



# ANNUAL REPORT

MOZAIK FOUNDATION

SARAJEVO, JANUARY 2024

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## 1. INTRODUCTORY INFORMATION AND SUMMARY

In 2024, the Mozaik Foundation continued implementing its ten-year strategy with the aim of improving the social and economic development of Bosnia and Herzegovina. Our vision is best encompassed by the defined impact statement: **“From 2016 to 2026, Mozaik will lead the building of a new generation of honest, entrepreneurial, and innovative young people, a moral force that builds new social and economic value, creates new jobs, and serves as a role model to other young people in BiH and the region.”**

Within the ten-year strategy, strategic programs and initiatives have been developed that are interconnected to contribute to Mozaik’s impact:

PROGRAMI ZA MLADE	ODRŽIVOST	PARTNERSTVA ZA BUDUĆNOST
 <b>ROLIFY</b> Powered by Mozaik  Rolify je zajednica u kojoj sa našim partnerima sistemski gradimo vještine i stavove mladih za održivost i poslove budućnosti.   <b>MOZAİK OMLADINSKE BANKE</b>  Kroz praktičan rad i saradnju sa lokalnim vlastima, pripremamo mlade za poslove budućnosti, s fokusom na zajednicu i solidarnost.   <b>MOZAİK STARTUP STUDIO</b>  Mladim poduzetnicima i poduzetnicama pružamo kontinuiranu podršku od razvoja početnih ideja do njihove realizacije i rasta.	 <b>TECH 4 IMPACT FUND</b>  Proaktivno pronalazimo i ulažemo u tehnološke timove i startupe koji doprinose UN Ciljevima održivog razvoja.   <b>MOZAİK ESG SOLUTIONS</b>  Podržavamo uvođenje ESG (okolišnih, društvenih i upravljačkih) standarda i promoviramo ulaganja s pozitivnim utjecajem u BiH.   <b>MAŠTA</b>  Poznati smo kao pouzdan partner razvojnog i poslovnog sektoru. Specijalizirali smo se za kampanje koje motiviraju društvenu promjenu.	 <b>MOZAİK SISTEMSKA FILANTROPIJA</b>  Naša snaga leži u stvaranju sistematskih, održivih i dugotrajnih rješenja koja u proces pažljivo uključuju sve relevantne aktere.   <b>MOZAİK INVESTICIJSKI SAMIT</b>  Okupljamo najbrilijantnije bh. umove, gradimo povjerenje, a sve s ciljem pokretanja novih investicijskih i filantropskih projekata.   <b>Filantropski forum</b> Ujedinjujemo dobro  Ujedinjujemo odgovorne kompanije i pojedince u tematske klastere kroz koje sistemski rješavamo važne društvene probleme.

To monitor the progress of the strategy, an **Impact Management Matrix** has been developed that contains clear goals, tasks, and key performance indicators (KPIs). Below is an overview of the results achieved within the key performance indicators as of 31/12/2024:

Key Performance Indicators (KPIs)	Planned	Achieved as of 31/12/2024	% achievement as of 31/12/'24
Attracting a responsible and ethical young generation ( <b>Rolify community</b> )	<b>50,000</b> members of the online/offline Rolify community	<b>78,000</b>	156%
Mobilizing and empowering community leaders ( <b>Mozaik Youth Banks</b> )	<b>5,000</b> projects	<b>4,163</b>	83%
Support and investments in young people’s business ideas ( <b>Mozaik Startup Studio / Tech4Impact Fund</b> )	<b>500</b> businesses with social impact	<b>439</b>	87%

Based on the level of KPI achievement and the fact that the strategy is approaching its end with two remaining years, in the next period we will focus on:

- **Expanding the target group**, including marginalized groups, especially women up to 49 years of age, in order to further strengthen their capacities and include them in socio-economic flows.

- **Quality of work** through improving the skills and competencies of young leaders, with which we aim to achieve significant social and economic impact.
- Achieving the organization's overall **sustainability goals** within the global Sustainable Development Goals, with a special emphasis on innovative and long-term sustainable solutions.
- **Updating key indicators** with donors and a gentle transition to the new Mozaik Foundation strategy for the period 2026–2030.

In the continuation of the report, we provide an overview of results and lessons learned on an annual basis by strategic key programs and areas.

## 2. KEY RESULTS BY PROGRAMS AND AREAS IN 2024

In the continuation of the report, we present the key elements and lessons learned that marked the year 2024:



The **Rolify** community develops young people's skills for sustainability and the jobs of the future. In cooperation with partners, the community systematically offers opportunities for the development of young people's skills and attitudes through grants, exchanges, and investments.

### Most significant achievements in 2024

**Rolify** is much more than a platform, it is a community that empowers young people to recognize their potential and realize their potentials. It deals with all young people in BiH, especially those who have not yet found their life direction or achieved some significant accomplishments. In the past year, we have become a tailwind for those who want more knowledge, more opportunities, more connectedness.

From 2024, we single out three results we are most proud of:

🎯 We created over **540 opportunities for professional development**, thanks to cooperation with more than **230 partners**, leading companies, organizations, and institutions. Our partners believe in Rolify's vision and work with us to create opportunities that change lives. As result we have more than **5,400 applicants** showed interest in these opportunities, while numerous young people are a step closer to their career goals.

🚀 We **organized over 50 events** in Sarajevo, Banja Luka, and Bihać in-person and online that brought together experts, women leaders, and young professionals to discuss topics that shape the future: skills, artificial intelligence, and sustainable development. These events attracted over **1,300 participants**, not only from Bosnia and Herzegovina, but from around the world, creating a network richer for hundreds of new connections and ideas.

💡 We supported over **20 young people through internship programs**, enabling them to gain their first work experiences in areas such as ESG projects, digital innovations, and finance. Through mentoring support and work on concrete challenges, they developed key skills such as teamwork, communication, and analytical thinking. Two Rolify ambassadors especially inspired the community with their example and knowledge sharing.

These results are not just numbers, they are proof that a community can be a driver of change. Every event, every program, and every opportunity brought new energy, ideas, and enthusiasm that motivate us to continue creating a better tomorrow.

## Lessons learned in 2024

- a) The Rolify Internship program was focused on community management and provided young people with the opportunity to develop skills through creating content such as blogs and written posts. Through practice, we observed two key challenges: the growing importance of video content in digital communication and the broadening of interns' focus to numerous community management activities, which made it difficult to stay dedicated to high-quality content creation.

To respond to these challenges, we developed a new program – Rolify Content Creators, focused exclusively on content creation, especially trendy content created by young people (UGC). We believe that authentic materials from the community and young creators best inspire, connect, and engage the audience. This program enables young people to develop their creative skills in line with digital trends, while strengthening the authenticity and credibility of the Rolify community and ensuring long-term value for our audience.

- b) Throughout the past year, Rolify organized a series of events and campaigns to point young people to the importance of developing future skills, timely upskilling, and reskilling. Through these activities, we recognized the need for long-term, practical programs that enable thorough adoption of the skills needed for the labor market. Our key lesson is that occasional events do not provide enough space for comprehensive development, while young people show the greatest interest in opportunities that offer concrete tools and continuous support.

In response to these needs, we created the Rolify Skills Academy – a structured program with a modular approach and a focus on practical skills such as communication, analytical thinking, and digital competencies. The program begins in February 2025 and will last until the end of June, with workshops that enable direct application of what is learned. The goal is to empower young people and prepare them for the challenges of the modern labor market.



Through practical work and cooperation with local authorities, we prepare young people for the jobs of the future, with a focus on community and solidarity. The program (1) empowers young people through the implementation of socially innovative projects with the mobilization of local resources and (2) launches micro-businesses contributing to the achievement of the UN Sustainable Development Goals (SDGs).


## Most significant achievements in 2024

✳️ We actively worked with 50 Boards in **50 municipalities**, engaging **320 young leaders** who shaped positive changes in their communities.

🌀 We implemented **617 projects of informal youth groups**, which affected 12 global Sustainable Development Goals, with the strongest focus on Sustainable Cities and Communities (251 projects), Quality Education (233 projects), and Good Health and Well-Being (115 projects).

👤 Almost **10,000 volunteers** (45% women) invested 61,768 volunteer hours, and their projects brought benefits to 126,986 people, including 6,813 people from socially excluded groups.

💰 The value of implemented projects amounts to **1,677,987 KM**, with contributions from 50 partner municipalities (624,301 KM), the Mozaik Foundation (416,251 KM), and young people who raised 637,435 KM through support from 262 institutions, 207 organizations, and 182 businesses.

 **78 new businesses** and commercial agricultural holdings were registered, 51% of which are led by women.

 We awarded 23 grants for the growth and development of businesses registered in 2023 and 2024.

 We organized 16 trainings and seminars on leadership, entrepreneurship, social justice, and networking, bringing together 249 participants (145 women), including representatives of opštine and cities and young people from Croatia.


### Lessons learned and challenges in 2024


- a) **Mapping socially excluded persons** – Through the development of 20 social maps, Board members identified key challenges of inclusion, which resulted in the implementation of 42 projects focused on social justice. This activity strengthened inclusive communities and contributed to the reduction of inequalities, but at the same time showed the need for an even deeper and more systematic approach to mapping and supporting vulnerable groups.
- b) **Integration of Sustainable Development Goals (SDGs)** into projects and micro-businesses – In order to strengthen the contribution of projects to sustainable development, we connected application forms with the Sustainable Development Goals, enabling applicants to clearly mark which goal they contribute to. We organized trainings for Board members and, through the mentoring process, worked on informing young entrepreneurs and activists about the 17 Sustainable Development Goals. These activities significantly improved the connection of projects and micro-businesses with broader social goals, but at the same time indicated the need to strengthen young people's capacities for the long-term sustainability of their initiatives.
- c) **Reconstruction of the Youth Banks model** – At the end of the year, we launched a redesign of the existing model, adapting it to new challenges and the needs of young activists and entrepreneurs in Bosnia and Herzegovina. The new Mozaik Youth Banks model was presented at the Annual Conference (5 and 6 December 2024), along with the organization of two regional meetings for detailed familiarization and understanding among partner opštine, općine, and cities. The reconstruction process also included a revision of the Memorandum of Cooperation with 50 partner communities, thereby ensuring the long-term stability and adaptability of the program to future challenges.




We provide young entrepreneurs with continuous support from the development of initial ideas to their implementation and growth. The Mozaik Startup Studio is the administrative arm of the future Tech4Impact Fund within which we proactively find and invest in technology teams and startups that contribute to the UN Sustainable Development Goals.


### Most significant achievements in 2024


 Promotional activities and campaigns resulted in **134 applications** for various forms of financial support that include equity investments, startup loans, and applications for green business ideas.

 **140 hours of individual mentoring** with external mentors were provided, with a focus on business development and the personal development of young social entrepreneurs.

 We enabled **three startups to participate in the international fair Kind + Jugend in Cologne** (September 2024), where they presented their products and business models. This initiative was implemented in partnership with the SIPPO program.



 **70 new jobs were created**, 52% of which are held by women, thereby directly contributing to the economic empowerment of young people and gender equality.

 The Startup Studio presented financial mechanisms and support programs at **7 different events** organized by other actors, providing young entrepreneurs with valuable resources and networking opportunities.

### **Lesson learned or challenge in 2024**

- **Transition from the Mozaik Startup Studio to the Tech4Impact Fund** – The year 2024 was marked by a strategic shift towards a new investment model. The reduction in the activity and presence of the Mozaik Startup Studio is the result of the development of the Tech4Impact Fund, which will operate as an independent legal entity focused on investments in technology startups that contribute to the UN Sustainable Development Goals.
- **Legal and strategic preparation for the establishment of Tech4Impakt d.o.o.** The key challenge in this process was establishing a legal framework and a governance model that ensure transparency and efficiency of investments. Through legal analysis and multiple support from experts of the Swiss government, defining operational structures and attracting investors from the business sector, the foundations were laid for Tech4Impakt as a central platform for future investments.
- **Preparation of key documents for the establishment of Tech4Impakt d.o.o.** has been completed – At the end of 2024, the preparation of all necessary administrative documents was successfully completed, enabling the operational launch of the new entity in 2025.
- **Using the existing resources of the Mozaik Startup Studio to support Tech4Impact** – All tools, knowledge, and the network developed through the Mozaik Startup Studio will be used as infrastructure support for Tech4Impakt, thereby ensuring continuity and the maximum use of previously developed resources.


This transition process has brought important insights into the legal, operational, and investment challenges in establishing a new fund, but at the same time enabled the setting of a sustainable model for future investments in technology startups with social impact.





### ***Mozaik ESG Solutions - A key partner in shaping a sustainable future!***

Managing environmental, social, and governance issues (ESG) has become key to the success of companies around the world. Mozaik ESG Solutions is dedicated to helping companies adopt **ESG principles** and become more environmentally and socially responsible. Within Mozaik ESG Solutions, we promote sustainable business standards and impact investments in BiH through the introduction of ESG (environmental, social, and governance) standards.

### **Most significant achievements in 2024**

 **Active promotion of ESG standards** – Participation in key events and conferences, including “Women in Sustainability,” “Top 100 in BiH and the Region – ESG Impulse 2024,” and “Let’s Build a Sustainable BiH,” thereby strengthening awareness of sustainable business in the BiH economy.

 **Education and engagement of young people in sustainable practices** – We organized the event “Recycle and Win” within the UN Sustainable Development Week, motivating young people to recycle and raising awareness of waste management.

 **Implementation of social banking** – In cooperation with Sparkasse Bank, we are implementing the “Step by Step” program, through which 15 loans in the value of €177,000 have been approved and 40 jobs created or retained.

## Lessons learned and challenges in 2024


- **Need for concrete ESG solutions** – We concluded that education alone is not enough; concrete tools are needed that help businesses actively engage in a sustainable economy.
- **Development of the ReUseChain digital platform** – To facilitate the implementation of ESG principles in business processes, we launched the development of a B2B digital platform for the exchange of surplus materials and industrial by-products. The goal is to reduce waste, support the circular economy, and create new jobs.
- **Scalability of the solution** – The ReUseChain platform will first be implemented in BiH, with a plan to expand to the regional market, which will further contribute to the sustainable economy and the long-term development of ESG practices in the business sector. This platform is one of the startups that will be supported in 2024 by the Tech 4 Impact fund.


These achievements and lessons lay the foundations for an even stronger impact of Mozaik ESG Solutions in 2025.





Encouraged by the amendment to the VAT Law, which enabled companies to be exempt from paying VAT when donating food close to its expiration date to public kitchens in BiH, we have recognized the key strength of our organization in creating systemic, sustainable, and long-term solutions. This approach ensures the careful inclusion of all relevant actors, enabling the establishment of models that permanently improve social security and support for the most vulnerable categories of society.

## Most significant achievements in 2024

 **Improvement of the legal framework for food donation** – Following the successful amendments to the VAT Law, in cooperation with the Indirect Taxation Authority we supplemented the Rulebook on the Application of the VAT Law and the accompanying Technical Instruction. We also created Guides for the exemption of donated food for public kitchens and for companies in order to facilitate the implementation of the new regulations.

 **Launch of the first digital food bank Nikogladan.ba** – This platform is one of the first in the world (the first, as far as we know) that is already operational and enables companies to advertise food donations online, while public kitchens can reserve donations with one click and collect them. From the launch on 17 October 2024 to date, donations worth 46,342 BAM have been realized through the platform, with 33 public kitchens and 25 companies registered.

 **Guidelines for food safety** – In cooperation with the Food Safety Agency, we developed Food Safety Guidelines that provide clear instructions on the use of foodstuffs after the expiry date, helping public kitchens and consumers to better understand food safety and reduce the disposal of usable products.

 **Analysis of online card donations** – We conducted an analysis of the legal framework for online card donations for foundations and associations, and we are considering launching an initiative to amend the Law on Foreign Exchange Operations in the Federation of BiH in order to enable safe and simple digital donations.



### 3. SUSTAINABILITY

During the restructuring of all programs in 2024, concrete activities for financial and operational sustainability are planned for the next period. More on this in the coming period.

### 4. ORGANIZATIONAL DEVELOPMENT IN 2024

Given that financial sustainability requires diversification of income, strategic planning, and continuous organizational development, the Mozaik Foundation is actively working on strengthening human resources, technical capacities, and the development of new sources of income, while at the same time working on cost optimization and ensuring financial stability.

#### Most significant achievements and activities in 2024

- **Amendment of the Statute and expansion of the composition of the Board of Directors:** In December 2024, we received a decision from the Ministry of Justice of BiH amending the Statute of the Mozaik Foundation and expanding the membership of the Board of Directors to 5 members. This change represents a significant step forward, as we have created preconditions for further organizational development, increasing transparency in work, and raising the quality of decision-making processes. In this way, we ensure a stronger foundation for achieving our mission and strategic goals in the next period.
- **Optimization of the organizational structure:** In June 2024, we carried out a revision of the organizational chart, thereby rationalizing the number of employees by 6 positions in order to more efficiently align resources with organizational goals. This strategic decision currently enables us to better adapt to external factors, including planned budget reductions by financial partners, and has ensured sustainability and long-term stability of our operations.
- **Strengthening internal capacities:** We organized six workshops (retreats) for employees to evaluate the results so far and plan future activities. During these workshops, employees underwent additional trainings on specific topics that improve their efficiency and contribute to the success of the organization. In this way, Mozaik continuously adapts to contemporary trends of digitalization, ensuring relevance in the modern business environment.
- **Implementation of the Microsoft Dynamics 365 Business Central system:** As the [first non-profit organization](#), and the third legal entity in the country to successfully implement the SaaS version of this software, Mozaik has achieved greater flexibility and efficiency in business processes. By automating calculation and reporting, the time required for monthly financial calculations was reduced by 20%. This transition is in line with our commitment to innovation, transparency, and sustainability.
- **Inclusion of the private sector in the sustainability strategy:** Through analysis and with the support of SDC, we identified the potential for including the private sector and business angels/investors as key actors in the investment process. This realization further emphasizes the importance of the private sector in our investment strategy. In this way, we have created the preconditions for the development of policies and guidelines for the active inclusion of the private sector in the work of the Mozaik Foundation through the first investment fund for startups in Bosnia and Herzegovina (Tech4Impakt).
- **Partnerships and activities in networks:** Mozaik is an active member of Philea (Philanthropy Europe Association), the largest European association of private foundations, within which we are also a member of the Steering Committee of KoneKtor – an interest group focused on Central and Eastern Europe. Within this network in November 2024, the work of the Mozaik

Foundation was highlighted as an inspiring example of a long-term strategy and social impact:  
[Read the article here.](#)

## **5. FINANCIAL REPORT**

In 2024, the Mozaik Foundation operated with a total budget in the amount of **5.2 million KM**. The financial stability and sustainability of the organization was ensured through partnerships with **56 financial partners**, who provided key support through donations and grants. A detailed overview of income and expenditure is presented in the financial/audit report for 2024.

**MOZAIK FOUNDATION, JUNE 2025**