

ANNUAL REPORT
of the
CIVIL SOCIETY PROMOTION
CENTER
for 2013

CSPC – Organization’s summary

Civil Society Promotion Center has been founded on June 10, 1996. It is registered with relevant court in Sarajevo on July 15, 1996, under the Registration Number R-I-128/96. In accordance with the Law on Citizens Associations of FBiH, re-registration has been undertaken as well as harmonization with this very Law, under the registration number 04-05-2-3813/2000.

By the end of 2013, CSPC had 14 employees with full-time contracts, placed in Main Office in Sarajevo.

Mission:

Contribution to the strengthening of civil society in BiH through providing support to the development of civil society organizations and their mutual cooperation and networking; establishing a framework for effective relationships with government and for-profit sector and the development of civic activism, as well as promotion of non-profit sector as a qualitative and unavoidable actor in the socio-economic development of country.

Vision:

Internal vision: CSPC is independent, stable and highly professional organization that provides qualitative programs and services aiming at civil society support. We cooperate with numerous partners in BiH and region, what presents important factor in struggle for better life of BiH citizens. CSPC’s activities are based on motivation, knowledge and ideas of its employees and volunteers who are completely devoted to the mission realization.

External vision: The society of informed, educated and responsible citizens, actively included in confrontation with the challenges that BiH society is facing with, as well as efficient, accountable and capable authority at all social levels.

CSPC is conducting the following activities:

- designing, governance and implementation of spectrum of operational projects that are dealing with key issues of democracy and building of civil society in BiH
- provision of an adequate training and service of consultations, same as program for civil servants, elected officials, leaders and activists of organizations of civil society, and overall social community, with aim to strengthen capacity for better governance in accordance with priorities of BiH authorities
- realization of campaigns for public advocacy directed to change of policies, position and program of institutions of authority in segment of public and private sector
- networking and cooperation with institutions of public administration, either in EU countries or countries of Central, Eastern and South-East Europe
- Planning and implementation of study visits for employees of public sector and elected officials at all levels of authority in BiH, same as for leaders and activists of civil society, aiming at exchange of experience, information and knowledge with their counterparts abroad
- Strengthening of BiH non-governmental sector through the work of Resource Center
- mentoring program for women

Introductory Note

It is my pleasure to present the Annual Report on activities and financial management of Civil Society Promotion Center (CSPC) for the year of 2013. I am glad to have a chance to offer an overview of achievements of our Center during the last year to the public. The CSPC's activities in 2013 were intensive and heterogeneous. We continued with all activities initiated in previous years, and we developed them and grouped in several program areas – Resource Center of civil society, Small Grants program, cooperation between authorities and civil society, corporate social responsibility promotion, mentoRING (mentoring program for women), and development of a supportive environment for civil society development, civil society organizations networking, providing services in the field of capacity building. This year was also very active for CSPC at regional level, in particular by cooperating with organizations from neighboring countries, but also with organizations from the EU.

Along with the implementation of its basic activities, Civil Society Promotion Centre has invested a lot of efforts and assets in further development of its human resources. Most of our staff has been passed through comprehensive and intensive program of capacity building in internal and external educations (approximately 15 hours per employee).

Unlike previous years, CSPC has less employees and less annual budget, mostly as a consequence of GAP II Project ending. But in 2013, CSPC became richer by employing several young, professional and ambitious persons, who give us new, additional energy to move forward with even greater enthusiasm.

New strategic plan of CSPC for 2013-2017 is developed at the beginning of 2013, and it is based on most important results, achievements and learned lessons from previous strategic period 2010-2012. Document is based on analysis and assessment/evaluation of all strengths and weaknesses of the organization, the same as challenges and possibilities from outer surrounding where organization is functioning. It contains defined strategic goals of development of organization, priority activities and main strategies and activities for its realization. Strategic goals are: Building of stimulating environment for development of civil society in BiH, Promotion and development of civic activism and participative democracy, and Institutional development of CSPC.

During the last year CSPC continued with its membership in several international networks (ECAS, Balkan Network for civil society development-BCSDN, Balkan Network for corporate social responsibility development,), and local networks and associations: Agreement Plus Network, Association for Quality in BiH, Network of Justice, NGO Council. CSPC is one of the founders of BCSDN, and last year we performed the function of deputy chairman of the Network's Governing Board. In addition, during the year 2013, CSPC has become an associate member (observer) within the European networks EUCLID and TRIALOG.

I want to thank to all our employees, volunteers and associates that contributed to results

realization presented in this Report. During the year 2013 we continued to work on humanitarian actions, primarily through allocations of part of wages for the needs of sick children through CSO "Open Network".

We would like to thank to all our donors, foreign and international, government and private agencies and foundations who have morally and financially supported our Center's activities in 2013. We hope our cooperation will be continued and expanded in the future as well.

Aida Daguda, CSPC Director

PUBLIC POLICY PROGRAM

SMALL GRANTS PROGRAM „BE THE CHANGE!“

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| <i>Donor: SIDA</i> |
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In 2013. CSPC has continued its good cooperation with Embassy of Sweden and its Development agency SIDA by signing two-year project also known as Small Grants Program „Be the change!“.

Small Grants Program "Be the change!" is intended to strengthen people's active participation in social change in the communities they live in as well as to equip CSOs and particularly CBOs at grass roots level with knowledge and skills to better represent their constituencies and members and to effectively advocate on their own behalf. To achieve this, SGP supports community based and community initiatives (informal groups of citizens and organizations) that work to bring positive change to their communities, inspire and motivate people to become actively engaged in community efforts and demonstrate that such engagement can bring visible results and benefit for many, if not all, members of the community. SGP strengthens them by offering financial assistance (small grants) and learning opportunities (capacity building support), while investing in efforts to share best practices and enable others to make use of positive experience. This program approach is based on our belief that creating democracy demands a bottom up approach - this is why this program supports "ordinary" people in local communities, recognizing that they are the only ones able to identify problems and offer solutions.

Overall goal is to empower citizens and CSOs, particularly CBOs and community initiatives to become a real and effective agent of change in the communities live in and in the society as a whole.

To achieve this goal, present SGP "Be the change" is aimed at inspiring, motivating and supporting citizens, CBOs and community initiatives to become actively engaged in their

communities with the ultimate goal to demonstrate that such engagement can bring visible results and benefit to the community.

During 2013. all principles that the Program is based on were followed and respected:

Accessibility: Information on Program and Public Calls were widely distributed due to the help of mentoring organisations, Leader's network and CSO networks. Also besides usual way of publishing Public calls (newspaper, web portals) SGP team decided to organise Info sessions where CSO's will have opportunity to get information about project and public calls, and to ask questions. Info sessions were organised for second public call (Advocacy) when we have visited 5 cities (Mostar, Nevesinje, Zvornik, Brčko and Bihać) and third (Community Initiatives) public call – 10 (Travnik, Banja Luka, Livno, Zvornik, Goražde, Višegrad, Rogatica, Doboj, Prijedor and Tuzla) cities. There were 222 participants at these sessions: 72 for advocacy thematic area and 150 for local initiatives.

Partnership: SGP continued to encourage cooperation among local authorities, businesses and CSO's, which resulted in municipal co-financing, provided utility services, in-kind contribution from business sector.

Capacity building: in first project year this principle remained in focus of SGP team. Building capacities of grantees through mentoring assistance and formal workshops accompanied with technical assistance from SGP team showed to be the best combination for building capacities of grantees.

Gender equality: We insist that projects supported through SGP demonstrate understanding of gender equality principles, its importance for community life and development and for these to become integral part of their projects and future initiatives. This is to be ensured through one of the questions in concept paper and application form, where potential applicants are asked about their target group and its disaggregation on female and male.

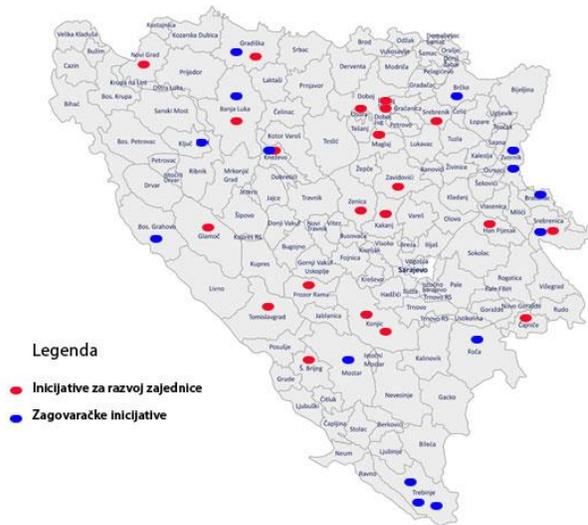
Outreach and strong field presence: All grantees received support during implementation of their projects and help in overcoming challenges, through regular communication and field visits by CSPC and mentors. Special attention was paid to reaching remote and smaller communities, and every grantee was visited at least once. On next page there is illustrated map of Bosnia and Herzegovina with indicated communities where initiatives are supported.

Transparency and openness: CSPC had developed clear small-grant management procedures that involved two levels of technical review, evaluation and grant selection. Also, evaluators were chosen based on Public call. At the project beginning we have opened Public call for all experienced assessors and people working in local communities. All candidates were tested, and based on their test several of them were chosen to become assessors in SGP. Every step of small-grant procedures was transparent and beneficiaries received all information in time.

During 2013. CSPC published three Public Calls: two of them were for Community Development Initiatives and one for Advocacy Campaigns. In 2013. SGP awarded 20 grants for Community Development Initiatives (in total value of 100.000 KM) and 15 for Advocacy Campaigns (in total value of 75.0000 KM).

For the three Public Calls SGP have received more than 500 applications from whole country. Grants for projects awarded in 2013. have been implemented in the communities of Banja Luka, Čajniče, Doboj, Zenica, Kreševo, Glamoč, Zavidovići, Han Pijesak, Doboj Istok, Konjic, Široki Brijeg, Konjic, Kakanj, Petrovo, Prozor-Rama, Gradiška, Novi Grad, Srebrenica, Srebrenik, Tomislavgrad, Foča, Zvornik, Trebinje, Zvornik, Grahovo, Mostar, Bratunac, Ključ and Brčko.

Map with geographical coverage of approved small grants:



**red dots represent Community development Initiatives and blue dots represent Campaigning Initiatives*

For successful implementation of the 20 Community Development Initiatives it took more than 1300 volunteers and more than 7000 volunteering hours. Almost each initiative involved partnership with local government or local businesses. Grantees had more than 100 media appearances in local media.

As capacity building is important component of the project we are proud to say that we have established pool of 12 mentorship organizations, with 19 mentors providing support and assistance to grantees in project idea development and implementation. Through Small Grants Program in 2013. mentorship organizations had 73 mentoring meetings and more than 330 hours of mentor assistance. There were 70 mentorship couples (mentor – grantee) established. Also there were two workshops on Financial and administrative management for new grantees held.

During implementation of previous Small Grants Program we had opportunity to meet and work with many extraordinary individuals that worked in a way that they “infected” whole local community towards achieving a shared goal. They had such capacities, belief and energy that they have successfully inspired other members of their local community to take action and make change. Since these individuals distinguished in previous phases of the program we wish to promote excellence and to motivate these people to expand their energy to new Leaders. During 2013. our team have chosen 15 individuals who were educated through Summer School for Leaders which covered following topics: leadership skills, community mobilization, work with volunteers, fundraising. Focus was to offer practical and inspirational experience and to establish partnership and network between them. During Summer School, SGP Leaders come upon joint initiative which they will further develop in 2014.

BALKAN CIVIL SOCIETY ACQUIS – STRENGTHENING THE ADVOCACY AND MONITORING POTENTIAL AND CAPACITIES OF CSOS

Donor: EU and Balkan Trust for Democracy

The year 2013, was the first year of regional project Balkan civil society acquis – strengthening the advocacy and monitoring potential and capacities of CSOs, implemented by BCSDN with ECLN and ENNA regionally (in countries of Western Balkan and Turkey) and by CSPC as a partner in Bosnia and Hercegovina. The implementation of this project (1st November 2012 - 30th November 2014) can be viewed both as continuance of CSPC engagement as BCSDN member in enabling environment for CSDev in region and CSOs capacity building, and as of CSPC efforts in addressing policy issues in relation to specific environment for development of CSOs in BiH.

The project itself follows the objectives and specific mid-term priorities from the BCSDN Mid-term Strategic Plan 2012-2014, developed as part of the regular strategic planning of the network of 15 civil society organizations from 10 countries and territories in South East Europe (Albania, Bosnia and Herzegovina, Croatia, Kosovo, Macedonia, Romania, Montenegro, Slovenia, Serbia and Turkey). Having in mind EU accession and negotiation processes which provide both a framework, as well as a strong external stimulator for national governments of the region to create and consolidate an enabling environment for civil society, the project address the importance for civil society to be empowered and fully able to function in a watchdog role able to provide effective, corrective, or innovative solutions both during the accession process but just as importantly after the procedure is complete.

The **overall objective of the project** is to:

- 1) Strengthen foundations for monitoring and advocacy on issues related to enabling environment and sustainability of civil society at regional and country level; and
- 2) Strengthen structures for CSO integration and participation in EU policy and accession processes at European and country level.

Project targets national Governments, CSOs and national-level platforms, IGOs esp. EU (EC/DG ENLARG, EUD) and RCC. Foreign donors, media, civil society actors (except for CSOs) are (in-) direct beneficiaries. Citizens of each country of Western Balkan are final beneficiaries.

First year of the project has been devoted to the monitoring of enabling environment in each member country, as well in BiH, and for that purpose mechanisms for monitoring environment designed and applied.

Developing Mechanism for Monitoring

Monitoring Matrix on enabling environment for CSDev has been development as part of a collective effort of CSO experts and practitioners from the BCSDN network of members, in which CSPC participad, and partners and with expert and strategic support by ECNL. The 11-member expert team spanned a variety of non-profit and CSO specific knowledge and experience, both legal and practical, and included experts from 10 Balkan countries. The work on the Matrix included working meetings and on-line work by experts, which was then scrutinized via stakeholder focus group and public consultations. The work on the development of the Matrix was supported by USAID, Pact. Inc, and ICNL within the Legal Enabling Environment Program (LEEP)/Legal Innovation Grant and Balkan Trust for Democracy (BTD).

The Matrix is organized around three areas, each divided by sub-areas:

1. Basic Legal Guarantees of Freedoms;
2. Framework for CSOs' Financial Viability and Sustainability;
3. Government – CSO Relationship.

Monitoring Matrix on Enabling Environment for CSDev presents the main principles and standards that have been identified as crucial to exist in order for the legal environment to be considered as supportive and enabling for the operations of CSOs. It underscores the fact that enabling environment is a complex concept, which includes various areas and depends on several factors and phases of development of the society and the civil society sector.

Adaptation of Monitoring Matrix to BiH

In the beginning of 2013, the Matrix has been translated to the legal environment of the BiH and CSPC identified methodology tools to be used in conduct of the monitoring, in accordance with methodology proposed in the Matrix Tool-kit developed by BCSDN and ECLN. ECLN developed a general guideline on the choices of methodologies, weaknesses and strengths of each and their proposal for an optimum methodology, while CSPC choose methodology that was most suitable to specific conditions of BiH legal framework and overall environment.

Kick-off event

CSPC organized kick-off event on the 14th of May 2013, in Sarajevo, introducing Monitoring matrix on enabling environment for civil society development, overall BCSDN regional project as well as to the project activities which will be implemented in BiH. The event was attended by 30 participants, representatives of civil society organizations (22), government officials (4), and representatives from donors and international organizations (4). Special focus was put on the presentation of the basic and main characteristics of the Matrix. Participants emphasized the importance of qualitative indicators included in the Matrix. General attitude towards the project and Matrix was very positive and welcomed by all participants.

Conduct of national-level monitoring

CSPC conducted using both participative and expert approach in acquiring data and information for national-level monitoring, with assistance of the engaged partner CSOs and experts. Monitoring included desk research for collection of constitutions, laws, recognized international documents, strategies, and reports on work of the relevant institutions, media reports, analysis and publications. Information was further collected through the questionnaires, interviews and in focus-groups. Semi-structured, sampled and in-depth interviews were conducted for obtaining information or confirmation in all sub-areas. In this process different stakeholders, including state representatives from different levels, media experts, legal experts and CSOs representatives, have been interviewed. Overall research with analysis was conducted with expert assistance of the Fund for Social Inclusion, the Youth Communication Center (OKC Banja Luka), media expert from the Association of BH Journalists and expert on government relations with CSOs from Association for Democratic Initiatives. This research and partnership has been supported in synergy of other USAID funded Civil Society Sustainability Project, implemented by CSPC. The findings and recommendations as well as priorities for the reform, will be subject of wider consultations, afterwards the final Monitoring report for BiH will be produced in beginning of 2014. BiH Country report will be a part of regional report on enabling environment.

ACCOUNTABLE GOVERNMENT BUDGETING PROCESS

Donor: British Embassy in BiH

Civil Society Promotion Center in cooperation with consultative company INNOVA, started with this Project realization on April 2011, which is a continuation of activities whose realization started with the project titled Strengthening of Public Finance Management (SPEM) in B&H, funded by the Department for international development of Great Britain.

This Project presents as well the continuation of six - year activities of Civil Society Promotion Center in preparation and development of Agreement on Cooperation between civil society organizations and authorities at all levels, and establishment of institutional framework for greater participation of citizens and civil society organization in decision-making process and policies preparation that are realized through series of projects financed by USAID, European Commission, The Netherland Embassy and Open Society Fund B&H.

Specific Project goals are:

- Capacity strengthening of B&H Parliamentary Assembly and Canton Sarajevo Assembly representatives to enable them to have better understanding in budget analysis and better cooperation with civil society organization;
- Capacity strengthening of civil society organizations in area of budget analysis in order to have them capable for submitting new proposals of budget spending to budget users;
- Increasing public awareness on the importance of program budgeting process.

Project activities are grouped in three interconnected components, based on main target groups:

- non-governmental organizations - members of the Network Agreement Plus
- representatives and delegates of B&H Parliamentary Assembly and Canton Sarajevo Assembly;
- Canton Sarajevo Ministries

Project's users are all B&H citizens, tax payers, who have the possibility of getting adequate value for the money invested, through introduction of program budgeting, dialogue and partner cooperation between the government and civil society in creation and realization of public policies.

CSPC participated at three public hearings regarding Sarajevo Canton budget which were held in accordance to decision of Canton Assembly. They gathered three main population which status were jeopardized by draft of the Budget – war veterans, teachers and culture workers syndicate, police. All of them claimed bad Government approach to crucial social categories in society.

The NGO Network "Agreement Plus" in Canton Sarajevo took active role in support the idea that process of public hearings should be improved in accordance to some good practices and regulations at the level of B&H Federation and organized special event/Round table

devoted to the issue. The main sense of changes is going to necessity of direct and open consultation with citizens and CSOs involved in issues but not only Canton budget consumers. We also used the opportunity at event to convey the good practice from ZE-DO Canton where the Government organized direct public hearings with all budget consumers at the separate events.

CSPC organized meetings with Chair of Cantonal Assembly and Co-Chairs as well as with Prime Minister and Minister of Finance.

CSPC prepared and published the special edition of "Budget for citizens" was created in form of daily press named "Peoples' journal". The main aim of it was to explain in short and clear way what the Budget draft for 2013 supposed to finance. The used vocabulary and concise elaborations presented the whole Budget material on very familiar way to common citizens at only 25 pages. The interest of citizens was enormous and all of 12.000 copies were distributed in just a few hours.

At the same time we organized signing of petition for improvements of legal frame for public hearings on Budget and got the extreme citizens support. We anticipated campaign and steady pressure at Government to accept logical improvements in public hearings procedures and "Agreement Plus" network prepared action plan for period up to the next General elections in October, 2014.

The presentations of the "Citizens' journal" were organized at several TV and radio broadcast, as well as at web portals and face-book social network, explaining our goals and intention to continue with similar activities focused at better information and increased citizens' awareness of the modalities to make impacts in budget process.

LOCAL SERVICES MONITORING: CIVIL SOCIETY ORGANIZATIONS, CITIZENS AND LOCAL AUTHORITIES JOINTLY TO BETTER SERVICES

Donor: Open Society Fund BiH

Providing various services to the citizens is one of the key roles of local self-government units in our country what was regulated in numerous domestic and international legal instruments. Key problem, to which this Project is focused on, is the lack of practical methodology for permanent and systematic follow, evaluation, and advancement of public services, what would enable an efficient impact of citizens and civil society organizations to local authorities in BiH, having them more accountable. Key elements/aspects of this basic problem are the lack of appropriate tools and instruments for the regular quality assessment, accessibility and other relevant characteristics of public services, seen from the citizens' aspect as a major users and actors; the lack of qualitative, proactive, facts based communication between local authorities and civil society organizations; insufficient capacity of non-governmental organization for active participation in citizens' interests advocacy in providing public services at local level.

The basic purpose of this Project is to solve abovementioned problems by using PULS methodology developed by EDA Organization from Banja Luka. This Project had a purpose to contribute to the advancement of the services provided by local authority in elected units of local self-government through:

- (i) Capacity building of non-governmental organizations/ partner NGOs in PULS methodology application as a new approach in service improvement made by local self-government,
- (ii) Establishing of better, two-way communication between the citizens and their organizations and management of local-self governance units, and
- (iii) Increasing accountability of local administrations for advancement of life quality and corresponding local public policy.

PULS methodology understands the interrogation of citizens' satisfaction in 16 segments: water supply and sanitation, communal hygiene, collective heating (where applicable); maintenance of local streets and roads, horizontal and vertical signalization; public lighting, green areas and parks, cemeteries, public transport, pre-school education, primary education, secondary education, library, access to the Internet network, primary health care, social protection, and services provided by window halls. Activities were realized in 17 local self- government units.

After the publishing and distributing research to the citizens and presenting it to candidates in pre-election process on public debates which were organized between candidates and citizens, the final activity was establishing web site www.ulica.ba.

Web site is a new tool in communication between citizens and local authorities. In the first phase collaboration is offered to 10 municipalities. The website, by principle all in one place, offers a simple channel of communication between citizens and municipal services and allows citizens to register all sorts of problem to municipalities by mail, photo or video clip. Official website of the municipalities and website ulica.ba are linked what contributes public promotion of both websites and, most importantly, promotion of existing good practices that municipalities have in communicating with their citizens. The possibility of delivering a specific query with a photo or video clip using a computer or phone is especially appealing to young people, increasing their interest to participate in community life and greater sense of belonging to the community.

Experience and practice points that citizens prefer to use this type of communication to their local community, especially in terms that they have possibility to illustrate their queries, without thinking about possible procedures, the relevant departments, etc. In addition, as the administrators of this website together with "Sredi Svoj Grad" as partner organization, we can deliver the semi-annual or annual review and report of all citizens' queries and responses submitted by the competent authorities.

CIVIL SOCIETY

CIVIL SOCIETY SUSTAINABILITY PROJECT

Donor: USAID

As a prime partner of Centre for Civil Initiatives, CSPC on September started a new five-year project "Civil Society Sustainability Project" with the primary objective of maintaining and strengthening the capacity of civil society organizations to influence the process of adoption and implementation of public policies of interest to the real problems of the citizens of Bosnia and Herzegovina.

The civil society sector in BiH is faced with serious challenges that need to be answered in order to create a better environment for civil society, affected the adoption of positive social and democratic changes in BiH society, and ensure the sustainability of the civil society sector in the country.

Prior challenges are:

- 1) Increase the readiness of BiH authorities to cooperate with CSOs;
- 2) Increasing the impact of civil society on public policy;
- 3) Increase the level of professionalism of NGOs;
- 4) Sustainability of civil society;
- 5) Increase the number of reliable and objective information .

The main assumption is that only a strong and effective civil society, which advocates solving the problem of a large number of citizens bringing increased participation of citizens in decision-making processes. Therefore, the activities focus on three key areas:

- Strengthening the legitimacy of NGOs that might be true representatives of citizens;
- Strengthen the expertise and professionalism of civil society organizations (CSO);
- Increasing the impact of civil society on the policy of the public sector as well as the impact on the working conditions of civil society.

During the five-year period (2013-2018) the project will provide new energy and vision to realize the full impact of the civil society sector to improve the living conditions of citizens and sustainable development of civil society in BiH. CSO will achieve continuous communication and working in partnership with major stakeholders in society and act proactively in order to achieve greater impact on social change.

The highest standards and positive experiences in the field of networking and creating partnerships will be applied. This project will create economic partnerships with the community, the media, civil society organizations and governments through which will effectively respond to the key issues of BH society. At the heart of these functional partnerships will be jointly identified goals and vision, common identified problems and joint efforts to advocate for solutions , and interest in each of the 12 areas / sectors: 1) Anticorruption; 2) Employment and labour market; 3) Economic Politics; 4) Education; 5) Health; 5) Human rights of marginalized groups; 7) Women's Rights; 8) Agriculture and rural Development; 9) Culture; 10) Public Finance; 11) Environmental protection and energy efficiency; 12) Judiciary.

This project will continue the monitoring of executive and legislative authorities in BiH and regularly inform the public about the findings of the monitoring. Efforts will be made to advocate for better legal and fiscal environment for the work of civil society, issues such as individual and corporate philanthropy, transparent state funding, rules on consultations between government institutions and CSOs, social entrepreneurship, self-regulatory mechanisms of CSOs and institutional relations with government institutions. The project will also contribute to greater cooperation between CSO in interconnected advocacy campaigns.

Role of CSPC in the project:

Local advisory Group member

Success and image of the project and its sector networks largely depend on making sure that sector partner selection is based on principles of fair competition and transparency. To improve this process and based on previous experience, CSPC and CCI introduced Local Advisory Group (LAG) mechanism, as a body that will allow for full compliance with these principles and add additional quality to sector partner selection process.

Trainings for sector leaders

Resource Center of CPCS was charged for identification and selection of organizations for four basic trainings for sector leaders: a) building partnership; b) strengthening networks; c) Creating sustainability and d) communication strategy. Scope of work is to make terms of reference for potential providers, contacts to potential bidders, implementation of selection approval procedure and to organize all technical details of trainings.

Identification of expert agencies for capacity assessment

Perform assessment of sector leaders to understand all of the characteristics regarding CSOs capacities, such as management, media collaboration, advocacy, planning, advocacy will be the foundation for delivering training and consultative services to sector leaders in the segments identified. A special accent in assessing CSOs capacities will be on development and implementation of an advocacy campaign, familiarity with and successful use of advocacy tools, financial management and management. The outcome of the core CSOs assessment will include three basic lists: 1) a list with an index of situation that includes numeric indicators in all areas, 2) a list with a plan of education (training) for each assessed CSO and 3) a list of progress assessment. The assessment of sector leaders will be conducted at least three times during the project's life. The assessments will also be used to evaluate the impact of the project in light of increased professionalism and competencies of CSOs and networks.

Establishing partnership with business

CCSP and CCI in collaboration with selected CSOs (sector leaders) will start consultations with representatives of the business sector to determine the problems burdening this sector and agree on cooperation in organization of round tables between the two sectors. Round tables will be organized to identify issues that are planned by the government in BiH, but that require support, and to identify issues that need to be initiated and advocated together. CSPC already identified legislative which are interested for both sector.

Establishing partnership with government

Improving relationship between CSOs and government representatives is an important segment the CSOs will address during the project's life. Considering several previous activities, including three separate application processes, CSPC, CCI and sector leaders will work on establishing contacts and collaboration with government by presenting them the goals and intentions that CSOs and networks wish to tackle, particularly emphasizing the benefits for both sides and BiH society in general. This is essential because EU integrations and accessing

IPA funding through joint activities will be the focus of the discussions. Government representatives will also be involved in the CSOs and networks' actions, especially in the segment of addressing the lists of identified problems, which will primarily serve government representatives to achieve better quality budget programming, anticorruption measures, cooperation and consultations and etc.

Analysis/environment assessment

The main goal is to make assessment of the environment and conduct analysis of legal, institutional and fiscal framework for development, position and sustainability of CSOs. CCSP provided necessary coordination and synergy effect with other complementary projects including regional project of the BCSDN network implemented by CCSP in BiH. The main instrument that has been used to assess environment is a Matrix of affirmative environment for civil society development (Matrix). It is a new instrument developed by the BCSDN experts, including CCSP experts, with technical assistance from ECNL and financial support from USAID.

The outcome will involve a report with recommendations that will help CSOs define advocacy strategies to tackle creating more affirmative environment for civil society development. The result of environment assessment will be used by CSPC and other CSOs in their advocacy efforts both in BiH and the region.

Campaigns for sector sustainability

As the prime partner, CCSP will launch four campaigns during the project: a) advocacy for better taxation framework; b) establishing institutional mechanisms for cooperation between overall prospects for sustainability of CSOs in BiH; c) Creating a Code of Conduct for NGOs as a self-regulating mechanism (information and promotional campaigns) and d) Advocacy for transparent public funding.

Role of Resource Center in CSSP project

Even the biggest NGOs are facing significant challenges and obstacles in terms of sustainability. CSOs are underdeveloped in institutional terms: they are facing lack of professional staff and skills required to ensure their sustainability, including long-term visions; there is a noticeable lack of defined standards, inappropriate approach to and different understanding of information and advice on legal, taxation and institutional issues. The mission of RC is to provide assistance to CSOs to increase their institutional capacities by offering different educational and consultation programs on civil society issues, facilitation of networking, coordination and sharing of information, etc. In that sense, the RC will continue to provide high quality services to its clients: updated information, advice, publications, research, training, educational services, organization of events, advocacy for legal changes, round tables, panel discussions about key issues/problems, facilitation of direct communication among different actors. A special focus will be on education and providing advice about the quality assurance system for CSOs, and elaboration and development of the certification scheme with Institute for Quality BiH. During the life of the project, the RC, in collaboration with project staff, will make available its portal www.civilnodrustvo.ba to beneficiaries for information sharing and presentation of the project activities, educational and consultative services and technical assistance in realization of the CSSP project activities, constant update of the data base of trainers and their competencies and update of the CSOs data base, presentation and free publications, research, analysis. In addition the RC will provide additional services to key CSOs such as support in organizing education activities within their programs (advice on evaluation of training sessions, measuring change in know-how, make available RC's library literature, etc).

An important component of the support will be reflected in providing information about trainers and other experts from the trainer and expert data base owned by the RC, make available its premises for holding training, education, meetings that key CSOs are planning to organize in

Sarajevo. To sector leaders and members of their networks the RC will ensure free participation in training and services organized by the RC and not covered by the training they will have as part of the USAID program. This participation will be limited to a certain number of participants, depending on the training. The website will provide local NGOs, government, media, citizens and other stakeholders with free access to online information, resources and services.

Corporate Social Responsibility – CSR

In the beginning of 2010. Civil Society Promotion Center (CSPC) took the role of Secretariat of the UN Global Compact Network in BiH (UNGCN BH) in cooperation with CSR Plus. CSPC's director Aida Daguda has been authorized representative of the Global Compact Network in BiH since 2010 (to be representative on national level is renewed every year by UN Office of Global Compact Network from NY). During 2013. CSPC continued to implement activities as they relate to the development of cooperation between business and non-governmental sector and maintained its position of Secretariat of the UN Global Compact Network in BiH.

Meeting between UNGCN BH and USAID: The meeting was organized in the premises of ASA Holding in Sarajevo, which is UNGC LN business member since 2010. The meeting was participated by Mr. David Barth, Mission Director of USAID BiH and following UNGC companies: ASA Holding, Moja banka, Klas, Mtel, BH Telekom, Bosnalijek, Energoinvest and BH Lottery.

The aim of the meeting was to identify main challenges the business sector in BiH is facing, as well as opportunities for improvements and collective multi-stakeholders' action. During the meeting the local network was presented along with its members and main activities.

Unsupportive business climate in BiH represents one of main limitations in sustainable development and responsible business practices in BiH. This was one of main conclusions from the meeting. This was the first, initial meeting between USAID and the local network in BiH. The cooperation will be continued with more concrete suggestions and initiatives from business and civil sectors in BiH.

During 2013 CSPC distributed and promoted the Directory of CSR good practices in BiH, representing 42 companies and 13 civil society organizations.

Annual Assembly of the UN Global Compact local network in Bosnia-Herzegovina is held in December 2013. Main conclusions were:

- ✓ Companies that are members of UNGC initiative need constant support and assistance in development of their Communication on Progress, including workshops, best practice examples, peer-assistance etc. The LN network will organize additional support for COP development in 2014.
- ✓ Organizations that are part of UNGC initiative need to start preparing their Communication on Engagement before October 2015, and local network will initiate the support and assistance to these organizations.
- ✓ Companies stated that they want to engage in philanthropic initiatives, especially if they are long-term and strategic. More such initiatives need to be organized in BiH.
- ✓ ISO 26000 is very important tool for companies and organizations that are committed to responsible behavior. National guidance standard in area of social responsibility is expected to have big influence on CSR practitioners in BiH.

- ✓ Local network will work to increase its impact, transparency and responsibility of its members through different activities in 2014. It will also work on increase of its membership in following period.
- ✓ Electronic version of Action plan for 2014 was prepared and delivered to all LN members before 15. January 2014. Participants send their comment and suggestions via email or fax.
- ✓ Report on the research on philanthropy that was conducted by MOZAIK Foundation is made available to LN members.

UNGCN BH adopted action plan for 2014 year. There are 88 members of UNGCN BH.

Resource Center

Since founding in 2006 years of Resource Center of Civil Society (RC) each year is more successful in its work, increasing its level of services, apparent and recognition among all stakeholders in BiH - non-governmental, governmental and business sector.

The best indicator is that Civil Service Agency of BiH engaged RC to deliver training for civil servants, including existing training modules in official curriculum for civil servants' education.

RC is a response to the need for such intermediary structure that would provide different types of services such as trainings, educations, different types of advisory services and consultations, opportunities for networking and broader distribution and exchange of information.

Web: www.civilnodrustvo.ba

From the very beginning this segment of work has proved necessary and useful. In 2013. the web site counted more than **115.018** single visits and **489.588** total visits which makes it one of the most visited web sites providing information on civil society.

More than **5.000** different news on various tenders, business opportunities, advertisements and scholarships was posted in 2013. Over **200** publications were uploaded on the web site.

Due to its actuality this web site has become a source of information not only for majority of non-governmental organizations but also for numerous students that use the content of our web site for their researches.

The RC has developed range of services and opportunity to become the RC member utilized by more than 600 organizations during 2013. As a part of this offer, RC has developed solicitous services for its members. Among the other things, the RC clients are first to receive the most important and most current information from non-governmental, governmental and business sector, as well information on projects, tenders, job vacancies, opportunities on networking with organizations in the country and region, but also the discounts on commercial trainings organized each year in form of specialized modules by RC. During 2013. more than 700 information was directly delivered to RC members' e-mail addresses.

The RC provides a service of books renting from its library which counts 1.100 books so far. The most frequent users of rent literature are students and individuals engaged in research work.

For its members the RC provides conference room and equipment renting services as well as organization of trainings, seminars and press-conferences.

Current training offer of the RC:

- Quality System
- Finances
- Corporate Social Responsibility
- Business Skills Enhancement
- Project proposal writing
- Logical Framework Approach writing
- Project monitoring and evaluation
- Preparation and writing project proposals for EU funds
- NGO Management
- Fundraising
- Strategic planning for NGOs
- Legislation and procedures on establishing of NGOs
- Public Relations
- Competences of councilors
- Relations between NGOs and media
- Citizen participation in creating public policies
- Planning and implementation of special events
- Media relations and media appearances
- Crisis communication
- Advocacy
- Mentorship
- Training for trainers
- Agreement on Cooperation
- Program budgeting
- Strategy for maintaining sustainability of NGOs
- Public policy cycle
- Networking and building of coalition

During 2013. RC organized series of commercial, free-of-charge and in-service trainings from different areas attended by the RC clients but also CSPC employees. The RC implemented trainings from different areas: writing project proposals, strategic planning, dealing with the past, monitoring and evaluation, logical framework matrix, advocacy and mentorship, interpersonal skills, etc. Participation was free of charge but participants paid for their travel and accommodation costs. There were over 700 participants and for each training we had been receiving more applications than we had room available. It indicates the need for this type of support to NGOs in BiH, especially to organizations in smaller communities.

The RC organized commercial trainings on project proposal writing, organization of special events and advocacy.

As a part of consultancy services during 2013 RC has replied to more than 100 legal inquiries of civil society organizations.

Strategic planning foresees new services such as RC webinars, distance learning, new technologies, new approach in representing itself, new services and closer cooperation to business sector, as well as the introduction of free membership. This will raise the number of RC members which will be much more numerous and RC will represent a relevant force and the knowledge base.

The RC will work to increase quality of the existing programs and services and to develop new ones. The RC developed its in-house capacities to be able to provide this type of consultancy. According to local NGOs, one of the main problems they face is legal framework and financial management, as recognized fields in which they need education.

Also, the RC will organize specific events (meetings, consultation) in its own premises to deepen the collaboration, particularly in the area of CSOs' utilizing available analytical and policy information.

To achieve this, the RC will:

- improve its structure
- create mechanisms and tools for long-term financial sustainability;
- develop and implement strategic communication plan
- create new program and services for beneficiaries, including the new ones
- provide professional development of the RC staff through training;
- expand pool of qualified CSOs' trainers, consultants and mentors

Services to ETF (European Training Foundation)

In January 2013, CSPC applied to the European Training Foundation (hereinafter referred to as ETF) invitation to a tender titled "Services to support ETF project activities in Bosnia and Herzegovina".

Due to the nature of the services required and their place of delivery, the ETF was seeking a company, which was going to ensure a strong local base in Bosnia and Herzegovina (BiH) and with staff appropriate for achieving the scope of the contract.

In accordance with its huge experience of organising different type of events through its Resource Centre (hereinafter referred to as RC) it was only natural for CSPC to apply to this tender.

As a successful tenderer, CSPC was awarded a 4-year contract with ETF that was signed in August 2013.

The European Training Foundation (ETF) is an agency of the European Union based in Turin, Italy. It works with transition and developing countries to apply human resource development (HRD) strategies to socio-economic development. As the EU's centre of expertise ETF supports education and training reform in the context of the EU external relations programmes. The ETF deploys and recruits experts from multiple disciplines to handle complex and multidimensional topics in a team based approach, in order to create new knowledge, result-oriented competencies and solutions in the partner countries.

CSPC will provide upon ETF request the two main types of services:

Service A: Organisation of project meetings such as workshops, seminars, conferences, study visits, training sessions, dissemination seminars and final project events in the fields of ETF work.

Service B: Support to ETF country networking which require support in the following two areas:

- 1) Support to the organisation of ETF missions to Bosnia and Herzegovina, including organisation of bilateral meetings with BiH counterparts;
- 2) Translation of contract related documents (EN/local language and local language /EN) and working papers with technical specialised terminology for events / workshops.

TAG: MENTORING, WOMEN, LEADERSHIP

Donor: U.S. Embassy in Bosnia and Herzegovina

TAG: mentoring, women, leadership is a project funded by U.S. Embassy in Bosnia and Herzegovina for period 2013/2014.

Partners in this project are International Republican Institute (IRI - Institute cooperates with female politicians in order to establish strong women's organizations within political parties and create a strong network of women in power that can promote greater political participation for women) and Via Media (communication agency with strong participation in public awareness campaign in past 17 years in Bosnia and Herzegovina).

This project is intended for strengthening women's leadership capacities in their own communities, equitable participation of women in politics and greater participation in decision making processes as a vital part of building and sustaining democracy in Bosnia and Herzegovina.

Women in BiH face many social, economic and political challenges based on stereotyped and traditional attitudes, customs and cultural practices deeply rooted in the collective consciousness on the role of women in society, which sees them primarily as mothers, wives and housewives. Young women in BiH lack confidence and opportunities for career development while successful women face numerous obstacles in their career advancement, one of them being poor, insufficiently supported and often inappropriate election campaigns. This is why we decided to use concept of women solidarity successfully implemented through mentoRING program run by CPCD for the past two years. Only when women support one another there will be progress in regard to position of women issues in BiH with special focus on participation of women in politics.

Project activities include founding of national Technical Advisory Group (TAG) for women in politics through recruitment and capacity building of 34 young women leaders, using different education approaches such as specially designed training, learning by doing, practical work with women politicians and workshops in their local communities based on new gained knowledge.

In 2013 preparatory activities for project TAG implementation were carried out with special attention to database of women politicians and TAG members.

As it was planned, recruitment of young women/members of the Technical Advisory Group was conducted through "mentoRING" Program FB group and CSPC's website www.cpcd.ba. We published an open invitation for the members/beneficiaries of the program "mentoRING" to apply for the TAG membership. Selection committee, composed of the representatives from different sectors of the CSPC, carefully reviewed applications. Judging by the applications, candidates for TAG were with the exceptional backgrounds and diverse affinities: some are already engaged in politics, some work or volunteer in the NGO sector or in government's public service, some deal with other community useful work. Based on their expressed attitudes they are all indeed potential leaders in their communities. CSPC have used the opportunity to promote mentoRING Program and TAG at the conference held in Mostar, in November 2013. Participants (more then 40 women) have shown a great interest for TAG 2014 activities.

PROTECTION OF CHILDREN FROM VIOLENCE IN BiH

Donor: UNICEF

This project is a component part of the wider project which will be implemented by few local BH state and civil society organizations and institutions, supported by UNICEF, with the following objectives:

UNICEF Project Specific Objective 1: In four countries (Albania, Bosnia and Herzegovina, Serbia, and Turkey) carry out an analysis to identify gaps in the accountability and responsiveness of service providers in the public service system for the effective identification of cases of violence against children, interaction and referral between sectors to respond to such cases

UNICEF Project Specific Objective 2: Strengthening a network of CSOs to detect, refer report and prevent cases of violence against children. To contribute to the training and technical assistance to civil society actors and other mechanism for independent monitoring of child rights to collect, analyze and share information on violence against children, in order to act as independent voices of children in society vis-a-vis formal State actors.

CSPC manage and support establishing of NGO Network NEVAC (Network for Elimination of Violence Against Children) composed by 25 organizations.

The main objectives of the NEVAC were:

- To raise awareness about violation of child rights, with a specific focus on violence against children, collect information on violence and run campaigns for its prohibition and elimination.
- To monitor and evaluate government actions and programs, and challenge politicians to make the elimination of violence against children a priority.
- To challenge social acceptance of violence against children.
- To stimulate and facilitate public discussions on violence at community, regional and national levels.
- To help governments to develop models, policies and programs for prevention and protection of children against violence.

NEVAC members passed through education in basic topics in order to improve their daily work and in accordance to the results of "Needs assessment exercise" as follows:

- Strategic planning;
- Information and Orientation Workshop on the National and International Child Rights Instruments and Mechanisms;
- Child Rights Programming;
- Effective Advocacy for eliminating violence against Children;
- Building skills for data collection on violation against children;
- Creation of public policies;
- Local teams for emerge reaction at cases of violence against children;
- Fund raising;

- Team building;
- Ethic code in work with and about children

NEVAC organized several presentation of document „Guidelines for reaction in cases of violence against children in B&H“ in main B&H regional centers – Sarajevo, Banja Luka, Doboj, Tuzla and Brčko with participation of more than 1.000 professionals – teachers, medical and social care workers and policeman.

NEVAC also organized numerous creative workshops in small rural centers like Kotor Varoš, Potočari, Višegrad, Visoko, etc., in order to involve children in public awareness building and catch its attention for the violence issue.

The main challenge was motivation of network members to work as unique team, having in mind the great disproportion of their individual knowledge, experience, financial status, etc., building the readiness of responsible people from institutions to cooperate with NGOs and provide the favorable environment for solving the problems as well as perception of violence against children in public and readiness of larger number of people to give support in addressing and adequate reaction at violence cases. The general acceptance of violence as regular mode for discipline children is some kind of civilization benchmark in which NGOs in B&H could figure as catalyzer and impetus in building public awareness.

mentoRING program

| |
|--|
| donors are numerous companies, mentors, CSPC, and US Embassy in BiH |
|--|

Based on experience of CSPC’s director Ms. Aida Daguda in FORTUNE mentorship program of Vital Voices organization in USA and in the spirit of the theme of International Women’s Day 2012. - "Connecting Girls, Inspiring Futures", CSPC initiated voluntary action aiming at connecting young women that need support in career development with successful women, recognized by their contribution to the society.

After successful start in 2012 (115 mentoring pairs took part in the program), mentoRING 2013 has even bigger success: 190 mentoring pairs in total, connecting mentors, successful women from business sector, civil society organizations, politics, media, education and other sectors with young women willing to learn and increase their selfconfidence.

Najmoćnije žene BiH facebook group („*Most powerful women of BiH*“) currently counts more than 3200 women from all over BiH.

From March to June 2013, individual mentoring pairs had at least one meeting that was a combination of the following activities: conversation between mentor and mentee, joint attendance at meetings or other commitments the mentor had, conversation with mentor’s

associates, field visits, non-formal conversation... i.e. everything that mentor believed young woman could benefit from in regard to her career and life in business environment.

Dinner party „mento**RING** 2013“, as a crown of the overall process, took place on June 25, 2013. in “Studio 1” in Sarajevo. It was an opportunity for 1560 women, participants of the program, to meet, exchange experience and celebrate their joint success. The aim of the event was to make successful women visible and to demonstrate strength of joint work and solidarity between women. The celebration was held under the motto ‘Solidarity is our strength’.

Along the mentoring days, CSPC organized more than 10 training sessions on different topics, delivered by mentors, free of charge.

Additional value of the mento**RING** is its reliance on enthusiasm and willingness of all those involved. It showed that positive ideas (still) have strength and that it is possible in this way to contribute to changes for better in BiH.

Public relations

Our public relations take place at several levels. We communicate with beneficiaries (civil society organizations), legislative and executive bodies at municipal, cantonal, entity and state level, donor community, media, internal and overall public.

In practice it means we analyze the present, follow trends and launch information in accordance with findings we get. Through open two-way channel of our organization and its public, we open a dialogue about the needs and intentions of the participants which results in mutual satisfaction of equal interlocutors.

We have been networked with civil society organizations from the whole country and exchange information with 475 organizations constituting Sporazum plus Network, and especially with RC members who get information regularly.

We inform the donor community on regular basis on projects development, achievements and funds used. We distribute annual report as a public document that has been posted at our web site www.civilnodrustvo.ba

We pay significant attention to media relations and inform them regularly on our activities and achievements. We invite them to events and provide information of public importance. We respond to requests for comments in relation to ongoing issues. We had media appearances in central news and took part in several thematic TV shows on activities we carry out (budget for citizens, small grants program, mentoring program for women et).

During 2013 we didn't have PR manager, but rather combined our own work in regard to media relations and professional support by PR agencies.

Last year we had over 250 media appearances:

- Public Broadcasting Service (BHRT, RTVFBiH, RTRS);
- Cantonal and commercial TV stations;
- Radio stations all over BiH and Radio Otvorena mreža;
- Print media (Dnevni avaz, Oslobođenje, Nezavisne novine, Jutarnji list, Dnevni list, Start, Gracija);
- News agencies (FENA, SENS, ONASA);
- Numerous information web portals

We pay special attention to the online communication, and there are several communication channels:

Web sites:

www.cpcd.ba – institutional website of CSPC

www.civilnodrustvo.ba – website of Resource Center

www.ulica.ba – website with mechanism of communication between local governments and citizens

www.mentoring.ba – website of mentoRING program

facebook pages:

www.facebook.com/civilnodrustvoBiH (fb page of CSPC, 1800 likes)

www.facebook.com/Budipromjena (fb page of Small Grant Program, 1400 likes)

www.facebook.com/pages/Resursni-Centar-Civilnog-Drustva (fb page of Resource Center, 1100 likes)

facebook group:

Najmoćnije žene BiH (“The most powerful women of BiH”), 3.500 members

Special feature of CSPC are street actions and campaigns so in 2013. we organized 15 successful street actions.

Special step forward in our media presentation is promotion of CSPC and our activities through Otvorena mreža radio station.

Researches and Publications

1. “Head or Tails” Government Allocations for the Non-governmental Sector in Bosnia and Herzegovina
2. “Narodne novine”

FINANCIAL REPORT

CSPC, Sources of funding, 2013

| No. | Donor | Amount in KM (BAM) | Percentage |
|---------------|----------------------|--------------------|----------------|
| 1 | USAID | 70.589 | 7,17% |
| 2 | US Embassy in BiH | 52.086 | 5,29% |
| 3 | C.S. Mott Foundation | 51.168 | 5,20% |
| 4 | SIDA | 623.598 | 63,36% |
| 5 | EU | 48.596 | 4,94% |
| 6 | UK Embassy in BiH | 27.227 | 2,77% |
| 7 | UNICEF | 101.016 | 10,26% |
| 8 | Self-financing | 9.915 | 1,01% |
| Total: | | 984.194 | 100,00% |

INCOME STATEMENT

| <i>Description</i> | Previous FY (2012) | FY 2013 |
|--|-----------------------|----------------|
| A. INCOME | | |
| Membership fees | 3.110 | 3.191 |
| State budget incomes | 34.202 | 9.978 |
| Humanitarian income | 374.431 | 964.301 |
| Income from org. Own activities | 1.311.390 | 6.707 |
| <i>Other incomes</i> | 5 | 17 |
| TOTAL INCOME (1) | 1.723.138 | 984.194 |
| B. EXPENDITURE | | |
| Material and energy | 62.122 | 26.209 |
| Services | 294.469 | 260.326 |
| Salaries of employees | 915.741 | 445.222 |
| Depreciation | 24.278 | 22.949 |
| Financial Expenditure | 2.121 | 2.774 |
| Travel expenditure | 11.530 | 5.430 |
| Humanitarian expenditure | 162.201 | 121.088 |
| Taxes and contributions not depending on the results | 17.305 | 8.005 |
| Other expenditure | 99.209 | 39.571 |
| TOTAL EXPENDITURE (2) | 1.588.976 | 931.574 |

| | | |
|--------------------------|---------|--------|
| C. RESULT | | |
| Excess revenue (1-2) | 134.162 | 52.620 |
| Excess expenditure (2-1) | | |

BALANCE SHEET

| Description | Previous FY (2012) | FY 2013 |
|---|-----------------------|----------------|
| ASSETS | | |
| A. FIXED ASSETS | 30.337 | 17.358 |
| Long-term assets (equipment, property) | 26.837 | 15.510 |
| Non-material assets | 3.500 | 1.848 |
| B. CURRENT ASSETS | 400.886 | 632.853 |
| Cash | 327.856 | 559.590 |
| Short-term receivables | 73.030 | 73.263 |
| Stock (store) | 0 | |
| VAT | | |
| Short-term other | | |
| TOTAL ASSETS (A+B) | 431.223 | 650.211 |
| | | |
| LIABILITIES & OWNER'S EQUITY | | |
| A. LONG-TERM SOURCES | 209.133 | 261.754 |
| Owner's equity | 300 | 300 |
| Unallocated surplus of income | 579.644 | 632.265 |
| Unallocated surplus of expenditure | 370.811 | 370.811 |
| B. LONG-TERM LIABILITIES | | |
| C. SHORT-TERM LIABILITIES | 222.090 | 388.457 |
| Current payables | 49.474 | 57.393 |
| Short-term Liabilities and Provisions | 172.450 | 331.064 |
| VAT liabilities | 166 | 0 |
| Other | | |
| TOTAL LIABILITIES AND EQUITY (A+B+C) | 431.223 | 650.211 |