



TUZLA COMMUNITY FOUNDATION

ANNUAL REPORT FOR 2013

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A

NARRATIVE REPORT 2013

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0. Introduction

Context for the work of Tuzla Community Foundation (further abbreviated as TCF) didn't change much in the last year. Political and economic situation in the country is challenging for all, individuals, CSOs, government and business sector. People are still passive and reluctant to get involved in the new initiatives for better future.

In the past ten years, TCF has succeeded to engage citizens into community life through different methods and approaches: regular community meetings and citizens' conferences, community forums and discussions about crucial community issues, grants for community projects, citizens' involvement in the grant committees, involvement of citizens and professionals in the community research, etc. These bottom-up approaches and experiences gave good results in the area of Tuzla, since TCF succeeded to engage directly more than 7000 people into community development while more than 70.000 people had benefits from implemented activities and projects.

Through support of three core support donors, Freudenberg Stiftung, C.S.Mott Foundation and Olof Palme Centre, but also other donors such as Balkan Trust for Democracy, Rotary Foundation, In Foundation, International Finance Corporation and other, TCF continued to implement activities that were aiming to support civic participation, democratic development and culture of giving in Tuzla area through networking and cross sector partnership, volunteering and community empowerment. Activities were implemented with in cooperation with TCF Strategic partners, "Interactive Open School" Tuzla, "Agora" centre as separate association for non-formal education and life-long learning, Children and Youth Organization "Smile for Smile" but also other local partners.

Tuzla Community Foundation has been working from two offices in Tuzla: main office in the City of Tuzla and sub office in the Agora centre in Simin Han. The activities were implemented mainly in Tuzla but in several other municipalities of Tuzla region: Tuzla, Lukavac, Srebrenik, Živnice, Kalesija. One project that TCF started in cooperation with IN Foundation was implemented in several other cities of north-east Bosnia and Herzegovina: Brčko, Ugljevik, Gradačac, Srebrenik, Dobož-istok, Bijeljina, and Srebrenica.

TCF had 7 employees and 21 contractors, as well as 21 volunteers who participated in realization of particular program activities (The list of employees, contractors and engaged volunteers is in Annex 1). Apart from that TCF engaged more than 170 citizens into its volunteer working bodies and grant committees (The list of members of committees is in Annex 2).

1. Target groups and Beneficiaries

Main target groups were:

- **Marginalized neighbourhoods**, with is vulnerable and marginalized groups of citizens such as unemployed, socially neglected, youth, women and others.
- **Active citizens, community leaders and representatives of citizens' associations** as well as non-formal community groups
- **Young people**, in the age from 15-22 participated in the training and workshops through youth program to learn skills of active engagement in community life
- **Citizens' associations** that we supported through grants to improve their programs and management skills.
- **Government officials, representatives of Community Councils** who also participated in community meetings, forums and citizens' conference.
- **Community in general** thanks to accomplished results by granted projects/organizations.

Our beneficiaries were involved in all segments of program implementation: planning of the activities, topics of meetings and forums, training programs, meeting places, action planning and implementation of community projects.

Activities have assured equal participation of women and man, as well as representatives of vulnerable groups in targeted communities, such as youth, unemployed, elderly people and socially threatened citizens.

The number of beneficiaries is increasing every year. **In 2013 we had more than 8065 direct beneficiaries** in different activities what is the increase of almost 20%. These beneficiaries are:

- ✓ **Capacity building training and workshops: 1141 participants (only Tuzla: 351 participant, 4 new cities : 467 participants, all five cities: 472 participants)**
- ✓ **Citizen's forums and conference: 493 participants**
- ✓ **Mobilized participants through community projects: 3937 participants**
- ✓ **Monitoring, filed visits, consultations: 2228 participants**
- ✓ **Public presentations of projects: 260 participants**

2. Implemented Activities

2.1. Programs of Support to Civil Society

One of the main tasks of Tuzla Community Foundation is to promote active citizenship and volunteerism through mobilizing citizens for active participation in the development of the foundation and community in general. In our activities we engaged representatives of local community into management structures of the foundation through grant commissions, working groups in targeted neighbourhoods that participate in the project of "Active communities", expert group within the research project called Vital signs of Tuzla, Youth Bank Committees in Tuzla, Lukavac, Srebrenik, Kalesija and Živinice. Apart from these citizens' working bodies within organization, TCF organized meetings and discussion forums about community issues that can be solved through interventions of our support programs, and citizens' conference with an aim to network and joint advocating for better living conditions in the community.

2.1.1. Community Development Program

Tuzla Community Foundation has developed innovative approach to increase ability of citizens, especially in deprived and marginalized neighbourhoods to engage actively in the community development and make positive changes in their communities. This approach is integrated into the Community Education Model that was developed in cooperation with Freudenberg Foundation and International association “Interactive Open School Association” in previous years. The aim of this model is to emphasize the importance of integrated community development that puts focus on youth, their needs and capabilities to engage actively in community life. The specifics of the model are to connect three standpoints of the community development: local community, school and youth. Through the process we invited representatives of different community groups, government and schools to participate in the joint identification of needs, action planning and implementation of activities. We encouraged all participants to participate in the regular meetings, educational courses and workshops and other project activities. We stimulated local actions and encouraged citizens to be more active in finding solutions to the problems they face, which do not necessarily depend on financial resources, but on the will and commitment of local people as well as government. We also tried to engage young people to be part of all activities but we also implemented separate and more focused activities for youth that particularly increase their personal skills and capacities. At the same time, our partnering organization, MIOS offered training for school development teams, teachers and pupils in targeted neighbourhoods.

2.1.1.1. Community Organizing Project

2.1.1.1.1. Spreading the area of work to Tuzla Canton

In the last two years community organizing project has been improved and developed into the comprehensive program that we named “Program for Active Communities”. From January 2011 this program is implemented in several neighbourhoods of Tuzla Municipality, and February 2013 it has been disseminated to 4 other municipalities of Tuzla Canton: Lukavac, Živinice, Srebrenik and Kalesija. Dissemination of this program was possible thanks to the additional funds coming from two new projects that were approved by German Ministry for Economic Cooperation and Development (BMZ) and Balkan Trust for Democracy (BTD). BMZ approved project for the period of 24 months, from February 2013. Until January 2015 while BTD approved matching funds for the period from June 2013 until January 2014. Partners of the project are also city governments, which approved different amounts of grants for 2013, what can be followed in TCF annual financial report for 2013. Target groups are citizens living in the underprivileged neighbourhoods: youth, elderly, unemployed, Roma and other that will aim to empower for active participation in the community development through different activities: participation in meetings of non-formal local development groups, workshops and training in the area of community organizing, need and community resource assessment, action planning, decision-making, community benefit project implementation. The overall goal is to accomplish positive changes in the community and improve living conditions in targeted areas. Through this program we also secured funds for co-financing citizens’ initiatives, especially youth initiatives and projects for renovation of community spaces. The process is fully leaned on the experiences gained in the work with active citizens within 13 neighbourhoods in Tuzla

Municipality, that were connected through non-formal Network of Active Communities”.¹ One of the important parts of the process of spreading the project on 4 other cities of Tuzla Canton was the increase of participation of citizens from other cities in this network and its formalization through establishment of community development organization until the end of 2014.

Cooperation with municipal governments. Already from January 2013, the team of TCF has send letters of interest to Municipalities of Kalesija, Lukavac, Srebrenik and Živinice aiming to establish cooperation on the development of the Program for Active Communities. In March and April TCF had meetings with Mayors and the result was signing of the Partnership Agreements with Municipal Governments of Srebrenik, Kalesija, Živinice and Lukavac. In these agreements, TCF obliged itself to work with active citizens in selected neighbourhoods and cover the operative costs of the process, coordinate meetings and non-formal education in the area of community organizing for active citizens as well as Youth Bank Training for young people in these cities. Additionally, TCF obliged itself to co-finance citizens and youth initiatives as well as projects of renovation of community spaces from the approved donor’s funds. The municipal governments of 4 mentioned towns approved 24.000 BAM as matching funds for the whole process in 2013. Only Srebrenik didn’t transferred agreed funds.

Selection of the neighbourhoods and partner organizations in 4 new towns in Tuzla Canton. In March and April 2013, we organized 4 presentations in four targeted cities (Srebrenik, Lukavac, Kalesija and Živnice) in cooperation with municipal government officers who invited representatives of local communities and local associations in these municipalities. The main purpose of these presentations was to engage citizens in TCF activities. All neighbourhoods were informed to send letters of interest for participation in our project activities so that we can select 4 areas of work in each of 4 towns. Together with selection of geographic area of work we also invited civil society organizations to send letter of interest for becoming the partner organization in these towns. These partner organizations will help TCF in the organization of meetings and capacity building training and workshops for citizens and establishment of Local Community Development Groups that will further do need assessments and action planning, as well as implementation of the community projects. There were 60 participants at the presentations, and total of 12 citizens’ partnership groups and 8 civil society organizations sent a letters of interest for participation in TCF project activities. In cooperation with municipal government we selected following 4 geographic areas of work² and 4 partnering associations:

Town	Selected geographic area	Selected partner organization
Lukavac	MZ Prokosovići	UG "Srce i druša" Prokosovići
Živinice	MZ Šerići (uz MZ Barice, Priluk i Suha)	UG "Eko jezero" Šerići
Srebrenik	MZ Seona	UG "Seona - Ratiš"
Kalesija	MZ Gornje Vukovije i MZ Donje Vukovije	UG "Udruženje mladih Vukovije"

¹ Description of the communities included in the non-formal Network of Active Communities are in the Annex 4

² Description of selected geographic areas is in the attachment No. 4, List of the Network of Active Communities

With selected partner organizations, TCF signed cooperation agreements which defined partnership obligations (organization of non-formal training for community organizers, technical support for organization of community meetings and thematic workshops, community need assessment, monitoring of the whole community organizing process and preparation and implementation of the community initiatives). Additionally, in April and May, TCF hold the orientation meetings for the purpose of introducing the activity plan for the whole year. There were 44 participants (28M, 16W) from Vukovije 15, Prokosovići 17, Seona 6 and Šerići 6. It was stressed at these meetings the importance of involvement of different citizens' groups in the regular community meetings, especially those groups that are usually excluded from the community life, such as youth, elderly, women, or Roma as in Prokosovići area. Generally, participation of youth is good in our project activities, since one of the partner organizations is youth organization, except in Prokosovići, where we have larger participation of women since partnering organization is women association. .

Partnering organizations are “leaders of community organizing process”. Project participants in targeted communities implemented many activities in their communities, and the effects of the work with leaders of these partnering organizations and other community leaders are visible since we didn't have any delays in the implementation of the agreed action plans or training activities. Apart from visible results or implemented projects and concrete changes in the community, active citizens recognized the importance of the self-organizing process as the ultimate goal of this project. There are still “inactive” citizens' groups in each of the targeted communities as well as “marginalized” areas of neighbourhoods what will be the base for the next action planning in 2014.

Unlike the period since end of June 2013, in which we mostly worked on motivating youth and citizens to engage in the process of community organizing, in order to finalize qualitatively the community and citizens' needs assessments, in the second half of the year, the main focus of TCF work was to improve cooperation and partnership between different community groups on the level of the targeted community. The reason for this is the fact that, different stakeholders involved in the project, at joint meetings and forums, always talk and emphasize their own successes and less the successes of the whole community, in other words, successes of partnership that is developed through the Local Community Development Groups.

2.1.1.1.2. Cooperation and Partnership

Development of the Network of Active Communities. Network of active communities of Tuzla exists since 2011 as non-formal network in which 13 local neighbourhoods of Tuzla joined: Simin Han, Gornja Tuzla, Solina, Mramor, Dragunja, Grabovica, Gornja Lipnica, Sjenjak, Tušanj, Kula, Gornja Obodnica, Donja Lipnica i Požarnica³. In 2013, representatives of these 13 neighbourhoods have created visual logo of this network, what was used as the visual identity of the Active Communities Program and allocated Fund for support of initiatives suggested by Local Community Development Groups. In order to formalize the work of the Network of

³ Description of local neighbourhoods that are members of non-formal Network of Active Communities is in the Attachment 4.

Active Communities, working group of 8 members (4 M, 4 W, 3 of them are youth below 26) was established to discuss about future structure of the organization and its Statute.

It is clear that not all targeted neighbourhoods are equally well organized, and the number of active citizens' also very from community to community from 15 to 25 citizens⁴. In active communities of Tuzla, citizens took over the process of community organizing, and they organize community meetings in self-organized way. They are also engaged in the organization of cross-sector forums and citizens' conference.

In 4 active communities in 4 other towns of Tuzla Canton, partner organizations help the process of community organizing, but the meetings and other activities are organized and run directly by TCF staff members. The main issue is how to "harmonize" active communities of Tuzla with other for in Tuzla Canton.

In order to empower the Network, in October 2013, one of the neighbourhoods coordinated sport competition in sport field Jabučik in Rasovcu, supported through Fund for Active communities and implemented by Local Community Development Groups Tušanj. At this networking event there were 131 **participants (68M; 63W)** from all 13 neighbourhoods from Tuzla and 1 from Srebrenik.

Local Community Development Groups (LCDG). In each targeted neighbourhoods that area members of the Network of Active Communities have established Local Community Development Groups, consist representatives of Community Counsels, associations, community centres, schools, youth organizations, women associations and other non-formal community groups.

In Tuzla, LCDG have an average of 23 members and community leaders are representatives of community councils. In Tuzla, regular meetings are lead in self-organized way and community organizers where actively involved in all phases of the process: need assessment, action planning, mobilizing citizens for cooperation and partnership, implementation of concrete community actions. TCF staff maintained regular communication and visits to these neighbourhoods. According to our participants lists, there were 310 (163M, 147 W) unique participants in all activities in Tuzla neighbourhoods.

In Kalesija, Lukavac, Srebrenik and Živinica, 170 (126 M, 44 W) unique participants engaged in the community organizing process. In each targeted neighbourhood there where minimum of 10 active participants, while average attendance is 13 participants at community meetings. Unlike the self-organized process in Tuzla, meetings of LCDG in 4 new towns were organized by TCF. There were 9 community meetings held in June and November where 133 (103M 30W) people participated and 55% were youngster.

At meetings in June, participants shared information about need assessment results, selected priorities for action and drafted action plans. It was also announces the call for community project proposals. In November, participants exchanged information about implementation of

⁴ See the description of neighbourhoods in the list of members of Network of Active Communities in the Annex 4

the community projects, as well as about networking activities within European Community Organizing Network (ECON) that had 4 community members that visited Zwolen and Banska Bistrica in Slovakia for training about advocacy. ECON network announced advanced training on advocacy for community organizers engaged in TCF project. Representatives of ECON network are invited to visit Tuzla for the Citizens' Conference in 2014.

Citizens' Conference. The biggest annual event for community leaders was the community conference "Acting Locally" held on January 24th 2013. The goal of the conference was to present good practices in community organizing and community leadership, introduce new members of Active Communities network that have applied for membership through the statement of intent, but also to address important community issues. There were 117 (56M, 61W) participants, from 21 local neighbourhood, representatives of local authority offices, CSOs, government and public institutions. In the first part of the conference, Schools principal, Senad Mulić, and Community Council President, Sead Mustajbašić took floor after which a community organizing film was played and the expansion of the network was announced. The film was innovative way to present all the projects and activities in the last year and it showed best projects implemented in different communities, as well as examples of cooperation from several communities. In some community council is major community driving force, while others also include community centres and open schools as generators of community activism. After the introduction part, participants of the conference joined three separate thematic workshops:

- Workshop "Improving community organizing in local communities" for the new members of the network, coached by Jasmina Mustačević and supported by leaders of "old" active communities
- Public discussion "Civil and public sector cooperation on issue of reducing numbers of stray dogs" facilitated by Angelina Hodžić. The panellists were director of the Public Veterinary Clinic, representatives of the Cantonal Ministry for Agriculture, Water Resources, and Forestry, Public Communal Company "Komunalac", and newly formed association on animal welfare "Nirina". Facilitator was Angelina Hodžić.
- Community Consultations within Tuzla Vital Signs project on two themes: Belonging and Leadership and Gap between Rich and Poor. The facilitators of this session were Sabina Sinanović-Čatibušić and Jasna Jašarević.

Thematic cross-community forums. Public discussion on the issue of stray dogs Public discussion "**Civil and public sector cooperation on issue of reducing numbers of stray dogs**" was one of the simultaneous sessions held during the citizen's conference. The goal of the discussion was to inform citizens about present situation about stray dogs issue in Tuzla town, efforts that are made by public and civil sectors to solve the issue and to stimulate and exchange opinions on possible solutions. The speakers were the director of the Public Veterinary Clinic, representatives of the Cantonal Ministry for Agriculture, Water Resources, and Forestry, Public Communal Company "Komunalac", and newly formed association on animal care "Nirina" who gave their insight in the issue. The discussion was brisk and 36 citizens participated from 5 local neighbourhoods of Tuzla, representatives of Community Councils,

public institutions, women association, youth, pensioners and other organizations of civil society. Several conclusions were made:

- The problem is demanding and complex and it requires public-civil partnerships
- Although the problem is within municipal jurisdiction Cantonal Ministry of Agriculture, Water Resources, and Forestry can become engaged through projects and support to municipality or CSOs
- The dog shelter established 10 years ago that currently accommodate over 500 animals do not comply with minimal law requirements (water, hygiene, location, electricity, regular employees). The Animal welfare association Nirina is currently running the shelter, which also organize the adoption system, but are not adequately supported by Municipality and Veterinary service and are completely dependent on foreign donors. They put up 20 dogs for adoption each months, but with adequate support, the numbers could multiply
- Dog owners need education and more strict financial penalties for abandoning their animals
- The initiative for immediate forming of the Hygienic Service within Public Communal Company “Komunalac” needs to be started as soon as possible.

Public discussion on „Unemployment and how to solve in systemic way“. This public discussion was held on 12th July 2013. Introduction speakers were Dr.sc. Kadrija Hodžić, professor at the Economic faculty in Tuzla, Dr.sc. Hajro Kofrc, professor of Law Faculty in Tuzla, Ms Jasna Jašarević, TCF Executive director, Ms Arjana Spahić Babić as representative of the Association of Unemployed in Tuzla Canton, and Ms Razija Majstorović as representative of Employment office Tuzla. There were **28 (13M, 15W) participants**. In the introduction speeches it was emphasized the difficult situation in the field of work and employment not only in Tuzla but whole Bosnia and Herzegovina. There were some measures suggested by speakers: optimum usage of public resources, structural political reforms of public sector, solving the issue of grey economy, improvements in the business infrastructure. At the end of the discussion, TCF presented research on quality of living in Tuzla and announced initiative “Vital Signs of Tuzla” through which will support civil society organizations and their programs that can decrease unemployment in Tuzla.

2.1.1.1.3. Capacity Building of Active Citizens

Basic Training for Community Organizers. In each of the new targeted communities in four new towns of Tuzla Canton, TCF organized this training. The trainers were TCF staff members, Ms Jasmina Mustačević and Ms Angelina Hodžić, certified trainers for community organizers, supported by volunteers Anita Šimić and Marine Markanović who also passed this training through the European Community Organizing Network during the year. There were 84 (56M, 28W) participants in this training: Vukovije-26, Prokosovići-17, Seona-21 and Šerići-20. Participation of people younger than 35 was high, 68%. All participants got Manual for community organizers. Training was marked with high score: 4.76 (5 is the highest mark) and the best marks were given for selection and usefulness of topics (4.9), positive atmosphere for acceptance of other people opinions(4.9) and successful transfer of knowledge and

engagement of trainers (4.92). Trainers used inter-active methods and group work with many practical exercises. Participants practiced need assessment, mapping of community resources and action planning. The goal was to adopt basic principles of community organizing and improve skills for management of community resources through improvement of communication, establishment of partnership and systemic planning of community development. Main topics were: civil society and active citizenship, phases of community organizing, cycle of change, communication and cooperation within community, team building and leadership, community need assessment and mapping, creation of action plans, methods of mobilizing citizens, and implementation of actions.

Advanced training for community organizers. Training was titled as „Leadership, Communication and Culture of Giving „and took place in Peace Flame House on 15th and 16th November 2013. Training was done by Angelina Hodžić and Anita Šimić Kasumović. The goal was to improve communication and the work of the established Community Development Groups in selected neighbourhoods and to improve leadership capacities of community leaders in the field of participative monitoring and evaluation of accomplished results. Additionally, participant was talking about possible fundraising activities with local donors that could support citizens’ initiatives. There were 20 (13M, 7W) participants, the most active citizens in the Network of Active Communities: 3 from Vukovije, 3 from Prokosovića, 4 from Seona, 7 from Tuzla and 2 from Živnice). 50% of participants were below 30 years of age. Training was marked with an average score of 4,63.

Workshops about methods of community need analysis and resource mapping. The process of community need assessment and resource mapping is very important part of community organizing. All LCDGs in targeted communities were obliged to implement these activities in their communities every year by using methods they adopted at this workshop.

In February and March 2013, TCF held workshops titled as “Frist phase of community organizing -Need Assessment in Tuzla active communities” where representatives of 10 targeted communities participated (Dragunja, Tušanj, Lipnica, G.Lipnica i Kula, Mramor, G.Tuzla, Solina, S.Han, Grabovica, Sjenjak and G.Obodnica). At workshops, participants practiced the methodologies for need assessment: survey, activating interviews, SWOT analysis, conversations in focus groups, and individual interviews with citizens, map of the community with its resources.

Need assessment in 4 new communities in 4 towns that we started to work in 2013: Lukavac, Srebrenik, Živinice and Kalesija finalized their analysis of weaknesses and strengths of their communities. Until June 2013, 387 citizens in these four towns were surveyed (gender, different generations, different education levels and social status). Those who were doing the survey took care to include opinions of citizens who live in different and distant neighbourhoods of their communities, such as Roma community in Prokosovići in Lukavac. 50% of surveyed citizens stated that they would participate in the community actions, although many said that they would join only those actions that are for benefit of their own neighbourhood not the whole community.

Community leaders who run the survey used methods of focus groups, activating interviews and questionnaires', but they also took data from municipal and cantonal archives. Partner organizations got the task to collect statistical data about communities and that information coming from the field in order to make a document about community needs that will be given to whole community members.

Action planning workshops. In April 2013, TCF held 10 workshops in communities of Tuzla: Gornja Obodnica, Grabovica and Gornja Tuzla on 9th April, Tušanj on 12th April, Gornja Lipnica and Solina on 16th April, Kula and Mramor on 18th April, Dragunja on 23rd April and Sjenjak on 24th April. The workshop was not organized in Simin Han since this community has already made it by them. The goal was to give support to community leaders to make joint action planes and develop cross-sector cooperation at the level of their communities. There were 101 (59M, 42W) participants. As a result we had that all targeted communities have finalized their action planes in accordance with community needs and resources defined in the need analysis. Two out of 13 communities didn't participate in the process.

Action planning in new 4 communities in the four new towns of Tuzla Canton started this process at the basic training for community organizers, because there were most of the community leaders, representatives of different groups and institutions were present. Later at joint community meetings, participant where suggesting additional action sand projects for which they thought to be vital for community development. As a result, they finalized the annual community action plans and they presented it to community members, so that they can choose priorities and decide on primary community actions that should be launched during the year.

2.1.4.5.1. Accomplished results

In the last year, the most significant results in the field of community organizing were:

- TCF established base for increase of level of engagement of citizens, especially youth in the community development;
- Beneficiaries of the project are aware of the importance of engagement of whole community in the process that TCF has brought into their community
- The understanding of the government representatives about the role of TCF in the community development and youth empowerment has been improved
- TCF is recognized organization that supports initiatives of citizens and youth
- Several new businesses became interested to invest in the community projects.

It is important to mention that large number of activities has been organized in the last year, and many have made positive changes in the community. Some examples are given at the end of this report but here are some interesting notes about other changes: Jasmina Husarić, participant of TCF Youth Bank Srebrenik, during her visit to local donor to present opportunity for local donor to invest in the Youth Fund Srebrenik, was offered a job which she accepted.

Through TCF activities, the progress in active citizenship in targeted communities has been noticed. Active citizens also participate in looking for local supporters to their initiatives and projects.

Local Communities recognized the importance of TCF work since they have helped in organization of orientation meetings and they also paid out the agreed amounts for support to TCF activities despite of the critical times in municipal budgets.

2.1.4.5.2. Challenges for future

It is necessary to continuously work on promotion of the model that is developed by TCF in targeted communities. Additionally, TCF needs to make efforts in making representatives of local government aware of this process that is implemented by TCF in targeted communities and assure more presence of TCF staff in the field and visits to the project participants. It is also necessary to increase the level of direct communication with local businesses in relation to indirect communication that we were establishing through citizens that are participating in community organizing projects. In the next year, we have to invest additional efforts to promote best practices of fund development in partnership with local donors.

2.1.1.2. Vital Signs Project

Methodology of the research on quality of living. From January 2012-June 2013, TCF implemented community research called “Vital Signs of Tuzla” using methodology that is created by Canadian Community Foundations. Network of Community Foundations of Canada gave the official letter of approval to TCF to implement Vital Signs methodology in Bosnia and Herzegovina. The main feature of this methodology is that the community is included in all phases of the process at different levels: through expert group, through community consultations, survey and scoring of the living situation in selected areas of life. Most of the activities were finished in previous years, when 47 experts who participated in the Vital Signs Expert Group on the selection of indicators in 12 selected areas of life: Health and Recreation, Work and Employment, Economy and Entrepreneurship, Gap Between Rich and Poor, Education and Life-long Learning, Safety, Culture and Art, Environment and Ecology, Leadership and Belonging, Housing, Starting in Community, Mobility.

Cooperation with experts and citizens. Through this research project, TCF signed 13 Memorandums of Understandings with different institutions which have statistical and other data about Tuzla: Municipality of Tuzla, Chamber of Commerce, Entrepreneurs Commerce, City Library, Employment Service, Centre for Social Work, Kindergarten, Health-Care Centre, Theatre, Museum of East Bosnia, Portrait Gallery Tuzla, Ministry of development and entrepreneurship, Ministry for work and social policy. Citizens of Tuzla participated in this research in three different ways: through telephone survey where 437 households participated, through on-line scaling of the selected areas of life where 220 citizens participated. In January and February 2013, TCF organized six citizens’ inter-active forums and focus groups that were organized in several neighbourhoods where 125 people participated. At these citizens’ forums we discussed about situations, needs and opportunities for action in the selected areas of life.

One of the questions to citizens was: “How can you help to improve situation?” These answers were incorporated into the final Vital Signs of Tuzla Report.

Presentation of the report on quality of living in Tuzla. Report on quality of living in Tuzla is officially finished in June 2013⁵, and first presentation was organized in cooperation with Association for Unemployed “Better tomorrow” as public debate about unemployment in Tuzla, at the beginning of July 2013. At public debate about unemployment, TCF also presented the results which showed that out of 12 research areas, two were graded by citizens of Tuzla as “worryingly bad”. Only three areas were not graded as critical: Culture and Art, Housing and Starting in the Community. Other 7 areas were graded as critical, but not as alarming as first two. On this public debate, TCF announced the call for proposals, titled as “Vital Project for Tuzla”, through which citizens’ association were invited to propose projects that will deal with the problem of unemployment.

At the end of November 2013, the research report was translated into English and sent to the Canadian Network of Community Foundation which publishes all international Vital Signs Reports on their official web site.

Additional challenges of the project. In following year, it is necessary to plan material and human resources within TCF that will collect data for 2013 on indicators that were selected by experts involved in this research project. It is very important to follow up on selected indicators so that TCF can improve its programs of supports in accordance to community needs. Apart from that, TCF should make additional public presentations that can be used as announcements of support to the projects that deal with critical points of the community life as shown in the Vital Signs Report. It is also important to exchange opinion with citizens about usefulness of measuring and regular follow up on quality of living in Tuzla.

2.1.2. Youth Empowerment Program

2.1.2.1. Youth Bank

In the first half of 2013, we held 7 capacity building training with total of 150 youth with average participation of 21 young people per training. Training on „How to Make Decisions within the Youth Bank help young people to adopt working methods of the Youth Bank and build knowledge and skills about teamwork and democratic decision-making. They had task to assess community needs and problems of the youth. They also learned to build criteria for selection of project proposals and learn the scoring system based on the established criteria for selection of best youth initiatives and projects.

2.1.2.1.1. Membership in Youth Bank Boards in Tuzla Canton Area

Youth Bank program is implemented in 5 towns in Tuzla Canton: Tuzla, Srebrenik, Lukavac, Kalesija and Živinice. The program has been implemented in Tuzla since 2003 and in Lukavac

⁵ In the Attachment 5 is the Report on quality of living „Vital Signs of of Tuzla 2012“

and Kalesija since 2012. In Živinice and Srebrenik Youth Banks were established in April 2013. The mentioned Youth Banks are led and run by Youth Bank Boards, and their mandates of funds distribution were given by Tuzla Community foundation Steering Board. Youth Banks (except for the Tuzla Youth Bank) were established in cooperation with municipalities in which the project “Development of marginalized areas and empowering youth in Tuzla Canton” is implemented. It is important to say that young people that are involved in Youth Bank program are also involved in community organizing process in their towns. In the past year 8 Youth Banks were active and here is the number of the participants (individuals) in Youth Bank Boards:

No.	Youth Bank	No. of members	M	F
1	Youth Bank Board Tuzla 2012/13	23	7	16
2	Youth Bank Board Kalesija 2012/13	15	7	8
3	Youth Bank Board Lukavac 2012/13	14	7	7
4	Youth Bank Board Kalesija 2013/14	21	8	13
5	Youth Bank Board Lukavac 2013/14	20	10	10
6	Youth Bank Board Živinice 2013/14	24	6	18
7	Youth Bank Board Srebrenik 2013/14	22	12	10
8	Youth Bank Board Tuzla 2013/2014	23	7	16
TOTAL		162	64	98

Average age of Board members is 19, but the oldest member is 28, and the youngest 16 years old. It is important to say the most of young people that are now involved in the Youth Bank program has little or no experience in decision making process before joining the program.

Regular meeting of the Youth Bank Boards In 2013, within the Youth Bank program, 80 meetings were held in all 8 Boards, and 1086 participants took part in them (repeated participants). Approximately 14 young people are present per meeting. Besides regular activities with establishing new boards in Tuzla, Živinice and Lukavac, meetings were used to introduce participants with regulations and procedures of the Youth Bank. Additionally, members were being prepared for promotion of application cycles and communication with potential applicants. Also, they were prepared and took time in meeting in which financial decisions were made (financial support of projects). Youth Bank Board members from all five municipalities were preparing for fundraising within the projects that were great opportunity for them to involve local donors in financing youth initiatives. In December, all 5 Boards started the fundraising activities in their towns, and it is expected that in the beginning of 2014 first new donations by individuals and companies will occur. Also, in all Youth Bank Boards members did regular monitoring of the approved projects and discussed the headway of each project.

2.1.2.1.2. Youth Capacities Empowerment

Workshops for the Youth Bank members

In the past year total of 16 workshops were organized for the youth Bank members⁶ in whom 254 young people took part (M102, F152). These topics were processed:

1. „Informative workshop on volunteerism and youth bank“
2. „Communication and communication skills“
3. „Presentation and presentation skills“

For Tuzla Youth Bank Board additional workshop was organized the theme of which was “Managing the household budget and financial products”. It was implemented in cooperating with the organization “U plusu” Tuzla. All workshops were organized and implemented by Youth Banks coordinators (Ismet Sokoljanin, Sanela Karić and Emina Beganović).

Trainings and seminars for the Youth Bank members

In 2013 total of 9 trainings were implemented: 3 trainings called “Entrepreneurship and business plan elements”, 5 trainings called “How to make decision in the Youth Bank” and 1 training for representatives of all 5 Boards. 198 young people took part in these activities (M82, F116), approximately 21 per training.

Training “Entrepreneurship and business plan elements” This training was held in January and February 2013 with the Boards from Lukavac, Kalesija and Tuzla. Through fun and creative exercises the Boards members were introduced to entrepreneurship basics and planning process by the model 5W+1H. The training was realized and led Youth Program Coordinator Emir Bašić, graduated economist; therefore the training was recognized by The Ministry of Development and Entrepreneurship of Tuzla Canton. Besides theoretical and other information on entrepreneurship, the training offered a set of various motivating and interactive exercises, video materials and lectures that will develop entrepreneur’s spirit in participants, new way of thinking and desire to work in this field.

Training “How to make decisions in the Youth Bank”

This training was held in April 2013 for new Boards from Lukavac, Kalesija, Živinice and Srebrenik, and for Tuzla Board it was held in August 2013. The goal was for the participants to develop new skills and knowledge on the Youth Bank working methods. Within this basic training for all Boards’ members young people are thought to make decisions in democratic ways and to act within the team. During the training participants had the task to analyse community and youth problems, determine criteria for project proposals admission, they gained knowledge on philanthropy and practical knowledge on assessment and monitoring.

Youth Banks’ Trainers’ Capacity Building

Sanela Karić and Emina Beganović took over the coordination of four new Youth Banks in 4 municipalities, and they got the opportunity for additional capacity building. While coordinating the Banks they needed continuous support, since their experiences within the Youth Bank were mostly connected to Board membership and trainings/workshops leading. Coordination of the Youth Bank is a very demanding when it comes to knowing regulations and procedures of granting, and this where they needed the most support. Additionally, in order to make youth empowerment possible within the Board, it is necessary for coordinator to have individual meeting and conversations with Board members, which had not been the case so far. It was concluded that coordinators should raise an empowering process to a higher level. Certainly

⁶ Annex 6 List of trainings and workshops within the Youth Bank program

the coordinating of Youth Banks demands continuous dedication and concrete organization of working time in the office and out on the field.

2.1.2.1.3. Gaining skills through practice in community

Youth participation in public calls promotion and decision making process

In 2013 Youth Banks Boards' members took part in decision making process, in two application cycles in Tuzla and in one application cycle in other municipalities. More than 90 young people from Youth Bank took part in promotion of public calls for youth projects financing. The promotion included street promotional activities and media appearances. Within these activities young people had the chance to animate other young people through direct communication to take apply with their projects.

Projects' Pre-selection After the public calls and applications' admission from formal organizations and informal groups, 83 young persons (75,5%) participated in pre-selection process and in organizing and implementing interviews with applicants whose applications passed the pre-selection process. The same characteristic of all Youth Bank Boards is that, during projects 'presentations and discussions on them, young people do not communicate with arguments, but become emotional and level of parliamentary communication is very low.

Interviewing Applicants After the pre-selection process pairs for interviews implementation are organized, and 70% of members took part in this part of the process. Funds distribution form Tuzla Community Foundation's Fund for Youth is especially processed in the Financial Support department.

2.1.2.1.4. Youth Networking Within the Youth Bank Program

Youth Banks Conference

The Conference was organized in Tuzla on December 5th, the International Volunteers Day. Examples of successful involvement of young people in community life were presented at the Conference, Representatives of 5 Youth Bank Boards and representatives of local authorities took part in the event, total number of participants is 1177 young people.

Open forum with young people called "Philanthropy, volunteerism and active citizenship"

Within the program of celebrating the TCF's 10th anniversary the forum "Philanthropy, volunteerism and active citizenship" was organized on May 31st in Kaleidoskop Cinema building. Approximately 70 young people took part in the activity, but other citizens also had the opportunity to take part in good discussions the panellists of which were Jovan Divjak, Selim Bešliagić, Jadranka Duraković, Azra Gazibegović, Đuro Škondrić and Emina Beganović.

Networking with youth banks in B&H In May 2013 was realized the visit to MOZAIK Foundation in Sarajevo, in order to create conditions for cooperation with the Youth Bank Network that had been initiated by MOZAIK.

Considering the fact that MOZAIK has a developed Network of 5 youth banks from Tuzla Canton, we wanted to create a joint action appearance in Tuzla Canton. In cooperation with MOZAIK was organized a presentation of the Youth Bank program for three municipality and canton representatives. At the presentation there were 20 young people and 3 authorities' representatives. Unfortunately this meeting did not have any long term conclusions since so little authorities' representatives took part. Still, it was a good foundation for Youth Bank programs' presentation, and strengthening the two foundations (TCF and MOZAIK).

Other networking Taking part in the Fourth Employment Forum organized by YEP was ensured to happen thanks to active role in entrepreneurship promotion among young people. The Forum took part in Jahorina Mountain and Sanela Karić, the Bank coordinator, was invited to present positive story of youth involvement in community life. On the other side Emir Bašić took active part in panel discussion on involving young people in world of volunteerism and entrepreneurship. Taking part in the Forum ensured the interest of Bijeljina municipality in the Youth Bank program, and results of negotiations will be known at the end of February 2014.

Participation in "E761-encounters" The project is a creative industry the goal of which is to promote youth engagement in creative sector in 11 municipalities of over border area in B&H and Serbia, and to show the need for more investments in this area and create new partnerships. In conference "Encounters" that took place in November, in Tuzla, participants from the TCF were Emir Bašić, Mirha Krivić, Mirza Selimović and Sanela Karić. This was the great opportunity to investigate creative potentials of Tuzla Community Foundation and Smile for Smile organization, and to use gained knowledge in creating conditions for support of creative people in TZF and Smile for Smile. The next conference was planned to take place in Užice in February 2014.

2.1.2.2. Prevention of Gender-Based Violence Project

Tuzla Community Foundation, together with In Foundation (foundation for social inclusion improvement in B&H), got the support from Kinderpostzegels from Netherlands for the project implementation in area of gender based violence in north-eastern B&H. Project's implementation is taking place from July 2013 until February 2014.

Within the project activities **10 informational workshops** on violence prevention were implemented in **10 municipalities of north-eastern Bosnia**, and after that 30 young people took part in three day training where they gained skills in preparing project proposals. They later used these proposals to apply for support of the TCF's Fund for Youth. After the selection of all applications, total of **11 youth initiatives were supported** with total amount of **10.870 KM**. The supported projects were led by **137 young people**, and it is expected that **2.710 young people** will have the direct benefit from the projects.

Results and accomplishments in the past year these results were accomplished:

- Young people took over the responsibility in resolving problems and preventing the gender based violence

- Young people gained basic knowledge on prevention of gender based violence and were given the opportunity to make influence on resolving problems in the mentioned area
- Young people gained skills of preparing and implementing small projects in communities, which creates better connection to the place they live in
- Young people are encouraged and ready for actions in their communities

Development of youth violence prevention In December we had meetings and conversations with the World Vision International (WVI) organization (from Majevisa area) since they also implement activities concerning youth violence prevention in Kalesija, Sapna and Zvornik. Considering results that TCF had accomplished in Kalesija within the BMZ project, WVI consigned the management of the action plan in Kalesija. Implementation of the activities is taking place in period February-September 2014. After implementation of Kalesija action plan, realistic opportunities occur to continue development of youth violence prevention, in cooperation with IN Foundation.

Positive examples Example of involving the youth into community life and prevention of gender based violence happened in a very creative way in Rainci Gornji, Kalesija Municipality, where 50 children were included in music act playing various instruments – drums, tambourines, clangs, percussions, etc. This was a part of a project called “One that sings means no harm”. The project was implemented by an informal youth group “Ballad of Omer and Merima” and its goal is prevention of gender based violence among young people. Within the project activities lyrics of traditional Bosnian songs *sevdalinka* were used (*sevdalinka* – a traditional song, a love song). This is the most present traditional element in culture and tradition of B&H that shows traditional mutual respect between men and women in this area.

2.1.2.3. Development of the Youth Organization Smile for Smile

In 2013 Smile for Smile organization additionally improved the quality of their work in community, increased number of members and sections, and designed a youth program. The organization continued its work in educating and empowering children and youth in order to improve their communication and presentation skills. It is important to mention that Smile for Smile promotes democratic values, tolerance and equality in every activity. Additionally, the organization continued strengthening members’ capacities in field of social entrepreneurship.

Target group. Within various structures of Smile for Smile organization children ages 7-14 and youth ages 16-24 are involved. For easier overview of target group’s involvement, listed below is some structural information:

- Workshops in sections for small leaders are held once a week and are organized in 10 communities in Tuzla Municipality (Gornja Tuzla, Simin Han, Sjenjak, Solina, Kreka, Centar, Tušanj, Lipnica, Bukinje and Husino). In the past year more than 300 children (35 % M, 65 % Ž).
- Youth Club is one out of many Smile for Smile sections, it counts 25 members (M12, F13) and members gather once a week.

- Team of Smile for Smile Section Leaders counts 22 young persons, aged 16-24 (M2, F5), and they have meetings once a week.
- The Steering Board of Smile for Smile organization counts 7 young people aged 19-29 (M2, F7). They meet once in a couple of months. It has been planned to increase number of members to 10 people.

Results and accomplishments. Smile for Smile has accomplished these results in the previous year:

- In 2013 two more sections were established (Sjenjak and Bukinje), and the Youth Club as well that will be a foundation for creating programs for young people at the organization.
- Smile for Smile organization is still supported by IN Foundation from Banja Luka
- Smile for Smile is recognized as a true organization that involves children into community life in creative and interesting way
- Smile for Smile is recognized as an organization that completely promotes democratic values and involves its members into decision making process on daily basis
- Children and youth, who are members of the organization, regularly take over new responsibilities within the Organization's structures, and in their communities as well
- Conditions for children's and youth capacities building were improved in different spheres of inclusion in community life
- Conditions in which children and youth can develop their creativity and innovation were improved

Challenges in future. Smile for Smile has continued its entrepreneurship activities towards the Organization's sustainability in a way of offering New Year's celebration organization in primary schools, and in 2013 this was spread on some companies as well. The plan is to develop the offer so that it includes children birthday parties as well. In terms of sustainability Smile for Smile, with the support of Tuzla Community Foundation, prepares conditions for an independent running of a training house for young people, that would be used in the future as an educational and business incubator for youth, and as a hostel as well.

In accordance to conversations with the World Vision representatives, Smile for Smile got the support for period February-July 2014 in leading a project called "Start moving, become a leader" that is implemented and Kalesija, Sapna and Zvornik. The goal of the project is building capacities in leadership for children who are 9-14 years old.

In the period ahead of us negotiating activities are to take place, in order to find space for regular office/administrative jobs and activities organization.

2.1.3. Community Education

2.1.3.1. Development of the Community Centre "Agora"

Tuzla Community Foundation, as one out of three founders of **Agora Association of Citizens**, continued providing direct support to this community centre for open education and lifelong learning. Just like in 2012, in 2013 the most of the costs for staff and activities in the centre

were covered through partnership with ABF Sweden, but part of maintenance expenses was still covered by Tuzla Municipality (coal-heating, water and garbage disposal expenses).

In 2013 Tuzla Community Foundation engaged one person to lead Agora centre project. An agreement was signed with Agora, as the legal body, to transfer a part of ABF funds in order to start transferring responsibility of organizing activities, from TCF to Agora Association. Additionally, TCF management still had the task to help empowering leadership skills of the project leader, in order for the leader to take over responsibility in independent Association management. We have had regular information exchange and counselling on organization management. Also, we had a mentorship role in educational program development that has been growing at Agora for many years now.

In the past year Agora centre continued developing cultural, educational and other activities for community development. Number of beneficiaries of activities that were implemented in the centre in 2013 is **1849 persons**, and estimated number of beneficiaries of the program (including the activities outside the centre) is **2753 persons**.

Also, better chargeability of participation for educational courses is evident. Educational program was aimed towards offering new educational activities that had been shown to be an actual citizens' need in the survey that had taken place in 2012. Three educational cycles were implemented in the past year: spring, summer and autumn, and 9 educational courses were offered to citizens. 665 enrolled the courses and 546 (M218, F328) finished the courses. Thematic educations were organized as well, in accordance to direct interest of citizens. Therefore 6 educations of different kind were held: trainings, courses, workshops etc., and they involved more than 100 citizens. Number of educational program beneficiaries was increased, generally speaking, and at the same time number of those who leave the educations was decreased.

In September 2013 a cultural manifestation "Days of Open Doors" was implemented, the goal of which was to promote Agora centre's work. During the seven day manifestation 20 cultural activities were implemented: painting exhibitions, reading events, creative workshops, etc. 53 volunteers from community took part in preparing and leading the activities.

Volunteers program of Agora centre involves 64 volunteers who led two kinds of activities: educational courses and visits to elderly community members in cooperation with the local dispensary. Through the program the focus was on empowering the volunteers by mentoring them and having regular meetings. Four building capacity trainings were realized, and 10 Agora representatives (9 volunteers and 1 employee) participated in Summer School in Žilina, Slovakia in period July 14-20. The goal of the Summer School was to make connections between young professors/pedagogues from 4 European countries (Ukraine, Check Republic, Slovakia and B&H), in order to create foundation for involving young people into civil society. Also, Agora continued supporting 4 JV volunteers from Germany who volunteer in institutions and organizations in Tuzla. For them, Agora is both host and mentor, and is in charge of their registration process.

Agora Association continued the work of coordinating Local group for development, and in 2013 the Group created an operating plan and did the survey on community needs. As a response to the survey results the Group organized three big actions in community (Ecological cleaning action, the Spring Fair, and building the playground for children and youth in Talijani, Simin Han). In these actions 145 Simin Han inhabitants took part (M48, F97).

Besides regular programs Agora implemented a project called “Prepared Means Safe” in cooperation with Civil protection service of Tuzla Municipality. Within this project demonstrative exercises on how to behave in case of fire were implemented in 6 elementary schools in Tuzla. Also 54 art and 54 creative workshops, and 48 literal workshops were realized in 6 elementary schools. This was finalized by the competition when the best students’ works were selected and awarded. 904 students took part in mentioned activities. Besides, two trainings were organized for strengthening school teams for risks management. 40 teachers and students took part in these two trainings.

In the context of development of Agora Association, it is important to say that the Association is involved in Academy of Sustainability that will contribute to the organization’s capacities development through trainings and activities led by MOZAIK Foundation. Also, 4 Assembly meeting were held and changes in the Association’s Statute were made, in order to set the grounds for increasing number of members. Regulation on membership was adopted, and taking in consideration the Council’s recommendations the membership fee was determined for year 2014. Agora also did all necessary preparations for establishing direct cooperation with ABF Vastra Gotland, which refers so project coordinator transition from the TCF to the Agora Association, starting January 1st 2014. It is important to say that many direct partnerships were established in the past year.

2.1.3.2. Development of the International Association “Interactive Open Schools”

TCF continued cooperation with the International association "Interactive open schools" (shortly MIOS Tuzla) in 2013. The main goal of this partnership is to develop open schools in the region of Tuzla. Partnership is established 7 years ago, thanks to the annual support secured by Freudenberg Foundation. In 2013, MIOS got direct support from other donors (US Embassy, C.S.Mott Foundation, etc.) for which reason; TCF didn’t pass through the funds coming from German foundation. Nevertheless, TCF and MIOS continued cooperation in promotion of open schools, which assumed regular information exchange on school developments within MIOS network but also other schools that are coming to ask support from TCF through Fund for open schools. Director of MIOS was participating in the work of Grant Committee for Open Schools and we also had joint meetings with Freudenberg Foundation Consultant, Miss Monika Kleck, who visited Tuzla in May, September and December 2013.

2.1.3.3. Fight Youth Poverty Project

In February 2013, TCF signed the contract with Rotary Foundation Germany to implement joint project that aims to decrease unemployment and poverty among youth in Bosnia and Herzegovina. Project target group is youth between 15 and 19 that attend tourist schools in Bosnia and Herzegovina and need to improve their social and entrepreneur's skills, creativity and flexibility. In the period of 2 project years, 15 pilot touristic schools will be involved with a minimum of 1000 youngsters. Most of them live in underdeveloped regions, and most are coming from vulnerable families. Practical knowledge they get in schools is not responding on the requests of today trade market. They have to work for a long time to become professionals. Through additional training they can improve their skills.

German Rotary Foundation is the main applicant toward German Ministry for development and international cooperation (BMZ), and matching funds were assured by Rotary Clubs from Austria. These clubs cooperate for many years now with Austrian state agency Kultur kontakt Austria and their "k-education" office in Sarajevo on the projects that aim to improve education system in Bosnia and Herzegovina. Coordinator of the project in the name of German Rotary Foundation is Mr Hans Philip, member of the Rotary club from Kitzbühel in Austria.

It is agreed with Rotary Foundation that the responsibility for the realization of project activities will take the k-education office in Sarajevo, what was defined in the separate agreement between TCF and k-education office. TCF took over the responsibility for project administration, finance follow-up, reporting and audits.

The project activities officially started in July 1st, 2013, and first training activities for teachers of partnering schools started in August and continued until the end of the year: Training on Running the School Enterprise, Training on Entrepreneurship, Workshops on Mentoring the School Enterprise. All trainings were led by professional trainers from Austria and Bosnia and Herzegovina. The professional literature with above mentioned topics was produced through the project. Additionally, partner organization „k-education“ from Sarajevo has organized seminar to present project in October 2013, where representatives of Rotary clubs from Austria, and more than 100 participants from 15 partnering schools.

Since it is planned in the project to establish practice business centre in each partnering school, the partners provided funds for renovation of rooms where the multi-functional centres will be placed. Until the end of the year, all 15 schools got equipment and furniture and schools were able to start establishment of the centres.

2.1.4. Grant support to civil society groups and citizens' groups

Financing of civil initiatives, projects and activities of civil society organizations from Tuzla and further was incorporated in the TCF's program scheme in a way that funds gotten from foreign and local donors are consolidated into thematic funds like: Fund for civil initiatives, Fund "I love Tuzla", Fund for active communities, Fund for youth and Fund for open schools. Within the same programs, donors' funds are additionally forwarded as institutional grants for

development of association in Tuzla: International Association Open Schools from Tuzla, Smile for Smile, and Agora Association. In 2013 we also continued distribution of funds from Solidarity Fund, to marginalized citizens. Also in the past year some additional funds were open in order to celebrate Tuzla Community Foundation's 10th anniversary: Fund for social areas in Tuzla, Fund for Vital Projects in Tuzla. Additionally, in cooperation with local donor the first scholarship fund called Fund Vitalis was established. Thanks to a project approved by German donor BMZ these funds were increased and expanded in 4 areas in Tuzla Canton: Fund for social areas, Fund for youth and Fund for active communities.

In 2013 total of 247 applications were delivered by civil associations and groups, and TCF supported 147 projects⁷, which means that, comparing to 2012, we received 113 more applications and 50 more were approved. Number of overall beneficiaries of the projects is 70.869. If the participation of applicants in projects' implementation is taken into consideration, the value of all implemented projects is more than half of million Bam. Analysis of supported project showed that the most of the received applications were concerning with infrastructural issues (almost 50%), which presents a problem that organizations, associations and citizens have in their communities, and TCF tried to respond to these needs and problems through all its programs in the past year.

In order to have a transparent decision making process that answers to citizens' needs and problems TCF included citizens in the process of deciding within independent commissions for grant distribution, who are selected by the TCF Steering Board. Commissions' members are citizens of different avocations, professions, age and sex who voluntarily take part in decision making process and making decisions on grant distribution. In the past year 169 people were involved into decision making process and they observed 238 projects and made 33 decisions⁸.

During projects preparation and application process, all applicants within the support program had continuous and appropriate support in aspects of counselling and direct mentorship visits by TCF staff. Sessions were organized individually for each applicant in accordance with their needs. One out of many regular jobs within all programs is monitoring of previous projects.

2.1.4.1. Grant Support within the Community Development Program

Within the Community Development program 47 projects were cofinanced in the past year the value of which is 63.431BAM. Total value of these projects is 149.622 BAM, because citizens who took part in their implementation took part in cofinancing as well in amount of minimally 50% of the project's value. Overall benefit of the project will reach 27.436 persons, and 1300 volunteers-activists took part in projects' implementation.

Fund I love Tuzla

In 2013 we received 35 requests in 4 application cycles for cofinancing civil initiatives in Tuzla Municipality area. Out of this number 22 projects were approved the total value of which is 10.808 BAM. If the applicants' participation in projects' implementation is taken into

⁷ Annex No 8 is a list and description of projects supported through individual funds

⁸ Annex No 7 is a list of Decisions of The Grant Commission

consideration, total value of the projects is 53.272 BAM. Average value of one grant is 822BAM. 15 projects⁹ were implemented before December 31st 2013. The structure of applicants is as it follows: 27 associations, 7 informal groups and 1 public institution. The most applications were about infrastructural and sports problems.

Fund for Active Communities

Support from this fund was directed to projects of local groups for community development. In the past year 24 projects were supported by 44.433 BAM (Kalesija 5, Lukavac 3, Srebrenik 3, Tuzla 9 and Živinice 4 projects), the goal of which is to improve living conditions in target communities and improve cooperation among local stakeholders. The most of the projects were about infrastructural, cultural and partnership improvement issues. 811 activists took part in projects and the projects will reach 26.870 people. Support This program is specific, since it does not only include financial support, it also means that organizational support will be offered to the stakeholders. All projects are a response to results of the survey on actual community needs and are incorporated in yearly action plans. In Tuzla project are implemented by local groups for community development, and in other municipalities projects applications were made by stakeholders-individuals, associations and informal citizens' groups. TCF staff had 18 field monitorings of actions in which 424 activists took part (M255, F 169)¹⁰.

Fund for readjustment of social places in Tuzla Canton. Due to funding from BMZ project "Development of disadvantaged settlements and youth empowerment in Tuzla Canton", general funds for support to TCF from Olof Palme Center, local donors' funds, TCF announced a call for project proposals for renovation of public spaces in the service of citizens in five target cities within Tuzla Canton. Needs for greater investment for renovation of public spaces in Tuzla local communities are expressed several times at civic conferences and during direct contacts with citizens.

In May 2013, for its tenth anniversary TCF announced a call for projects and renovation of public spaces in Tuzla municipality and in July 2013, announced it in Kalesija (Vukovije Donje and Vukovije Gornje), Lukavac (Prokosovići), Srebrenik (Seona) and Živinice (Šerići, Suha, Priluk and Barice). Moreover, Community Councils from Tuzla municipality, in collaboration with local organizations and groups, were invited to propose a project for renovation of their community in order to make it useful for citizens and organizations. Each local community could propose one to two projects for renovation of public spaces such as reading rooms or community centers that would be supported to the maximum amount of 8.000 KM per project.

13 project proposals arrived out of which 7 were approved. Total 43.978 KM (12.00 KM for Tuzla and 31.970 KM for other municipalities) is distributed, while the total value of these projects is over 90.000 KM, including the involvement of citizens through volunteer work and donated means and material. However, 70% of mentioned financial means are provided within BMZ project while 30% is donated by local government and local donors. Direct benefits from the projects implementation will have 18.000 citizens and young people and the project

⁹ Annex No 8 is a list of supported projects within this Fund

¹⁰ Annex No 8 is a list of supported projects within this Fund

implementation will include cca 470 volunteers-activists¹¹. This fund is specific because applicants and TCF team together participated in fundraising.

2.1.4.2. Grant Support within Youth Empowerment Program

Within this program, total 55 small projects carried out by young people were supported and their implementation will directly involve/directly involve more than 1.100 young people. The total value of these projects is 97.458 KM and TCF co-financed projects with the amount of 44.963 KM. The benefits of these projects will have 13.000 young people from 5 municipalities. Besides the support to young people within the Youth Bank project, there were also supported the youth initiatives for prevention of gender-based violence within the project "Draw the line". In addition to this, an institutional support is given to the youth organization "Smile for Smile".

2.1.4.2.1. Support to Youth Initiatives through Youth Banks

Youth Bank Tuzla. Forty-two (42) applications arrived as an answer to two launched calls for ideas and youth initiatives support within Tuzla municipality (29 informal and 13 formal groups). Eighteen (18) projects (16 informal and 2 formal organizations) are supported with 9.999 KM, 390 young volunteers will participate in the implementation and 6070 young people will have benefits of these projects. In 2013, nine (9) projects are implemented and the implementation of the other projects is to take place in the spring 2014. The decision for projects support was brought by the members of Youth Bank Tuzla, and the description of the supported projects is included in the Annex no. 4.

Youth Bank Lukavac. For the ideas and initiatives of young people from Lukavac, 3.473 KM is allocated. With the support of Youth Bank Lukavac, total 7 youth projects are supported. Due to organizational issues and implementation inability, two supported groups returned funds. Out of 5 supported projects, 4 are implemented by the end of 2013, while the implementation of the fifth one is expected to happen in spring 2014. Fifty (50) volunteers participated in the projects implementation and more than 1000 young people will have benefits from it. The total value of the supported projects is 7.033 KM. The description of the supported projects is included in Annex no. 4.

Youth Bank Kalesija. As in Lukavac, 14 projects from Kalesija arrived as an answer to the call for new ideas and youth initiatives. Seven (7) projects are supported with the total amount of 4.810 KM (5 informal and 2 youth organizations). 163 volunteers participated in the implementation and 800 young people had benefits from it. All projects are implemented and their total value is 9.715 KM. More information about supported and implemented projects is included in the Annex no. 4.

Youth Bank Srebrenik. Out of 12 proposals, eight (8) projects were supported in Srebrenik with the amount of 4.646 KM (4 youth organization and 4 informal groups). All projects were implemented by the end of 2013 except one whose deadline is postponed by March 2014. 220 volunteers participated in the projects implementation and 1200 young people will have

¹¹ Annex No 8 is a list of supported projects within this Fund

benefits from it. The total value of the supported projects is 9.096 KM. More information about supported and implemented projects is included in the Annex no. 4.

Youth Bank Živinice. There was a poor response to the call for youth projects in Živinice. Out of 10 projects, the members of Youth Bank Živinice supported 6 projects with the amount of 4.365 KM. The total value of the supported projects is 8.478 KM. All projects were implemented by the end of the 2013, 90 volunteers participated in the projects implementation and 765 young people from this municipality will have benefits from these projects. More information about supported and implemented projects is included in the Annex no. 4.

2.1.4.2.2. Grant for institutional development of "Smile for Smile" organization

In 2013, TCF supported "Smile for Smile" organization with the amount of 6.800 KM. The number of directly included participants in this organization is around 200. More information about this organization is included in the part about activities within Youth program.

2.1.4.2.3. Support to youth initiatives for prevention of gender-based violence

Together with partnership with IN Foundation Banja Luka and the implementation of the project "Draw the line - prevention of gender-based violence", 11 projects (8 informal and 8 formal groups) are supported with the amount of 10.870 KM. 137 young people participated in the project implementation and 2.560 people had benefits from it. The total value of the project, including the applicants' participation, is 18.999 KM. More information about supported and implemented projects is included in the Annex no. 4.

2.1.4.3. Grant support within Youth Education Program

Fund for open schools in Tuzla. In 2013, 12 school projects are supported out of 18 applied. 8.999 KM is allocated and the total value of the project is 22.879 KM. 600 activists (students, teachers and parents) participated/will participate and around 6.000 people will have benefits from it. Description of the supported projects is included in the Annex no. 4.

Funded grants for institutional development. Within this program in 2013 TCF continued its institutional support to Agora. In the last year, means worth 27.000 KM are donated by Swedish partner ABF, for MIOS Tuzla means worth only 1000 are donated by Freudenberg foundation due to the fact that MIOS did not apply for additional means in the previous year. More information about the implementation of activities on these institutional funds is included in the part about TCF programs.

Funded support within project "Combating youth poverty". Within the project described in part 2.1.3.3., financial support for 15 high schools in B&H is provided. Moreover, a support for multifunctional centers or businesses for practice of students educating for tourist workers. Every school received the equipment donation worth 116.500 KM and the fitting worth 62.100 KM.

2.1.2.4. Other Grant Support

In 2013, TCF ensured special funds for distribution of larger grants as the way of support to civil and public sector in accordance with the needs of the citizens on one side and donors' wish on the other side.

Fund for readjustment of social places in Tuzla Canton. Due to funding from BMZ project "Development of disadvantaged settlements and youth empowerment in Tuzla Canton", general funds for support to TCF from Olof Palme Center, local donors' funds, TCF announced a call for project proposals for renovation of public spaces in the service of citizens in five target cities within Tuzla Canton. Needs for greater investment for renovation of public spaces in Tuzla local communities are expressed several times at civic conferences and during direct contacts with citizens.

In May 2013, for its tenth anniversary TCF announced a call for projects and renovation of public spaces in Tuzla municipality and in July 2013, announced it in Kalesija (Vukovije Donje and Vukovije Gornje), Lukavac (Prokosovići), Srebrenik (Seona) and Živinice (Šerići, Suha, Priluk and Barice). Moreover, Community Councils from Tuzla municipality, in collaboration with local organizations and groups, were invited to propose a project for renovation of their community in order to make it useful for citizens and organizations. Each local community could propose one to two projects for renovation of public spaces such as reading rooms or community centers that would be supported to the maximum amount of 8.000 KM per project.

13 project proposals arrived out of which 7 were approved. Total 43.978 KM (12.00 KM for Tuzla and 31.970 KM for other municipalities) is distributed, while the total value of these projects is over 90.000 KM, including the involvement of citizens through volunteer work and donated means and material. However, 70% of mentioned financial means are provided within BMZ project while 30% is donated by local government and local donors. Direct benefits from the projects implementation will have 18.000 citizens and young people and the project implementation will include cca 470 volunteers-activists¹². This fund is specific because applicants and TCF team together participated in fundraising.

Fund for "Vital projects of Tuzla". Based on the results of community needs and potentials "Vital signs", that showed unemployment to be one of the biggest problems, a call for the projects in the field of entrepreneurship was announced in order to bring up the solution for this problem. 4 applications arrived as the result to the call and the project "My own boss/chef" is supported with the amount of 15.000 KM and its total value is 25.000 KM. Centre for development and entrepreneurship Tuzla will carry out the project together with Tourism management and hospitality high school that supports the project with the amount of 5.000 KM. It is necessary to provide additional 5.000 from local sources (companies, individuals and government). The aim of this project is strengthening entrepreneurship skills at students, teachers and Tourism hospitality high school management for the successful launch of modern school kitchen for practical trainings of cooks and waiters as well as the establishment and

¹² Annex No 8 is a list of supported projects within this Fund

management of students' cooperative based on production and sale of culinary products and services. This project is very important for our local community that is strategically aiming at tourism development. The project's goal is renovation and modernization of the kitchen in order to make it available in the future for providing services to third party through school cooperative. Within the project, the trainings for students, teachers and management of this high school will be realized on the topic of entrepreneurship and making a business plan for the establishment of the school cooperative.

Solidarity fund. The Solidarity fund donated 2.300 KM for providing help to families in need. 14 families were provided with help in the form of money donations for purchase of basic means, coal, wood or food packages donations. The decision on allocating the means is brought by expert commission based on the requests of local community councils for help to citizens in need and the delivery is made by TCF and the members of local community councils. The commission had meetings 8 times this year. All means distributed from this fund are collected from local sources through donation boxes placed in shopping center Dramar Tuzla or by direct payments to cash register and TCF invoice.

Scholarship Fund "Vitalis". The owner and director of the soft drinks and fruit juice "BONY, Mr. Nermin Čolić, established Vitalis fund regarding his company. This fund has aim to promote a healthy lifestyle through sports. In order to strengthen Tuzla sports and retention of young sporting talents, Vitalis Fund will award scholarships to talented athletes in Tuzla Municipality in the following three years. In 2013, 2700.00 KM is allocated for three scholarships within Tuzla municipality. 16 scholarship applications arrived. As the first TCF private fund, this is an excellent example of individual philanthropy in Tuzla.

Scholarships for education. TCF issued a funded scholarship from the private donors from Germany in the amount of 977 KM on the annual level for education of socially underprivileged students.

Small donations. With the director's approval, five minor donations are approved in the amount of 100 KM for projects that arrived last year. The support is approved as the support to projects from the field of sport and culture organized by organizations and informal groups from Tuzla.

2.1.4.5. Accomplished Results within Grant Program

According to what is already stated in the introduction of programs of financial support and insight in all numerical indicators for each of the TCF funds, it is clear that the TCF significantly exceeded its set aims in the strategic and annual work plans. In comparison to the previous year, TCF in 2013 received 113 more applications than in 2012, and approved 50 more projects than in the previous year. The number of users also increased by 30%.

TCF has completely systematic approach in distributing grants, due to continuous work on improving all aspects of financial support program development, starting from working with

grant users, through constant search for innovative ways to animate local donors to invest in projects for the benefit of the community and to continuous application and animating foreign donors to grant funds that will be the basis for civic activism support, but also the basis for philanthropy development.

It is particularly important to emphasize the transfer of support programs to other cities in Tuzla Canton and realization of cooperation with local authorities and donors during enlarging financial resources in order to support community projects.

Equally are supported formal and informal groups with a slight advantage of the latter.

Particularly notable is greater engagement of community councils, mainly through a well-designed process of joining the active community program and a special invitation to social places through support from the Solidarity Fund. This could be a guideline for creating criteria and other programs that will guide projects to greater cooperation and organization of citizens, groups, organizations, schools and other community activists.

As for working with applicants, it should be known that on the existing TCF calls often apply applicants who have previously received support from the TCF over the years. It is not bad, because it suggests that the TCF support is very often the only option for getting the support in the local community.

A significant improvement is noticed in the quality of writing projects in program of active community's support which is the result of constant work with activists.

Besides 169 volunteers in commissions for the grants award, the implementation of the financial support program, process of receiving, processing and monitoring of projects, besides employees included also five volunteers who contributed significantly to the successful implementation of the program.

2.1.4.6. Challenges of the Grant Programs

Although Foundation programs and calls are directed toward solving problems and meeting the needs of the community in reviewing received and supported applications, one area/field is more notable than others: infrastructure. This is justified because many rural communities have problems with poor infrastructure and poor conditions with little or no investment by local authorities. After TCF greatly invested in infrastructure projects, the next logical step in the following year should be focused on those activities and areas of work that will renew the collective spirit and breathe life into the community and these renovated spaces.

Evaluation of the support programs shows that applicants do not have sufficient cooperation with other civic associations and groups, and in the future TCF should insist more on cooperation between existing and new applicants or all applicants in general so that they can initiate the joint realization of new projects.

The number of applications in this year has increased by exactly 100 which are reasonable, considering the expansion of the scope. However, except special support programs/funding the innovation in requirements is not specifically shown.

Also, the quality of the projects varies from program to program, especially school projects, so new ways should be invented to motivate, educate teachers and school staff in terms of creating projects based on community needs and calls criteria, but also to educate them about the rules of writing the project proposal.

Having a large number of received and supported projects, a large number of decisions and calls in the past year, a small number of employees involved in receiving, processing and monitoring, it can be said that the following year requires reducing the number of supported projects and raising the grant amount in several programs for various reasons. This will create the possibility for the realization of quality projects, there will be more time for better monitoring of projects, and the competitiveness and support will increase. More time will also be put on the work with grant applicants and beneficiaries.

In the following year, it should be thought about creating a unique system of work organization between the program coordinators and all others involved in the process, policy-issuing grants, rules and procedures that will enhance the work and set certain standards in all programs of financial support.

2.2. Strengthening Local Philanthropy through Fund Development

2.2.1. Policies and Procedures

Already in the last year the procedures on fund management and fund development were adopted by TCF Board, what helped staff members to better understand and prepare for fund development process. It was a base to further develop connected fundraising documents, such as contracts with local donors. In 2013, TCF drafted the Conflict of Interest Policy and Code of Conduct of Employees, which was reviewed by TCF Board and panned for adoption at the first meeting in January 2014. Executive director reviewed examples of policies on receiving grants and Policies on grant making made by other community foundations in order to draft those policies at the beginning of 2014.

2.2.2. Cooperation with local donors

2.2.2.1. Individuals

TCF continued to visit local individuals in Tuzla region, and during 2013, three staff members visited and contacted more than 100 individuals. The goal of these visits was to present possibilities for donating into the existing funds within TCF, concrete projects but also for opening the “private” funds within TCF. Only during the organization of the first Auction “I Love Tuzla”, March, April and May, TCF staff wrote letters and make phone calls and visits to 50 individuals.

We contacted and visited 50 local businesses and 100 individuals annually and present foundation as potential partner for their investments in local projects and community in general. Visits to local donors and mailing letters were mostly organized prior to promotional or fundraising event. Through this process, TCF started to identify interested donors circles to specific themes and develop donor profiles with the names and contacts of visited prospective local donors in Tuzla area. Contacts and visits to individuals were made for the purpose of presenting the “I Love Tuzla” Fund for support of citizens’ initiatives in Tuzla. We asked individuals to give valuable art pieces or things that have traditional values that will be sold at the Auction. Another choice was to directly give donations without participation in the Auction. The main result of these contacts was to increase the visibility of TCF and citizens’ initiatives’ fund among those individuals and general public during the auction. We also collected 1000 € for the fund.

In the second half of the year, TCF visited again more than 50 individuals mainly those who would be interested in the investments of small donations into concrete project for renovation of community spaces, that TCF approved as challenge grants to 3 communities in Tuzla and 4 communities in 4 other cities of Tuzla Canton. The same approach was used for the projects that were approved for funding through the Fund for active communities, where citizens were challenged to invest in the concrete community benefit projects approved by TCF as challenge grants. In this way we managed to fundraise 3.300 € from 90 individuals.

2.2.1.1. Businesses

TCF didn’t have many visits to local businesses for the reason of opening new grant-making programs and funds, due to making more contacts with individuals and group of individuals in the communities, as well as owners of small firms, handicraft shops, groceries, etc. Another reason is lack of time and resources for this area of work, because of the preparations for the 10th anniversary event and special programs of support that were launched to mark this jubilee. In addition to this, TCF staff and board members were occupied with planning workshops on endowment building that were presented at donors meeting in September 2013. Also, TCF had to push local governments in new targeted cities to support financially dissemination of the project of community organizing.

Nevertheless, during the whole year, TCF contacted 40 businesses in the area of Tuzla canton, through telephone, email or direct visit and with 12 of them we made cooperation. The total amount that was fundraised from local business is 1.800 €. What is very important for the whole process of fundraising from local businesses is that we learned much about business sector In Tuzla Canton, that we improved approaches and methods of presentation of possible cooperation. TCF used this time to refresh the base of prospective donors and through internal staff workshops on fundraising form local donors learn more about making donors profiles.

2.2.1.2. Governments

In the first quarter of 2013, TCF visited mayors of Srebrenika, Lukavac, Kalesija and Živinice to establish cooperation with government on the joint implementation of the project of community organizing. TCF offered local governments to match the funds that are approved by

TCF donors to be allocated into support of citizen's initiatives in these towns. In 2013, local governments approved funding in the amount of 16.500 BAM. The agreements were made to invest these funds into citizens' initiatives, youth initiatives and projects of renovation of community spaces. As it is for the Municipality of Tuzla, TCF got support for its 10th Anniversary celebration in the amount of 1500 BAM. This is the first year that TCF didn't get regular support for its community development and youth program. On the other hand, Municipality of Tuzla has prolonged the contract for the Agora centre for one year, with the note that we will continue cooperation on long-term basis. In September 2013, municipal department for civil protection invited TCF to organize workshops with children and youth about risk prevention from natural disasters within their project that is funded by UNICEF. TCF got support to cover the costs of the organization of these workshops in the amount of 4800 BAM.

2.2.3. Philanthropy Promotion

In 2013, TCF organized one promotional event to celebrate 10th anniversary of its existence. The celebration event was organized on 31st May and we had more than 300 visitors, citizens, donor and partner representatives as well as municipal representatives. Mayor of Tuzla had introductory speech at this event. In combination with 10th Anniversary event we organized fundraising Auction of Art Pieces in Local Theatre. 20 local individuals supported this auction what helped us to increase funds in "I Love Tuzla Fund" from which we support citizens' initiatives in Tuzla city. These two events helped us to increase visibility of TCF through media promotion and media announcements.

At December 1st 2013, TCF started philanthropy campaign called "1% For Our Community" to raise awareness about necessity of giving and investing into community development. The campaign started with showing 1% logo and slogans on Facebook and TCF web and continued with broadcasts of "1% for our community" short video and radio jingle at local and regional TVs and Radios. The activities will continue throughout January with taking part in live studio programs and later posters. The idea is to inspire philanthropic giving and raise visibility of TCF at the time when visits to prospective donors are taking place.

2.2.4. Sustainability of the Programs and Community Foundation

2.2.4.1. Project Proposals

In 2013, we submitted request to Municipality of Tuzla to continue contract of using the community centre in Simin Han free of rent. The new agreement was made for the period of one year. On the other hand, Municipality of Tuzla did not support the project proposal titled "Active Citizens" through which we would get matching funds for support to citizens' and youth initiatives. At the same time, we applied and won the tender on organization of workshops with children and youth about risk prevention from natural disasters.

After the submission of the letters of interest to local governments of Živinice, Kalesija, Lukavac and Srebrenik, TCF has signed agreements of cooperation with each municipality.

In April 2013, the application submitted to Balkan Trust for Democracy called “Building Communities that Works for All” was approved for the period of 8 months from June 2013 until January 2014. This project is matching with the project approved by German Ministry BMZ and local governments to support dissemination of community organizing process programs into 4 towns of Tuzla region.

In addition to this, during the year, TCF was invited by IFC-International Finance Corporation to perform community research about over-indebtedness of Bosnia and Herzegovina citizens.

In November, TCF, in cooperation with local governments of Lukavac, Srebrenik, Kalesija and Živinice applied to Federal Ministry of entrepreneurship with the project of support to young entrepreneurs in these municipalities. Unfortunately, the project was refused.

In July 2013, project proposal on promotion of youth empowerment activities was approved by Global Fund for Community Foundation. This grant gave more space for TCF to increase the visibility of its youth program as well as other philanthropy promotion activities.

In December 2013, TCF established new partnership with World Vision International for joint implementation of the Action plan for prevention of violence in the Municipality of Kalesija. This project helped TCF to overcome the conclusion of the project with the same topic and similar goals that was run in cooperation with IN Foundation in the period from July 2013 until December 2013.

Donors meeting. TCF organized meeting with its core donors on 17th September 2013 with the main aim to exchange information, ideas and possibilities of endowment building. Participating donor representatives greeted the initiative to sit together and talk about sustainability of TCF. Some new donors were invited, such as USAID, whose representative came to the meeting. The conclusion of the meeting was that TCF continue developing its clear strategy on endowment building, while the board and staff members have to make clear decisions and conclusions about realistic possibilities of fundraising from local resources having in mind all economic constraints in the country as well as lack of legal regulations concerning the work of foundations and their endowments. These decisions showed clarify the main purpose of endowment building process. In addition to that, TCF needs to investigate opportunities for investments of endowment funds, once it is built into rescannable amount that could make some returns to be used for sustainability of the foundation and its grant making programs.

2.2.4.2. Counselling and Other Services

2.2.4.2.1. Research and evaluation services

Research on credit overdebttness for IFC. TCF has established cooperation with International Finance Corporation to deliver service of organization of research on credit overdebttness of citizens of Bosnia and Herzegovina. This research is being done since 2009 by TCF in cooperation with SWOT from Banja Luka and TERCA from Mostar. The main tasks are to make

survey among 3.750 citizens of Tuzla, Sarajevo, Banja Luka, Bijeljina and Mostar, about credit overdebtness. The research activities give opportunity to TCF young volunteers to gain skills for community assessments. This service is also one of the income-generating activities for TCF.

2.2.4.2.2. Training and Mentoring Services

Training for students about catastrophe prevention in cooperation with municipal department for civil protection Tuzla. In August 2013, TCF made agreement with municipal department for civil protection to joint implementation of part of the project “Decreasing the risks from catastrophes and safety of children” supported by UNICEF. TCF, together with the Citizens’ Association Agora, applied for tender to organize 13 workshops and exercises in primary schools of Tuzla.

TCF staff and volunteers organized 7 educative workshops in primary schools in Tuzla in the period from 23rd to 25th September 2013. The main topic was about behaviour students in case of natural catastrophes (fire, flood, earthquake, unexploded ordnance and heat wave). There were 198 (**91 boys and 107 girls**) participants from 14-15 years of age. 29 of them visited centre for urgent medicine. Department of civil protection was very satisfied with the quality of TCF services, realized activities and promotion of the project.

Mentorship on Small Grant Program of Centre for Promotion of Civil Society (CPCD). TCF was selected as mentor organization upon the conclusion of public call for proposals for mentorship organizations within the CPCD Small Grant Program Scheme. On 3rd and 4th June, the first two-day training for mentors was organized in Konjic and mentorship process started immediately in July in the area of north-east Bosnia and Herzegovina. Two people were mentors within TCF: Angelina Hodžić and Ismet Sokoljanin. They mentored following organizations:

- July 2013., mentorship for project proposals preparation for small community development initiatives was done with 5 organizations: Multi Tuzla, Partnership for Healthy Life Tuzla, Ekodis Srebrenik, Moto-club Srebrenica and EU Lake Šerići.
- In August 2013., mentorship for implementation of the approved projects was done with 2 organizations: Ekodis Srebrenik, Moto-club Srebrenica;
- In October 2013, mentorship for preparation of the advocacy project proposals was done for five organizations: Association for parents of handicapped children and youth „Leptir“ from Srebrenica, Resource centre for prevention of illnesses and promotion of health from Zvornik, Association for sustainable return to Podrinje from Zvornik, Women Association Glogovke from Bratunac, Citizens’ Association of People with Damaged Hearing Tuzla.

Through the mentorship program, CPCD organized meeting of mentors on 23rd December 2013 in Sarajevo to evaluate process of mentorship.

CPCD SGP team is very much satisfied with the work of TCF mentors. One of the main issues that were discussed at the meeting was very complicated reporting procedure for mentor organizations. It is agreed that from 2014, TCF and other mentor organizations will have the

possibility to submit invoices for delivered mentorship services. In the period from January to June 2014, it is planned to perform mentorship for implementation of supported advocacy projects.

Mentorship for project “Older brother, older sister” for the organization Narko NE Sarajevo.

In June 2013, TCF established cooperation with the organization Narko NE from Sarajevo in order to do counselling services for empowerment of youth that are involved in the project “Older brother, older sister”. TCF task is to help Narko NE to establish youth groups that will be leaders in the process of the future development of this project. Counselling and mentorship started in October 2013 and will last until August 2014. Main activities are: education of youth in fundraising, presentation, negotiation, and action planning and event management.

3. Management and Development of Community Foundation

3.1. Management Board

In 2013, Management Board¹³ had 7 members who met 6 times during the year and necessary quorum for legal decision-making at every meeting, what can be seen in the Board meetings evidence sheet¹⁴. Executive director was present at each meeting. The topics were in line with the activity plan of TCF staff and other requests and conditions agreed with donors and partners. The Board discussed and made decisions about following matters:

- Harmonization and adoption of the Annual narrative and financial reports for 2012;
- Adoption of Board meetings’ plan , TCF Activity plan and Financial Plan for 2013
- Dismissal and appointment of Board members
- Dismissal and appointment of members of the Grant Committees and monitoring the implementation of established procedures for distribution of grants;
- Organization and participation in the planning workshop for fundraising activities from local donors at 3rd and 4th April 2013;
- Agreements on 10th anniversary celebration events on 31st May and 1st June 2013;
- Participation in the 10th anniversary celebration and delivery of keynote speeches, auction , cocktail party , open forum with young people and meetings with partners and donors
- Decision about MIOS request for lifetime use of the office space.
- Monitoring of the realization of Financial Plan and adoption of the budget revisions for 2013
- The appointment of the newly formed Youth Bank Committees for 2013
- Preparing, organizing and participating in the donors’ meeting on September 17th
- Appointment of the Employment Committee for employment of the Office Manager
- Deciding on support to the "Vital signs project" in Tuzla
- Participation in fundraising activities and donating for TCF development
- Review of Code of Conduct and Conflict of Interest Policy

Some Board members participated in other activities TCF:

¹³ In the Attachment 2 is the list of Board Members

¹⁴ In the Attachment 9 is the list of Board meetings

- Grant Committee for distribution of grants from " I love Tuzla " Fund: Mirjana Marinkovic Lepic with another three external members who met four times 2013
- The Employment Committee: Mirjana Marinkovic- Lepic and Alma Halilovic
- Consultations about policies, rules and procedures: Željko Rička
- Consultations about fundraising from local sources and cooperation with local donors: Amir Azabagić and Tatjana Junuzagić.

Management Board followed the implementation of the programs and projects TCF and supervised the implementation of signed agreements and agreements on cooperation with donors and partners, as well as managed assets of TCF. In 2013, TCF didn't have new investments in terms of real estate. It should be noted that Board members completed their tasks voluntarily and in responsible way, holding meetings in afternoon hours on workdays of the week. Board members have been working voluntarily and without compensations.

3.2. Endowment Building

Workshop on "Strategic planning for fundraising with local donors/ sources ". On 4th and 5th April 2013, TCF organized a planning workshop with Board and staff members, and volunteers with the engagement of the external consultant. The main task was to define steps in approaches to local donors. In the first part of the workshop, participants discussed the following three open questions:

- Improve promotion of TCF as grant maker and philanthropy promoter
- Increase the level of funding that comes from local donors in the overall TCF funds;
- Endowment building with assumes the increase of investments into endowed funds within TCF.

Within three working groups, the participants gave constructive recommendations for each of the above open question. In the second part of the workshop, participants discussed opportunities for fundraising from local sources. In this respect, participants have identified targeted groups of local donors: individuals, government, businesses which they analysed in strategic way so that they could define on what are those groups of donors are sensitive, what TCF can offer, and what TCF can expect from them. Three working groups drafted plans that will be a good base for TCF staff who will work on fundraising activities during the year.

Workshop on "Endowment Building" was organized on 27th June 2013 with team members and volunteers, while Board members also exchanged their visions at their regular meetings in June and September 2013. On that occasion, in collaboration with the external consultant it was decided to complement the plans of approaches to local donors, while in the second part of the workshop, participants discussed the environment for philanthropy development in general as well as the existing legislation in respect to understand better the possibilities for endowment building. The results of the workshops are used for drafting the Strategic Plan on Endowment Building that should be adopted by TCF Board in the next year.

3.3. Capacity Building

In 2013, coordinator of the youth program, Emir Bašić, joined the study visit to community foundations in Romania. The study visit was organized from 2nd to 6th September 2013 with the goal to exchange experiences and knowledge about development of community foundations in this country. Study visit was funded by C.S.Mott Foundation and there were 38 participants from the foundation form central and eastern Europe and Russia, split in three groups. Representative of TCF was in the group that visited following community foundations: Bucharest Community Foundation; Sf.Gheorghe CF, Odorheiu Secuiesc CF, Cluj CF. Simialr study visit is announced for next year in Slovakia.

TCF staff and Board members participated in the workshop on fund development and endowment building that was organized with engagement of external consultant from Tuzla for strategic planning. More about this workshop is in the chapter 2.3.2.

Three staff members and 3 volunteers participated in the meetings and training on civic participation and fundraising organized by ECON in Slovakia in 2013.

Through international network for community organizing, ECON, TCF was invited to send its representatives at the capacity building training for community organizers. The first training took place in Bucharest (Romania) between 3rd and 6th June 2013. Two TCF volunteers, Marina Markanović and Anita Šimić, participated in the first training about community organizing and the second training on fundraising took place in Banjska Bistrica in Slovakia from 10th to 12th October 2013 where we had the same volunteers plus 2 community organizers, Asmir Imširović from Srebrenik and Zehra Jakupović from Kalesija.

3.4. Networking

3.4.1. Domestic Networking

In 2013 TCF did not participate in Civil Society Organizations Network meetings called “Network Agreement”, nor in meeting of the Network for civil responsibility promotion (within UB Global Compact), both led by CPCD. The reason for our absence is that we did not get invitations for participation on time, and the time was not suitable for us as well because of an increased number of program activities of TCF.

November 12th 2013 Executive Director Jasna Jašarević participated in a Public Forum with representatives of political parties that take part in Tuzla Canton Assembly work, which was organized by NDI (National Democratic Institute). The Forum was the opportunity for citizens to talk to legislative power representatives about employment issues in Tuzla Canton, ecology and agricultural development of Tuzla Canton.

November 18th 2013 Presentation of project experiences “Exchange of high school professors from Sweden and B&H – international contact network, mutual understanding, cultural understanding and new knowledge”.

TCF was invited by MOZAIK Foundation, apropos SIGN network to present a successful fundraising campaign within the Academy of Sustainability. Academy of Sustainability is a program of education for small organizations and it offers those skills and knowledge of crucial significance for their sustainability. Organizations involved in the program learn how to raise fund in their communities, from individuals, organizations and companies. On **December 7th 2013** TCF presented a fundraising campaign for concrete project in Tuzla community "Čovječe uključi se 2012!".

December 11th 2013 Executive Director Jasna Jašarević took part in international conference "Good practices and examples of social entrepreneurship", that was organized by the Human Rights Office from Tuzla. In the conference participants discussed possibilities, challenges and perspectives for social entrepreneurship development in B&H.

December 24th 2013 Executive Director Jasna Jašarević took part in conference "Diaspora and return" organized by Citizens' Association for Peace, Education and creativity and BMG Tuzla. The conference took place in Zvornik. An UNDP program "Migrations and development" was presented, and Ms. Senada Telelović-Softić spoke about weak communication between diaspora and authorities. Within discussions TCF was presented as the local foundation for community development that develops philanthropy and supports civic initiatives.

3.4.2. Regional Networking

February 11th 2013 TCF was invited by Zaječar Initiative to take part in round table discussion in Belgrade the goal of which was information exchange on accomplishments and obstacles in philanthropy development in Balkans. During the introductory panel Jasna Jašarević presented the work of TCF, and representatives from Croatia, Bulgaria and Romania presented their community foundations' work. The occasion was the opportunity for more discussion on philanthropy and its development, so active participants were also Dragan Golubović – independent consultant, Tanja Bjelanović – BCIF, Uroš Delić – Ana and Vlade Divac Foundation, Milena Banović – Leader of Department for Planning and Creating Positive Environment in Republic Serbia Government. On the same day TCF representatives, Jasna Jašarević and Angelina Hodžić, had conversation with Ksenija Graovac about ground fund development and other funds' development as well. At the same time Emir Bašić met representatives of Ana and Vlade Divac Foundation in order to get to know the work of their social business.

Three TCF team members, Jasna Jašarević, Angelina Hodžić and Emir Bašić visited two Serbian foundations in February 2013: BCIF and Ana and Vlade Divac Foundation, in order to exchange models and practices in funds development.

October 16th-18th 2013 Two TCF representatives, Jasna Jašarević and Angelina Hodžić participated in GEF. Theme of the conference was transparency in all institutions: governmental, foundations and business. GEF was a great opportunity for information exchange, meeting regional foundations, discussion on governments' transparency, civil society

organizations as social services, fundraising from local sources, etc. During the conference there were discussions on foundations' trends when it comes to ground fund development.

3.4.3. International networking

On April 23rd 2013 TCF was visited by three representatives of Swedish National Council for Adult Education. The group was led by Amela Fifić, project coordinator in ABF Sweden. They also visited Agora centre, TCF's project implemented in cooperation with ABF.

June 4th 2013 Ms Monika Keck, Freudenberg Foundation counsellor and Ms Jasna Jašarević, TCF Executive Director visited 4 organizations/foundations in Belgrade in order to exchange information on philanthropy program development and to possibilities for future cooperation. In Balkans Fund for Local Initiatives they had conversation with Mia Vukojević, Executive Director and Tanja Bjelanović, Program Director; Ana and Vlade Divac Foundation: Ana Koeshall, Director and Maja Vranić, Individual Philanthropy Coordinator; Balkan Trust for Democracy, Biljana Dakić Đorđević, Program Coordinator.

Within the European Community Organizing Network ECON a meeting of national coordinators was held on April 11th and 12th 2013, and Angelina Hodžić took part. The focus was on making joint conclusions on network activities, calendar of activities and possible themes for experience exchange within the network.

In 2013 TCF staff took part in two Olof Palme Center Network meetings. The first one was held on September 1st and 2nd in hotel "Senad od Bosne " in Lukavac, when Jasna Jašarević and Vera Đezić participated. Topic of the meeting was education of adults and great presentations were shown to participants about the adult education system in Sweden. The 2nd Network meeting was held in November 2013 in Sarajevo, the topic of which was Risk Management. Representatives of TCF at the meeting were Vera Đezić and Angelina Hodžić. In both meetings representatives of Agora center were present as well. Sabina Sinanović Čatibušić and Asmira Malkočević.

TCF continued its membership in YEPP network. Executive Director Jasna Jašarević and volunteer Emina Beganović are the YEPP's Steering board members. TCF representatives regularly take part in the board's meeting, in accordance to the office obligations. They took part in two meeting: July 3rd 2013 via Skype and November 20th and 21st in Kristinestadt, Finland.

3.5. Branding and Promotion

PR activities and media coverage analysis show that that 80% of media coverage portrayed TCF as a grant-maker. While there are still not enough TCF donor stories in media and this role of TCF is neglected by local media, the big breakthrough was done in promotion of the Club of

Tuzla Donors initiative during the promotion and fundraising event “ Don’t be Angry, Be Included”. The context of SEE also shows that philanthropy feature stories are rare in general and even though media covers stories on local giving it is normally in the middle section of the print media and/or brief information in the daily news. Therefore we were happy to be supported by GFCF to increase visibility of youth programs within TCF as well as to increase TCF visibility as grant maker. We have produced video and other PR materials from July 2013 and we also invested some funds into media outreach to promote philanthropy in the region.

Throughout the year TCF produced several types of public materials. We printed out 340 pieces of the Annual report “Ten years of wise investment into Community Development” that were distributed to visitors of 10th Anniversary Celebration Event. Two numbers of Newsletters, where we give update on our programs and projects supported were printed in 500 pieces (January and June 2013) and uploaded to website. For Community Organizing Project we printed 70 posters “Basic Principles on Community Organizing” and 500 three-fold brochures on community organizing. For Youth Bank project we have printed 30 posters “Golden Rules of Youth bank” and 100 tri-fold brochures on youth bank and 30 information posters. We printed 100 Training manuals for Youth Bank Trainers. For philanthropy campaign we produced 150 posters and 250 information cards as well as 7 different web banners.

During the year, TCF was 215 times through press releases (23), live statements and live performances at radio and TV, and 616 times directly through TV telops, TV short video, Radio jingle and web banners. Compared to last year, TCF increased its promotion for 50%.

TCF had 30 radio promotions at 12 radio stations, 40 TV promotions on 8 TVs (3 local, 4 regional and 1 national) and more than 150 web articles on more than 22 web portals. In printed media, we had total of 5 articles in national newspapers “Dnevni avaz” and “Oslobođenje”.

As it is for TCF web page, it was visited 26040 times what is almost three times more than last year (9527). TCF Facebook page is linked to TCF web portal. Number of users is also increased for five times – from 300 to 1300 “likes”.

In order to raise visibility of the organization, we printed our web site address and name on 1000 pens, 250 key laces, 220 bags, 50 planners, 100 umbrellas, 250 branded candy boxes, 100 calendars.

4. Examples of Changes

4.1. Changes in the Community

4.1.1. Youth Initiative in Grabik

YOUNGSTERS WHO CONNECTED THEIR COMMUNITY TOGETHER

An ordinary foot width piece of iron represented the old and dilapidated bridge which connected the two parts of the village Grabik, the local community of town Živinice. Residents

of the village had travelled more than 1.5 kilometres just to get to another part of the village; the elderly had a problem going to the doctor and youngest with going to school.

A group of young activists gathered in an informal group "Youth Initiative Grabik" decided to make a change. Activists, who have in common the desire for volunteerism and community action to improve life in their communities, received support from Tuzla Community Foundation and through the Youth Bank Zivinice applied and obtain the necessary funds.

Today "Small Bridge for the feast of safety" is used by all residents of the village Grabik. Over 180 people from different age now have a secure and useful connection between the settlements, provided a safer trip to school children and the elderly doctor. Activists initiative, but the community itself are now more closely aligned with each other, not only by the bridge but the idea i jointly managed realized.

"Work you performed on this bridge helped in activating our community," is the statement of one of the beneficiaries but also the message for future activities.

4.1.2. Project with influence on community spirit

FROM RUBBISH DUMP TO SPORTS FIELD

Tuzla Community Foundation started working in 8 years ago. Citizens of Simin Han, the neighbourhood in the suburb of Tuzla city decided to take a more active role in their own affairs already in 2006. With the help of Tuzla Community Foundation (TCF), 16 people planned their first action: Cleaning up a large unofficial rubbish dump that was not only ugly but very dangerous for health of people and animals in the whole area of Simin Han. People got together and with several cleaning actions they've seen that change is possible once they 'take matters into their own hands'. This was the first step in the development of an active community organization in Simin Han. Since then, the active citizens of Simin Han continued to cooperate and to develop their community together. They often have community meetings in the community center and they discuss community problems and needs on regular basis. Non-formal group of activists called "Local development group of Simin Han", organize also a regular needs assessments that show what community lack of and what people see as a priority need. In 2013, need assessment showed that the area lack in sport and recreation facilities. Group of activists decided to organize citizens for implementation of the project they named: 'All on the field' with the goal to provide better facilities for sports and other outdoor activities for citizens, but specially for youth of Simin Han. In cooperation with local government, community leaders selected the site where the new sports field is going to be built. It was the very same place where the community organizing activities started in Simin Han, eight years ago! It was the place just where the rubbish dump had been! The community now has a sports field, thanks to its own initiative. Even more important than the creation of this piece of community infrastructure is the influence of the work on community spirit and the impetus it has given to the development of future plans and improvements.

4.2. Examples of Changes in People

4.2.1. LOCAL COMMUNITY LEADER

Mr Hasib Hirkić, is a long-time community leader, activist and volunteer. Through cooperation with TCF he gained new knowledge about community organizing approaches and methodologies of involving citizens in the community development. His approach was different from the other local representatives as he wanted to involve and motivate more people for active empowerment of his local community. "At the very beginning my ideas met natural resistance from other community representatives in Community Council Mramor. Work with TCF motivated me to find new ways and learn new approaches to involve more members for development of our community. With a lot of work and support from TCF we now have more than 100 activists who together empower Mramor, says Mr Hirkić. Today in Mramor all local organizations invest joint efforts to improve life of their community.

B

FINANCIAL REPORT 2012

Jasna Jašarević, executive director
Vera Đezić, Finance Manager

1. INCOMES 2013

	Revenues	2012/BAM	2013/BAM	INDEX
1.1.	Donors	a	b	
1.1.1.	Freudenberg foundation from Germany	68.877,00	26.666,00	39
1.1.2.	BMZ through Freudenberg foundation	7.158,00	101.709,00	1.421
1.1.3.	C.S. Mott foundation	73.621,00	68.582,00	93
1.1.4.	Global Fund for Community Foundations	116,00	13.458,00	11.602
1.1.5.	Balkan Trust for Democracy	4.080,00	29.051,00	712
1.1.6.	Olof Palme International Centre	94.442,00	75.634,00	80
1.1.7.	Rosa Luxemburg/British Council	3.500,00	25.239,00	721
1.1.8.	Transfer of donations from 2011.(BTD;OPC;Freud.S.)	14.751,00	9.161,00	62
1.2.	Other donors and partners			
1.2.1.	Unga Ornar/ABF VASTRA	42.293,00	45.997,00	109
1.2.2.	Association Friends of Tuzla from Freiburg/Rotary Foundation/Germany	10.778,00	198.612,00	1.843
1.2.3.	Refunds for education and study visits, TACSO;GFCF;CFN;YEPP	3.364,00	1.635,00	49
1.2.4.	MUIOS for community schools' fund	560,00	560,00	100
1.2.5.	Local and Cantonal Government Budgets	3.300,00	20.513,00	622
1.2.6.	Local donations from individuals and businesses	8.778,00	6.924,00	79
1.3.	Other revenues			
1.3.1.	Amortization	9.857,00	11.322,00	115
1.3.2.	Income from the activities/IFC	41.988,00	45.318,00	108
1.3.3.	Interest and other income	1.355,00	1.540,00	114
	Total revenues	388.818,00	681.921,00	175

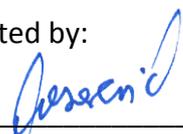
2. EXPENSES 2013

II	EXPENSES	2011/BAM	2012/BAM	INDEX
2.1.	STAFF			
2.1.1.	Net salaries	61.580	66.166	107
2.1.2.	Benefits and taxes on salaries	43.637	47.848	110
2.1.3.	Salary supplements (food and transportation)	30.668	31.114	107
	Total Staff	135.885	145.128	107
2.2.	TRANSPORT			
2.2.1.	Transport, car maintenance	6.470	11.413	176
	Total Transport	6.470	11.413	176
2.3.	EQUIPMENT			
2.3.1.	Equipment with amortization	10.435	10.573	101
	Total Equipment	10.435	10.573	101
2.4.	OFFICE EXPENSES			
2.4.1.	Material	3.192	3.782	118
2.4.2.	Utilities	3.704	3.340	90
2.4.3.	Communication	2.135	2.637	124
2.4.4.	Representation and meetings	600	449	75
2.4.5.	Bank fee, taxes, postal costs	6.445	3.992	62
	Total Office Expenses	16.076	14.200	88
2.5.	DIRECT PROGRAM EXPENSES AND SERVICECS			

2.5.1.	Design for print materials for training and promotion	10.541	5.471	52
2.5.2.	Accounting and Audit	6.318	6.318	100
2.5.3.	Advertisements and notary expenses	358	560	156
2.5.4.	Contractors	15.188	14.194	93
2.5.5.	Materials for seminars/training/workshops/meetings	2.473	7.185	291
2.5.6.	Refreshments for seminars/training /workshops/meetings	2.785	4.836	174
2.5.7.	Spaces for seminars/training/workshops/meetings	879	850	97
2.5.8.	Visibility/advertisements and promotion	2.433	12.144	499
	Total Direct Program Expenses and Services	40.975	51.558	126
2.6.	PROGRAM OF SUPPORT TO CIVIL SECTOR			
2.6.1.	Support to Agora centre (institutional development)	43.482	49.764	114
2.6.2.	Support to OZO (institutional development)	9.030	7.500	83
2.6.3.	Support to MIOS – open education development	32.827	0	0
2.6.4.	Support for youth initiatives	13.317	15.997	120
2.6.5.	Support to citizens initiatives	24.560	15.992	65
2.6.6.	Support to open schools	0	7.116	0
2.6.7.	Support to active communities	9.648	12.660	131
2.6.8.	Support through Solidarity Fund	3.889	3.278	84
2.6.9.	General fund for community groups	5.138	1.246	24
2.6.10.	New donors funds/Fight Youth Poverty- Rotary Project	26.172	186.226	712
2.6.11.	New fund renovation of spaces	0	4.008	0
2.6.12.	New BMZ project	0	75.899	0
2.6.13.	New program of support Vital Signs Project	0	9.100	0
2.6.14.	Research in the community – IFC contract	0	40.634	0
	Total Support program for civil society development	168.063	429.420	256
2.7.	OTHER EXPENSES			
2.7.1.	Networking/Study visits/capacity building	10.457	5.538	48
2.7.2.	Reserve za unpredicted costs	0	12.551	0
	Total Other Expenses	10.457	18.089	173
	TOTAL EXPENSES	388.361	680.381	175
	BALANCE	457	1.540	337

Tuzla, 4th March 2014

Reported by:


 Jasna Jašarević
 Executive director



Approved by:


 Mirjana Marinković-Lepić
 Chair of the Board