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1. SHORT SUMMARY

MOZAIK COMMUNITY DEVELOPMENT FOUNDATION is social enterprise that provides financial and advisory support to citizens' actions of common interest in communities of Bosnia and Herzegovina (BiH). Established in 2002, the Foundation aims to strengthen **social cohesion** within communities by empowering people to initiate common actions, mobilize local resources, influence local governments and conduct joint actions to address local issues. By building cohesive communities, Mozaik also builds trust and confidence, and supports reconciliation and nation-building processes in BiH.

In the 2010, Mozaik has supported **172** community initiatives, reaching the total value of **€489.190** out of which **61% was raised from local resources**. During the implementation of community initiatives, **4.068 volunteers** were registered providing **72.450 hours of voluntary work**. In addition to these numbers, €201.222 were granted to EkoMozaik to support rural agricultural development and reconciliation.

This year was the most challenging since our establishment – we have been finalizing the phase of intensive growth and transformation, when economic crisis strongly impacted our cash flow and several difficult decisions had to be taken. However, we succeeded to overcome these challenges and finished the year with close to €2.500.000 signed contracts and annual budget of €813.137,14. Mozaik's director was voted social entrepreneur of the year in Central and Eastern Europe by the Schwab Foundation, USAID in Washington awarded two grants to Mozaik at global calls, what opened numerous opportunities for networking and further promotion of Mozaik. Each of our four programs secured funds for at least one additional year, new five-year strategic plan is developed, our Agency MaŠta got skilful manager while management structures in EkoMozaik will be upgraded at the beginning of 2011. The year 2011 will continue to be difficult as many investments into long-term sustainability will take time to complete. We expect to enter into consolidation phase in 2011 that will enable us to use many of potential opportunities Mozaik has created during 2010.

2. STRATEGIC STATEMENTS

2.1. VISION

Active communities – initiators of social and economic development

2.2. MISSION

Mozaik Foundation is a Bosnian and Herzegovinian social enterprise, which through financial and advisory support encourages people to organize and advance their own communities.

2.3. GOAL

Improve the social cohesion¹ and support the development of active and strong communities that recognize their own resources, take initiatives and together with the government and the business sector work on their own social and economic development.

3. 2009-2010 OBJECTIVES AND ACHIEVED PROGRESS

OBJECTIVE 1 – PROVIDE SUPPORT TO TARGET COMMUNITIES BASED ON COMMUNITY DRIVEN DEVELOPMENT METHODOLOGY

How this objective supported the goal?

CDD methodology ensures mobilization of local resources, strengthening capacities within community to jointly work on social and economic development of their own communities, while building socially cohesive local communities.

Progress

In 2010 Mozaik almost doubled number of grants and supported initiatives, from 91 in 2009 to 172 in 2010. Thanks to CDD methodology, 61% of total value of supported actions was mobilized locally, supporting individual and corporative philanthropy at the level of local communities. In addition, 15 municipalities transferred over €60.000 to our accounts to support our programs. Within supported initiatives, 4.068 volunteers provided 72.450 hours of voluntary work.

¹ There is no globally accepted definition of "Social cohesion". We have therefore developed one based on extant definitions which best defines what we are working to achieve:

"Social cohesion is a state of harmonious and productive social relations where community members, irrespective of differences in social and economic status, share common values and goals, have a sense of mutual commitment and belonging to the community, a sense of solidarity, responsibility and mutual recognition, and participate in activities for the common good."

Our four programs are clearly divided, branded and communicated, while CDD makes unifying element.

We have acquired new funds (EIDHR from EU) and new donors (USAID) to support our programs, in addition to already available funds for our programs. In 2010, Mozaik secured over close to €2.500.000 for its programs to support communities in the next two or three years. (please, see more in the chapter Programs and Activities).

OBJECTIVE 2 - PROVIDE CONTINUOUS QUALITY IMPROVEMENT TO CDD METHODOLOGY

How this objective supports the goal?

Quality control and continuous improvement of methodology ensures the best services for beneficiary communities, while increasing potential breadth of impact. Impact evaluation strengthens Mozaik's position and opens the door for further development.

Progress

In 2010, Mozaik addressed few internal issues in its network of community advisors in order to strengthen its structure and create the best conditions for further development. Work on process standards has begun even without financial support for that activity, since we believe that standards will significantly impact achievement of this objective. However, in December 2010, in our project supported through EIDHR instrument, we have received resources to work on standards' development, publishing and its wide promotion at the national level.

OBJECTIVE 3 - CREATE STIMULATING ENVIRONMENT FOR CORPORATE SOCIAL RESPONSIBILITY

How this objective supports the goal?

CSR could have strong impact on mobilization of local resources and social and economic development. Through this objective, Mozaik is aiming to improve readiness of business to participate in community initiatives and contribute to development of communities and country. Simultaneously, through this objective we want to emphasize positive examples of corporate responsibility. Since this concept is still new in BiH, we aim at positioning Mozaik as a leading agency for consulting business on CSR and developing portfolio for corporate philanthropy in the country.

Progress

DOBRO 10, our annual award for CSR raised much higher interest among BH companies – 152 businesses were nominated for the award (in comparison to 93 from

2009). Further progress on this objective was focused on strengthening our MaŠta - Agency for Promotion of Social Responsibility - in 2010, MaŠta got two full time employees (director and creative director) and two skillful volunteers. Its Statutes, rules and procedures are finalized, and MaŠta organized several events for Mozaik's programs, as well as one for external partner. DOBRO is transferred to MaŠta to support its image of social responsibility promoter.

Mozaik finalized all procedures, documents and staffing for its two socially responsible businesses.

Finally, Mozaik is recognized as successful social enterprise even at regional level and its director was voted as CEE social entrepreneur of the year by the Schwab Foundation.

OBJECTIVE 4 - STRENGTHEN MOZAIK'S POSITION AT NATIONAL AND REGIONAL LEVEL

How this objective supports the goal?

Better visibility of Mozaik and CDD approach at national and regional level will contribute to spreading our impact on social and economic development in rural communities of BiH as well as region.

Results

Mozaik has been recognized for its developmental work at the level of local communities since its beginnings, and finally in 2010, we become much more visible at national and regional level. Thanks to our innovative concept of social enterprise, well branded programs, carefully planned events and award for social entrepreneur in the CEE Europe, we were often at national and entity media. Government officials from USA (US Ambassador and USAID HoM), Austria (Ambassador and ADA HoM), BH (prime minister) and others addressed our beneficiaries and partners during numerous events held with over 6.000 people participating in them during 2010.

Thanks to MaŠta, our communication is much clearer and segmented to better address specific needs of every of our program, as well as social enterprise concept with its strategic units and products.

Communication strategy is in the development stage.

OBJECTIVE 5 – ACHIEVE SUSTAINABILITY

How this objective supports the goal?

Mozaik's sustainability would provide a source of continuous support for social and economic development of rural communities in BiH and region. Achieving sustainability would also improve Mozaik's standing in encouraging other organizations to effectively mobilize local resources (engage in philanthropic activities) rather than depending on donor funds.

Results

We believe that one of the main steps in achieving sustainability is to engage and keep the best available human resources – in 2010, we made several strategic movements towards this objective - hired new staff and reassigned current to best address our new developmental goals (please, see more in the Organizational Structure and Staff chapter).

Our social enterprise is established and growing – close to \$ 2M worth contract is signed with USAID to support further development of social enterprise. After market research, we have started the project that will develop EkoMozaik to the leading producer of honey and lavender herb in the region.

4. OUTCOMES 2010

Mozaik is clearly entering the new phase of its development, reflected in two main points:

- strengthening impact on community development (quality improvement, national and regional outreach, staff development) and
- self-sustainability (social enterprise, promoting CSR, income-generating activities)

Although we are aware that risks are high in both areas, we believe that Mozaik possess human resources needed for success.

Main outcomes for the 2010 were:

- contracted financial resources for development of process standards for CDD through project approved within EIDHR
- two projects, one for culture and one for tourism, developed and signed, ensuring Mozaik's presence at the regional level
- new agricultural area, herbs, covered through EkoMozaik

- self-sustainable model for empowering youth introduces in 17 BH community and strongly promoted at local, entity and national level
- 10 local communities implemented advocacy actions to improve inclusiveness of communities, with focus on rights of persons with special needs.
- Two projects won at the global level – both from USAID – YouthBank (600.000 USD and EkoBilje 1.993.000 USD)
- Every important media in BiH reported on Mozaik’s activities and achievements – strong presence at entity and national level.
- Social enterprise is established, documents, rules and procedures are in place – all developed with support from International Finance Corporation
- Programs fully transferred to the strategic units (MaŠta – CSR, PR for Mozaik and its programs and EkoMozaik – Honey and herbs with related products).

5. PROGRAMS AND ACTIVITIES

5.1. YOUTHBANKS

This program provides youth in rural areas, ages 15-30, with real opportunities for meaningful joint activities, while at the same time building their social and entrepreneur skills. Young people that are involved in the program also gain confidence in themselves as leaders and agents of change. The YouthBank initiative consists of ethnically and gender diverse network of grant-making committees run by young people for young people. YouthBanks started in 2008 and today are active in 17 multiethnic communities of Bosnia and Herzegovina, supporting joint projects chosen and implemented by youth, which are beneficial for the whole community.

In February 2010, we have signed a \$600.000 contract with USAID, after winning on the global call for project proposal, to support YouthBanks in 10 communities for two years. In addition to this grant, we secured continuation of activities in seven YouthBanks thanks to the contract with National Endowment for Democracy and Balkan Trust for Democracy. Recognizing this mechanism as worthy and in line with their strategies, 15 municipal majors approved up to €5.000 to support YoutBanks fund.

During the 2010, Mozaik, through YouthBanks program, supported 140 initiatives in total value of €275.136. Mozaik contribution was €115.451, where 50% was funded by 15 municipalities through Mozaik’s accounts. Over 58% of total value was raised through local resource mobilization from individuals (602), businesses (143), public institutions (110) and NGOs (36).

YouthBanks gained an image of exemplary approach to mobilize youth to contribute in social development that is proved by the interest of the municipalities to join and stay in Youth Bank network. We are emphasizing example from municipality Tešanj, which beside €8.692 provided by signed Agreement with Mozaik awarded Youth Bank Tešanj with additional €4.090 since more quality projects were submitted by youth then initial budget could cover – they recognized that YB provides great mechanism to allocate municipal funds towards youth

The main achievements of Mozaik through this program are:

- Increased number of supported initiatives (from 91 in 2009 to 172 in 2010)
- Created image of important resource in youth issues – BiH prime minister and USAID Mission Director opened the promotional ceremony of YouthBank that was held in Parliamentary Assembly of BiH, US Ambassador opened the ceremony that promoted results achieved in 2010.
- Improved cooperation with 17 municipalities, including financial contribution to Mozaik
- Recognized as important partner of USAID – won the grant at global call, what opened opportunities for further fundraising and partnership.
- Presence in the most rural parts of municipalities – up to 5.000 inhabitants – establishing a model that operates as a community foundation.

5.2. CULTURAL HERITAGE AND TOURISM

The program grew from the Living Heritage initiative (2002) with clear focus on economic development of Bosnia and Herzegovina, as one of the main motivator for citizen participation. In 2010, Mozaik successfully finalized the project Bosnian Kingdom Trail and started the new one, The Crossroads to Stay.

In Bosnian Kingdom Trail (2007-2010) Mozaik used the overarching theme of Medieval Bosnian Kingdom to improve BiH competitiveness in the sector of Tourism and contribute to community initiatives in 10 BH municipalities. Value of the project was €550.000, and out of this amount, €300.000 is funded by EU, while the rest was mobilized from local resources (municipalities, local businesses, tourist agencies, tourist communities, Ministries).

Over 900 volunteers provided for 12.607 volunteer hours for organizing final event – Week of Bosnian Kings. It was planned that municipalities will contribute more for this events, but due to financial crisis, budget in municipalities has decreased for 30-45% and they were not able to contribute the agreed amount. Mozaik raised additional

resources from Federal Ministry of Tourism, Tourist Community of ZD Canton and Ministry of Civil Affairs. However, most of these resources were transferred at the end of the project, why we faced problems with cash flow.

Successful completion of the project "Bosnian Kingdom Trail" has given us an inspiration to continue with this kind of projects – linking the cultural and natural heritage into a unique tourist experience. In September 2010, we have signed new contract with the Delegation of EU in BiH to work on the project "Crossroads to Stay" that will help expand tourism offer, and encourage tourist to stay longer in Sarajevo. We were expecting this contract to be signed in April, however, Delegation of EU approved all project in September, and we had to cover human resources costs from our own money for five months – what additionally burdened our cash flow. Mott Foundation increased our general support grant for \$22.000 and helped us overcome this situation.

"Crossroads to Stay" will connect cultural institutions in Sarajevo into a several one- and two-day tours, and it will increase the number of highly qualified city guides and tourism industry management staff. The project value is over €355.000 and will last for 26 months. Within this project, Mozaik will open and establish the House of Tourism as the central hub and main artery for the cultural and tourist happenings in Sarajevo. We have established good cooperation with the Cantonal Ministry of Culture and Sport and in agreement with them sent the request to the Cantonal Assembly to give the House of Alija Džerzelez (cultural heritage nearby Bascarsija) to Mozaik for the next 5+5 years to open the House of Tourism there, and add it to our social enterprise. Initial feedback is positive and we expect this to be solved in the first quarter of 2011.

Both projects have been developed strategically, to improve Mozaik's capacities and position to establish the first destination management center (DMC) in BiH and become a leader on the tourism markets. It is planned that DMC become an integral part of the Mozaik social enterprise.

Main achievements of Mozaik through this program:

- Developed and improved new know-how in mobilizing municipal and higher-level government resources directly for/through Mozaik
- Developed and promoted tourist product that connects 10 municipalities in BiH and supports economic and social development
- Strong impact on Mozaik image - successfully implemented the most complex project granted by EU – 10 municipalities, 4 partners and 46% of local contribution

5.3. PROGRAM PLUS - SOCIAL JUSTICE AND INCLUSION

This program aims to support inclusion of all community members, regardless of their differences. Program supports NGOs, public service providers, and other community members to mobilize own resources and remove physical and psychological barriers to more justice in the communities of BiH.

After significant contribution of Mozaik's own funds for three years, since 2008 the program is fully supported by Austrian Development Agency through our partner Light for the World (Austria). In 2010, program was focused on inclusive education, aiming to provide equal access to education for every child in 10 communities. During 2010, Mozaik supported 20 community actions with the amount of €104.452, while involved communities contributed with €49.239 (47%).

Follow up of the project and its achievements encouraged us to bring the program to the next level – we have developed new project proposal, aiming at establishment of five inclusive community centres, where civil society in five municipalities will gain new skills and knowledge on encouraging citizen participation. The new project is approved in December 2010, with total value of over €215.000 for 30 months.

Within this program, we have also supported 15 communities with small grants – eight was reported in 2009 and seven are finalized in 2010 in total value of €104.539, where Mozaik initiated local resource mobilization of 83%. This program was financed by the World Bank and Open Society Fund, and even if it doesn't cover all Mozaik costs for implementation, we have decided to implement it since it provides our presence in 15 more communities.

Main achievements of Mozaik through this program:

- Mozaik is present in 25 communities, influencing social development and more justice for all
- Significant municipal and individual resources mobilized
- Opened opportunity to establish five community centers and transfer know-how on establishing and running social enterprise to them
- Mozaik recognized as a partner of World Bank and OSF

5.4. FOR ACTIVE COMMUNITIES

Through this Program communities receive small grants support for activities of common interest that actively involve citizens in its planning and implementation. Communities are strengthened in their capabilities for joint decision making and participatory planning of local development, as well as the capacity for the mobilization of local resources and lobbying for the interests of rural communities in the local government. Thanks to the CDD approach, capacity building necessary for organized community development, public advocacy and mobilization of local resources is ensured. Program is focused on small rural communities, with less than 5.000 inhabitants and during 2010 was implemented through the project "Rural Community Culture". In this regional project, Mozaik is partner with organizations from Macedonia, Serbia and Kosovo, aiming at using culture as incentive for strengthening social cohesion, creating links between citizens and government and support social development in rural areas of Western Balkans.

Total amount for supported community actions was €5.063, out of which communities contributed €2.134 (42%). In addition, 86 volunteers provided 1.842 hours of voluntary work.

In August 2010, we have submitted project proposal to the Delegation of EU, within the European Initiative for Democracy and Human Rights, where we tried to enter unsuccessfully last years. Finally, in December 2010, we have signed the contract for the project Equality in Rural Communities, where six communities will be supported. Total amount of the project is €130.000 for 20 months project.

The project aims at introducing CDD as main tool for local communities' councils to involve all of their citizens in decision making processes, with focus on higher participation of women and youth. At the same time, through the project, CDD will be standardized and widely promoted at national level.

Main achievements of Mozaik through this program:

- Regional cooperation on the implementation of Rural Communities Culture project – four organizations from Macedonia, Serbia, Kosovo and Bosnia and Herzegovina implement this project together.
- Presence in small rural communities with innovative approach
- Entrance to new EU instrument for support
- CDD standardization and promotion

6. FOR-PROFIT UNITS

6.1. EKOMOZAIK

EkoMozaik's primary goal is to generate profits by using competitive advantages of rural Bosnia and Herzegovina. Simultaneously, EkoMozaik is a socially responsible company that creates sustainable jobs and directs all of its profits through Mozaik Foundation to developmental projects in Bosnia and Herzegovina.

EkoMozaik has been formed thanks to support from partners from the Czech Republic as one of the Mozaik's projects. Czech Ministry of Agriculture donated (through Czech Partner Svet jako Domov) €400.000 to Mozaik to start production of organic and high-quality honey for domestic and international market.

In our attempt to multiply available resources, we have approached to Municipality Sekovici, asking for free-of-charge 20-year utility of military barrack, that was built in 2000 and left by the army in 2003, after reunion of the FBiH Army and RS Army into Army of BiH. In return, Mozaik promised investment of almost €500.000 and at least 35 new employments. Although municipality of Sekovici has very diverse political structure, the decision was made with one assent to give these facilities to Mozaik.

Thanks to this, investment in EkoMozaik grow to €1.250.000 and it is expected to rise, thanks to USAID grant of close to 2M to hire and empower 100 women to work on herbs production.

EkoMozaik employs a director and 10 honey producers. Now, it owns 2.000 productive bee colonies and equipment to produce high-quality organic bee-hives. Within the project on herbs that started in September 2010, we will equip the modern greenhouse of 5.000 m². The greenhouse will enable us to keep some women employed during winter times.

All of this allows EkoMozaik to maintain the highest quality, quantity and stability of production, and build a strong competitive position often lacked by domestic producers and present itself confidently to domestic and international markets.

6.2. MAŠTA AGENCY FOR PROMOTION OF SOCIAL RESPONSIBILITY

The MaŠta Agency goal is to become a leader in conceptual promotion of Corporate Social Responsibility and Social Entrepreneurship in B&H.

Using its unique approach and creative working environment, together with resources and potentials of the Mozaik Foundation as a social entrepreneurial organization, MaŠta is able to provide its clients with a top quality service. MaŠta specialty is: organization of the events, trainings, media relations, and creating different visual communications. Added value to this offer is that MaŠta is doing business in a socially responsible manner, all with the purpose of achieving a sustainable business that will on a long term basis bring profit that will be allocated into various programs of the Mozaik Foundation.

While positioning in the B&H market and creating a positive climate for promoting the concept of Social Responsibility, MaŠta will primarily build its portfolio through the projects of the Mozaik Foundation with a purpose of differentiating itself on the market and creating conditions to further its business based on recommendation from satisfied clients, and references from for-profit, non-profit and government sector.

The MaŠta Agency advantages are based on partnership with Mozaik Foundation, and that partnership is creating a synergy needed for mobilization of local resources, and focused on sustainable social and economic development in BiH.

Here, using the existing network, clients can be offered an active participation in ongoing programs, as well as in other personalized and innovative socially responsible activities created specifically for them.

2010. was an important year for agency MaŠta. Besides having formed the organizational structure and implemented activities for the Foundation, a significant progress has been made in positioning the organization in the market. For the needs of Mozaik Foundation, agency MaŠta has worked on organizing important events, creating visual identities, as well as the design of all promotional materials for several projects, managing media relations, managing the selection process of socially responsible companies and in addition to all that organized the ceremony DOBRO'10. It has also successfully implemented a large corporate event for an external client Weishaupt.

7. MOZAIK'S DEVELOPMENT

7.1. STRATEGIC MAINSTREAMS

In April 2010, Mozaik has organized 3-day strategic planning meeting with all staff. Based on SWOT analyze we have identified critical issues and main challenges and choices Mozaik is facing now and will be facing in the upcoming period related to programs, financial sustainability and overall organizational development, and which have shaped strategic directions for Mozaik further development. These strategic directions reflect some long-term challenges in organization, deep changes that we have introduced recently, as well external opportunities and threats:

Strategy of deepening: Our focus will be on in-depth development of existing programs and improving their quality and sustainability, rather than widening and establishing new ones. This strategy relates to staffing also – Mozaik does not have plans to enlarge number of employees significantly in the next five-year period (up to 15 employees in Foundation Mozaik programs). Our vision is to become innovative social enterprise that applies contemporary principles of corporative management and employs dedicated and innovative professionals who exceed their responsibilities. Improvements in HRs management and modernization of work and procedures are integral part of this strategy.

We do not plan to open any new programs in the two following years. We, however, might react opportunistically to opportunities that emerge and are in direct synergy with our strategy.

Strategy of synergism: Particular attention will be paid on ensuring synergy among all programs, as well as programs and for-profit units. This will ensure using potential of competitive advantage of being social enterprise.

Strategy for ensuring financial sustainability: As a social enterprise, in the next five-year period we want to lead three strong and recognizable non-profit programs, focused on rural development, youth participation and social justice and use competitive advantage to strengthen three for-profit socially responsible business: EkoMozaik, MaŠta Agency and Destination Management Centre grown from our forth program (Cultural Heritage and Tourism). These for-profit companies will provide financial sustainability of Mozaik Foundation, as well as provide additional value to our work, vision and mission

In light of above social enterprise developments and new partnership with government, our earlier Objective on building an Endowment will be pursued. An Endowment is important as it will provide the most solid financial sustainability to the Foundation. We are currently discussing the initial size of Endowment to be created. At this stage we can state that over the next five years we expect to build and Endowment worth between \$500.000 and \$1.000.000.

Strategy of branding and differentiating Mozaik's know-how: Over the last few years we have witnessed other CS organizations copy our grant-making tools and principles while falling short in transparency, monitoring and resources and volunteer mobilization. Therefore Mozaik will develop clear communication strategies for Mozaik as a social enterprise and for its each program and for-profit entity. It will reflect our main values in every communication. Our main “protection” of know-how up to date was in our implementation that was never

short of excellence. However, a more firm strategy of differentiating of know-how of our programs and companies needs to be developed and in place in the next period.

7.2. ORGANIZATIONAL STRUCTURE AND STAFF

With new structure, Mozaik's organizational chart becomes more complex (please, see attachment 1). Even if registered as three separated units, these entire three entities (Mozaik Foundation, EkoMozaik and MaŠta) share the same vision and look for every opportunity for synergy among its activities. With the same Board and director, all competitive advantage of every unit and social enterprise as a whole are recognized and used to maximize our impact.

We are aware of the significance of human resources, thus we put a lot of efforts in finding the right persons for right positions. The most challenging was to find appropriate person to lead the MaŠta Agency. Finally, after serious head-hunting, we succeeded to engage the best person for that position in Sarajevo – Ms. Una Mesić. Una was PR manager at the Radio Stari Grad (largest private radio station in BiH), with significant experience in PR, CSR and communication.

With new development, we promoted our financial manager to the new position – Internal Audit and Consulting and engage one new person for financial management, with focus on establishment and improvement of systems and procedures. The new person, Haris Serdarevic will be employed from January 2011.

Regarding the staff, we had to employ new program manager for Tourism and Cultural Heritage Program, as well as additional person for growing YouthBank program. Two of our employees came back from maternity leave; one took the position of Project Manager for YB and second overtook the obligations of administrative assistant. Our Executive Director went for maternity leave in August 2010.

Generally, human resources are on satisfactory level, with few people in need of further IT training. Mozaik is planning to offer this as capacity building program, free of charge for all staff. In addition, Mozaik has agreed with Microsoft to get around €50.000 donation in software and create effective data base and full digitalization of our offices in order to significantly impact our productivity.

7.3. NETWORKS

Mozaik is eager to establish and maintain networks at national and regional level – we are still putting efforts in establishing regional network of indigenous grantmakers, looking for the best opportunity to advocate for philanthropy development, community development and CRS at national, regional and EU level. Also, we are still members of GEF, although participation in both of these networks was lower since our executive director is on maternity leave and director had to maintain ongoing operations and pursue opportunities for networking that arise thanks to the award for social entrepreneur of the year 2010 in CEE.

Our national network of community advisers is focused more and more on quality and professionalism – we had to deal with some internal issues within the network, where one of our members from the same network and established similar network and started to use developed resources as their own, without even mentioning CDD and CDD Network. Our Capacity Building Manager addressed the issue through the process that involved a lot of opened communication between network members and finally, two members have left the CDD Network and we have 11 members with 11 organizations who are fully committed to CDD principles and approach.

Mozaik entered in the network of several BH NGOs who wants to connect development and anti-mine actions. Our interest is to share gained experience in participatory decision-making at local level, as well as using anti-mine actions in the communities where development is blocked due to mines.

8. LESSONS LEARNED

- We still need comprehensive and clear communication strategy for each brand in order to avoid the image of a foundation with excessively wide activity range, which cannot be streamlined. Serious progress is made here thanks to MaŠta's communication – however, we need more time to make it clear for internal and external channels
- We need to discuss the notions we are using and naming – what out of our “local resource mobilization” is in fact individual or corporative philanthropy, what does it mean CDD, etc. During strategy planning we realized that within the MLR we initiate and promote a lot of philanthropy actions and fail to name it properly in our external communications.
- We have to increase our productivity through tailor-made digitalization of the office. Now, with 13 full time employees, we waist a lot of time on non-effective communication, document filing and data-base creating.

- Having in mind that Mozaik recently entered into deep structural changes (establishing social enterprise), there is a need for more clarification of purviews and responsibilities of top management and staff members, clear understanding on transparency and confidence of internal data.
- Governing Board requires permanent efforts in order to ensure more visible contribution of each Board member to Mozaik development.
- EkoMozaik and its product needs to be carefully branded and positioned at the market, to assure visibility of all competitive advantage we have.
- Our programs (profit and non-profit) require lot of efforts of staff involved, so very often they are not enough familiar with activities and issues of other programs and colleagues, often putting “his/her” program as the most important one. There is a danger of alienation among programs / departments and missing opportunity to capitalize on the fact that all of the programs are Mozaik’s and as such have additional value. Neglecting these important but not urgent issues could jeopardize overall long term strategic development of Mozaik Foundation.

MOZAIK FOUNDATION, 2010

ATTACHMENT 1 – CHART

