



BALKAN
CIVIL
SOCIETY
DEVELOPMENT
NETWORK

ANNUAL REPORT 2012

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VISION & MISSION

Balkan Civil Society Development Network (BCSDN) is a regional network of local civil society organizations (CSOs) from the Balkan region (Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Kosovo, Macedonia, Montenegro, Romania, Serbia, Slovenia and Turkey).

Its vision is sustainable peace, harmony and prosperity of societies in the region.

Its mission is to empower civil society and influence European and national policies towards more enabling environment for civil society development in order to ensure sustainable and functioning democracies in the Balkans.

GOALS & OBJECTIVES

BCSDN goals and objectives are to:

1. Increased role of civil society by **strengthening its voice in policy-** and **decision-making** on national, regional and EU level;
2. Promoted **civil dialogue** between civil society actors, state institutions and the European Union in order to influence public policy;
3. Developed **advocacy knowledge** and **skills** of civil society actors as a base for greater impact; and
4. Strengthened **communication, coordination** and **cooperation** between civil society actors in the Balkan region.

MID-TERM PRIORITIES

Priority 1: Monitoring EU & national policies on civil society through a common/regional framework on enabling environment for CSDev;

Priority 2: Improved funding policies & procedures for civil society at EU & national level;

Priority 3: Establishing structured dialogue between civil society in the Balkans, national & EU institutions;

Priority 4: Promote alternative sources & models for supporting civil society;

Priority 5: Increase opportunities for influencing EU & national policies & programmes for civil society;

Priority 6: Improve communication and increase involvement throughout the region.

METHODS OF WORK

BCSDN realizes its goals mainly through advocacy and lobbying activities by:

- Developing joint positions and statements on initiatives and areas of interest common to all member organizations and by taking necessary action;
- Coordinating and cooperating with other organizations, networks and other actors on joint positions and initiatives;
- Coordinating cooperation between its members and developing joint projects and initiatives;
- Facilitating exchange of information and experience between its members and national and local state institutions and the EU;
- Coordinating and compiling researches and relevant information;
- Coordinating capacity-building and other events.

BCSDN is a registered foundation under the Macedonian Law on Citizens Associations and Foundations (Public Gazette of RM no. 31/98 and 29/2007) as of 30th September, 2009 with the Decision no. 3012009172866 of the Central Register of Macedonia (CRM).
BCSDN identification number: 6524710. Tax identification number: 4057009503419.

NETWORK MEMBERS & ORGANS

BCSDN consists of partner organizations, which are equal in their rights and duties as members of the network. Principle of cooperation, partnership, tolerance, dialogue and respect for others are the main working principles in the network. The network organs consist of the Council, the Board, the Executive Office and the Executive Director.

Members

1. Albanian Civil Society Foundation, Albania*;
2. Center for Development of NGO's (CRNVO), Montenegro;
3. Centre for Information Services, Cooperation and Development of NGO's (CNVOS), Slovenia;
4. Center for Promotion of Civil Society (CPCS), Bosnia and Herzegovina;
5. Cenzura Plus, Croatia;
6. Civic Initiatives, Serbia;
7. Diakonia Agapes, Albania;
8. Ecumenical Humanitarian Organization (EHO), Serbia;
9. Institute for Democracy and Mediation (IDM), Albania;
10. Kosovar Civil Society Foundation (KCSF), Kosovo;
11. Macedonian Center for International Cooperation (MCIC), Macedonia;
12. Opportunity Associates Romania (OAR), Romania;
13. Partners-Albania, Center for Change and Conflict Management, Albania;
14. Third Sector Foundation of Turkey (TUSEV), Turkey;
15. Vesta Association, Bosnia and Herzegovina**.

The Council is the highest governance organ of the BCSDN and is composed of one authorized representative of each organization with member status. The Council is chaired by the Chairperson of the Council, which is selected on an annual, rotating basis.

The Board is the governing and supervisory organ of the BCSDN. It is composed of 7 members: Chairperson of the Board, the Deputy-Chairperson of the Board and 5 members. Mandate of the Board members is 3 years.

Board members (2012-2014)

1. Miljenko Dereta, Serbia (Chair till May, 2012);
2. Erisa Cela, Albania¹;
3. Goran Djurovic, Montenegro;
4. Venera Hajrullahu, Kosovo (Chair as of 5th September, 2012) ;
5. Aleksandar Krzalovski, Macedonia;
6. Milan Mrdja, BiH;
7. Igor Vidacak, Croatia².

The Executive Office in Skopje, Macedonia, manages the daily functioning and coordination of the network.

The Executive Director is the major administrative and financial official and represents the BCSDN with other institutions, networks and donors. The Executive Director is appointed by the Board and participates in Council and Board sessions without the right to vote. The current Executive Director with a 3-year mandate is Tanja Hafner Ademi.

* Organization is fulfilling conditions under Article 15 (Termination of status) .

** Organization has requested to change its status to member with consultative status.

¹ Resigned as of November, 2012

² Resigned as of November, 2012.

1. PROGRAMME FRAMEWORK

1.1. Goals

In 2012-2014, BCSDN will contribute to implementation of its mid-term priorities:

- Priority 1: Monitoring EU & National policies on civil society through a common/regional framework on enabling environment for CSDev
- Priority 2: Improved funding policies & procedures for civil society at EU & national level
- Priority 3: Establishing structured dialogue between civil society in the Balkans, national & EU institutions
- Priority 4: Promote alternative sources & models for supporting civil society
- Priority 5: Increase opportunities for influencing EU & national policies & programmes for civil society
- Priority 6: Improve communication and increase involvement throughout the region

1.2. Target Group & Area

BCSDN target group are CSOs working on civil society development in the Balkan region. The direct beneficiaries are local civil society development and resource organizations.

With its activities, the network targets stakeholders such as national institutions and international governmental (IGOs) organizations. Among national institutions, focus is on national public bodies/offices for cooperation with CSOs in member countries. Among IGOs, focus is on the EU institutions, Council of Europe (CoE), Regional Cooperation Council (RCC) and related inter-governmental initiatives in the Balkan region.

BCSDN promotes the principle of inclusiveness of marginalized and vulnerable groups in the society (incl. Roma, inhabitants of rural areas).

BCSDN works in countries of the Balkan region, Europe and internationally according to its mission, vision and goals.

1.3. Planned Activities & Results

In 2012, the network started with the implementation of its new Mid-term Plan 2012-2014 as approved by the Annual Council Meeting 2012. The Mid-term Plan is based on and continues the efforts of the network from the previous strategic period 2009-2011. The success of the network has been in its advocacy at the EU level and synergizing at regionally national and local efforts of its members. In the Mid-term period 2012-2014, the network remains devoted to the same strategic (but refined) priorities in trying to consolidate its efforts in the enabling environment for CSDev in member countries and the role of the sector in the EU integration process, while further devote to improved information-sharing, coordination and synergizing of cooperation between its members and active advocacy support to its members.

Concretely, the Annual Plan 2012 included the following measures and action under:

- **Priority 1**, the matrix and a CSO advocacy tool-kit will have been developed and promoted on national and EU level (via workshop);
- **Priority 2**, save of contribution to global level actions, concrete activities were planned to start (pending funding) as of 2013;

- **Priority 3**, focus was put on following and advocating on the development of the new IPA 2014-2020 instrument, incl. its Implementing Rules and PRAG. The plan was to present the EC with a proposal on effective ways to use existing consultative mechanism to involve local CSO effectively in both Enlargement policy and IPA programming;
- **Priority 4**, donor strategies and priorities study constitution (pending funding) at country level was planned,
- **Priority 5**, the pilot phase of the Slovak-Balkan Public Policy Fund (SBPPF) will test the new approach to support the advocacy capacity-building as a basis to use it as a longer-term approach to support CSOs;
- **Priority 6**, all information and coordination activities were planned to continue.

2. IMPLEMENTED ACTIVITIES

2.1. Monitoring EU & National Policies

The Strategic choice/approach for this area defined in Mid-term strategy 2012-2014 aims to consolidate the existing research and knowledge in a consistent and applicative matrix defining the basic of a so called Civil society Acquis and benchmarks/indicators of success to be able to be used as shadow monitoring for CSOs, EU and self-assessment tool for Governments.

In 2012, the network embarked on development of the Matrix on enabling environment for civil society development as the first comprehensive monitoring and advocacy tool in this area. The network continued with organizing with tailor-made exchange and sharing experience per topic and monitoring of Enlargement policy and IPA CSF support.

Immediate results and impact include:

- Intent by European Commission as basis for shadow monitoring of civil society role and basis for defining IPA CSF 2014-2020 support to CSO;
- Intent by some Government offices/bodies, to use the matrix as basis for development policies, capacities and self-assessment tools,
- Support for a change of approach to capacity building of civil society within the IPA CSF support (TACSO project)

2.1.1. THE MATRIX: Developing a Monitoring Mechanism for Enabling Environment for Civil Society Development

BCSDN, in partnership with the European Centre for Non-profit Law (ECNL) started to develop a matrix for monitoring the enabling environment for civil society development (CSDev). The process was initiated in March 2012 with the aim to provide an effective monitoring and advocacy tool. The development has been undertaken by 12 CSO practitioners-experts, a mix of representatives of member organization and external CSO experts. In the course of the year, 5 expert meetings were held in the period March-October 2012 (16 March, 30 May, 5 July, 31 August and 19 October) when the priorities and the standards of the Matrix were set and discussed, as well as the steps for its development and the added value of the initiative. The first public presentation of the tool was held on 30 May 2012, hosted by the GMF Brussels office, gathering 40 representatives of the DG Enlargement, EP, EESC, RC and CSOs from Brussels, the Balkans and Turkey which were also able to provide their suggestions for improvement for the Matrix. A video clip of this session was prepared and is available at BCSDN's webpage. In an effort to develop a realistic and sound monitoring matrix, BCSDN also held stakeholder consultations on 26th September, when the draft matrix was presented to 15 representatives of Government bodies dealing with civil society from 7 IPA countries, in order to enable their feedback on human and financial effects of the implementation of the standards proposed in the matrix. From end of October 2012, the draft version of the matrix was open for proposals and suggestions by all interested stakeholders. A web support platform for peer to peer exchange between Government offices and bodies in the region was built and transferred ownership to the Serbian Government office. The advocacy tool-kit has been developed and published as a basis for the monitoring phase to take place in 2013.

On 4th July, BCSDN in partnership with its members MCIC and CNVOS organized a regional workshop "Partners or Foes? - Exchange of Good Practices in Monitoring of Government Policies and Processes in Enlargement Countries" to enable exchange of good practices in monitoring methodologies and experiences. The event brought together 36 representatives of CSOs, Governmental Institutions and international organizations. The Monitoring of Government Policies and Processes, the Participation and Consultation of Civil Society and Citizens in Policy – creation and decision-making and New Technologies and Participation were the topics that were introduced and discussed at the workshop. Participants discussed these current concerns through local good practices and proposed new possibilities for cooperation between CSOs, Governments and International Organizations.

2.1.2. Influencing EU Support to Civil Society

Since 2009, BCSDN has analyzed progress and trends in relation to CSDev in the Enlargement countries. This year, for the fourth time, BCSDN has prepared a background analysis on the civil society situation in the Western Balkan countries and Turkey. The Analysis³ has shown that the Commission has maintained its focus on the issues pertinent to involvement of civil society in policy and decision making, the administrative capacity of state institutions to draft and adopt quality legislation through an inclusive process and on the mechanisms that stimulate funding of CSOs. However, the Reports show that the most crucial areas for consolidating the enabling environment for CSDev in the mid-term (tax regime, state support and human resources issues) are insufficiently addressed. The greatest novelty this year was a recognition that "more enabling environment and the conditions for improved policy dialogue [need to be] put in place", stemming from the Commission Communication "*The roots of democracy and sustainable development: Europe's engagement with Civil Society in external relations*" published on 12 September, which for the first time since the Enlargement Strategy 2007 recognizes the need to combine both financial (IPA CSF) and political means (monitoring via Progress Reports) to tackle strengthening the democratic institutions and process in Enlargement countries.

In collaboration with Cenzura Plus, and the other partners from the project "Together for Europe", organized a regional conference on "The State of Civil Society in the EU Enlargement: Why Don't We Always Get What We Want?". The Conference took place on 26th April in Split, Croatia and focused on the state and role of civil society in the process of the EU accession, going through the lessons learned from the fifth enlargement and the Croatian experience. 80 civil society representatives from Western Balkans gathered to analyze and discuss the influence of the EU Enlargement on the civil society, but also to compare CSOs' experiences in supporting the civil society and funding, discuss the democratic reforms and political processes related to enlargement and the EU-CSOs relationships.

As a follow-up to the policy paper from 2009 on the IPA CSF design, the EO analyzed all grants awarded to civil society both in the frames of IPA multi-beneficiary and national programmes in the Balkans, in the period 2009-2011. The objective of the analysis was to provide a review on the results and the impact of the EU's support to the civil society in the EU pre-accession countries. For the analysis of the funds allocated through the IPA Civil Society Facility to civil society organizations in the period 2007-2011, BCSDN analyzed a total of 285 projects in terms of allocated EU funds, total project budget, lead and partner organizations, status and themes covered. Preliminary results have been presented to the DG Enlargement on 17th October to point to concrete problems and issues before begging of programming of IPA CSF 2014-2020. The consolidation of research and analysis of findings has been transferred to 2013 in order to target the start of programming of IPA CSF 2014-2020 support. Additionally, BCSDN presented to DG Enlargement (via meeting on 17th October and 14th December) a Position⁴ on the need to transfer the future provision of technical support to capacity-building within the frames of TACSO project in 2013-2015 to local CSOs. The Position has been taken on board and has been use as one of the inputs to finalize the Terms of references for the project as well as to initiate feasibility study for options of transfer of ownership and potential successors.

³ <http://www.balkancsdn.net/index.php/policy-research-analysis/monitoring-eu-a-national-policies-on-civil-society/ec-progress-report>

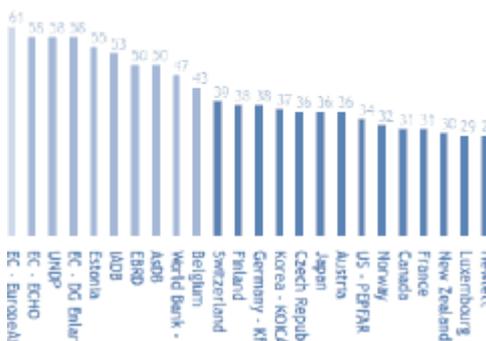
⁴ http://www.balkancsdn.net/images/BCSDN_Position_on_TACSO_phase_3.pdf

2.2. Funding Policies and Procedures for civil society at EU and National level

Strategic approach for the influencing of European level, EU Financial Regulation and PRAG changes includes a mix of involvement into existing efforts of European networks' advocacy efforts and promotion of support models synergies used by different foreign and local donors and the EC.

While most planned activities at national level will take place as of 2013, activities esp. related to European-level advocacy have been undertaken during 2012, only.

The Publish What You Fund (PWYF) selected BCSDN to assess the transparency of the DG Enlargement for their 2012 Aid Transparency Index Survey. The assessment was focused on the overall institutional transparency, while for the Balkans, only Turkey was assessed as a country. PWYF is a global campaign for aid transparency advocating for a significant increase in the availability and accessibility of comprehensive, timely and comparable aid information. On 1 October 2012, it launched the 2012 Aid Transparency Index whose objective is to assess how closely donor organizations' data conforms to best practice. 72 donor organizations are included in the Index, which looks at 43 indicators of aid transparency at organization, country and activity level. The Index relied largely on CSO partners to survey 41 of the 43 indicators of aid transparency, based on what is available on agencies' websites. The Index found that DG Enlargement performed poorly, particularly at the country level. While some donors have advanced considerably, by adopting to use the common standard in publishing aid information, including DG DEVCO, DG Enlargement alongside some other prominent EU Member States have not yet done so. At the beginning of November, the findings of the 2012 Aid Transparency Index were presented to the European Parliament in Brussels and DG Enlargement has thereupon announced to publish an implementing schedule by end of 2012.



After finalization of the inter-service consultation on the Financial Regulation (FR) and its adoption (29 October 2012), the new **Practical Guidelines to Contract Procedures for External Action (PRAG)** entered into force on the 1st of January 2013. The main simplifications and changes that will be introduced with the new PRAG are related to the sub-granting, the multi-beneficiary grants, consortia and affiliate entities, low value grants, payment delays interest, award notice deadline, procurement, simplified cost option, exchange rate, budget flexibility, taxes and financial guarantees. BCSDN has given its input to the formal consultation held in 2009 and subsequently through cooperation with various European networks, esp. CONCORD.

2.3. Establishing structured dialogue between civil society in the Balkans, national and EU institutions

Strategic approach is composed of advocacy for effective participation to existing structures for dialogue and programming both at European and national level under current, future IPA and Structural Funds.

In 2012, focus was on following and advocating on the IPA II regulation and enhancing regional-level dialogue and consultation process.

At a meeting organized by CONCORD, BCSDN provided its contribution at the discussions on the future of the **IPA Instrument** and in the preparation of the official position on the draft text published by the Commission. During the meeting which took place on 19-20 March in Brussels,

the overall text of the proposal for the IPA Instrument was discussed as well as the actions of the organizations which participated in the consultation process. Furthermore, BCSDN also shared its position with interested MEPs to take into consideration for proposing amendments to the Regulation. The group provided written comments on the document presented at the public hearing which took place on 11 April. BCSDN was in favor of the announced changes for removing the differentiated access to assistance linked to the status of the beneficiary country (i.e. candidate or potential candidate, sectorial vs. component approach to supporting reforms, coherence between accession policy objectives and funding priorities) and of the changes in the management of the assistance (technical and operational level) as they envisage more flexibility without hampering predictability, simplification and reduction of the administrative burden are also seen as positive development. BCSDN recommended that 1) the focus of the consultation should be on delivering results/impact and not just cutting the administrative burden, 2) enable sector differentiation in introduction of sectorial vs. project (fiche) approach to avoid politicization and secure implementation of reforms in key political areas and 3) treat civil society as a sectorial policy/priority in terms of delivery of assistance and be funded as such, both at Multi-beneficiary and country level.

As a partner organization, together with the Serbian Office for Cooperation with civil society, BCSDN organized a regional conference on 15 March in Belgrade, entitled “**Partnership for Change: Civil Society and the Governments in the Western Balkans and Turkey**”. Around 150 representatives of the Government offices, state institutions and the CSOs took part at the conference to reflect on the achievements and define a path for joint action for development of a coherent and coordinated strategy for sustainable development of civil society in the region. The conference provided recommendations and conclusions for future action in direction of creating stronger and real partnership among all actors in the society.

BCSDN actively participated to the **Global Civil Society Forum for CSO Effectiveness** developments, organized in the framework of the Fourth High Level Forum on Aid Effectiveness on 29 November – 1 December in Busan, South Korea, which led to development of a joint CSO negotiating position. The Forum gathered more than 20 000 civil society representatives and established an agreed framework for development cooperation embracing traditional donor, South-South cooperators, the BRICs, CSOs and the private donors. After this meeting, CSOs continued to work on preparing the future actions to influence the establishment of a Global Partnership for Effective Development Cooperation and reflect on the best way for the CSO community to organize itself to face the new challenges. They agreed to form a G-13 group representing all participating regions and sectors to explore different organizational arrangements. On this meeting a decision was made to merge the Open Forum for CSO Development Effectiveness and the Better Aid into CSO Partnership for Development Effectiveness (CPDE) and a “Cebu Consensus” was endorsed that enshrines the values, the objectives and the organizational principles of a new Civil Society Partnership for Effective Development (CPED). BCSDN in cooperation with CONCORD, Better Aid, Open Forum for CSO Effectiveness and Civic Initiatives, on 3-4 July in Belgrade, organized regional consultations where the objectives and strategies of the CPDE cooperation were drafted. At the meeting, representatives from 23 European countries, including the Balkans, along with regional and global organizations agreed on key issues and proposed a number of improvements in the CPDE paper.

BCSDN followed and monitored developments under the **Open Government Partnership Initiative** since its launch in September 2011 as a result of President's Obama Open Government Initiative issued on 20 January 2009. OGP now is a 50-country initiative devoted to raising government openness, standards of transparency and citizen participation. On 18-19 April the OGP held its annual meeting in Brazil gathering high level representatives from OGP's 50 member Governments, civil society, private sector and the media. The member countries presented their country action plans, 8 additional Steering Committee countries presented the progress they made and all participants joined thematic discussions and contributed to the OGP's global strategic vision for the future. Albania, Bulgaria, Croatia, Macedonia, Montenegro and Romania are the countries that have jointed the initiative from the Balkan region.

2.4. Alternative sources & models for supporting civil society

Strategic approach of BCSDN for achieving results and marking progress in this priority area was to inform and influence exit strategies of foreign donors supporting CSDev and effective transition to domestically-funded civil society. This was done mainly through continuing the research and mapping of current and future trends and models of support on the one hand, and by promoting donor cooperation and coordination, esp. in working with national Governments and local CSOs.

In 2012, in-depth studies at country level, consultations and promotion of findings were foreseen, but funding was only secured to start country-level analysis in 2013. The current year was used to finalize the publication, database and promote the regional findings.

BCSDN published the 8th edition of the Balkan Civic Practices series under the title "[Donors' Strategies and Practices in Civil Society Development in the Balkans. Civil Society Lost in Translation?](#)". This is the document that provides analysis and overview of the major donors which have/are supporting civil society in the Balkan region. This publication provides strategic insight at the funding trends, area specialization, donor coordination and funding mechanisms which are used to influence both donor-exit strategies and instigate government-led efforts towards sustainable civil society development.

BCSDN has prepared this analysis on the basis of the results of a web-survey: 48 major donors answered the survey after what the Network organised interviews and desk-top researches. These activities resulted in the creation of the country donor maps for Albania, Bosnia and Herzegovina, Kosovo, Macedonia, Montenegro and Serbia. The analysis was prepared and published in joint collaboration with Queen Mary University of London.

In the course of 2012, this cooperation continued and this time the focus was on analyzing the situation in each country separately. The work was done on the basis of practical work on the field and collection of best practices. The aim was to offer country-specific recommendation and to provide sustainable channels for following the trends in the following period.

The findings generated a lot of interest from stakeholders and donors and have among others been presented to donors forums such as on 12th September to embassy and SIDA representatives from WB countries as an input into development of a regional strategy beyond 2015. The policy paper has been accepted and is to be promoted at a high-level academic conference "22 Years of International Development Assistance to Southeast Europe (1991-2013): Lessons for Donors and Recipients" taking place in February, 2013.

2.5. Opportunities for influencing EU and national policies and programmes for civil society

Strategic approach of BCSDN for this priority was reflected in the efforts to support the advocacy capacities, develop skills and provide information on the existing civil society related policies and programmes, especially on the IPA Civil Society Facility (IPA CSF). Also, this will be done through sharing experience on EU advocacy and promotion of best practices in networking through promotion of BCSDN.

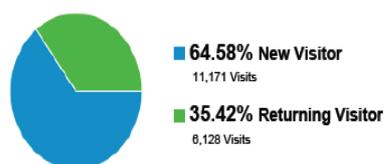
In 2012, the pilot phase was finalized and a review of the lessons-learned was prepared for continuation of the Slovak Balkan Public Policy Fund.

BCSDN in cooperation with Pontis Foundation has been administrating the **Slovak** Balkan Public Policy Fund, a pilot project funded by SlovakAid whose aim was to enable CSOs develop the needed skills for advocacy and know-how on EU integration related issues and thus contribute to the reform processes and the policy making in their respective countries. This was done through a programme of small grants allocated to CSOs but also to individuals involved in the shaping of

the public debate in Albania, Montenegro and Macedonia, the countries involved in this first pilot stage.

On 29 February, 2 and 3 March, in cooperation with its member organisations and the Pontis Foundation, BCSDN delivered trainings in each selected country where the grantees had the opportunity to acquire a good basis for their future advocacy projects and to hear the public policy theories. A study visit was organised on 17-19 September in Brussels for the representatives of 4 CSOs from the Western Balkans when individual advocacy programmes were designed for each participant in order to further develop their advocacy skills, based on a policy paper developed within the grant support. To mark the end of the 14 months pilot phase of the project, BCSDN organised a monitoring visit on 25-27 October in Skopje when representatives of the Pontis Foundation and BCSDN met state officials, stakeholders and the Macedonian grantees. During the visit it was concluded that the Fund has proved to be a successful support model for boosting the advocacy skills of the civil society in Albania, Macedonia and in Montenegro. In terms of policy impact, the projects showed tangible results: e.g. the Macedonian Energy Regulatory Commission presented the preparation of the new energy bills which take into account the recommendations of the Consumers Organization Macedonia (COM); Front 21/42 shared the 2 amendments on the IPPC directive now directly incorporated on the new law on Environment. This immediate impact was also noticed in Brussels where for example COM started the membership procedure with ANEC and where Montenegrin CSOs met with the MEP Tannock, rapporteur for Montenegro in the EP for the first time.

2.6. Communication and involvement through the region



2.6.1. Development and Dissemination of E-mail Alerts

E-mail alerts service (EMA) was started in 2004 as a way to make exchange of information and support joint initiatives, project proposals and sharing of resources more effective for BCSDN members. The interest for the service grew in 2012 to almost 1400 subscribers, mainly

representatives of local CSOs in the Balkans and wider Europe, but also representatives of national, local authorities and EU institutions. While most information are compiled from monitoring of relevant websites and partners-sharing networks, the information are increasingly being contributed from local CSOs themselves, thus motivating sharing of information in the civil society sector.

This service has demonstrated that by pulling resources and information together, a difference can be made in the ability for CSOs to forge partnership across boundaries and across sectors. One of the main reasons subscribers find them useful is because they continuously try to be adapted to the needs of the civil society and its subscribers. Hence, BCSDN created a survey aimed at helping taking EMA further to these needs in making them more relevant, useful in its content and effective in its format so that it is easy to read, get quick information and be able to share it to colleagues, other organizations and stakeholders.

EMA Survey⁵ implemented in November 2012 clearly shows the support of the readers to the service. The survey was created in a way for the administrators of the service to see whether the content corresponds to the increased expectations and also to see what is expected visually in order to have a service that is easy accessible and administered in user friendly manner. The general conclusions steaming from the survey is that EMA responds to the expectations especially with regards to the content as most of the respondents support the so far functioning of the alerts and find them useful. A few thematic suggestions were given, though. The Survey served as a basis for designing and implementing of technical improvements in December including new design, introduction of sharing function per article items via social media.

⁵ Full analysis of survey results is available at: http://www.balkancsd.net/images/124-2_EMA_analysis.pdf

2.6.2. BCSDN Website Reorganized to Reflect the Adoption of the Mid-term Strategy Plan 2012-2014

The BCSDN website established in 2003 has become a source of information not just about activities of the network, but as one of the main platforms of resources, information, publications and databases about the development of civil society in the Balkans. The website is available in English with integrated Google Translate option. It includes freely available resources such as all BCSDN publications (including the Balkan Civic Practices series), E-mail alerts archive, BCSDN Newsletter, information on BCSDN events and available on-line databases on civil dialogue and donor strategies.

Almost 12 000 new users visited www.balkancsd.net in 2012 and 35% of the visitors regularly visit the webpage. Traditionally the visitors pick is the month when BCSDN publishes the Balkan Civic Practices edition. In 2012 BCSDN started with introducing new changes in the content of the webpage.

In order to adapt to the new Mid-term Strategy and follow its realization, BCSDN webpage has been reorganized according to the Mid-term Strategy Plan 2012-2014. The section Policy, Research and Analysis presenting the core of BCSDN activities, has been split into several categories that correspond to the 6 mid-term priorities. Each project/activity of the network is reported in these categories. The other sections such as Information and Resources as well as those referring to the network structure at the moment remain the same, but their restructuring is envisaged in order to make the communication about our work easily accessible and clear.

2.6.3. Publication of Balkan Civic Practices

Balkan Civic Practices is a periodical publication of BCSDN, which aims at sharing best practices and knowledge related to civil society development in the Balkans. BCSDN in 2012 presented the 8th edition of our Balkan Civic Practices series under the title "[Donors' Strategies and Practices in Civil Society Development in the Balkans. Civil Society Lost in Translation?](#)". It presents the first ever analysis and overview of major donors supporting civil society in the Balkans. Its aim is to provide strategic insight at the funding trends, area specialization, donor coordination and funding mechanisms used in order to influence both donor-exit strategies and instigate government-led efforts towards sustainable civil society development. The publication is a result of joint collaboration with [Queen Marry, University of London](#). The analysis was based on the websurvey results from responses by 48 major donors and interviews and desk-top research resulting in country donor maps. The donor maps for Albania, Bosnia and Herzegovina, Kosovo,

HOME	MEMBERS	POLICY, RESEARCH & ANAL
		Monitoring EU & National Policies
▸ News		Funding Policies & Procedures
▸ About us		Structured Dialogue
▸ History		Alt. Sources for Supporting CSO
▸ Partners & Donors		Opportunities for CS to Influence
▸ Sitemap		Communication & Involvement

Macedonia, Montenegro and Serbia are available in our [Donor Strategies and Practices database](#), alongside other useful resources such as the links to all existing donor databases in the region, other analysis and research on the subject.

2.6.4. Newsletter

BCSDN published also a Newsletter which is a periodical publication that gives overview of BCSDN activities past and forthcoming, presents global and regional initiatives, joint member's

initiatives, the networks advocacy efforts, and internal developments of the network. The latest Newsletter edition introduced changes that allowed reader to have easier access, this time in an electronic version that is easier to read and more users friendly. In 2012, BCSDN published 5 editions of the Newsletter⁶.

2.6.5. Leaflet

Leaflets can be one of the most effective promotion techniques, that is why BCSDN has created a new one in 2012 that will present the new strategy and the revised goals and priorities. A leaflet must grab the recipient's attention, make them interested in the product or service, and finally induce some action. For this purpose BCSDN has used vivid colors that are in line with BCSDN

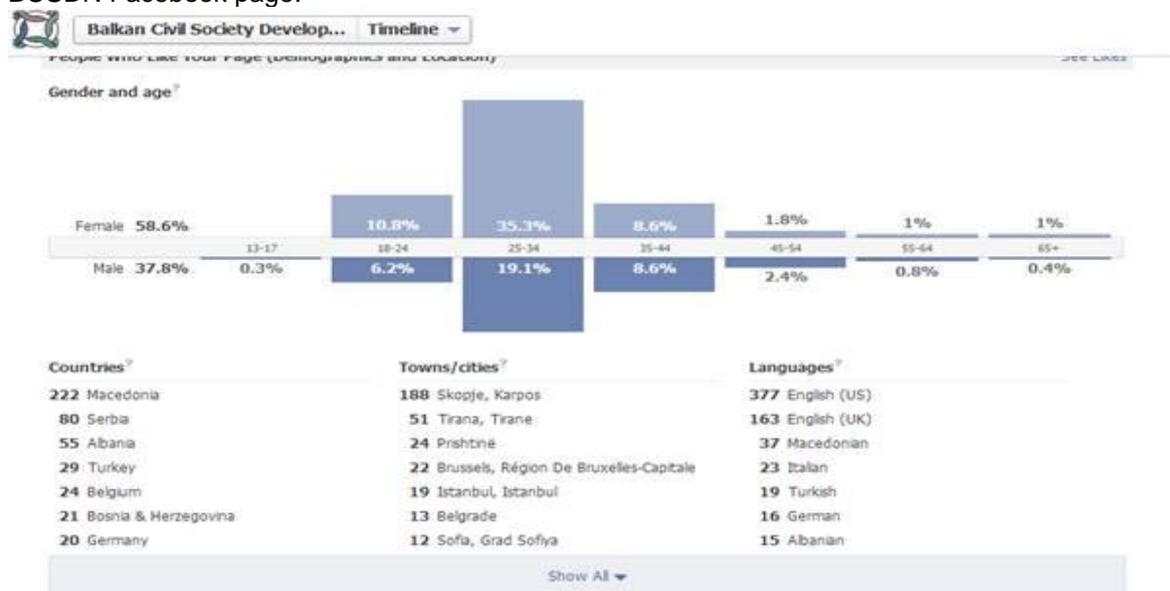
⁶ <http://www.balkancsd.net/index.php/information-services/newsletter>

visual identity and design that will underline what has been done so far in the most effective way. The new promotion leaflet⁷ consists of a Factsheet presenting the past activities and a presentation of the future focus of the network.

2.6.6. Strategy for Social Media Use

In November 2009, the network has joined two most known and used social media, i.e. Facebook and Twitter. The aim of using social media is to improve outreach and inform interested public (especially the young) about the network activities. Other social media are also being utilized in order to share network work, such as Scribd for our publications, YouTube channel for videos and Flickr for photos from events.

In 2012, BCSDN has started using social media in a more consistent way especially Facebook, for promotion of the network's activities, advocacy efforts in order to reach wider public and create a space for debate. A part from sharing the network's news and announcement the social media were used also to share member's news and other interesting developments in relation with civil society development on national and regional level but also on a larger scale globally. BCSDN has recognized the importance of the social media especially as a direct link to citizens and announces further development in this field and engagement with experts in the field so that the impact of the network's work would also spread to this medium. In 2012 BCSDN, Facebook followers grew up to 723. Below you can find detailed statistical overview of the people who liked BCSDN Facebook page.



3. ORGANISATION

Adoption of the Network Strategy 2012-2014

After a yearlong work, the Mid-term strategy 2012-2014 was adopted at the 4th ACM and has been incorporated to network's website, annual plans and promotion materials (factsheet etc.) to communicate it in its daily work.

Functioning of the New Model for the Management of the Network

Following the formal adoption of new management model on 4th ACM, the Executive Office has been furnished and fully capacitated with equipment and staff to secure continuous functioning of the network on daily basis. At the end of 2012, the Executive Office has grown to 3 full-time staff members.

Secured Stable and Long-term Funding

⁷ <http://www.scribd.com/doc/111096951/BCSDN-Leaflet>

2012 was the most successful fundraising year for the network so far. The Framework Partnership Agreement signed with the European Commission will secure basis funding for the work of the network in the next 4 years. With the accompanying other funding from BTD (2 year commitment) and FP7 the network will have stable base to work on its longer-term financial security and diversification possibilities.

4. EXTERNAL COOPERATION AND NETWORKING

BCSDN cooperates with other networks, organizations and stakeholders in order to develop partnership with interested organizations and advances its goals. The network is active in advancing networking both at global, European and regional level. The network has become recognized as a best practice in partnership and cooperation.

Besides already traditional partner networks/organizations on **global** and **European level** (CIVICUS; Open Forum for CSOs Development Effectiveness; CONCORD-TRIALOG Working Group Enlargement, Pre-Accession and Neighborhood (EPAN); Council of Europe European Citizens' Action Service (ECAS); European Network of National Associations (ENNA); Central Eastern Europe Citizen's Network; Association of Local Democracy Agencies (ALDA), strategic partnership has been formed with two networks/alliances to complement and synergize with the ongoing work: European Civil Society House (ECSH) and European Year of the Citizens Alliance 2013.

European Citizen's House: 2012 Developments

The European Civil Society House ([ECSH](http://www.citizenhouse.eu)) is an initiative aiming to provide a virtual and physical space of local and national level organizations and citizens to reach and participate at European level decision-making. BCSDN strongly supports this initiative as it sees this House as an opportunity for Balkan CSOs to have a contact point with Brussels wheatear by the website as a collector of information or the physical house as assistance and a space for organizations that do not have access to Brussels.

The website has already been developed (www.citizenhouse.eu) and it is organized around the 3 Cs: citizen's rights, civil society and citizen participation. There are three main features that are being developed: Information provision on certain topics and in diverse formats (which already exists); Space for interaction and participation and online service provision. Thus the virtual house will function as a public platform and a secured space where users would exchange information, documents, have private discussions or benefit from the on-line services.

The commune of Etterbeek confirmed the use of the premises at Chaussée de Wavre for the purposes of the ECH. The space would be used as an office space for the initiators and partners, and as available space for all interested. The conditions and use are still to be discussed as the opening of the House is expected to be in 2015.

A Resource Centers meeting has been organized in which several BCSDN members participated and discussed the role of the ECSH and the possible cooperation. BCSDN has been called upon to lead the Western Balkans Chapter of the House by providing input of what kind of use this House could have for WB CSOs (especially the Resource Centers) and how can BCSDN contribute to further development of the concept of the ECSH. BCSDN expects concrete action in 2013, by having member's clear expectation for this initiative and transposing them into the whole concept of this ECSH.



European Year for Citizens – Bringing Europe Closer to Citizens

The EC has designated 2013 as the «European Year of Citizens» to mark the 20th anniversary of the establishment of the European Union Citizenship under the Maastricht Treaty. Major

European civil society organizations and networks have joined their forces and created the EYC2013 Alliance to put forward proposals aimed at placing European citizenship at the heart of the EU political agenda. The European Year of Citizens it's about engaging citizens on all sorts of topics, from questions regarding free movement and different rights to their expectations from the European Union. The Alliance has been chosen to be a strategic partner of the EC in promoting this year and bringing closer citizens to the EU agenda. Several high visibility events will be co-organized by the DG Communication and EYCA to raise awareness about this issue. BCSDN initiated joining to the Alliance and became its member in October 2012 based on the Board decision of 5th September.

5. MONITORING AND EVALUATION

The network activities have undergone 2 external evaluations (in 2003 and 2007) as part of the 3-year programme cycle. There was no evaluation planned for 2011. Regular monitoring of project activities is to be secured through existing governing and management procedures. External financial audit is conducted yearly.

6. FINANCIAL REPORT

Financial report 2012 (in EUR)

Budgetlines		Financial report (draft as of 31st December, 2012)	Budget (updated as per fundraising 10th Dec, 2012)	Financial report (adopted on 27th April, 2012, 4th ACM Split)
		2012	2012	2011
1	OFFICE COSTS	10.318	5.440	1.435
2	TRAVEL & MEETINGS (incl. netw organs)	6.329	9.242	7.916
3	COMMUNICATIONS	1.189	1.700	763
4	STAFF SALARIES	19.916	21.811	7.738
5	INFORMATION SERVICES (web, alerts etc.)	9.928	6.030	7.928
6	FINANCIAL SERVICES (incl. audit)	2.820	4.540	3.037
7	DIRECT COSTS	43.174	48.874	17.575
TOTAL EXPANDITURE		93.674	97.637	46.392
8	Members	3.004	3.004	3.001
9	EC-IPA	33.360		
10	BTD	39.283	39.283	4.546
11	USAID/ICNL-LIF**	18.095	9.402	17.832
12	SlovakAid (Pontis Foundation)***	11.180	11.180	22.889
13	EIDHR Mac (MCIC, CNVOS) EACEA Europe for Citizens	7.256	7.256	352
14	(CenzuraPlus)****	2.435	9.700	-
15	OSI TTF	893		
16	Own income	9.350	8.600	
17	Other (Reimbursements, interest rates, extraordinary revenues)	3.276	0	3.939
TOTAL INCOME		128.132	88.425	52.560
BALANCE		34.458		6.167

* Balance is result of pre-financing of 17 partners' costs under the EC-IPA (9) project for December 2012, for which expenditures will be reported to BCSDN in May, 2013 as well as due to successful income-generation (16).

2012 Income & Donor portfolio share

No.	Institution	Contribution planned (in EUR)	Contribution (in EUR) CONTRACTED/ COMMITTED	Contribution (in EUR) SUBMITTED/ PENDING	Donor distribution (%)
1	Members	3.750	3.004		2,7
2	EC-IPA*	33.360	33.360		24,3
3	BTD	39.283	39.283		28,6
4	USAID/ICNL-LIF**	18.095	9.402	8.693	13,2
5	SlovakAid (Pontis Foundation)***	11.180	11.180		8,1
6	EIDHR Mac (MCIC, CNVOS)	7.256	7.256		5,3
7	EACEA Europe for Citizens (CenzuraPlus)****	9.636	2.435	7.201	7,0
8	OSI TTF	5.275	893	4.382	3,8
9	Own revenues (TACSO/SIPU EMA, Metamorphosis)	9.350	5.050	4.300	6,8
	TOTAL INCOME:	137.185	111.863	24.576	100
	%	100	82	22	0

*EC-IPA Balkan CS Acquis is a 24 month project started on 30th Nov, 2012. Given are estimated income for BCSDN EO and 17 partners (1/12 of 1st installment received on 3rd January, 2013).

** The final installment for the project did not arrive before 31st January, 2013 so the reported income is based on the final report submitted to the donor (i.e. expected full income).

*** The final installment from Pontis Foundation arrived in February, 2013, while project activities have been finalized as of 31st October, 2012.

**** EACEA Europe for Citizens (CenzuraPlus) project is running till 30th March, 2013.

BCSDN Budget 2012-2014 indicative (in EUR)

Budgetlines		Financial report	Budget (preliminary)*	Budget (preliminary)*
		2012	2013	2014
1	OFFICE COSTS	10.318	12.208	11.128
2	TRAVEL & MEETINGS (incl. netw organs)	6.329	13.940	13.940
3	COMMUNICATIONS	1.189	1.200	1.200
4	STAFF SALARIES	19.916	34.820	34.820
5	INFORMATION SERVICES (web, alerts etc.)	9.928	3.150	1.200
6	FINANCIAL SERVICES (incl. audit)	2.820	8.968	8.968
7	DIRECT COSTS	43.174	326.035	275.584
TOTAL EXPANDITURE		93.674	400.320	346.839
8	Members	3.004	4.000	5.246
9	BTD	39.283	40.000	40.000
10	USAID/ICNL-LIF	18.095		
11	SlovakAid (Pontis Foundation) BPPF I & II	11.180	19.954	
13	EIDHR Mac (MCIC, CNVOS)	7.256		
14	EACEA-Europe for Citizens (CenzuraPlus)**	2.435	7.201	
15	FP 7 MAXCAP		19.195	25.594
16	EC-IPA CSF	33.360	366.960	197.407
17	OSI TTF	893	4.382	
18	Intern'l Vishegrad Fund-Pontis		8.181	
19	Own revenues	9.350	400	250
TOTAL INCOME		124.856	470.273	268.497
BALANCE		31.182	69.952	- 78.343

BCSDN FUNDRAISING/INCOME 2012-2014					
No.	Institution	Contribution planned (in EUR)	Contribution (in EUR) CONTRACTED/ COMMITTED	Contribution (in EUR) SUBMITTED/ PENDING	Donor distribution (%)
1	Members	12.250	3.004	9.246	1,4
2	BTD	119.283	119.283		13,8
3	USAID/ICNL-LIF	18.095	18.095		2,1
4	SlovakAid (Pontis Foundation) BPPF I & II	31.134	11.180	19.954	3,6
5	EIDHR Mac (MCIC, CNVOS)	7.256	7.256		0,8
6	EACEA-Europe for Citizens (CenzuraPlus)**	9.636	9.636		1,1
7	FP 7 MAXCAP	44.789		44.789	5,2
8	EC-IPA CSF	597.727	246.605	351.122	69,2
9	OSI TTF	5.275	5.275		0,6
10	Intern'l Vishegrad Fund-Pontis	8.181		8.181	0,9
11	Own revenues	10.000	9.350		1,2
	TOTAL INCOME:	863.626	429.684	433.292	100
	%	100	50	50	100