BALKAN
CIVIL
SOCIETY
DEVELOPMENT
NETWORK

# ANNUAL
# REPORT
# 2016

Skopje
April, 2017

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# VISION & MISSION

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

Its **VISION** is sustainable peace, harmony and prosperity of societies in the Balkan 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:
1. Increased role of civil society by strengthening its voice in policy- and decision-making process 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 achieving greater impact; and
4. Strengthened communication, coordination and cooperation between civil society actors in the Balkan region.

# MID-TERM PRIORITIES 2012-2016

**Priority 1:** Monitoring EU & national policies on civil society through a common/regional framework on enabling environment for CSDev;
**Priority 2:** Improving 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:** Promoting alternative sources & models for supporting civil society;
**Priority 5:** Increasing opportunities for influencing EU & national policies & programmes for civil society;
**Priority 6:** Improving communication and increasing 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 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 (Official Gazette of RM No. dated 31/98 and 29/2007) as of 30th September 2009 with the Decision no. 3012009172866 of the Central Register of the Republic of Macedonia (CRM). BCSDN identification number is 6524710 and 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. **Principles** 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. Center for Development of NGO's (CRNVO), Montenegro;
2. Centre for Information Services, Cooperation and Development of NGO's (CNVOS), Slovenia;
3. Center for Promotion of Civil Society (CPCS), Bosnia and Herzegovina;
4. Cenzura Plus, Croatia;
5. Civic Initiatives, Serbia;
6. Diakonia Agapes, Albania;
7. Ecumenical Humanitarian Organization (EHO), Serbia;
8. Civil Society Development Foundation (FDCS), Romania
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.

**The Council** is the highest of BCSDN and is composed of one authorized representative of each organization with a 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 body of BCSDN. It is composed with up to 7 members: Chairperson of the Board, Deputy Chairperson of the Board and up to 5 members. Mandate of the Board members is 3 years. The current Board mandate has started on 19th June, 2014.

## Board members (mandate till 2017)
1. Ana Novakovic, Montenegro (Interim Chair/elected as of 16th April, 2016);
2. Dubravka Velat, Serbia (Interim Deputy Chair/elected as of 16th April, 2016);
3. Tina Divjak, Slovenia, Deputy-Chair (on maternity leave);
4. Aleksandar Krzalovski, Macedonia;
5. Slavisa Prorok, BiH;
6. Gjergji Vurmo, Albania.

**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 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 Executive Director Tanja Hafner Ademi has been re-appointed to the position after a successful 360-degree evaluation and has started a new 3-year mandate on 7th October, 2014.

# 1. PROGRAMME FRAMEWORK

## 1.1. Goals

In the period 2012-2016, BCSDN is contributing to implementation of its mid-term priories:

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

Priority 2:     Improving 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:     Promoting alternative sources & models for supporting civil society

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

Priority 6:     Improving communication and increasing involvement throughout the region

## 1.2. Target Group & Area

BCSDN target group are **CSOs** working on civil society development (CSDev) 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 organizations (IGOs). Among **national institutions**, the focus is on national public bodies/offices for cooperation with CSOs in member countries. Among I**GOs**, in focus are 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 community, inhabitants of rural areas). BCSDN works in countries of the Balkan region, Europe and internationally, according to its mission, vision and goals.

## 1.3. Planed Activities & Results

In 2016, the network continued with the implementation of its Mid-term Strategy, which has been extended to the end of 2016 at the Tirana 2015 ACM, which took place on 17th April, 2015 in order to allow completion of all planned activities for the period. Also, the Mid-term Strategy is based on and continues the network's efforts from the previous strategic period 2009-2011. The success of the network has been in its advocacy at the EU and regional level and creating synergies with efforts of its members at national and local level. In the mid-term period 2012-2016, the network remains devoted to the same but refined strategic priorities in the attempt to consolidate its efforts in the enabling environment for CSDev in Balkan countries and the role of civil society in the EU integration process, while further strengthening information-sharing and coordination of civil society in creating synergies for cooperation and advocacy measures of its members. In 2016, the process of development and adoption of the Mid-term Strategy for period 2017-2020 also took place.

Concretely, the Annual Plan 2016 included the following measures and activities:
➢ **Priority 1**, regular annual Monitoring Matrix (MM) exercise and finalization/testing 2 new tools for further advancement of enabling environment (EE) for CSDev: new coding monitoring system and Government's EE self-assessment mechanism;
➢ **Priority 2,** finalization and promotion of first study on economic value of civil society and country-specific actions;
➢ **Priority 3,** mix of European and country actions in support of improved cooperation between public institutions and civil society and role of CSO in EU integration process;
➢ **Priority 4,** finalized and promoted findings of donor strategies and priorities publication qualitative study on country level;
➢ **Priority 5,** continuation of Balkan Public Policy Fund (BPPF) with focus on developing research and advocacy capacities on EE issues as well as new activities on accountability and global development;
➢ **Priority 6**, continuation of network's standard information and coordination activities as well as their improvement via new website, expert database and MM back-end platform.

# 2. IMPLEMENTED ACTIVITIES

## 2.1. Monitoring EU & National Policies on Enabling Environment for Civil Society Development

The Strategic choice/approach for this area defined in the Mid-term strategy 2012-2016 aims to consolidate the existing research and knowledge on enabling environment in a consistent and applicative Monitoring Matrix defining the basis of a so called Civil Society Acquis to identify gaps, weakness of regulatory framework and practice, devise measures and lead action to address them.

### 2.1.1. Widening and Deepening Monitoring and Advocacy

**Reporting the Enabling Environment for CSOs in 2015**

After the extensive monitoring conducted by BCSDN's members on the environment in which civil society operated during 2015 in 7 countries, the national-level reports were presented through the IPA Balkan Civil Society Acquis project during 2016 in Albania (15th March), Bosnia and Herzegovina (29th June 29), Kosovo (6th June), Macedonia (12th April), Montenegro (23rd June) and Serbia (19th May). Turkey was the only country that did not have a national presentation of the report due to the enactment of a state of emergency in the country. The Monitoring Matrix 2015 Reports present the developments in enabling environment in 2015, outlining the key conclusions and recommendations for improvement under all the 24 standards for each country. This enables an in-depth presentation of the situation with the intention to enable analysis and concrete recommendations for this to be addressed by public institutions, donors, civil society and other stakeholders.

> *Immediate results and impact include:*
>
> ✓ *Improved effective communication of the results from the monitoring of the enabling environment for civil society development with the introduction of "traffic light" code*
> ✓ *Improved advocacy on monitoring enabling environment for civil society development beyond Balkans*



In September, BCSDN published the new Monitoring Matrix Regional Report for 2015[1]. The Report was first presented at the BCSDN Annual Policy Workshop on the state of the enabling environment in which civil society in Enlargement countries operates under the title: "Raising Standards, Declining Trends? Operating Environment for Civil Society in Enlargement Countries", held on September 7, in Brussels. The workshop aimed to raise a discussion with the European Commission, other EU institutions and stakeholders on how the EU Accession Process can promote a stronger and more empowered civil society that enhances political accountability and fosters deeper understanding of accession related reforms ahead of the publication of the Enlargement Package and Country Progress Reports form 2015-2016. Simultaneously, the workshop served as a closing ceremony of the 4 year project supported by the EC and BTD: "Balkan Civil Society Acquis – Strengthening the Advocacy and Monitoring Potential and Capacities of CSOs" and on this occasion a short documentary was presented to the participants, produced to showcase the achievements of the network especially through the Monitoring Matrix through the project but also beyond.



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[1] All reports are readily available on the www.monitoringmatrix.net platform.

With respect to the impact of EU and the EU integration process on civil society development in Enlargement countries, BCSDN has been analyzing the Enlargement Package from the perspective of civil society development findings and recommendations to Governments in these documents since 2009. This year's analysis shows that, with the 2016 Enlargement package, the European Commission further amplifies its message sent in the last year, emphasizing the role of civil society as an obligation for membership and possibly benchmark for negotiations, and providing itself political support for the enabling environment for civil society. Moreover, this is in line with one of the key recommendations of our 2015 and 2014 expert Regional Monitoring Report. Steadily as previous years, the Government – CSO relationship appropriated the biggest focus, but EC further broadened the monitoring to issues related to basic legal guarantees of freedoms for the operations of civil society organizations. The monitoring is done in a more systematic manner as it includes all components of an enabling environment, amid the reports not being fully aligned with all the indicators set in its Guidelines aimed to assess conducive environment for civil society development. A comparison of the methodologies and assessments among the Enlargement countries has shown that, for a second year in a row, less attention however has been paid on civil society development in Bosnia and Herzegovina and Serbia.

In addition to the in-depth and qualitative monitoring, in 2016 BCSDN presented the 2015 monitoring results in 5-grade scale "traffic light" codes ranging from (1)-fully disabling environment to (5)-fully enabling environment code.
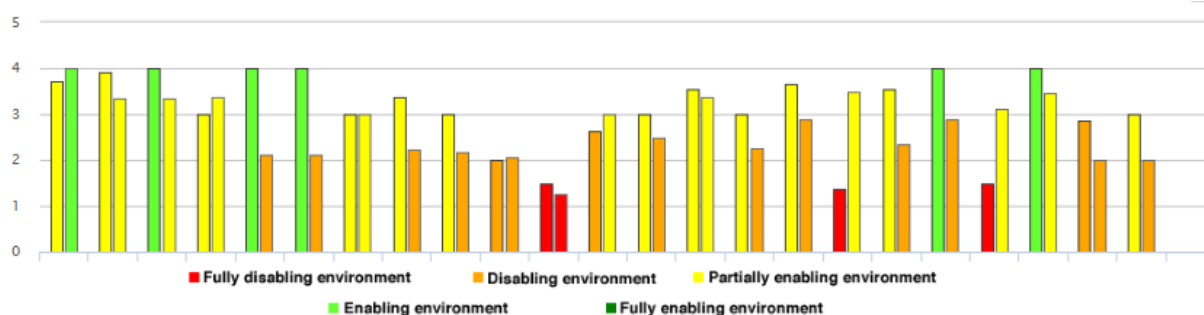


The new system was created in order to address the need for 'compressed' and effective visual communication of findings and systematic presentation of changes in the enabling environment for civil society development on the level of standards across countries and years. The introduction of the categorization system enables standardization of quality of the Country and Regional Reports, and contributes to more effective evaluation of indicators with the Monitoring Matrix Tool-kit. In order to enable easier, harmonized and sustainable monitoring of standards of EE for CSDev, in 2016 BCSDN introduced another novelty on its platform, namely assessments against the EU Guidelines for Support to Civil Society in Enlargement Countries benchmarks and targets, which enables the MM results to directly feed into the Guidelines monitoring exercise.

During June, BCSDN issued a thematic newsletter dedicated to the Monitoring Matrix 2015 Reports on Enabling Environment for Civil Society Development for all the seven countries that are being monitored. The newsletter briefly summarizes the key developments that have taken place in each country. In Albania, the institutional fundamentals are being set, however, basic preconditions for CSOs to operate still need to be addressed. Similarly, the implementation of key reforms has started in Kosovo, nevertheless the basic preconditions are still on the waiting list. Basic preconditions have remained in the Draft-Room in Serbia too, and the substantive dialogue with relevant state institutions has been limited. In BiH, civil society development has been put on hold, losing another year for reforms. In Montenegro, structural problems have remained, whereas dialoguing among CSOs and state institutions has only been a formality. Apart from facing stalled structural reforms, worrying trends concerning freedom of association and assembly have emerged in Macedonia. The lack of structural framework has continued in Turkey too, however, CSOs have focused on defending basic freedoms and civic space.

**Monitoring and Reporting Enabling Environment for CSOs in 2016**

Starting mid-September, the monitoring exercise was repeated for the fourth time, with BCSDN's members focused on monitoring the environment in which civil society operated during 2016. The 2016 monitoring cycle focuses on 12 core (of 24) standards of the Monitoring Matrix methodology for all countries as well as selected standards per issue important for individual Enlargement countries. Furthermore, this cycle introduced as a novelty the usage of a master questionnaire across all countries being monitored. The questionnaire was distributed in October-November and subsequently, country-reports were published in the course of December. In Albania, Partners Albania administered the questionnaire to 96 CSOs, through individual interviews, phone calls, Skype and face-to-face meetings in 14 cities. TUSEV administered an online survey in 2016, covering CSOs from all 7 geographical regions in Turkey. Regarding the other countries involved, 50 CSOs were interviewed by KCSF in Kosovo, 102 CSOs participated in Civic Initiative's survey in Serbia, and 204 CSOs in Macedonia responded to the questionnaire administered by MCIC. The master questionnaire was not used by CRNVO in Montenegro as CSOs confirmed the survey's redundancy due to the status quo, and by CPCS in Bosnia and Herzegovina due to low feedback, where individual interviews and a focus-group were organized instead.

**Contributing to Global Monitoring and Advocacy Trends**

As of May 2016, BCSDN has entered into research collaboration with CIVICUS: World Alliance for Citizen Participation for the project *CIVICUS Monitor: Tracking Civic Space*. The project allows for global comparisons and captures trends in real time, while being focused solely on freedom of association, freedom of peaceful assembly and freedom of expression. The CIVICUS Monitor utilizes eight independent data streams – civic pulse, users' input, civil society consultations, research partners' nodes, key scores, key analysis, CIVICUS analysis and newsfeed that 'feed' the system with data. Upon data source triangulation and rigorous verification that will enhance CIVICUS Monitor accuracy, each country will be assigned to one of the five-category ratings – closed, repressed, obstructed, narrowed and open. BCSDN along with 20 other regional partner networks are responsible for 'feeding' one of them – bi-monthly updates (in Albania, Bosnia and Herzegovina, Croatia, Kosovo, Macedonia, Montenegro, Serbia and Turkey). By tracking civic space in a continuous manner, BCSDN will also provide alerts and early warning notification when worrying signals are observed, what will lead a certain country to be put on the CIVICUS Monitor watch list. Before the commencement of the project, Sanja Bogatinovska, BCSDN's Junior Policy and Advocacy Officer on Civil Society Development participated at the CIVICUS Research Partners Workshop on Civic Space Monitor in Johannesburg on May 25 – 27.
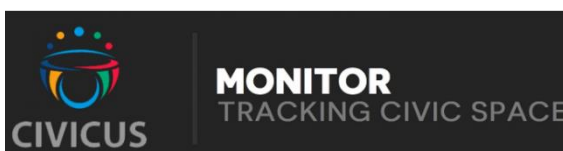
BCSDN has implemented the *19th Edition of United States Agency for International Development (USAID) Civil Society Organization (CSO) Sustainability Index focused on Central and Eastern Europe and Eurasia for Macedonia during 2015*. The Index measures the sustainability of each country's CSO sector based on the CSOSI's seven dimensions: legal environment, organizational capacity, financial viability, advocacy, service provision, infrastructure, and public image. On August 10th, it presented the Index along with USAID staff. The 19th edition of the USAID CSO Sustainability Index Report finds that while the overall CSO sustainability in the Southern Tier (South East Europe) countries remained largely stagnant in 2015, only in Macedonia has a negative change been recorded in overall sustainability as a result of the difficult political environment that restricts civic space. As of September, BCSDN started implementing the 20th Edition of the Index for Macedonia and has produced the first draft.

BCSDN team used the Monitoring Matrix methodology to promote, inspire and raise awareness on enabling environment for civil society development within and beyond the Balkan region.

On January 25, BCSDN organized a training in Brussels with *European Commission's officials working on civil society in Enlargement and Neighborhood countries* with the aim to share its experience with monitoring the enabling environment in practice. The purpose of this training was to build a common understanding about the scope and content of CSO enabling environment (EE) and indicators that can define it, but also to get overview of the EE monitoring and its challenges

(EU Guidelines, Monitoring Matrix and access to data) and to discuss the influence of monitoring on advocacy and changes in practice.

On April 27 – 28, BCSDN and its members participated at the *TACSO Regional Conference "Monitoring of the EU Guidelines for the Support to Civil Society in the Enlargement Countries, 2014-2020 – Year 2"* in Skopje. The aim of the conference was to serve as a platform for collecting national input from all stakeholders for the 2016 Progress Reports on the part of civil society state of affairs in the Western Balkans and Turkey.



BCSDN participated at *the Ninth Edition of the Black Sea NGO Forum organized in Varna on October 31st – November 2nd by the Romanian NGDO Platform FOND* with the support of the European Commission, the Romanian Ministry of Foreign Affairs in partnership with UNDP Regional Centre for Europe and Central Asia, and CSO Partnership for Development Effectiveness – CPDE. The aim of the ninth edition was to contribute to the implementation of the "Strategic Framework for Civil Society Cooperation in the Black Sea Region" by promoting an enabling environment for civil society development as a prerequisite for regional cooperation and by supporting the Black Sea NGO Forum's Working Groups actively engaged in the thematic cooperation areas identified and endorsed by the participants during last year's edition. Sanja Bogatinovska – BCSDN's Junior Policy and Advocacy Officer provided reflections on the Follow-up Report Enabling Environment for CSOs in the Black Sea Region but also provided comparative points with the Western Balkans for 2015 and 2016.

BCSDN shared its monitoring and advocacy experience on enabling environment for civil society development at the *First Edition of CONCORD's Learning and Exchange Forum: "Shrinking Space for Civil Society Organizations* organized on November 8-9 in Budapest. The Forum's aim was to create a space for sharing innovative solutions that turned useful in particular contexts in the fight against shrinking space for civil society organizations, but also to discuss how CONCORD can do to support its members to improve the environment in which they work.

BCSDN participated at the *Closing conference of IPA Framework Partnership Agreements' Projects* held in Skopje on November 9-10 where it promoted the results and the main outcomes of its FPA project Balkan Civil Society Acquis: Strengthening the Advocacy and Monitoring Potential and Capacities of CSOs.

Finally, BCSDN took part in the *2016 edition of Central and Eastern Europe Civil Society Forum* on November 25th that aimed to strengthen democracy and to protect essential values on which European peace and prosperity have been built: respect for human dignity, for diversity and inclusion. CSOs and activists from all over Europe discussed the most serious challenges and future trends and explored how civil society can take greater responsibility and play a more significant role in the current context. BCSDN intervention and contributions addressed "What support for civil society initiatives on democracy in Europe?" building on the findings and recommendations of the Monitoring Matrix reports.

In order to define the future steps of the monitoring of the EE in the region, BCSDN hosted an *internal Monitoring Matrix sustainability workshop* on September 5-6 in Brussels. BCSDN members, those directly involved in the monitoring and the advocacy on the EE, were reflecting on why the Monitoring Matrix was initially created, what was the initial goal and has it achieved its goals. The participants of the workshop also analyzed the environment and what has changed since 2012 – both internally within the network and externally in terms of funding, priorities, operating environment and why is the



MM – or something like it – needed now and in the future. BCSDN participants have identified several statements of purpose for the period of 2016-2020 and have worked on proposals of

improved and more efficient tools for the future monitoring and advocacy, which will remain one of the principal activities in the future.

BCSDN and ECNL have also made another step further in developing mechanisms for cooperation between CSOs and Governments in Enlargement countries by designing *a Government Self-Assessment Tool on the Enabling Environment for Civil Society Development*. The tool has been developed in response to Governments open expression of the need for the existence of a practical and effective tool that public institutions can use for monitoring, tracking and improving national-level measures for civil society development.

## 2.2. Funding Policies and Procedures for Civil Society at EU and National level

The Strategic choice/approach for this area defined in the Mid-term strategy 2012-2016 includes influencing of European level funding policies and procedures (via 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) and national level (advocacy on enabling support to participation to EU projects, state financing and tax regime for CSOs).

> *Immediate results and impact include:*
>
> ✓ *BCSDN recognized as relevant stakeholder on the sector measurement on global level and the Economic Value study recognized as relevant publication showcasing the situation of CSO data available in the countries*

### 2.2.1. First Regional Study on Economic Value of Civil Society

In 2015, BCSDN and its members for the first time collected and studied the data on non-profit sector in seven countries: Albania, Bosnia and Herzegovina, Kosovo, Macedonia, Montenegro, Serbia and Turkey. After the publishing of the full study "Economic Value of the Non-Profit Sector in the Countries of the Western Balkans & Turkey" in November 2015, during 2016 BCSDN EO worked on visualization of the publication in order to reinforce the message and support the advocacy efforts. In 2016, an infographic was prepared that visually presents the main findings from the regional comparative analysis, and challenges encountered in the countries, as well as the main recommendations, aimed at developing advocacy campaigns to introduce more systematic and standardized data collection and availability. BCSDN members also worked on promotion of the study and bringing the issue of availability of CSO data on national level. The study has been translated in Albanian (IDM), Macedonian (MCIC), Serbian (CI), Turkish (TUSEV) and Bosnian language (CPCD). The collected data have been integrated in the Monitoring Matrix Country Reports and their collection, to the extent possible, has become an integral part of the monitoring conducted by BCSDN members. Civil society's contribution in the communities through volunteering, employing, generating ideas and funds, etc. is often neglected. The starting point in recognizing its added value is in the ability for the public to be informed about civil society's work



but also the sector's basic parameters and characteristics. Ultimately, having data that portray a clear and factual state of civil society should lead governmental institutions in the countries concerned to recognize the economic value of CSOs and design relevant an effective policies and strategies towards development of the sector and ensure its economic and human resource sustainability.

Throughout the year, BCSDN developed a close relationship with the Third Sector Impact (TSI) project. BCSDN collaborated with this initiative and was identified as a relevant stakeholder in the project. The "Economic Value of the Non-Profit Sector in the Countries of the Western Balkans & Turkey", was further promoted and consulted by the TSI consortia, and BCSDN regularly participated on EU level TSI conferences. On February 2, BCSDN EO and TSI project coordinator

organized a webinar for BCSDN members: "Measuring the Impact of the Third Sector: Concept, Metrics, Statistics, and Data: Developments to Consider in Advocacy Work" with the aim to share the latest developments in the global efforts in measuring of civil society (third sector). BCSDN was also targeted by the UN Statistical Division that has shared the draft Handbook on Non-Profit Institutions (NPI) in the System of National Accounts (SNA) for inputs and consultation.

## 2.2.2. The Effectiveness of EU's Regional Support to Civil Society

BCSDN presented its latest policy brief: The Effectiveness of EU's Regional Support to Civil Society in June 2016, assessing how EU support for regional partnerships of civil society has contributed to fostering democratic reforms and more effective policies in the democracy and rule of law areas (incl. human rights, social dialogue) in current Enlargement countries. Recent research on the effectiveness of the EU integration policy suggests that the EU strategies intended to bring domestic improvements in the areas of democracy, judiciary, and rule of law are most successful if they ensure structural inclusion of CSOs.

The paper finds that EU's regional support to civil society was tailored to meet the policy challenges identified within the Commission's Enlargement Strategy. The Commission has been moving away from action-focused, shorter-term interventions towards a more strategic development support, recognizing the need to support independent civil society activities, rather than encourage donor-driven actions. Strengthening the capacities of the participating CSOs, or strengthening the capacities of the networks and their members, is perceived by the organizations as one of their projects' biggest achievements and the biggest added-value of this type of EU support, despite this not being the primary goal of the assistance in some cases. More than 25% of the projects resulted with a creation of a formalized network, suggesting a high probability for sustainability of the projects.

While BCSDN published this short brief on monitoring of the EU (CSF) funding to civil society, based on our regular monitoring and with specific focus on regional funding, new modalities and results for civil society activities on Chapter 23 and 24 issues, DG NEAR has opened an informal consultation with relevant European civil society networks, including BCSDN, through a meeting held on 1st July in Brussels. The DG and EUDs were exploring ways to diversify and make its funding more coherent to civil society in the Enlargement and Neighbourhood region, and were interested to take on board feedback from civil society.
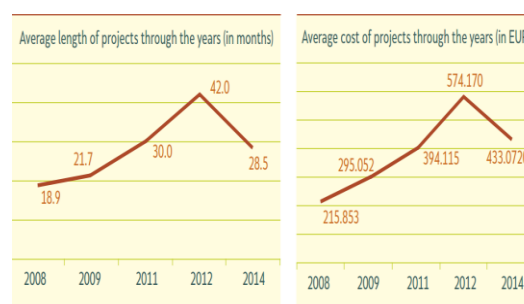


## 2.2.3. Support to individual country advocacy activities

Partners Albania was actively involved in the discussions for the improvement of the draft law on Social Enterprises in **Albania,** as it is closely related with the issue of *social procurement*. PA organized several meetings with CSOs and other stakeholders, prepared a set of recommendations and continuously monitored the reflection process by the Ministry. In the new law, enacted by the Parliament in June 2016, only one of PA recommendations was partially reflected. Furthermore, in 2016 PA raised the discussion on the situation with the *fiscal treatment of CSOs* and financial reporting to state authorities. In its advocacy, PA presented findings of the Monitoring Matrix report 2015 and highlighted the challenges and needs for improvement of the fiscal legal framework that affects the civil society sector, such as the VAT issue. In **Bosnia and Herzegovina**, CSPC organized a public financing of CSOs from the state budget, discussing with civil society, media and FBIH government, the necessary changes in the legal regulations as well as establishment of clear and measurable criteria for financing, effective reporting and controlling system, and proper evaluation of the results. In **Kosovo**, KCSF furthered the advocacy efforts from previous years concerning the regulation of *tax administration.* KCSF advocated for identifying the main challenges and ways forward related to tax and fiscal legislation for civil society, submitting the Minister of Finance a short brief highlighting the main issues in this area, based on the Monitoring Matrix report. Moreover, KCSF continued with advocacy for introduction of a regulatory framework on *public funding* for civil society in Kosovo, and participated in the drafting of the

Regulation on criteria and procedures for public funding for NGOs as member of the Working Team 3 of the Council for Implementation of the Government Strategy for Cooperation with Civil Society. Public funding was also in the focus of MCIC's advocacy efforts in **Macedonia**. MCIC analysed the available data and practices of public funding for CSOs in Macedonia and published a policy brief in November 2016, entitled "Direct Budget Funding to CSOs-Basic Overview". The findings of the brief were presented at a thematic debate entitled "Setting the Records Straight: Availability of Public Funding for Civil Society in the Western Balkans and Turkey (WBT) Region", organized on April 19th in Skopje. Gathering circa 30 representatives of CSOs as well as state institutions, the event aimed at informing the interested stakeholders on the issues of public funding and thereafter opening a floor for a constructive discussion, with MCIC emphasizing the need for complete reform of the system. CRNVO in **Montenegro** also focused its advocacy activities on the topic for better regulation of public funding of CSOs. CRNVO submitted several initiatives for the regulation of public funding on national and local level, as well as for regulation of non-financial support, such as making land or premises available for CSOs usage. In **Serbia**, Civic Initiatives continuously advocated on the full implementation of the Government Regulation on transparent state funding and Guidelines for the inclusion of CSOs in the regulation adoption process as well as full implementation of recommendation of independent institutions on local level. CI also aimed to strengthen capacities of local CSOs to engage in the advocacy. TUSEV's awareness raising campaign on the need for comprehensive data on the available public funding for civil society in **Turkey** resulted in the Ministry of EU Affairs conducting a research on the total amount of public funding allocated to CSOs by the budget of Ministries. The results were shared on a regional conference "Transparent Allocation of Public Funds: EU Good Practices and Models" held in March 2016, fostering discussion among members of EU Guidelines working group. Regarding TUSEV's advocacy on CSOs' involvement in economic activities and the initiated cooperation with the Revenue Administration Department on prospects for reform in this field, TUSEV did not manage to follow up on these actions in 2016 as the reform agenda was suspended.

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

**Immediate results and impact:**

✓ *Transparent and accountable public funding for CSOs has been put on the agenda of different stakeholders throughout the countries in the region*

The strategic choice/approach for this area defined in the Mid-term strategy 2012-2016 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.

### 2.3.1. Strengthening the role of civil society in Enlargement process including via research

In January 2016, on invitation by The European Economic and Social Committee (EESC), BCSDN participated at the Hearing in the framework of EESC opinion on "EU Enlargement Strategy". The aim of the hearing was to gather experts from DG NEAR and other institutions and think tanks and CSOs from Brussels and the Western Balkans to discuss with the EESC study group the EESC Opinion on the EU Enlargement strategy.

The FP7 project in which BCSDN is partner in – "Maximizing the integration capacity of the EU" – MAXCAP ended in April 2016. The final conference was held in The Hague, Netherlands, and brought together prominent academics, policy makers, civil society representatives and the broader public to discuss and reflect on the key findings on the effects and prospects of EU enlargement, and discuss their policy implication across member states and enlargement countries. BCSDN contributed in the session that discussed what citizens want and why it matters for the Enlargement process, presenting the working package that BCSDN has

contributed to. With the MAXCAP project officially coming to its end in March 2016, BCSDN collected and summarized the main working papers in an overview of all research related to EU Enlargement process in the Western Balkans and Turkey. The publication contains also the policy briefs that aim to formulate specific policy recommendations for practitioners on the EU and/or national level.

BCSDN took part in the, Civil Society Forum 2016 that was organized in Novi Sad/Belgrade, Serbia under the umbrella of the "Civil Society Forum of the Western Balkans Summit Series" and building on the Civil Society Forum held on the margins of the Vienna Summit of the Berlin Process in August 2015. BCSDN continued to follow the Civil Society Forum and contributed by disseminating information to its members and wider audiences.

BCSDN participated at the meeting of *the EU European Neighborhood Policy & Enlargement Negotiations Commissioner Johannes Hahn* in Skopje on October 14 with the aim to exchange of information on the reforms priorities in the country. Different thematic meetings were held and BCSDN representative, Ilina Nesik, participated in the Fundamental Rights and Judiciary consultation and served as a rapporteur to the group in front of the Commissionaire Hahn.

## 2.3.2. Support to individual country advocacy activities

In 2016 in **Albania**, PA continued following the development of the Albanian National Council for Civil Society and actively participated in the public consultations organized by the Agency for Support of Civil Society, which resulted in defined election and nomination procedures for candidates of the Council, including the procedure for CSO representatives as Council members. IDM, on the other hand, organized a roundtable "Revisiting 2013 Agenda for an enabling environment for civil society", which evaluated the 2013-2016 experience of addressing the priorities agreed in 2013 between the Government and CSOs for improving the enabling environment for civil society in Albania. In **Bosnia and Herzegovina**, within the ongoing advocacy campaign for strengthening institutional and legal environment for CSDev based on the Monitoring Matrix, CSPC several public events that served as a promotion of the MM findings and recommendations, focusing on the cooperation between the BIH government and CSOs. In **Kosovo**, KCSF has closely followed the work of the Council for implementation of the Government Strategy for Cooperation with Civil Society through direct participation in the Council's activities and its working teams. Furthermore, KCSF published a policy study on the dialogue between the EU and civil society in Kosovo with specific recommendations for future advancement. In **Macedonia**, MCIC together with BCSDN, and with the support of 93 other CSOs, sent a reaction to the Government regarding its adoption of the "Decision on the Establishment of the Council for Cooperation between the Government and Civil Society" without any consultation with civil society, expressing a series of concerns over the Council's functionality and implementation. The Government, however, disregarded the concerns and selected representatives from CSOs through open call, without fulfilling the criteria to be members of the Council. MCIC in 2016 also published the "Policy brief: Report on the implementation of the Strategy for Cooperation of the Government with civic sector 2012-2017. In addition, MCIC was active in building the capacities of relevant institutions' staff on issues related to their involvement with civil society, such as through the first workshop for civil servants on the Monitoring Matrix standards for enabling environment for civil society development. In **Montenegro**, in 2016 CRNVO was involved in advocacy activities through the membership in different consultative and operational bodies, such as the working group for changes of the Law on NGOs. In **Serbia**, Civic Initiatives, as the leading organization in the framework of the SEKO mechanism for civil society, media and culture, successfully coordinated gathering of inputs from CSOs that are related to programming of EU related IPA funds both for CSF program Serbia 2016 and 2017 and Regional CSF program for Western Balkan and Turkey. Due to the political context in **Turkey** not being enabling, TUSEV decided to support existing coalitions, organizing their periodical meetings and supported their strategies for action and dialogue structures. These events, such as the "Martı Associations' coalition for Law on Collection of Aids" meeting on the changes in the Law on Collection of Aid, were used as an opportunity for gathering inputs for the MM reports and for presentation of its findings and recommendations.

## 2.4. Alternative sources & models for supporting civil society

The strategic choice/approach for this area defined in the Mid-term strategy 2012-2016 is to inform and influence exit strategies of foreign donors supporting CSDev and effective transition to domestically-funded civil society.

***Immediate results and impact include:***

✓ *CSOs throughout the region engaging in more in-depth work on EE issues*
✓ *BCSDN selected to represent the region in a Global Accountability initiative*

After publication of in-depth report on the state of civil society donor policies and practices in 2014, activities in 2015 and 2016 focused on informing and influencing donors in individual member countries.

### 2.4.1. Country specific activities
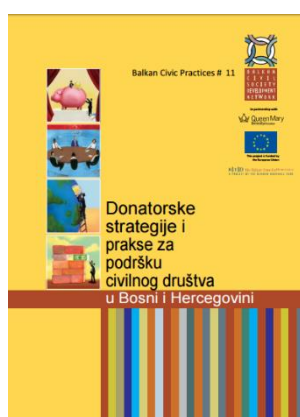
IDM (Albania) produced a country-specific policy output based on the in-depth expert study "Donor Strategies and Practices for Supporting Civil Society in the Western Balkan" conducted in 2013-2014. The country policy output in Albanian language was disseminated through its launching via IDM regular mailing list, IDM website, and its circulation through other networks. Country-specific parts of the publication were translated in local languages by CSPC (Bosnia and Herzegovina) and Civic Initiatives (Serbia). CSPC translated the Donor Strategies publication in Bosnian language and shared it on the re-designed web page launched for CPCD's 20th birthday. CI translated into Serbian language the section overviewing the regional situation, as well as the section regarding the situation in Serbia, and also published the brief on its website. The report is also available in Macedonian language, translated and updated by MCIC.

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

The strategic choice/approach for this area defined in the Mid-term strategy 2012-2016 is to support advocacy capacities, develop skills and provide information on the existing civil society related policies and programmes.

### 2.5.1. Balkan Public Policy Fund

Balkan Public Policy Fund (BPPF) has been created with the specific objective to contribute to the capacity building of CSOs, in particular through developing advocacy knowledge and skills of CSOs in countries of the Western Balkans and their engagement in public policies creation in terms of the EU integration process, especially civil society-related policies. Twelve grants were provided to local CSOs (2 per country) that were supported in developing concrete advocacy/policy outputs in relations to the areas covered by the Monitoring Matrix. BCSDN together with its members identified the research topics relevant for each country and organized a joint call for proposals. Evaluation of implemented grants, mentorship, as well as technical and administrative support to sub-grantees has been done by in-country partners/members who sub-granted the financial support.

IDM, on the part of **Albania**, awarded the two grants to Partnere per Femijet and the Albanian Institute of Public Affairs. Partnere per Femijet focused on transparency and integrity of state funding to CSOs and produced the brief "The Situation of State Funding of Civil Society Organizations to Improve the Rights and Lives of Children and Youth in Albania", whereas the Albanian Institute of Public Affairs aimed to contribute to the debate in Albania regarding civil

society involvement in EU accession negotiations and published the brief "Albanian CSO involvement at EU Accession Negotiations: Best Practices from Previous Accessions". Both sub-grantees finished the projects in 2015, while in 2016 their policy products were promoted by BCSDN and IDM.

In **Bosnia and Herzegovina**, CSPC awarded the Association for Democratic Initiatives, Sarajevo, for a project titled "Advocating for Proper Implementation of the Cooperation Agreement between BiH Council of Ministers and NGO Sector in BiH – Support to the Group of NGOs Civil dialogue", and the Association for Analysis of Public Policies, Banja Luka, for a project titled "Effective Cooperation of CSOs with Institutions of Power as a Precondition for the Development of the Society". CPCS published a policy brief that gathers the research and the recommendations made through the BPPF grants.

KCSF in **Kosovo** granted the Kosovo Center for Security Studies (KCSS), a well-established Kosovar think-tank, support for the study on the employment policies for civil society titled "Job Security in Civil Society Organizations: Implementation of Labour Legislation", while Civil Rights Program Kosovo (CRP-K), one of the largest CSOs in Kosovo, was granted for the study on Service Provision by CSOs.

As for **Macedonia**, MCIC selected the Association Konekt for a project titled "Policy analysis of the environment for employment in CSOs" and the Institute for Democracy 'Societas Civilis' Skopje, for a project titled "CSOs as service providers: Advancing the practice and broadening the possibilities". While the IDSCS policy brief was promoted in 2015, Konekt has prepared an analysis of the public policies related to the environment for employment in CSOs and promoted it in January, 2016. The results of the full analysis and the policy brief were publicly presented in front of more than 50 representatives of civil society.

In **Montenegro**, CRNVO awarded grants to Centre for Civic Education (CCE) - "For Better Public Financing for NGOs!" and to Democratic Centre of Bijelo Polje for "Regulating Municipal Funding of NGO projects". Centre for Civic Education (CCE) organized a presentation of analysis "Facts and prejudice – financing of non-governmental organisations and political parties in Montenegro from public funds" in February 2016 in Podgorica. The conference gathered 40 representatives of civil sector, political parties and state institutions that invested efforts through constructive discussion in order to provide contribution and create a better ambient for the work of CSOs in Montenegro. The paper is available in English and in Montenegrin.

In **Serbia**, two grants were awarded, one to the Center for Development of Non-Profit Sector, Belgrade, Serbia and another to Europolis, Novi Sad, Serbia. The Centre for Development of a Democratic Society – Europolis published the analysis "Budget Line 481 – To improve the processes of monitoring and evaluation" (in Serbian only), aiming to address the need for increased transparency of state funds distribution to the CSOs, as well as for more efficient and appropriate spending. The other policy paper was published by the Center for Development of the Non-profit Sector – CRNPS under the title "Towards more budget policies at the local level – Budget line 481" (in Serbian only). The aim of CRNPS's project is to increase transparency in the use of public funds, indicating the weak spots in the system and offering solutions through public policy advocacy. Both papers include a thorough analysis and offer recommendations for improving the methods and transparency of budget funds distribution.

## 2.5.2. Global Standard for CSO Accountability

In 2016, BCSDN joined the Initiative for developing the Global Standard for CSO Accountability. The Global Standard is an initiative of 9 well-established civil society networks from around the world. The aim of the initiative is to strengthen the effectiveness of CSOs worldwide by devising a collective accountability standard. The networks will cooperate over three years, improving their internal codes and gaining a truly global view on CSO accountability. The Global Standard will be used as a key reference standard for the nine networks and serve as a global point of orientation for CSOs accountability globally. BCSDN has been identified as the ninth partner of this initiative and has been introduced to all partners on the partnership meeting held in

Bogota, Columbia in April. BCSDN has contributed to the development of the internal "zero draft" and organized a meeting of the project partners in Belgrade, Serbia in July, hosted by Civic Initiatives. On this occasion, local CSOs in Serbia were introduced to the Global Standard and the INGO Accountability Charter in the scope of the Global Standard for CSO Accountability project. Previously, BCSDN organized a webinar for its members to present the Standard with the aim to share the latest developments in the global efforts in CSO accountability.

The first public draft of the Standard was promoted and shared for consultation around the world. BCSDN organized the first national consultation meetings that took place in Macedonia, Kosovo, Albania and Serbia between October 17-21 hosted by BCSDN members and partners (e.g. CiviKos) in those countries. Local CSOs and networks had the opportunity to learn about the global CSO accountability initiatives, participate to the consultations (an online consultation was launched as well around the region) and to contribute to improving the Draft 1 Standard. The participants had the opportunity to contribute to the content of the Standard but also to give their feedback on the future use of the Global Standard in their countries and as well to give suggestions of the possible ways of implementation.

### 2.5.3. Western Balkan CSOs for Global Development

In February 2016, in Belgrade, the Western Balkan CSOs Global Development Partner and Strategy Meeting took place, which served as a kick-off of the new project that BCSDN is implementing. BCSDN members including Civic Initiatives (Serbia), MCIC (Macedonia) and CRNVO (Montenegro) and IDM (Albania) are partners in this project, in which BCSDN serves as a regional coordinator. The project objectives are: to strengthen Western Balkans' civil society and its involvement in efforts towards global poverty eradication and global justice, and to mobilize and support CSOs to work together to raise public awareness in EU candidate countries of the need for education and engagement in the international development agenda.

BCSDN organized a regional capacity building event within the scope of the project Western Balkan CSOs in Global Development in June in Skopje. 25 participants gathered to discuss and get more knowledge and introduction to the current development cooperation agenda as well as experiences from Romania and Slovenia.



The international conference "Development and Democracy" organized by Pontis Foundation, was held in October in Bratislava, Slovakia, a regular leading event on development cooperation in the region. BCSDN representative was a panellist on the debate called Visegrad Partners and Western Balkan CSOs for Development that discussed CSOs challenges in the pre-accession to get involved in development cooperation. A partnership meeting for the progress of the project was also organized in Bratislava.

## 2.6. Communication and involvement through the region

The strategic approach/choice for this area defined in the Mid-term strategy 2012-2016 is focused on effective and sustainable functioning of BCSDN and effective internal and external communication.

*Immediate results and impact include:*

- ✓ *Increased social media outreach and engagement*
- ✓ *Growing base of E-mail Alerts subscribers and active followers*

### 2.6.1. Outreach and Communication

The **main BCSDN website** has attracted around 22,000 visits in 2016. The number of Returning visitors has slightly increased and is around 42%, confirming the established base of regular visitors that perceive our website as a relevant source of information, news and resources, but also informing that many new

visitors were also attracted to the website this year - around 59% in 2016. By the end of the year, it is expected that the number of visitors would be roughly the same as the previous year. The numbers show that the average session duration has slightly increased in relation to 2015.

The **Monitoring Matrix website** attracted around 2,800 visitors in 2016, showing an increase of the number of visitors of more than 40%, keeping the number of page views. The website also has a high rate of new visitors 57%, keeping the returning visitors, which have been visiting the website multiple times. The highest peaks in sessions occurred twice, registered from May until July, around the time when the Regional and Country Monitoring Matrix reports are published, and in September, which coincides with BCSDN's annual Policy Workshop held in Brussels. Starting in 2016, the Monitoring Matrix platform enables the member organizations to analyze the gathered monitoring data online and produce the reports, while the expert panel is reviewing them and provides feedback before publishing the final results on the front-end. This method of work has facilitated the communication between the EO and member organizations.

In 2016, BCSDN continued using different **social networking channels**, namely Facebook, Twitter and, sporadically, LinkedIn and YouTube. BCSDN's Facebook page organic reach had an increase and reached 3310 "likes", which represents a 20% increase in number of Facebook followers since last year, but has also shown an increase in audience engagement with the page. Regarding other social networking channels, BCSDN's Twitter profile has increased its followers' reaching 486 followers, roughly 25% more than last year.

The **Email Alerts** or EMAs have remained BCSDN's most important tool for reaching expert audience and BCSDNs stakeholders. The overall audience for both EMAs and our Newsletter is around 1700 Subscribers. The quarterly Newsletter focused on the network and the region, sharing the network's achievements and activities, and relevant civil society news from the region. In addition to the 3 regular Newsletters, BCSDN prepared a special Newsletter edition for promoting our Monitoring Matrix platform and the country reports on Enabling Environment for 2015, and by the end of the year, BCSDN EO published 24 EMA's.

In 2016, BCSDN published several **publications and infographics**. In partnership with European Center for Non-profit Law (ECNL), BCSDN has published the third Regional Report on Enabling Environment for Civil Society Development in Enlargement Countries; the policy brief Supporting vs. Fostering: The Effectiveness of EU's Regional Support for CSO Partnerships, authored by Biljana Spasovska, BCSDN's Policy and Advocacy Office; and The Integration Capacity of the EU through an Overview of Published Works of the MAXCAP Project. As for the infographics, BCSDN published the Infographic on Economic Value of the Non-Profit Sector in WBT, and the Balkan Civil Society Acquis – Results and Achievements.
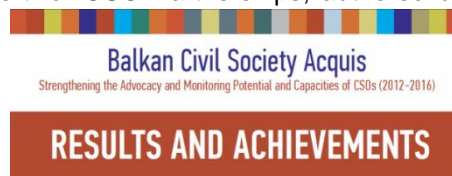
A **short documentary** on BCSDN's history was also filmed in our production in 2016 and it was uploaded on BCSDN's YouTube channel. The video was produced by Cenzura Plus in cooperation with BCSDN EO. The aim of this documentary is to present the development and the achievements of the network through the years and most of all through the Balkan CS Acquis Project, revealing the story of the Monitoring Matrix.

# 3. ORGANISATION

**Mid-term strategy development**

2016 was devoted to an inclusive process of consulting the strategic goals for period 2017-2020 and developing the Strategic Outlook for the same period as of 1st January, 2017. After the Executive Office and Board held initial strategic workshops end of 2015, the initial draft was presented and discussed at the Annual Council Meeting held in Skopje 16th-17th April. While the members initially approved the Outlook, the EO was tasked to develop a concrete action and fundraising plan for consultation amongst members. The Strategy includes similar goals to the previous period, but with more targeted measures, actions and modes of implementation (e.g. piloting) very much needed for the challenging environment CSOs will be working in during the following period.

**Changing staff and membership**

As part of the strategic process and with the aim to make the network more consolidated and active, the membership of inactive members was reviewed. ACSF (Albania) and Vesta (BiH) were inactive as members of the network for several years. Civil Society Development Foundation (Romania) became a new member at the 2016 ACM with the aim to strengthen participation and contribution from Romanian CSOs. In the EO, two staff were on maternity leave, which demanded hiring of temporary staff and insuring their adaptation and integration into the team. Moreover, with the end of the year, the change at the level of Executive Director has taken place.

# 4. EXTERNAL COOPERATION AND NETWORKING

In terms of **governmental actors**, BCSDN has continued its work with a diversity of European institutions, esp. with European Commission, European Parliament and EESC via organizing debate, meetings. It has also continued cooperation with the newly established Center of Thematic Expertise on Civil Society (COTE) in DG NEAR, which is tasked to support monitoring of civil society issues in Enlargement countries. At regional level, BCSDN has also continued the traditional cooperation with Government CSO focal points, although their regional Government2Government platform was less active in 2016.

BCSDN expanded its communication and cooperation with key **global civil society networks** and institutions in key areas of its work. Cooperation with **CIVICUS-World Alliance for Citizen Participation** has been transformed into concrete cooperation on supporting its Civic Space Monitoring platform for the Western Balkans and Turkey region. BCSDN has strengthened cooperation with **Civil Society Europe** by sharing information and advocacy input. BCSDN has linked to the key European civil society and engaged in academic endeavour on identifying and measuring the value and impact of civil society in Europe - **Third Sector Impact project**, which has enabled BCSDN exposure and facilitation of know-how and research on the economic value of civil society. BCSDN has established cooperation with **Black Sea NGO Forum** bringing together over 100 CSO from 8 countries of the region, who gather annually to discuss cooperation and joint action of CSOs in the region. It has stepped up its contribution to the global development movement, by requesting the **CSO Partnership for Development Effectiveness (CPDE)** to allocate the Balkans region a separate representative to present and advocate for its civil society interest and contribute to the Partnership. Finally, by becoming the 9th members of the global initiative for improving CSO accountability (**Global Standard on CSO Accountability**), BCSDN has further expanded its global partnerships and outreach of its work.

# 5. INTERNAL RULES AND PROCEDURES

In 2014, the Board adopted a set of internal governance acts to improve management and efficiency of running a growing Executive Office (5 full-time employed staff) and to address a clear division of roles and responsibilities between BCSDN bodies not specified in the Statute. As part of the process, 5 acts were developed and adopted: the Board Rules of Procedure, Rulebook on Organization and Systematization of the Executive Office, Rulebook on Relations between the

Employees and BCSDN and Financial Policy have been adopted. The Board also adopted Accountancy Policy detailing accountancy and financial procedure at the proposal of the institutional auditor. In 2016, the focus was on codifying and further detailing accountability measures, including adopting rules on anti-money laundering and conflict of interest. Moreover, as part of the strategic process 2017-2020, the draft internal Code of Conduct was presented and put up for consultations among membership. It is expected that the Code will be revised and adopted in 2017. In 2016, BCSDN successfully completed a due diligence process with SIDA, which included check of its policies and compliance with SIDA standards for CSOs.

## 6. FINANCIAL REPORT (in EUR)

| | Budgetlines | **Financial report** till 31st Dec | **Budget** (approved April 2016) | **Financial report** till 31st Dec |
|---|---|---|---|---|
| | | **2015** | **2016** | **2016** |
| 1 | **OFFICE COSTS (incl. overhead)** | 13.317 | 14.640 | 13.390 |
| 2 | **TRAVEL & MEETINGS (incl. network organs)** | 13.739 | 13.930 | 971 |
| 3 | **COMMUNICATIONS** | 986 | 2.400 | 2.282 |
| 4 | **STAFF SALARIES** | 54.238 | 57.493 | 61.275 |
| 5 | **INFORMATION SERVICES (web, alerts etc.)** | 4.100 | 7.580 | 5.110 |
| 6 | **FINANCIAL SERVICES (incl. audit)** | 3.658 | 6.288 | 6.384 |
| 7 | **EXCHANGE RATE DIFFERENCES** | 1.570 | 1.260 | 991 |
| 8 | **DIRECT COSTS** | 163.583 | 133.241 | 165.462 |
| | **TOTAL EXPANDITURES** | **255.192** | **236.832** | **255.865** |

**Status up-date 31st December, 2016**

| | Budgetlines | Financial report till 31st Dec | Budget (approved April 2016) | Financial report till 31st Dec |
|---|---|---|---|---|
| | | **2015** | **2016** | **2016** |
| 9 | Members | 2.730 | 3.500 | 3.213 |
| 10 | BTD | 28.485 | / | / |
| 11 | EC IPA CSF FPA  2012-2014-2016 | -4.492 | 184.375 | 185.018 |
| 12 | FP 7 MAXCAP | 6.662 | 11.414 | / |
| 13 | SlovakAid/Pontis (BPPF) II | 165 | / | / |
| 14 | EACEA Europe for Citizens (CenzuraPlus) | 2.022 | / | / |
| 15 | OSI TTF | 3.194 | / | / |
| 16 | SIDA/Global Standard for CSO Accountability | / | / | 26.996 |
| 17 | MSI USAID | / | 3.103 | 8.170 |
| 18 | Horizont3000 | / | 13.892 | 6.878 |
| 19 | CIVICUS CSM | / | / | 4.477 |
| 20 | Own revenues | 9.091 | / | 3.118 |
| | **TOTAL REVENUES** | **47.858** | **217.047** | **237.875** |

**Status up-date 31st December, 2016**

**\*Note to the Financial Report:**

The difference between the revenues and expenditures is a direct result of the timeframe of our major projects:

1. Due to the extension of the EC IPA CSF FPA Project, the 3rd instalment of the partner's contracts is transferred in 2017;
2. Approximately half of the revenues for the Global Standard for CSO Accountability are carried over for 2017.