



Balkan Civil Society  
Development Network

**STATUTE  
of  
the Balkan Civil Society Development Network**

Skopje, June 2025

Based on Article 16 of the Law on Associations and Foundations (Official Gazette of the Republic of Macedonia, no. 52/10) and Article 56 of the Statute of the Balkan Civil Society Development Network, the Council in its session held on the 12<sup>th</sup> of June 2025, agreed on the following:

**STATUTE**  
**of**  
**The Balkan Civil Society Development Network**

**I. GENERAL REGULATIONS**

Definition of the organization

Article 1

Balkan Civil Society Development Network (hereinafter called: the BCSDN) is a non-profit and civil society organization, which works in the field of civil society development in the Balkan region.

Name

Article 2

Name of the foundation is "Balkan Civil Society Development Network".

The abbreviation is the BCSDN.

Founders

Article 3

Founders of the BCSDN are the following organisations:

1. **Albanian Civil Society Foundation (ACSF)**, Gjergj Fishta 5/1-K7-ap.29, Tirana, Albania, represented by Pandeli Theodori (PN Z1008591, Rr. Sh. Berxoli, pall. 59/2 ap.26 Tirana, Albania);
2. **Center for Development of NGO's (CRNVO)**, Dalmatinska 78, 81000 Podgorica, Montenegro, represented by Goran Djurovic (PN 001327304, Djoka Mirsevica 21, Podgorica, Montenegro);
3. **Centre for Information Services, Cooperation and Development of NGO's (CRNVO)**, Povsetova 37, 1000 Ljubljana, Slovenia, represented by Kristina Michieli (PN P00958041, Smrtnikova 5, Ljubljana, Slovenia);
4. **Center for Promotion of Civil Society (CPCS)**, Visegradska 26, 71000 Sarajevo, Bosnia and Herzegovina, represented by Milan Mrdja (PN 5899272, Mliniste 21, Sarajevo, Bosnia and Herzegovina).
5. **Cenzura Plus**, Setaliste Bacvice 10, 21000 Split, Croatia, represented by Zeljana Buntic Pejakovic (PN 001627393, Kranjceviceva 22, Split, Croatia);
6. **Civic Initiatives**, Simina 9a, Belgrade, Serbia, represented by Miljenko Dereta (PN 006577365, Kralja Petra 80, Belgrade, Serbia)
7. **Diakonia Agapes**, Rruga Duresit nn, Tirana, Albania, represented by Dorina Bita (PN Z1662923, Islam Alla 72/1, Tirana, Albania);
8. **Kosovar Civil Society Foundation (KCSF)**, Fazli Grajqevci 4/a, 10000 Pristina, Kosovo, represented by Venera Hajrullahu (UPIN 0511963915033, Dimo Gavroski Kara 80, Tetovo, Macedonia);

9. **Macedonian Center for International Cooperation (MCIC)**, Nikola Parapunov nn, 1060 Skopje, Macedonia, represented by Saso Klekovski (UPIN 1304966450048, bul. Partizanski odredi 82/2-16, Skopje, Macedonia) and Aleksandar Krzalovski (UPIN 1906969450081, Isaija Mazhovski 44-2/4, Skopje, Macedonia);
10. **Opportunity Associates Romania (OAR)**, Mircea Zorileanu 70, 012056 Bucharest, Romania, represented by Dana Nikulescu (PN 10392388, Mircea Zorileanu 70, Bucharest, Romania);
11. **Vesta Association**, Djordja Mihajlovica 4, 75000 Tuzla, Bosnia and Herzegovina, represented by Selma Hukic (PN 6299495, Dragodol 11, Tuzla, Bosnia and Herzegovina).

Founders' rights and obligations are legally exhausted with the act of founding the BCSDN.

### Territory

#### Article 4

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

Definition of the Balkans includes Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Greece, Kosovo, Macedonia, Moldova, Montenegro, Romania, Serbia, Slovenia and Türkiye.

## II. **VISION AND MISSION**

### Vision

#### Article 5

BCSDN envisions the Balkan region is part of the European Union and made up of inclusive and functioning democracies which offer an enabling environment for civil society, peace, and prosperity.

### Mission

#### Article 6

Protect and expand the civic space through evidence-based and collaborative policy influence on the international, European, and national levels.

### Values

#### Article 7

BCSDN's values are:

- Respect of the universal human rights and of the rights of all citizens- men and women of all nationalities, religions and cultures;
- Development of a pluralistic and participative democracy;
- Socio-economic development and cultural prosperity;
- Social cohesion, integration and harmony;
- Care for the environment and sustainable development;
- Social justice and equality;
- Respect for diversity and non-violence.

## Goals

### Article 8

BCSDN goals are:

1. Advocating for the protection and expansion of civic space.
2. Securing more favourable donor practices for protection and expansion of the civic space.
3. BCSDN strengthens its mutual learning, coordination, and collaboration for strengthened advocacy on civic space.

## Methods

### Article 9

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 organisations and by taking necessary action;
- Coordinating and cooperating with other organisations, 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 research and relevant information;
- Coordinating capacity-building and other events.

BCSDN realizes these at the Balkan/ regional, European and international levels. For any activities at the national level in countries specified in Article 4, BCSDN will collaborate with or receive approval from its member organization(s) from the relevant country.

## **III. ORGANIZATIONS WITH MEMBER AND ASSOCIATE STATUS**

### Definition

#### Article 10

BCSDN involves in its work organisations and networks, whose goals are in accordance with BCSDN's mission, vision and goals.

The involvement can be in the form of a member status or associate status.

An organisation must hold associate member status for a minimum of one year before becoming eligible for full membership. The organizations with a member status or associate status have rights, duties and responsibilities in accordance with this Statute and the BCSDN Acts.

Organisations with associate status may participate in the work of BCSDN bodies but do not have the right to vote, nor to elect or be elected within BCSDN bodies, and are required to pay 20% of the full membership fee.

The founder organisations of BCSDN become members with the act of foundation.

### Eligibility for associate status

#### Article 11

Organisations and networks interested in joining BCSDN should apply for an associate status first.

An organisation or network may obtain associate status with BCSDN if it complies with the following criteria:

- Is a civil society organisation or network, registered in one of the countries listed in Article 4, in accordance with the national legislation of that country;
- Works towards and contributes to strengthening and/or developing civil society in the Balkan region through activities such as advocacy and capacity development.

### Candidature

#### Article 12

An organisation or network acquires associate status through:

- Submitting an expression of interest accompanied by a statement of acceptance of BCSDN's vision and mission;
- Submitting a recommendation letter by at least 2 organisations holding a member status, one of which must be from the same country as the candidate organisation, provided that there are member organisations from that country.

### Eligibility for member status

#### Article 13

An organisation or network may obtain a member status in BCSDN if it meets the following criteria:

- Has held an associate member status for at least one year;
- Has paid the membership fee and actively participated in the work of the network and BCSDN bodies;
- After one year of associate membership, expresses its interest in becoming a full member of the network at the next Council meeting.

### Decision on status

#### Article 14

Granting of associate status is decided by the Council, with a simple majority vote.

Granting of member status for an organization with an associate status is decided by the Council, with a simple majority vote, after one year of active participation in BCSDN work.

### Termination of status

#### Article 15

Member status can be terminated if the organisation:

- Does not participate in two subsequent Council meetings without justified cause;
- Violates the Statute or other BCSDN Acts;
- Does not pay its membership fee for two consecutive years;
- Works contrary to the goals, tasks and reputation of the BCSDN;
- Is in any other situation envisaged by the Law or this Statute.

The decision on termination is taken by a simple majority of all organizations with member status present at the Council meeting.

When the status of an organization with member status has been terminated based on paragraph 1 and 2 of this Article, the organization can become an organization with associate status if it so declares.

Associate status by an organization can be terminated based on the same procedure.

#### Voluntary termination

##### Article 16

Member and associate status can also be terminated on a voluntary basis with a written statement by the organization.

#### Register

##### Article 17

BCSDN holds a register of organizations holding a member status and associate status.

The register is updated on a yearly basis.

BCSDN guarantees the anonymity and invulnerability of the personal data of all organizations holding member and consultative status who express the desire for this.

## IV. **GOVERNANCE, MANAGEMENT AND ORGANIZATIONAL STRUCTURE**

#### Governing and management organs

##### Article 18

BCSDN has the Council and the Board. Its executive organs are the Executive Office and the Executive Director.

### **1. *The Council***

#### Definition of the Council

##### Article 19

The Council is the highest governance body of the BCSDN.

The Council executes its rights and duties based upon and within the limitations of the Statute and general acts of the BCSDN.

The Council is composed of one authorised representative of each organisation with member status.

Members of the Council are confirmed by the Council.

Organization with associate status may attend the Council meetings through its representative.

Powers of the Council

## Article 20

The Council:

- Adopts, amends and supplements the Statute;
- Adopts the general policy and strategy;
- Adopts the (multi-)annual narrative and financial report;
- Adopts the audit report;
- Decides on the membership fee amount,
- Elects members of the Board;
- Decides on the founding or terminating of organs and other forms of organisation of the BCSDN;
- Decides on the awarding of a member and associate status and the termination of such status;
- Adopts rules and procedures;
- Performs other matters in conformity with the Statute and general acts of the BCSDN.

Council sessions

## Article 21

The Council works in sessions with a minimum of one session in a calendar year.

The sessions are convoked by the Chairperson of the Council upon his own initiative, upon the request of the Board or upon the request of 1/5 of Council members.

Chairperson of the Council

## Article 22

The session is chaired by the Chairperson of the Council.

The Chairperson is elected on a yearly rotating basis on the proposal of any Council member.

Each Council member can be elected Chairperson of the Council with the exception of elected members of the Board.

Voting

## Article 23

The Council has a quorum if the majority of the total number of its members are present or have voted according to Article 24 or 25.

The Council decides by consensus on vision, mission and goals.

In other cases, the Council decides by majority vote of members present, if this Statute does not foresee a special majority.

In case of an undecided vote (equal number of votes), the vote of the Chairperson of the Council is deciding.

Conference call

## Article 24

The Council members can participate and decide on sessions through a conference call with a registered conversation.

Proxy voting

## Article 25

The Council members can also decide without a physical session or in their absence with a verified signature or a signature sent by fax or e-mail.

Meeting records

## Article 26

Each session is recorded by the minutes confirmed by the Chairperson of the Council and one Council member.

**2. The Board**Definition of the Board

## Article 27

The Board is the governing and supervisory organ of the BCSDN.

The Board executes its rights and obligations based upon and within the limitations of the Statute and general acts of the BCSDN.

Composition of the Board

## Article 28

The Board is composed of six to eight members: Chair of the Board, Deputy-Chair of the Board and four to six members.

Board members do not necessarily have to be Council members.

Members of the Board from the same organisation with member status have one vote.

Elections of the Board

## Article 29

The mandate of the Board members is three years, with the right to re-election.

Election of members is based on candidates proposed by Council members.

Members are elected individually with the majority of Council members voting, but no less than 1/3 of the total number of Council members.

To secure continuity, at least 1/3 of the members of the Board should be from the previous term.

In case all members of the Board are not elected, the election for these members should be organised within two months.

### Chair of the Board

#### Article 30

The Chair of the Board and Deputy Chair of the Board are elected by the Board with the majority of present members, but not less than 1/3 of the total number of Board members.

The Chair of the Board is responsible for the work and decisions of the Board.

In case of absence or other hindrance of the Chair of the Board, he/she is replaced by the Deputy Chairperson of the Board.

### Powers of the Board

#### Article 31

The Board:

- Approves draft strategy, (multi-)annual programmes, work programmes and financial plans;
- Approves general acts of BCSDN, except acts adopted by the Council;
- Adopts measures for good governance of the BCSDN assets and resources;
- Approves draft annual narrative and financial reports;
- Adopts acts regulating the work of the Executive Office;
- Appoints the Executive Director;
- Decides on association and membership of BCSDN in national and international organisations and networks, and partnerships in large-scale international projects;
- Prepares and implements decisions by the Council;
- Also performs other matters in conformity with the Statute and general acts of the BCSDN.

### Board sessions

#### Article 32

The Board works in sessions with a minimum of two meetings in a calendar year.

The sessions are convoked by the Chair of the Board, upon his own initiative, upon the request by of two Board members, upon the request of 5 Council members or upon request by the Executive Director.

The Chair of the Board convokes the session within 5 days of the submission of the request.

The session is recorded by minutes, which are authorised by the Chair of the Board, 1 Board member and the Executive Director.

### Voting

#### Article 33

The Board has a quorum if the majority of the total number of its members is present.

The Board decides by majority vote of members present, if this Statute does not foresee a special majority.

In case of an undecided vote (equal number of votes), the vote of the Chair of the Board is deciding.

Conference call

## Article 34

The Board members can participate and decide on the session through a conference call with registered conversation.

Proxy voting

## Article 35

The Board members can also decide without a physical session or in their absence with a verified signature or signature sent by fax or e-mail.

**3. Executive Office**Definition of the Executive Office

## Article 36

The daily work of the BCSDN is organised by the Executive Office.

The Executive Office is composed of the Executive Director and the necessary number of staff.

The Executive Director selects staff based on principles of efficacy, competency and integrity.

The structure and the work of the Executive Office are regulated by the acts adopted by the Board.

The address of the Executive Office is Street Mitropolit Teodosij Gologanov No. 59A-1/15, Skopje, Republic of North Macedonia.

Powers of the Executive Office

## Article 37

The Executive Office:

- Analyses general trends and problems;
- Prepares the sessions of the Council and the Board and the appropriate materials;
- Manages and coordinates all planned BCSDN activities within the framework determined by the (multi-)annual programme and the financial plan;
- Prepares mid-term and (multi-)annual programme and financial plans;
- Manages the funds in order to provide a maximum return, mobilises new funds;
- Performs office work and maintains the archives, and does the accounting;
- Submits operational and financial reports;
- Identifies new partners, prepares documentation and takes care of the implementation of programme activities, their monitoring and assessment;
- Maintains public relations.

## **4. Executive Director**

### Definition of the Executive Director

#### Article 38

The Executive Director is the executive organ responsible for the daily management of BCSDN.

### Election and term of the Executive Director

#### Article 39

The Executive Director is appointed and responsible to the Board.

The Board appoints the Executive Director by a 2/3 majority of the members who voted, but with at least one-third of the total number of members voting.

The Executive Director should be a person of integrity and competence. The manner and procedure for appointment shall be governed by general act enacted by the Board. The Executive Director signs a management agreement (management contract) and is employed for that period by BCSDN.

The Board can appoint an acting Executive Director for a period not longer than 12 months.

The term of the Executive Director is three years, with the right to re-election.

### Scope of work of the Executive Director

#### Article 40

The Executive Director manages the work processes of BCSDN and is the major administrative and financial official and represents the BCSDN with other institutions, networks and donors.

He/she reports regularly to the Board.

He/she is also the Council and Board's Secretary.

The Executive Director participates in Council and Board sessions without the right to vote.

The Executive Director also:

- Manages and organises the BCSDN operational process;
- Follows and analyses the situation and the problems of the BCSDN activities;
- Gives forecasts and anticipates the future conditions, problems and opportunities;
- Communicates and cooperates with members and other organisations;
- Is responsible for the strategic planning and prepares perspective, (multi-)annual, operational and financial plans;
- Is responsible for the execution of the programme and financial plan, and prepares (multi-) annual and financial reports for the Council, through the Board;
- Manages the Executive Office, selects and manages its staff, plans, organizes and executes its operations;
- Establishes adequate procedures for the BCSDN operation;
- Establishes indicators for working achievements, and assesses and corrects the working achievements;
- Represents the BCSDN in the legal proceedings with third parties, takes the responsibility for the legality of the BCSDN operations and for the correct practicing of the BCSDN Statute and general acts;

- Executes other works in his/her authority, in accordance with the laws and the BCSDN Statute and general acts.

## **V. FINANCING**

### Sources of funding

#### Article 41

BCSDN acquires and collects funds from: donations, contributions, grants and legacies, loans, revenues from investments, provision of services and membership fee.

For the above funds dedicated to national-level activities, BCSDN will collaborate with or receive approval from its member organization(s) from the relevant country.

### Cost-share

#### Article 42

BCSDN is supportive of principle of partner cost-share, which is applied to coordination activities, i.e. coverage of participation costs to the Council meetings and joint activities between member organizations.

### Use of funds

#### Article 43

BCSDN funds are used for goals, tasks and activities, in accordance with this Statute and the general acts of the BCSDN and in conformity with regulations and limitations of the funders.

The surplus of revenues over expenditures that the BCSDN makes cannot be distributed as such to any person. It must be used exclusively for the implementation of the goals, tasks and activities of the BCSDN.

### Financial plan

#### Article 44

The financial year coincides with the calendar year.

The financial plan is determined based on the mid-term strategy plan on a (multi-)annual basis to provide for as sustainable planning and financing of BCSDN.

The amount and manner of distribution of the BCSDN funds are determined every year by the financial plan, based on the review and adjustment of the (multi-)annual financial plan.

The financial plan is adopted by the Council.

The financial plan is adopted on the 1<sup>st</sup> session of the Council in the calendar year to which the financial plan is referring.

### Financial report

#### Article 45

The financial report is approved by the Board and adopted by the Council.

The annual financial report is subject to audit by an independent auditor.

The financial report for the preceding year is adopted within the legally prescribed timeframe.

The financial report is published on the BCSDN website.

### Transparency and accountability

#### Article 46

The Board governs the funds of the BCSDN in accordance with the valid legal regulations in order to achieve a stable balance of revenues and expenditures.

Financial acts of the BCSDN are signed by the Executive Director.

Each Council member has the right to claim insight into the use of funds and incomes of BCSDN.

### Conflict of interest

#### Article 47

Members of the Board or the Executive office and members of their families cannot have a business interest in any organisation which sells, rents or supplies goods and services to the BCSDN.

An exception to paragraph 1 of this Article may be approved by a decision of the Board with a two-thirds majority of the total number of members, and it should appropriately be published in the annual report of the BCSDN.

Board members, who have a relationship with an organisation that works with the BCSDN, should declare this interest in relation to their organisation and they should be excluded from the relevant decision-making by the Board.

## **VI. PUBLICITY IN OPERATION AND INFORMATION DISSEMINATION**

### Publicity of work

#### Article 48

The work of the BCSDN is public and transparent.

BCSDN organs oblige themselves to provide information to the public.

All information shall be provided upon request.

### Methods of publicity

#### Article 49

Publicity of its work is also realized through:

- Press conferences;
- The website;
- Annual or regular reports about its work;
- Cooperation with the media;
- Publications;
- Information-dissemination;
- Other appropriate communication tools and means.

## **VII. FOUNDATION ACTS**

### General acts

#### Article 50

BCSDN adopts the following general acts: Statute, Rules of Procedure and Code of Conduct.

The Rules of Procedure regulate issues that the Law or this Statute foresees to be regulated by other acts.

Deviations from the Statute and general acts may not be permitted unless the Statute and general acts are amended and supplemented.

The general acts of BCSDN are signed by the Chairperson of the Council on behalf of the Council.

### Amending and supplementing Statute

#### Article 51

The Council adopts, amends and supplements the Statute.

The motion for amending or supplementing the Statute can be submitted by at least 3 members of the Council, by the EO or by the Board.

The amendments and supplements to the Statute are enacted by a two-thirds majority of the total number of Council members.

## **VIII. TERMINATION OF ACTIVITY**

### Termination

#### Article 52

BCSDN terminates its activities if:

- Decision of termination of activities is agreed by the Council with a two-third majority;
- Other cases envisaged by the Law.

### Distribution of assets

#### Article 53

In case of termination of activity by the BCSDN, the assets and funds will be distributed by the Council to non-profit organizations with similar missions and purposes as BCSDN.

## **IX. OTHER PROVISIONS**

### Legality

#### Article 54

The BCSDN has the status of a legal entity, with rights, obligations and responsibilities determined by the applicable Law and this Statute.

Seat

## Article 55

BCSDN's seat is in Skopje. The seat is registered at the Central Register of Macedonia.

Logo

## Article 56

The logo of the BCSDN is regulated by the Council decision.

Seal

## Article 57

BCSDN has its own seal, which has a round shape and the inscribed text in English language and Latin alphabet: "Balkan Civil Society Development Network (BCSDN)"

It also has a seal, which has a round shape and the inscribed text in the Macedonian language and Cyrillic alphabet: „Балканска мрежа за развој на граѓанското општество (БЦСДН)" .

**X. FINAL PROVISIONS**Coming into force of the Statute

## Article 58

This Statute comes into force on the day of its signing.

BSt/

No. 01- 55/1- 2025

Chairperson of the 19<sup>th</sup> Council session  
Aleksandar Krzalovski