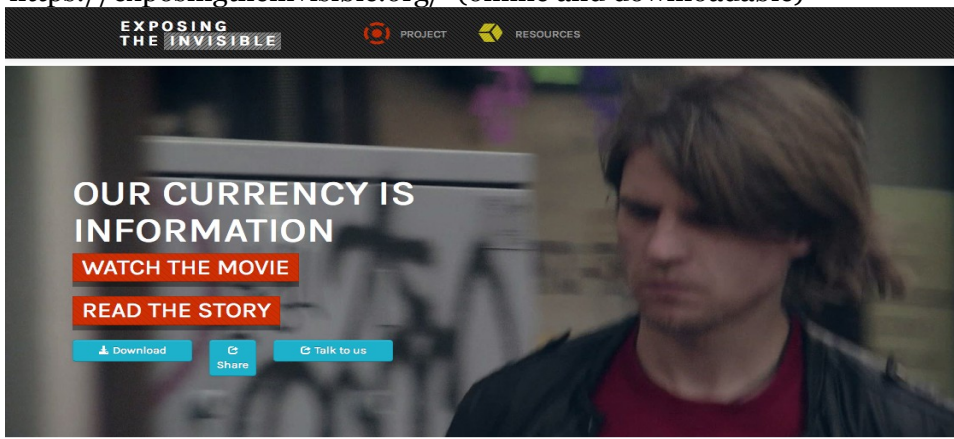
Examples of post-Camp collaboration include a collaboration between the Bahrain Centre for Human Rights and Huridocs, working on an adaptation of their evidence-based case management system; Free Press Unlimited providing security training and support to Radar, an organisation working with women citizen journalists in rural India, Sierra Leone and Kenya; and a participant from the Heinrich Boell Foundation in Nigeria led a training, together with Tactical Tech, on security for Nigerian LGBT activists.

135 people brought together from **45** countries; **15** new collaborations documented.

ONLINE AND OFFLINE RESOURCES

Exposing the Invisible (May/October/December)

<https://exposingtheinvisible.org/> (online and downloadable)



In mid-2013 we launched a film series and set of resources exploring cutting-edge forms of investigation and visual presentation of evidence by activists and rights advocates. 3 films were made in 2013, launched in May, October and December. The films show how apparently opaque and complex issues - like arms supply, land ownership and organised crime - can be, and have been, investigated and exposed using approaches that have gone beyond traditional investigative journalism, making use of new opportunities offered by digital technologies and the increasing availability of data.

The first film, “Our Currency is Information” explores methods for investigating corruption and organised crime. The second, “From My Point of View”, focuses on DIY forms of investigation and exposing issues using technology, and the third, “Unseen War, focuses on those working to track the impact of US military drones in Pakistan.

The project also includes full interview transcripts, an extra **5** short video sketches, as well as a resource bank of **79** tools, guides and inspirational case studies that activists, rights advocates, citizen journalists and others can use to inspire and conduct their own investigations.

Translated subtitles were also added to the first two films in the series, in Arabic, French, Russian and Spanish.

30 screenings were held in **13** countries, within a grassroots screening framework that encourages discussion around local issues and investigations, and with many more planned for 2014.

15,697 visits to the Exposing the Invisible website

Films: **6,266** views and **332** downloads.

Sketches: **1,724** views

Resources: **9,123** uses

Interview transcripts: **3,646** reads.

Evidence and Influence Micro-magazine (September/ October/ November)

<https://micromag.evidenceandinfluence.org/> (online)

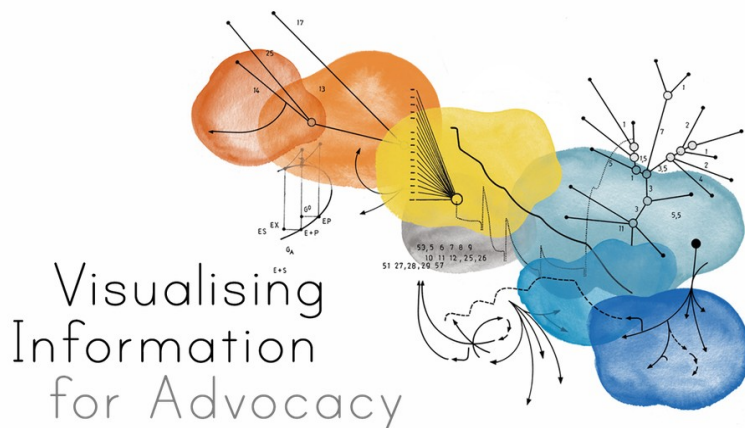


The online Evidence & Influence Micro-magazine is a compilation of multi-media info-activism case studies and interviews featuring, and including contributions by, some of the participants of Tactical Tech’s Info-Activism Camp 2013. In 2013, 3 issues featuring info-activism case studies and interviews were published, in September, October and November: 'Environment and Justice', 'Gender' and 'Transparency and Accountability'. A fourth issue - 'Protest' - would be published in 2014.

4,101 reads.

Book: Visualising Information for Advocacy (September)

<https://visualisingadvocacy.org/> (printed book)



Visualising Information for Advocacy is a book about how advocates and activists use visual elements in their campaigns. This 170-page guide features over 60 case studies from around the world to provide an introduction to understanding visual information and a framework for using images for influence. It includes three core chapters: “Get the idea: capturing attention”, “Get the picture: crafting a narrative” and “Get the detail: journey through data”. The book can currently be ordered through the website and will soon be available to read and download online too.

Visualising Information for Advocacy is the result of the experience and knowledge gained through more than 50 participatory workshops and collaborations with NGOs, think tanks and human rights groups on data visualisation and documentation projects over the last few years.

738 books distributed worldwide

Further outreach, an online version and translations planned for 2014.

Drawing by Numbers

<http://drawingbynumbers.org> (online)

Draft chapters of Visualising Information for Advocacy were published in 2012 and 2013 on the Drawing by Numbers website. The website also included useful tools for visualising information, and in the first half of 2013 the website's tool matrix was improved and refined, and the two last chapters were added.

23, 110 online visits.

Localised Info-activism Resources (March/August)

<https://www.tacticaltech.org/first-look-syrian-info-activism>

In March, Tactical Tech met with five organisations (based in Jordan, Lebanon and Yemen) to explore how our info-activism resources could be adapted for activists in the Arab region. The project resulted in **5** new, locally contextualised self-learning materials in Arabic on digital activism, campaigning and working with data and evidence in advocacy. One of these adaptations is a booklet based on our 'Ten Tactics' and 'Drawing by Numbers' resources. The booklet, called 'Tactics Used in the Syrian Revolution Movement' was created in collaboration with the Syrian NGO Dawlaty and is an exploration of info-activism tactics in the Syrian context.

The Info-activism How-to Guide (May)

<https://howto.informationactivism.org> (online)

The Info-Activism How-To Guide is an online guide for activists, advocates, NGOs and community based organisations who want to use technology tools and practices in their campaigning. The guide assembles strategies, digital tools and case studies from around the world, with a critical focus on the intended strategic impact of digital campaigns.

4,114 online visits.

Women's Rights Campaigning: Info-activism Toolkit (December)

<https://womensrights.informationactivism.org/> (online)

Adapted from the Info-activism How-to Guide, the Women's Rights Campaigning: Info-Activism Toolkit was created for women's rights activists, advocates, NGOs and community based organisations who want to use technology tools and practices in their campaigning. The Toolkit was developed as part of a project with CREA, along with seven partner organisations based in the Middle East, North Africa, South Asia and East Africa.

In 2014, the toolkit will be translated into Arabic, Swahili, Bengali and Hindi, and put into print.

School of Data: Online Learning (January)

<http://schoolofdata.org/handbook/courses/data-cleaning/> (online)

Tactical Tech produced two courses for the School of Data, an online learning project by the Open Knowledge Foundation: A Gentle Introduction to Cleaning Data, and A Gentle Introduction to Exploring and Understanding Your Data.

10 Tactics Arabic Training Resources (April)

(printed cards)

A pack of 16 cards in Arabic was developed based on some of the content from our 2009 "10 Tactics for Turning Information into Action" project. The pack was developed as a way of providing inspiration and guidance to Arab rights advocates and trainers, and features 16 examples of information activism from the Arab region, examining how these campaigns were developed and implemented.

1000 hard copies distributed through partners in Palestine, Lebanon, Egypt, Tunisia, Yemen, Bahrain and Jordan.

<https://tacticatech.org/in-the-loop>
twitter.com/info_activism

In the Loop is our monthly newsletter, curating info-activism news, analysis and inspiration, as well as what we've been doing and where we've been. In The Loop continues to consolidate a diverse network of people working in the field of info-activism, keeping them up to date on current developments in the field, as well as providing fresh inspiration for their own work.

Our **@info_activism** Twitter feed shares news and inspiration from around the internet.

In the Loop: 1,022 subscribers by the end of 2013..

@info_activism: 12,000 followers by the end of 2013 (**3,689** new)

TACTICAL STUDIOS

Aside from being closely involved with the production of our book **Visualising Information for Advocacy**, Tactical Studios worked with **15** different organisations on various projects, consultancies, and workshops.

Projects included

GNP+ - 3 infographics used at the WHO and also a series of 12 graphics
UN Special Rapporteur for Water and Sanitation - design concept for handbook
OSF New York – a research paper on the subject of Eminent Domain
Practical Action – Energy Access for All infographic
Global Partners Digital - design concept for handbook about internet governance
Heinrich Boll Nigeria – a consultancy for a campaign strategy

Consultancies, workshops and trainings

Oxfam UK
CIJ (Centre for Independent Journalism)
Euro Lobby Group
OSF Rand
Heinrich Boll Berlin
Deutsche Aids Hilfe
Oxfam UK
Hivos
Transparency International Berlin

GOVERNING BOARD

Tactical Tech currently has a governing board of 7 people:

Co-founders and directors Stephanie Hankey and Marek Tuszynski;
Rahul Bhargava, research specialist at the MIT Center for Civic Media, US;
Katarzyna Szymielewicz, co-founder of the Panoptykon Foundation, Poland;
Andrew Anderson, Deputy Director of Front Line, the International Foundation for the Protection of Human Rights Defenders;
Ravi Agarwal, founding director of Toxics Link, India;
Andre Wilkens, Director of the Mercator Centre Berlin.

FUNDING

In 2013, we received funding from OAK Foundation, Hivos, SIDA, Open Society Institute, Sigrid Rousing Trust, Ford Foundation, Internews Europe, AJWS, and CREA.

**STATEMENT OF FINANCIAL ACTIVITIES ENDED
DECEMBER 2013**

	Restricted funds (EUR)	Unrestricted funds (EUR)	Total 2013 (EUR)	Total 2012 (EUR)
Total incoming resources	1,302,081	194,532	1,496,613	1,422,436
Total expenditure*	1,570,451	210,705	1,781,156	1,354,614

*note: expenditure appears higher than incoming resources due to multi-year funding carried over from the previous year.

**Stichting The Tactical
Technology Collective**

**Abbreviated Financial Statements
(extracts from the full audited financial statements)**

Year ended: 31 December 2013

Contents

	Page
Statement of financial activities	2
Balance sheet	3
Notes to the financial statements	4/6

Legal and administrative information For the year ended 31 December 2013

Status

The organisation is registered under Dutch law as a non-profit foundation (Stichting). The organisation was founded on the 21 February 2003. The Company was established under a deed which sets out the objects, powers and governance of the organisation.

Directors :

Stephanie Hankey
Marek Tuszynski

Principal Operational Address

Brunnenstrasse 9
Berlin 10119
Germany

Registered Office:

Kingsfordweg 151
Amsterdam
1043 GR
Netherlands

Auditor:

Nick Brajkovich Limited
Chartered Accountants and
Registered Auditor
29 Withers Avenue
Warrington
Cheshire
WA2 8EU

UK Registered Number : FCO28520

**Statement of Financial Activities
For the year ended 31 December 2013**

Notes	Restricted Funds €	Unrestricted Funds €	Total 2013 €	Total 2012 €
Incoming Resources				
<i>Incoming resources from generated funds</i>				
Fees for services	-	72,986	72,986	140,155
Interest received	-	6,339	6,339	9,874
<i>Incoming resources from charitable activities</i>				
Evidence and action	716,134	-	716,134	300,861
Privacy and expression	535,947	-	535,947	596,300
Administration & overheads	50,000	-	50,000	50,000
General programme funding	-	115,207	115,207	325,246
Total incoming resources	<u>1,302,081</u>	<u>194,532</u>	<u>1,496,613</u>	<u>1,422,436</u>
Resources expended				
<i>Costs of generating funds</i>				
Fees for services	-	39,614	39,614	170,362
<i>Charitable activities</i>				
Evidence and action	923,508	-	923,508	424,047
Privacy and expression	596,943	-	596,943	498,508
Administration & overheads	50,000	-	50,000	50,000
General programme costs	-	163,447	163,447	196,463
Compliance costs	-	7,644	7,644	15,234
Total expenditure	<u>1,570,451</u>	<u>210,705</u>	<u>1,781,156</u>	<u>1,354,614</u>
Net surplus/(deficit) for the year	(268,370)	(16,173)	(284,543)	67,822
Net Movement in funds				
Fund balances brought forward at 1st January	<u>624,939</u>	<u>500,288</u>	<u>1,125,227</u>	<u>1,057,405</u>
Fund balances carried forward at 31st December	<u>356,569</u>	<u>484,115</u>	<u>840,684</u>	<u>1,125,227</u>

The notes on pages 4 to 6 form part of these financial statements.

All of the above results are derived from continuing activities. All gains and losses recognised in the year are included above.

Balance Sheet as at 31 December 2013

	Notes	2013		2012	
		€	€	€	€
Fixed Assets					
Tangible fixed assets	2		381		992
Current assets					
Debtors	3	27,791		14,972	
Cash at bank and in hand		<u>885,292</u>		<u>1,118,353</u>	
			913,083		1,133,325
Creditors: amounts falling due one year	4		<u>72,780</u>		<u>9,090</u>
Net current assets			840,303		1,124,235
Total Net Assets			<u>840,684</u>		<u>1,125,227</u>
Funds	5		<u>840,684</u>		<u>1,125,227</u>

The financial statements were approved by the directors and signed on their behalf by:

..... (Chair)
Stephanie Hankey

.....
Marek Tuszynski

24th June 2014

**Notes forming part of the financial statements
For the year ended 31 December 2013**

1 Accounting policies

(a) Basis of preparation

The financial statements have been prepared under the historical cost convention, United Kingdom Generally Accepted Accounting Practice and in accordance with the Statement of Recommended Practice (SORP), "Accounting and Reporting by Charities" published in March 2005 and applicable accounting standards.

(b) Incoming resources

Revenue grants are included in the SOFA when received or receivable, whichever is earlier. Income from activities generating funds is recognised when invoiced.

Income from studios work, training and toolkits derives from fees for services provided by TTC.

(c) Resources expended

All expenditure is accounted for on an accruals basis and includes attributable VAT where this is charged.

(d) Fund accounting

Unrestricted funds are available for use at the discretion of the directors in furtherance of the general objectives of the organisation and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by funders or which have been raised by the organisation for particular purposes. The cost of raising and administering such funds are charged against the specific fund.

(e) Governance costs

These are costs associated with constitutional and statutory requirements.

(f) Tangible fixed assets and depreciation

Depreciation is provided on all tangible fixed assets at rates calculated at the following rates, so as to write off the cost over their expected useful economic lives:

Computer equipment	20.00 % on cost
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(g) Foreign currencies

Assets and liabilities in foreign currencies are translated into Euros at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are translated into Euros at the rate ruling at the date of the transaction. Exchange differences are taken into account in arriving at the operating result.

**Notes forming part of the financial statements
For the year ended 31 December 2013**

2 Tangible fixed assets

	Computer Equipment €
Cost	
At 1 January 2012	2,908
Additions	-
	-
At 31 December 2013	2,908
 Depreciation	
At 1 January 2012	1,916
Charge for the year	611
	611
At 31 December 2013	2,527
 Net book value	
At 31 December 2013	381
At 31 December 2012	1,603

3 Debtors

	2013 €	2012 €
Trade debtors	23,346	1,396
Prepayments	4,445	13,576
	27,791	14,972
	27,791	14,972

4 Creditors: amounts falling due within one year

	2013 €	2012 €
UK Payroll taxes	-	490
Accruals	72,780	8,600
	72,780	9,090
	72,780	9,090

**Notes forming part of the financial statements
For the year ended 31 December 2013**

5 Funds

	Balances b/f 01.01.2013 €	Incoming resources €	Outgoing resources €	Balances c/f 31.12.13 €
Restricted funds				
Evidence and action	178,154	716,134	923,508	(29,220)
Privacy and expression	446,785	535,947	596,943	385,789
Administration & overheads	0	50,000	50,000	0
Total	624,939	1,302,081	1,570,451	356,569
Unrestricted funds				
Fees for services	13,444	72,986	39,614	46,816
General programme Funds	486,844	121,546	171,091	388,060
Total	500,288	194,532	210,705	484,115
	<u>1,125,227</u>	<u>1,496,613</u>	<u>1,781,156</u>	<u>840,684</u>