



Mitost

Annual Report 2019/20

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Mitost

MitOst is a non-profit, international, non-governmental organisation that promotes cultural exchange and active citizenship in Europe and its neighbouring regions, mainly in Central, Eastern and South-Eastern Europe.

MitOst connects engaged people in an independent dynamic network. In cooperation with a wide range of international partners and sponsors, MitOst develops and implements projects and programmes and supports international dialogue and civil society beyond cultural, linguistic or political borders.

Transparency is essential for a lively and open civil society. That is why we regularly publish an annual report in addition to other association documents. The reporting period encompasses the MitOst association year and the financial year 2019/20 which covers the period from 1 May 2019 to 30 April 2020.

Foreword

Transition in Focus: Vision MitOst 2021

AUTHOR: LJILJANA ŠOTRA, TRANSITION COORDINATOR

In October 2019, as a result of the Governance Structure Process, a model of MitOst as a network organisation was presented to the MitOst Members' Assembly. The members' assembly accepted the model as Vision MitOst 2021 and mandated the MitOst Board to facilitate and guide all further steps of concretisation and implementation in the course of a two-year transformation phase to this vision.

The MitOst Members' Assembly 2019 mandated the board to shape the gradual transformation process in a co-creative spirit and to give members, staff representatives, partners and institutional members the opportunity to participate in the process during the MitOst Camp 2020 and the MitOst Agora and the MitOst Members' Assembly 2020.

As a result of the Gradual Implementation of Vision MitOst 2021, plans in accordance to the 2019 Resolutions, namely "Foundation of Legal Entities for the Programme Clusters" and the "Introduction of a community membership Status," have been promoted. The MitOst Members' Assembly 2020 will decide on corresponding resolutions.

However, not all the steps that were foreseen with the first resolution could have been implemented. Due to the challenges of the year 2020 in connection with the outbreak of COVID-19, we did not manage to organise the MitOst Camp 2020, where we planned to initiate the prototyping of the elements presented in the Vision MitOst 2021: council, community fund, thematic circles.

Therefore, Agora 2020 serves as a moment to open up space for co-creation and commit to continuing to fulfil the mandate in the coming year. We want to begin our Commons Journey with the Year of the Community, an invitation to all of us to not only act as a network (as we already do), but also to deepen our experience as a community.

In addition, with the introduction of the position of network development coordinator (transition coordinator) between December and March, challenges arose in coordinating different needs, speeds, styles and approaches. Since March, the need to work remotely from different countries and the uncertainty in planning have further contributed to a difficult work situation.

From these experiences, we gain knowledge of organising online events so that we are confident that events do not have to be cancelled in the future. We have also started modifying processes so that they can be carried out under the given circumstances.

We commit to working towards fulfilling the mandate until the MitOst Members' Assembly 2021 as a deadline, acknowledging that we cannot guarantee the feasibility of the timeframe under the persistently unpredictable conditions.

Network of Members and Alumni

Voluntary engagement, professional exchange and a dynamic network

AUTHOR: KATHRIN OERTERS

MitOst is a member association that cares about participation and volunteering. MitOst is also a platform for new forms of project work. And MitOst is a community that is currently changing and deepening a lot. The Network of Members and Alumni Department (NMA) creates the conditions for meaningful ways to combine volunteer work, professional exchange and networking across MitOst programmes, projects and communities.

In the period from May 2019 to April 2020 we concentrated on the organisation of two International MitOst Festivals and were also actively involved in the MitOst transition process to a network organisation. We have supported and facilitated the participation of members, friends and partners in events such as the MitOst Camp 2019 and strategically reorganised project work in cooperation with the project advisory board.

Members Development

(STATUS: 15.10.2020)

MitOst has 1,477 members in 49 countries, 42 of which are institutions. In 2019/20 a total of 37 new members have joined, in particular from Germany (22), Georgia (4), Russia (2), Poland (2) and Ukraine (2). More than half of the members live in Germany (806).

The association has particularly large numbers of members in Russia (161), Ukraine (96) and Georgia (51). In the last year 58 resignations were recorded.

Voluntary Committee Work

MitOst Board

The members of the MitOst Board are elected for two years by the members' assembly. They are working voluntarily and chair the work and development of MitOst.

In the 2018/19 board, Ljiljana Šotra was the first and Barbara Anna Bernsmeier the second chairperson, Sabrina Schulz was treasurer and Karsten Michael Drohsel, Nurana Mammadova and Catharina Sligting were assessors.

Ljiljana Šotra remained first chairperson of the MitOst Board in 2019/2020. The members' assembly 2019 in Budapest re-elected Barbara Anna Bernsmeier as second chairperson and Sabrina Schulz as treasurer. Karsten Michael Drohsel and Nurana Mammadova remained in office, while Barna Petrányi was elected to the board as assessor. On 31 March 2020, Ljiljana Šotra resigned her position as chairperson as she took on the position of transition coordi-

nator at the MitOst office. As of April 2020, Karsten Michael Drohsel paused as a board member.

In addition to the regular board meetings that were attended by the managing directors and the NMA Department as well, and, since April 2020, the transition coordinator, the board has met regularly for internal exchange. It also exchanged with the project advisory board. It was regularly informed about the MitOst office activities as well as member and alumni projects. The association's budget for the 2020/2021 financial year was signed by the board on 30 April 2020.

The transition process to Vision 2021 was the focus of the board's work and activities between May 2019 and April 2020 with the MitOst Camp 2019, MitOst Agora and Members' Assembly 2019 as the most important events. A position was created to coordinate the process for Vision 2021; a transition coordinator whose main tasks include:

- the coordination of the (strategic) participation, communication and decision-making in the Vision 2021 process with the various MitOst key stakeholders
- the coordination of the operational and administrative tasks related to the planning and implementation of the MitOst Vision 2021 process together with the MitOst Network of Members and Alumni Department.

The transition coordinator Ljiljana Šotra took up this position on 1 April 2020 and is supervised by the MitOst Board.

In accordance with the resolutions of the MitOst Members' Assembly 2019, the board

accompanied the concepts for the foundation of legal entities of the Active Citizenship and Cultural Exchange programme clusters as well as the conception of community membership by the NMA Department.

In response to the experiences in the COVID-19 pandemic, the board has developed a proposal to amend the statutes in order to be able to hold virtual members' assemblies in full or in part online, which also involves updating the decision-making and election procedures.

Board members were also involved in the development of MitOst's sustainability policy.

Project Advisory Board & Project Work

The project advisory board advises MitOst members on applying for project funding for MitOst member projects.

Johannes Dam, Nataša Zrnić, Yasmin Ouberri, Khaled Aly, and Jonas Teune were elected at the MitOst Members' Assembly 2019 to the project advisory board. Up until that point Yasmin Ouberri, Jeremy Pine, Cornelia Püschel, Dominik Stenzel, and Frank Weiße-Bartos had been on the project advisory board.

In the period from May to August 2019, 4 member and 5 alumni projects were funded with a total of 10,985.35 euros, including:

Alumni projects

- Conference "Brain Drain and Good Governance in Eastern and Southeastern Europe" (Belgrade, Serbia)
- Look Around (Nukriani, Kakheti, Georgia)

- Feel It (Azerbaijan, Georgia)
- Study Trip: Serbia. Between West and East (Belgrade, Serbia)
- Mostagbali Forum (Tunis, Tunisia)

Member projects

- TekBunker (Nivica, Zvérnec, Albania)
- Residency for Photographers in Ivano-Frankivsk (Ivano-Frankivsk, Ukraine)
- Generation in Progress (Berlin, Germany)
- Paint your Town (Chernivsti, Ukraine)

The project funding was paused between September 2019 and February 2020, as the project advisory board together with the Network of Members and Alumni Department develop a concept for redesigning project work with the following goals:

- to make the funding formats accessible to a larger group of people in the MitOst network,
- to strengthen connection between different groups of the network,
- to make the application process easier and the selection process more transparent and participatory.

The resulting project call was adapted due to the COVID-19 pandemic with mainly a focus on online projects. For their “Solidarity in Action Call”, the project advisory board received 14 ideas from members of many different MitOst communities. All proposals had the potential to foster vibrant and resilient communities locally and translocally.

In a first community call, the project advisory board and the 9 selected project teams met to start off their common journey. Since then, the teams come together during monthly check-ins and strengthen their community of project enthusiasts by peer consultation and learning from each other. The implementation phase of the projects started in July 2020 with a total budget of 9,000 euros.

Outlook: After the strategic reorientation of the Robert Bosch Stiftung, the long-term cooperation in alumni work will not be continued, so that no further funding is planned for 2020/21. From this point on, the project funding will run through membership fees and, to a lesser extent, the festival cooperation with the Robert Bosch Stiftung and the International Alumni Center (iac Berlin).

Regional Groups: MitOst Hamburg

MitOst Hamburg organised several youth encounters in 2019/20. Among them were “Tor! Goal! Tor! – Moments of Unity”, a campaign for diversity between St. Petersburg and Hamburg; “Auf zu neuen Ufern: veter i volny 2019” with encounters on boats in the North Atlantic and the North and Baltic Seas; “Future Spaces 2019”, a German-Russian-Tanzanian youth encounter; “Chronos and Kairos – Im Spiegel der Zeit” with moments of contemplation and reflection at the turn of the year; as well as “VOICES – power of love” – a hybrid German-Ukrainian-Russian youth exchange and choir project. MitOst Hamburg also organised training courses for youth group leaders.

Transition Process

MitOst Camp

The MitOst Camp is an important strategic meeting in the annual cycle of the association. Members, friends, committee members and staff members of MitOst take time to discuss in detail topics relevant to the association, develop the association further and together shape its future.

Participants of the camp in 2019 included more than 30 people from 10 different countries. Its thematic focus was on the governance structure process. During the camp we selected the governance model of the network organisation from the proposed models, all of which were discussed in detail, and developed further in order to present its core elements as MitOst Vision 2021 to the MitOst Members' Assembly on 5 October 2019.

MitOst Agora

The MitOst Agora is a preparatory event to the members' assembly. It is open to all members and festival participants and the wider MitOst community.

In the MitOst Agora, we discuss draft resolutions for the members' assembly as well as proposals for changes to the statutes, explain reports and exchange around emerging topics. In addition, candidates for the committee work present themselves.

The format of the agora allows us to give space to discussions on how to co-shape the

association alongside the formal processes required for our members' association during the assembly.

The MitOst Agora was first established during the 16th International MitOst Festival in Athens and repeated during the 17th International MitOst Festival in Budapest.

In each of the three MitOst Agora meetings during the festival in Budapest, around 60 participants discussed and developed the MitOst Vision 2021 and the three draft resolutions for the assembly.

MitOst Members' Assembly

The members' assembly is the most important decision-making body of MitOst. It is open to all members as well as participants of the International MitOst Festival, whereby the right to vote is reserved exclusively for members of the association.

The members' assembly in 2019 has taken us on a boat on the Danube as a meeting place. The assembly adopted the three proposed resolutions in the following form: Gradual Implementation of the Vision MitOst 2021; Foundation of Legal Entities for the Programme Clusters, as well as Introduction of a Community Membership Status. The second major topic of the assembly were the elections for the MitOst Board and Project Advisory Board.

International MitOst Festival

The International MitOst Festival is the central event of MitOst and an important place for the communities around MitOst to meet. The festival is changing locations each year since its beginnings in 2003 in Pécs, Hungary. It offers learning and networking opportunities as well as cultural activities and attracts up to 350 participants from all over Europe and its neighbouring regions.

In 2019 we were invited by our friends and partners of the Hungarian organisation Pro Progression to celebrate the MitOst Festival in Budapest. For five days the MitOst Festival community co-created a diverse, ambitious and interesting programme around the festival's topic "Exploring Europe". Over 250 participants from 37 countries in Europe and its neighbouring regions took part in the 2019 edition of the festival. Around 60 individual sessions were hosted by participants, an interesting evening and cultural programme encouraged people to dance and celebrate and also reflect on the current situation in Hungary and Europe with all its complexity, especially against the background of the historical date with 15 years since the EU enlargement towards the East and South and 30 years since the Berlin wall came down.

In collaboration with Senatskanzlei Berlin, 5 projects could be realised in the frame of the MitOst Festival:

- Szimpla TuneUP Berlin-Budapest brought musicians from both cities together in a workshop and a jointly produced musical performance,

- Working together for the Local Good made the model of the community foundation better known as an instrument for promoting active citizenship,
- The screening of the documentary about the forced exile of the Budapest Central European University *Activism on Screen: Learning by Seeing* showed the attempt by university students to revive Hungarian civil society by creating their "free university" in front of the parliament,
- BerlinBudapest Production Lab centred around sustainability in the fashion industry and the transfer of knowledge in the field of design and production between the two cities,
- Queerdos. ACTING UP offered a workshop for, and a performance with, the LGBTQI+ community in Budapest, which is led by members of the Berlin art collective Queerdos.

Furthermore, in connection with the festival we organised the Berlin-Budapest Culture Train and were financially supported by Senatskanzlei. The project consisted of a night train journey from Berlin to Budapest and a public event in Budapest. 54 people took part in the night train journey on 1 October 2019, accompanied by a cultural programme. The public event on 5 October 2019 on an event boat on the Danube gathered around 250 participants.

Network

Bosch Alumni Forum

The format BoschAlumniForum connects German-speaking members of the MitOst network and the Bosch Alumni Network in leadership positions to exchange on a current socio-political topic. With differing social backgrounds and professional experience they contribute their expert knowledge from diverse disciplines and sectors. The BoschAlumniForum is implemented in cooperation with the International Alumni Center (iac Berlin).

BoschAlumniForum 2020: "Digitalisierung: Was ist der Preis und das Potential technischen Fortschritts?" (Digitalisation: What are the price and potential of technical progress?). The format was originally planned for April 2020, adapted to a hybrid format and postponed to November 2020 (online component) and March 2021 (offline component).

Perspectives

In 2020/21, the NMA Department will continue to create space for the emerging MitOst Commons and support people who want to get involved in MitOst. With the Year of the Community, we invite all of us to not only act as a network (as we already do), but also to deepen our experience as a community. We will support processes that help clarify the governance and financial model of the MitOst Commons. And of course we will put our energy into making offline meetings such as the festival and the MitOst Camp possible again – integrating the newly gained practice and quality of the online connection.

Active Citizenship

MitOst was founded with the aim of promoting active citizenship and democratic culture of participation within civil society. We believe that everyone has the right and the potential to act responsibly as a citizen and to take on advocacy for their interests and the interests of their community. We motivate, support and accompany people through tai-

lor-made qualifications and projects. Besides, we connect and support civil society actors that strengthen connection, cohesion and agency in Europe and beyond. Through the following programmes and projects MitOst offers concepts, competencies and contacts for active citizens beyond borders.

Theodor-Heuss-Kolleg

Experience diversity. Shape democracy.

AUTHORS: ANNEGRET WULFF, LINNÉA MÜHLENKAMP

Theodor-Heuss-Kolleg (THK) encourages people from 25 countries in Central, Eastern and Southeastern Europe as well as from the Caucasus, Egypt, Tunisia and Central Asia to actively participate in their society on the basis of democratic values. The acquisition of skills in the field of voluntary project management is promoted and young people are supported in implementing their own initiatives. The programme focuses on personal development of the individual, strengthening social skills and taking on responsibility. THK works with partners in 22 local or cross-border programmes.

Cooperation programmes of Theodor-Heuss-Kolleg 2019/2020:

- ActivEco (Republic of Moldova)
- ActivPeace (Republic of Moldova)
- AktywniejWsi (Poland)
- Azamat z.o. (Central Asia, Kazakhstan)

- Balkans, let's get up! (Romania, Bulgaria, Bosnia-Herzegovina, Serbia, Kosovo, Montenegro, Croatia, North Macedonia, Albania, Greece, Slovenia)
- Culture[Active] (Russia)
- Diversity School (Georgia)
- Ecolab (Armenia)
- Game Changers (Russia, Estonia, Latvia, Lithuania)
- Harap Alb (Republic of Moldova)
- Jabal al Banat (Egypt)
- Live History Workshop (Ukraine)
- Meshká (Egypt)
- Mostaqbali (Tunisia)
- Ne Stolitsa (Russia)
- New Horizons (Russia)
- Pro Polis (Russia)
- Rural Initiatives Workshop (Ukraine)
- The Habit of Thinking (Ukraine, Russia)
- Time for Development (Azerbaijan)
- Tounsi w Nghayer (Tunisia)
- VioskaLab (Belarus)

The local implementation of Theodor-Heuss-Kolleg's approach in 2019/2020 focused on the sustainable embedding of the programmes in their respective local ecosystems.

Focus areas of rural regions in the cooperation programmes

Since 2019, programmes in rural areas that are active at a very local level have been further developed, such as the Polish programme AktywniejWsi. Similar programmes are already being implemented in Ukraine, Moldova and Belarus. With Jabal al Banat and Tounsi w Nghayer, two programmes have been implemented in North Africa that are particularly aimed at hard-to-reach target groups, such as women on Sinai or young people from the southern, more rural and structurally disadvantaged regions in Tunisia.

Seminar houses and training centres

In Georgia, the local coordination team is expanding a property into a sustainable training centre. Seminar houses like this one already exist in the Republic of Moldova, Ukraine and Armenia. They not only serve the financial and structural sustainability of the programmes there, but are also unique in their function as spaces especially for non-formal education in the respective countries.

Education

Further focal points of Theodor-Heuss-Kolleg's work are the one-year training of facilitators, the strengthening of the facilitators' pool and the capacity building for the coordinators of the cooperation programmes. Unfortunately, the international facilitators training could not take place in 2020 as it

was planned due to the pandemic. Within the framework of horizontal school (more on p. 19), special offers in the field of facilitation and NGO management are currently being developed and offered to coordinators and facilitators.

Reshaping Theodor-Heuss-Kolleg

With the end of Robert Bosch Stiftung's funding of Theodor-Heuss-Kolleg in 2020, a phase of joint strategic development of the network began in 2019, which serves to maintain the impact-oriented programmes. The kickoff for this was the big network meeting in Tbilisi (Georgia) in April 2019 which was attended by more than 120 coordinators and facilitators. Together, they started the process "Reshaping Theodor-Heuss-Kolleg". A so-called transition team, consisting of representatives of the network and the Berlin office, developed a sustainable model by spring 2020: the so-called "Community of Practice", which proposes that different organisations host the common community and alternately perform supporting functions. Since the THK community's annual gathering, which was held online in April 2020 due to the pandemic, the model has been discussed in smaller circles and finally adopted. As of June 2020, the community is in a transition phase, which foresees for the model to be incorporated by the end of 2020, so that the new community hosts can fully perform their new functions from 2021 onwards. This also involved the cooperation with experts who carried out a comprehensive analysis of Theodor-Heuss-Kolleg and examined potentials and effects in order to provide guiding advice from a scientific perspective.

Lectureship Programme in Asia

International understanding meets personal development

AUTHOR: LENA GRIMM

The Lectureship Programme in Asia is a professional and personal training programme. Young university graduates from Germany, Austria, and Switzerland (known as “DACH” lecturers, based on the country codes of their countries of origin: D, A, CH) teach German as a foreign language at a university in Asia. In addition to their teaching duties, DACHs also develop an educational project with the goal of promoting intercultural dialogue and fostering their personal development. Further training and coaching are provided to support them. The programme’s second target group are local lecturers (referred to as “LOK” lecturers), German-speaking university staff in Asia. They also receive coaching and training focused on rhetoric, presentation techniques, and managing meetings. Both groups meet in trainings, which have been specifically designed for the Lectureship Programme. The programme supports all grant holders by offering opportunities for personal and professional growth and helping them improve their professional skills through training and daily practical application.

The Lectureship Programme gives young people from diverse backgrounds the tools

they need to thrive in an intercultural environment. It encourages them to embrace new things, actively contribute, and grow through interaction – essential skills in a shrinking world. The Lectureship Programme brings young people from Asia and German-speaking countries together, creating lasting ties. They then help build an international network that has been bringing about personal and social change for the past 27 years.

The Lectureship Programme is currently available in China, Indonesia, South Korea, Thailand and Vietnam. In 2019/20, 19 DACH lecturers and 17 LOK lecturers have been supported by the programme. Because of the COVID-19 pandemic, trainings, teaching and project work have mainly been implemented digitally in the second half of the programme round 2019/20.

The Lectureship Programme in Asia is provided in cooperation between the Robert Bosch Stiftung and MitOst. Due to a realignment of the international funding strategy by the Robert Bosch Stiftung the funding for the programme has ended in summer 2020.

Advocate Europe

From Advocate Europe to Civic Europe

AUTHOR: ILIYANA GRÄBNER, EVA FAMULLA

After five years of shaping Europe together, Advocate Europe came to an end in December 2019, while the Idea Challenge continues, undergoing some changes in its direction, with Civic Europe following in its footsteps from 2020 onwards.

In 2014 MitOst, together with Liquid Democracy, began its work on the Advocate Europe Idea Challenge, an initiative funded by Stiftung Mercator. As the implementing partner, the Advocate Europe team set out to find, fund, connect and support ideas and people for a Europe of possibilities, co-created by diverse voices.

Between 2014 and 2019 Advocate Europe brought together more than 1,600 ideas from 45 European countries spanning a distance of 8,397 km between the easternmost applicant (Krasnoyarsk, Russia) and the westernmost applicant (Maspalomas, Gran Canaria, Spain).

The programme funded a remarkable portfolio of 32 civic initiatives in the thematic

fields of migration, democracy and participation, arts and culture, as well as urban development with each project reaching on average 1,550 people offline and each project with an online focus reaching on average 76,786 people, excluding social media. For instance, there is Kitchen on the Run, a travelling kitchen container bringing together refugees and locals. Or the JobAct Europe programme, enabling individuals to face the complex demands of unemployment through theatre. Another among many more is Democracy Fitness, a training concept enabling European citizens to build up democratic muscles in their local communities and thus strengthen civic involvement. Furthermore, Advocate Europe created a European digital community of 54,070 users on its online platform, who contributed with 3,262 comments. As an endeavor to foster and strengthen civil society innovation, Advocate Europe gathered more than 150 engaged changemakers in 11 network meetings and hosted workshops on theory of change, impact measurement or communication.

Civic Europe

Civic Europe – strengthen civic cohesion at the local level

AUTHOR: ILIYANA GRÄBNER, EVA FAMULLA

Civic Europe is an incubator for locally rooted civic initiatives, organisations and individuals in Central, Eastern and Southern Europe, realised by MitOst and Sofia Platform, funded by Stiftung Mercator. It is a multi-level enabling framework that supports local civil society actors in the regions of Central, Southern and Eastern Europe, who are challenged by low civic literacy and a lack of civic infrastructure and who aim to strengthen civic cohesion and active citizenship in their communities. We offer them mentoring and funding to implement their project ideas and to foster and promote their civic activities in the region.

With its inception in 2020, the Idea Challenge programme part funds up to 15 light-house ideas per year with grants of up to €50,000 each and mentors them during the implementation period on administrative, strategic and methodological topics. The target group comprises locally rooted civil society organisations and grass-root initiatives outside of large urban centres from Bulgaria, Czech Republic, Croatia, Greece, Hungary, Italy, Poland, Portugal, Romania, Slovakia, Slovenia and Spain. The Idea Challenge call 2020 generated an exceptional number of 841 applications from all 12 eligible countries, publicly available in the Civic Europe

idea space civic-europe.eu/ideas. With its open online platform Civic Europe created a vibrant European civic community of 3,274 users, who exchanged through 16,105 comments.

Initiated in 2019, the Capacity Building programme fosters the capacity and the ecosystems of locally rooted organisations and individuals active in the fields of civic education and civic engagement in Bulgaria, Hungary, Poland and Romania. It helps them establish themselves as actors in their communities by providing learning spaces and seed project funding. It is co-created and implemented with local partners. The Capacity Building programme was launched in 2019 with the call for participants of the Bulgarian pilot of the programme. The Sofia Platform team, the partner organisation of MitOst, launched a 5-module capacity-building programme for 21 locally rooted active citizens. They will receive small grants to implement their project ideas while applying what they have learned throughout the programme with the help of an expert team of mentors. The mapping and partner search in the three other countries, Hungary, Poland and Romania, is progressing well despite the challenges created by the COVID-19 pandemic.

Dialogue for Change

Strengthening local actors and cross-border dialogue

AUTHOR: LINDA FRANKENTHAL

The project Dialogue for Change is committed to peaceful dialogue and constructive cooperation between various civil society actors in Ukraine and other partner countries such as Belarus, Russia, Moldova and EU countries.

Dialogue for Change operates on three different levels. The first level is dedicated to disadvantaged rural communities. The second level deals with a cross-border dialogue and the third level focuses on the multiplication of the so far developed expertise. In addition, an international network of multipliers was created and three large forums were organised that offered a platform for networking and knowledge exchange (NeForma, Know your place! and Rural Rules Forum).

The following programmes were implemented as part of Dialogue for Change:

- Rural Initiatives Workshop (Ukraine)
- Vioska Lab (Belarus)
- Hai Club (formerly named HarapAlb; Republic of Moldova)
- Live History Workshop (Ukraine)
- activePeace (Republic of Moldova and Transnistria)
- Tandem Ukraine Learns (cross-border)
- Trainer Pool Learns (cross-border)
- UkraineLab Learns (cross-border)

Dialogue for Change was financed until the end of 2019 by the German Foreign Office, the European Cultural Foundation and the Robert Bosch Stiftung. The local partner organisations continue to offer programme activities beyond this funding period.

Tools for Citizens

AUTHOR: MARISCHA WEISER

Toolbox is a community of practice, a toolkit and a framework of activities to advance and deepen practices of collective action and organisational development. The Toolbox knowledge base is accessible and shared on a free basis, both online and in printed materials in French, Turkish, Greek and English. Content and approach are continuously co-developed in various languages and regional versions. An Arabic, Ukrainian and Russian Toolbox version will be published by the end of 2020 with the Arabic version currently in translation.

The community of Toolbox practitioners is continuously built by meetings and trainings for actors who are facilitating organisational development from within and in external support roles. In the last year, COMM'ON implemented 6 workshops, 2 pilot workshops and 9 presentations to teams and NGOs from urban and rural areas in Greece. In Turkey, 3 workshops were organised to train civil society actors to work with the Toolbox. In Tunisia, one

first Toolbox training took place with 70 participants in the scope of PARFAIT, a programme by ALDA. On an international level, two capacity building trainings were hosted at MitOst in Berlin, one in the scope of the Bosch Alumni Network. As a result, a community of Toolbox practitioners and a pool of 20 facilitators for Toolbox were built.

Tools for Citizens is hosted by an international partnership which consists of MitOst, Socius, Iidebate, Insha Osvita, INTERRA and COMM'ON and with the consultancy of Laden Yurtagüler and Yörük Kurtaran. The project was funded by Robert Bosch Stiftung until April 2020. Additional translations and further activities beyond Turkey and Greece were funded by the German Foreign Ministry and the European Union or implemented in cooperation with partners. The project will be continued based on opportunity within a self-organised group made of the committed partners. The next step includes the development of a digital Strategy Pocket Lab.

Bosch Alumni Network – Civil Society Cluster

AUTHOR: MARISCHA WEISER

The Civil Society Cluster connects around 1,600 members of the Bosch Alumni Network who work on pressing societal challenges and drive meaningful impact across the globe. It offers a safe space to reflect on urgent issues connected to civil societies and its actors in different countries and to identify potentials as well as new mechanisms to strengthen the accountability and resilience of civil societies. The Civil Society Cluster is co-developed by iac Berlin and hosted by MitOst.

In the last year, we worked on building a community of practice in the Cluster, which acts as a social learning system and builds on learning partnerships across its different elements. To encourage and facilitate

knowledge exchange within and beyond the members of the Civil Society Cluster, we organised a cross-cultural gathering in Budapest in 2019, and with the outbreak of COVID-19 we hosted a series of online conversations about “What is our stake in the new reality?”. Encouraging experimenting and learning, 5 pilot projects were implemented by members of the Cluster. Furthermore, Bosch alumni were provided with a capacity building training as well as 7 organisational development grants by the Civil Society Toolbox. To reflect on the development of the Cluster in the last three years and to set the agenda with its members for 2021, an online gathering is planned in the autumn.

horizontal school

AUTHORS: MARISCHA WEISER, IVANA MANDIĆ

horizontal school offers learning spaces on topics such as group facilitation, organisational culture, teamwork/team development, (self-) learning and change processes. Combining theory and practice as well as supporting meaningful connections, horizontal school aims at unfolding the potential of individuals, their teams and organisations to orientate in a (too) complex world. It is implemented by MitOst and co-created by the community of Theodor-Heuss-Kolleg. The establishment of horizontal school aims to maintain the facilitators' education of Theodor-Heuss-Kolleg and to continue providing trainings through a financially sustainable, self-supporting model.

Planning of implementation of horizontal school started in April 2019 and the prototype phase took place from October 2019 until January 2020, offering three weekend trainings in Berlin. Instead of a new round of weekend trainings, with the outbreak of COVID-19 four online trainings took place between May and June 2020. Through this experience, the team learned that the potential of horizontal school lies in the international community as the formats worked out very well. A long-term strategy is currently being developed for the future, which comprises online trainings as a regular format.

RuhrstadtTRÄUMER

Your idea. Your action.

AUTHOR: LINNÉA MÜHLENKAMP

RuhrstadtTRÄUMER was founded in 2015 by alumni of Theodor-Heuss-Kolleg. It invites young people aged between 16 and 20 who live in the Ruhr area (Germany) to get involved with their neighbourhood and community.

The programme is based on methods of non-formal and cultural education, provides impulses and the space for personal engagement. It promotes creative ideas and visions, enables active participation and offers a platform to get to know like-minded people. The framework is formed by two project camps, in which the participants, inspired by discussions and creative impulses, develop ideas together and implement them

in the form of small local projects in their community.

In 2019, the programme was first implemented in the Bochum region and the surrounding area. In 2020, it will be offered to young people from across the Ruhr area. Ruhrstadt-TRÄUMER is being implemented together with TraumWerkStadt e.V., an association founded in Duisburg in 2017, and has been financially supported by local sponsors since 2018. In 2020, the programme will be funded by the state of North Rhine-Westphalia for the first time, and as part of the Ruhrkonferenz in the field of action “Living diversity – strong cohesion”.

Cultural Exchange

Strengthening, qualification and networking of cultural actors

MitOst, in cooperation with its partners, offers a wide range of opportunities, especially for civil society actors and cultural professionals who recognise dialogue as a basic principle of encounter. In our programmes and projects, cultural managers are qualified for international cultural exchange, and partnerships between cultural managers and cultural institutions in Europe and its

neighbouring regions are promoted. MitOst supports the trans-sectoral cooperation of cultural actors as well as art and cultural projects that strengthen the diversity of cultures and local communities. Even in the challenging times of the COVID-19 pandemic, it was possible to maintain contact with the participating people and organisations, and in some cases even hold events online.

Tandem

AUTHOR: SARAH HERKE

Tandem was developed by MitOst together with the European Cultural Foundation. The programme goes far beyond the core approach of international understanding and offers the participating cultural actors a well-founded insight into the cultural scenes of the participating countries and the space to build a sustainable partnership. The socio-political appeal of the programme is revealed by a very broad interpretation of the term culture and cultural managers, which extends far into other areas, such as journalism, urban planning, work with children and youth, education, migration etc. Tandem operates with the strengthening of new ideas and organisations in this field to build a sustainably active transnational community, whose local actors encompass a wide variety of countries, regions, socio-political issues and areas of work.

In a one-year process, Tandem offers cultural actors a safe framework to form learning

partnerships (tandems), to jointly develop concrete ideas for further cooperation and a cross-border (pilot) project. Group meetings at the beginning, at the half-time and at the end of this Tandem process are accompanied by intensive mentoring on the part of the programme team and serve the practical exchange of experience and knowledge among the participants. In addition, the participants complete a two-week placement at the work site of their Tandem partner.

The aim is to strengthen existing local approaches to work by cultural actors through cross-border cooperation and to fertilise them conceptually. In addition, the internationalisation of cultural managers and their organisations strengthens their professionalism. Another goal is to increase the visibility of the initiatives at the local level, i. e. where the work approaches and activities of the participants, which have been improved through Tandem, have an immediate impact.

To date, the programme has brought together over 600 actors from over 40 countries.

Tandem programmes from 2019–2020:

- Tandem Europe
- Tandem Shaml
- Tandem Turkey
- Tandem Ukraine
- Tandem Al Emarat
- Tandem Cultural Capitals
- Tandem Western Balkans
- Tandem 360°

In the reporting period, Tandem launched over 50 new international collaborations, which means that the Tandem Alumni Network, uniting current and former programme participants, continues to grow. As in previous years, alumni are involved in the further development of the programmes and increasingly also in the implementation of new activities.

Further development and perspective

After Tandem Turkey came to an end following a sixth round in summer 2019, a dialogue was launched with alumni and other local partners against the background of the political situation in Turkey: Common Ground for Spaces of Public Discussion & Dialogue. A first programme round will start in autumn 2020. The programme is funded by the European Cultural Foundation and Stiftung Mercator.

The Tandem Shaml programme, which also came to an end in summer 2019, evolved into two projects: Tandem 360° and Thaqafa Daayer Maydoor (Arabic for: All around Culture). Tandem 360° launched with an open call in March 2020 and is aimed at cultural actors from Egypt, Jordan, Lebanon, Morocco, Sudan, Tunisia and Libyan initiatives and collectives resident in the aforementioned countries. Tandem 360° runs over two years and is funded by the German Federal Foreign Office. The cooperation project Thaqafa Daayer Maydoor (TDM) addresses various, especially young, civil society actors with a broad approach and aims to promote positive local developments based on the ecosystem approach. This programme emerged from the experience and in working closely with alumni of the programme. TDM is set to run for 4 years and involves 3 partner organisations. It is financed primarily on funds from the European Commission.

After a third round, which has ended in the summer of 2020, the Tandem Europe programme will be further developed into Tandem Regions of Solidarity, which will increasingly be based on a local/regional approach and which will strengthen a shared sense of European identity through the exchange of experiences between different European regions.

Actors of Urban Change

Enabling collaboration for more sustainable, inclusive and just cities

AUTHOR: JOICE BIAZOTO

Actors of Urban Change connects people working on new forms of sustainable urban development in Europe, and promotes a culture of co-creation as a driving force for positive change. To this end, 10 teams in 10 cities throughout Europe are supported per programme round. Together, they implement participatory, collaborative and trans-sectoral projects in their neighbourhoods.

Participating Actors make their cities better places in different ways: whether by activating new and old meeting spaces for communities to engage in social change, by creating new opportunities for co-creation and inclusion among diverse or marginalised groups, or by better connecting the urban environment and communities to their natural ecosystems. The programme has proven to be a successful laboratory that builds bridges across sectoral boundaries and thus enables innovative solutions through local collaboration.

2019–2021: A very unique programme round

After three programme rounds in 2013–15, 2015–17 and 2017–2019, Actors of Urban Change has now entered its fourth round and is a steadily growing pan-European network of urban changemakers, comprising more than 120 former and current Actors and 40 projects in 28 different European cities.

The current, fourth generation of the programme was selected in late 2019 and is par-

ticipating in the programme until summer of 2021. The 2019–2021 teams come from the cities of Athens, Bugojno, Brussels, Izmir, Kaunas, Saint-Denis and Wolverhampton. Their projects range from creating permanent social housing and studio space for artists, empowering youth in leading change in their city, promoting an art-sport network, designing a nationwide climate justice campaign with local artists, and co-creating mobility tools with elderly people.

Athens: The rise of a local ecosystem

This programme round is special for several reasons: It is the first time in the history of the programme that three teams were selected from the same city – the city of Athens. This was both a result of the significant amount of strong applications coming from the city, as well as a testament to the local legacy of the programme and the network – as both MitOst and the Robert Bosch Stiftung count on many active alumni and community members in the region.

COVID-19: Collaboration in times of a global pandemic

In addition, during this round, the effects of the global pandemic completely changed the way the programme team and participants could work together. The international network meetings, which are at the core of the programme, could not take place as planned – with the exception of the Kickoff, which took place in Berlin in February 2020. The pandemic not only severely limited the

participants' possibilities to implement their projects – many of which were based on in-person meetings and public spaces – but also demanded a shift in collaboration and knowledge exchange from offline to online formats.

An end in sight, and the continuation of the network

Finally, the fourth round is expected to be the last round of Actors of Urban Change, as the programme now stands. As part of a strategic restructuring, the Robert Bosch Stiftung announced it would discontinue

funding to all projects in its International Cooperation department, of which Actors of Urban Change was a part. However, the Actors of Urban Change community and network will live on. Further formats for knowledge transfer, strengthening of local and regional hubs, and collaborations with further partners are planned for 2021 and beyond. As MitOst transitions into a network organisation, Actors of Urban Change's knowledge, tools and network have been essential in shaping MitOst's Cultural Exchange department's transformation into an independent legal entity.

Connecting point for cultural manager networks

AUTHOR: SARAH HERKE

MitOst is the hub for two large European cultural manager networks. The Tandem Alumni Network unites all current and former Tandem programme participants. During the reporting period, around 10 members took the opportunity to participate in workshops and seminars through a mobility grant. Furthermore, the Ideas Factory (Tandem Europe I) in Plovdiv (Bulgaria) organised a residency programme in autumn 2019, which was funded by the network and used by three members.

After the end of the funding from the Robert Bosch Stiftung for the Kulturmanager Netzwerk (formerly Robert Bosch Kulturmanager Netzwerk), MitOst, together with organisations of seven members, submitted a

successful application in the Erasmus+ programme to implement a strategic partnership. As part of the Capacity Building for Cultural Educators in the Digital Era project, network members now have the opportunity to exchange information on their work online and offline, and to review, question and improve their own approaches and methods. The learning partnership runs until summer 2022 and ensures the continued existence of the most important network elements, which the members identified as personal meetings and professional exchange of experiences.

More can be found at:
www.cultural-managers.net

BORDERLINE OFFENSIVE

Laughing in the face of fear

AUTHOR: SARAH HERKE

Borderline Offensive is a transnational and transdisciplinary artistic platform that examines how art and humor contribute to intercultural dialogue, social integration and peace within and outside Europe. MitOst is one of the partner organisations. During the reporting period, the Borderline Offensive Tour took place, in which

4 projects (3 Migrants on a Boat, Migration Road Fanzine, Museum of Real History, Paper Puppet Poetry) were selected to tour Europe and the Middle East. A final festival is planned for May 2021 in Gothenburg. The project is funded by the European Commission within the Creative Europe programme.

Civil Society Exchange

AUTHOR: SELIM ÖZDAR

Civil Society Exchange is an international mobility programme for civil society organisations (CSO) in Turkey and Europe. The programme aims to support capacity strengthening of CSOs through cross-border collaboration, while contributing to the formation of a resilient civil society.

While the programme continues to provide international exchange opportunities for local organisations in Turkey and Europe, for the first time this year the programme will also support civil society networks, umbrella organisations and established CSOs to develop their own international mobility programmes. Over the course of the next

two years, selected organisations will co-design their tailor-made programmes and pilot test them with their target groups. In the reporting period, the programme brought 8 organisations together.

Due to the COVID-19 pandemic, all the activities of the Civil Society Exchange programme for the year 2020 are planned to take place through online channels.

The Civil Society Exchange programme is a collaboration between MitOst and Istanbul Bilgi University Center for Civil Society Studies, and is funded by Stiftung Mercator.

Finances of the Association 2019/20

AUTHORS: ANNA BELIKOVA (FINANCE COORDINATOR), SABRINA SCHULZ (TREASURER),
ANNEGRET WULFF (MANAGING DIRECTOR)

In the financial year 2019/20 the association generated a surplus of 740 euros with a total turnover of 5,722,166 euros compared to 6,090,817 euros in the previous year.

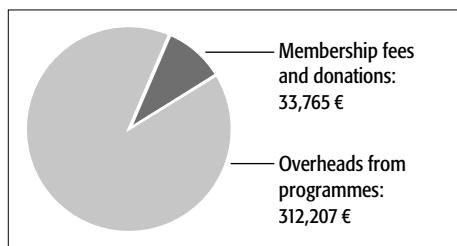
The results of the 2019/20 financial year in detail

Earmarked Revenues

In the 2019/20 financial year, the association collected a total of 5,376,195 euros for its purposes. This amount is composed of earmarked receivables to MitOst for the programmes and cooperation projects carried out with foundations in the departments (5,178,914), and the earmarked funds to promote alumni work (117,180) and organise the festival (80,102).

Free Funds

The free funds of the association totalled in the 2019/20 financial year to 345,972 euros. The following graphic shows an overview of the free funds, which breaks down as follows: membership fees and donations (33,765) and overheads from the programmes (312,207).



Expenses

Excluding the earmarked funds, from which Alumni work (117,115), Festival (62,264) and Programmes (5,178,914) were financed, the association's expenses in the 2019/20 financial year totalled to 363,133 euros, and composed of: 221,443 personnel costs, 3,952 committee work, 112,651 administrative expenses in the office, 11,999 press and public relations, and 13,088 for members' projects.

The following table shows the balance sheet for the 2019/20 financial year and the budget for 2020/21 approved by the Board.

Balance sheet for the 2019/20 financial year and plan for 2020/21

Status as of 30 April 2020

REVENUES	Result 2015–16	Result 2016–17	Result 2017–18	Result 2018–19	Plan 2019–20	Result 2019–20	Plan 2020–21
Membership fees and donations	37,273	36,774	39,861	49,732	37,000	33,765	127,000
Members' projects	21,950	3,594	30,702	12,000	0	0	0
Alumni work	125,989	91,671	109,678	66,771	76,000	117,180	
Festival	22,665	55,640	79,171	67,660	106,500	80,102	108,000
Overheads from programmes	102,500	175,800	228,800	369,912	334,900	312,207	183,960
Income in departments	26,854	14,202	0	0	0	0	0
Release of provisions	24,618	19,113	100,560	0	1,200	0	0
Department "Active Citizenship"	2,576,418	5,100,571	5,297,425	4,196,314	4,150,000	3,708,213	3,000,000
Department "Cultural Exchange"	1,296,550	1,032,684	1,107,922	1,328,428	1,000,000	1,470,701	1,000,000
Total revenues	4,234,317	6,530,048	6,994,119	6,090,817	5,705,600	5,722,166	4,418,960

EXPENSES

Personnel costs office	82,496	122,320	206,397	236,159	252,050	221,443	200,550
Committee work	10,881	8,221	6,689	10,981	3,000	3,952	
Administrative expenses	28,574	72,823	160,427	144,597	119,300	112,651	107,900
Press and public relations	8,687	13,018	4,565	10,132	19,150	11,999	7,500
Alumni work	125,166	92,073	109,499	67,379	73,000	117,115	20,000
Members' projects (total)	28,758	20,694	29,298	27,208	25,500	13,088	29,000
In those: own funds	13,435	17,043	9,562	11,611			
Festival	22,363	55,875	66,246	66,255	82,500	62,264	53,000
Provisions	50,806	8949	7,378	6,282	0	0	0
Department "Active Citizenship"	2,576,418	5,100,571	5,292,306	4,190,243	4,130,000	3,708,213	3,000,000
Department "Cultural Exchange"	1,296,550	1,032,684	1,111,168	1,328,488	1,000,000	1,470,701	1,000,000
Total expenses	4,230,699	6,527,227	6,993,973	6,087,723	5,704,500	5,721,426	4,417,950
RESULT	3,618	2,822	146	3,093	1,100	740	1,010

Funders and revenues for cooperation projects of the association 2019/20

The following overview lists grants and cooperation contracts that were concluded in the 2019/20 financial year for the non-profit projects and programmes implemented by MitOst. The funding is not tied to one of the association's financial years and some must be used until the end of 2021.

Funders and partners

Robert Bosch Stiftung	2,296,500 €
European Cultural Foundation	320,000 €
German Federal Foreign Office	1,489,889 €
Gesellschaft für Internationale Zusammenarbeit (GIZ)	199,956 €
International Alumni Centre gGmbH (iac Berlin)	366,600 €
Stiftung Mercator	3,269,275 €
Institut für internationale Zusammenarbeit (ifa), zivik	112,579 €
European Commission	4,000,000 €
ERASMUS+	316,834 €
State of Berlin – Senate Chancellery	7,500 €

In the financial year 2019/20, the association has prepared itself to deal with the cuts that will come with the end of some larger programmes at MitOst in the next two years. Solutions were negotiated and found with the Robert Bosch Stiftung in order to further develop and use the potential of the programmes. Herewith, the necessary transformation can be financed in the programmes, departments and organisation. Concerning these developments and the context of decisions taken at the 2019 General Assembly, the effects will influence the 2020/21 budget.

Less overheads from the programmes will flow into the association, because part of the funds will be used to continue work in the departments and to set up independent entities for the programmes. At the same time, MitOst received a donation from the RBSG of 250,000 €, a small part of which

will be used for the transformation of THK (70,000 €). The biggest part (180,000 €) will be used for securing and transforming the association's work in 20/21 and 21/22. From these funds, a new position of the transition coordinator was created and advertised at the beginning of 2020. It was filled at the beginning of the new financial year, while the positions of the two managing directors were reduced and their tasks limited to a few core functions (HR, financial planning, legal responsibility). The background here is that the capacities should increasingly flow into the transformation processes in the departments. At the same time, the capacities for shaping the transformation processes for the entire organisation cannot be reduced, but rather enhanced by the new position.

Partners and Funders

Alexander von Humboldt Stiftung, Anadolu Kültür, Armenian Progressive Youth, ARTa Association of Russian Trainers, Asparez Journalists' Club, Association Jlij pour l'Environnement Marin, Auswärtiges Amt – Eastern Partnership, Balkan Museum Network (BMN), Balkans, let's get up!, Black Sea Trust, British Council, Cesam Foundation, Chaos – Center for the Arts Opificio Siri, Citizens for Europe, Civil Society Supporter Association in Erzurum, Club of Young Leaders Simferopol, COMM'ON, Communism, Sofia Platform, Culture Resource, CZKD, Democracy and Human Rights Education in Europe (DARE), Deutsche Botschaft Kiew, Deutsch-Russischer Austausch e.V., Diecézní charita Brno, DOEN Foundation, Dulce Plai Dutch Cultural Participation Fund, EAF Berlin, EcoLab, EcoVillage Moldova, EcoVisio, Education for Democracy Foundation, »Education« Public Support Association of Youth of Azerbaijan (EPSAYA) public union, EduHUB, Eleusis 2021, Engagement Global, Erasmus+, Esch-zur-Alzette 2022, European Association for Local Democracy (ALDA), European Cultural Foundation, European Policy Center, European Union, Europejskie Centrum Solidarności, EU-Russia Civil Society Forum, Evens Foundation, Fitis – Akademie für Training und Transfer, Floating University, Fondazione Cariplò, Forum for the Future, Fundacja ART TRANSPARENT, Gabès Action, Galicyjska Fundacja Rozwój i Edukacja, Galway 2020, Genius Loci, Gesellschaft für Internationale Zusammenarbeit GIZ, Greenstorming GmbH, Helga Breuninger Stiftung, ICON-INSTITUT Public Sector GmbH, IDP Women Association »Consent«, ifa, iiDebate, Impact Hub Almaty, Impact HUB Moscow, Initiative Mittel- und Osteuropa, Insha Osvita, INSHI Agency for educational and cultural events, Institut für Psychologie der Universität Hamburg (Bereich Psychologische Schlüsselkompetenzen), Institute for Democracy and Human Rights (IDHR), Institute for Democracy and Human Rights (in Armenia), International Alumni Center (iac Berlin), INTERRA Krasnoyarsk, Iris Group – Managing Diversity, Istanbul Bilgi University, Istanbul Bilgi University Center for Civil Society Studies, JADRO, Journalists' Club »Asparez«, Kaunas 2022, Khata-Maysternya, Kiever Gespräche, King Baudouin Foundation, Kontaktstelle Deutschland »Europa für Bürgerinnen und Bürger« bei der Kulturpolitischen Gesellschaft e.V., Körber Stiftung, Kultur im Turm e.V., kultúrAktív, Egyesület Kültürel Mirası Koruma Derneği, kulturweit e.V., Kumquat, L'Art Rue, Leeuwarden-Fryslân 2028, Liquid Democracy e.V., Literarisches Colloquium Berlin, Living Wholeness Ltd, LUMBARDHI, Mimeta, Misriyati – Tanawoa For Training and Consulting, MIZ (Youth Initiative Center) Ulyanovsk, Moloda Cherkashchyna, North-Caucasus Federal University, Novi Sad 2021, Open Society Foundations, Peace Dialogue, Rijeka 2020 LLC, Robert Bosch Stiftung, Shokkin Group Estonia, Socius, Stavros Niarchos Foundation, Stichting Doen, Stiftung Mercator, Syunik Benevolent NGO, The American University in Cairo, TraumWerkStadt e.V., Universität Hamburg – Institut für Psychologie/Psychologische Schlüsselkompetenzen, Veszprém-Balaton 2023

Publications

“Advocate Europe. Change starts with us. Supporting civil society in Europe 2014–2019” was published in August 2019 and can be found at stiftung-mercator.de/de/publikation/change-starts-with-us/.

Thank you!

We would like to thank all our friends and partners, sponsors and supporters for their trusting cooperation and the joint development of new ideas and formats.

We would also like to thank all MitOst members for their commitment, for their participation in the development of the project and for their lively and dynamic association, and for both their financial and non financial support.

Imprint

MitOst Annual Report 2019/20

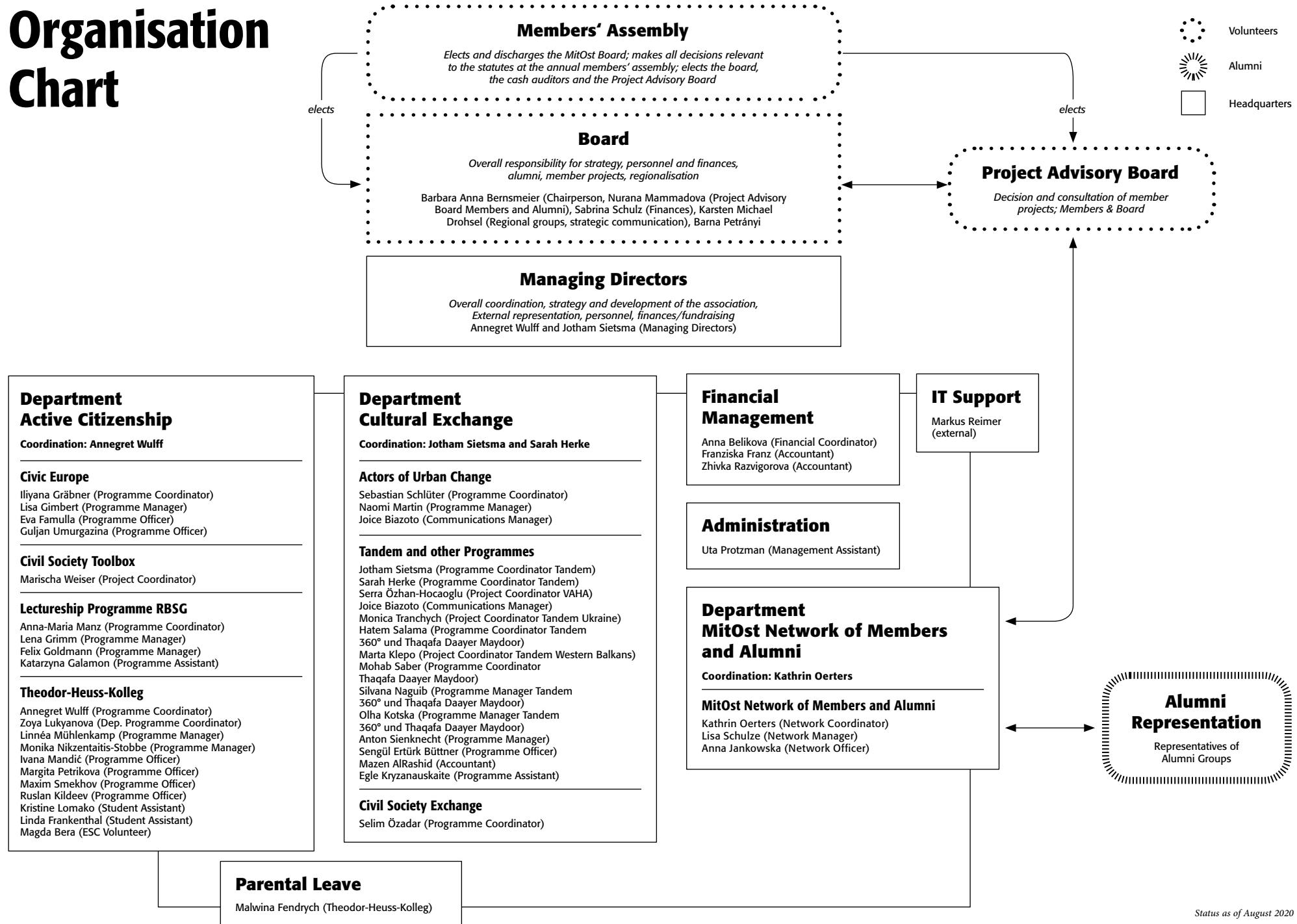
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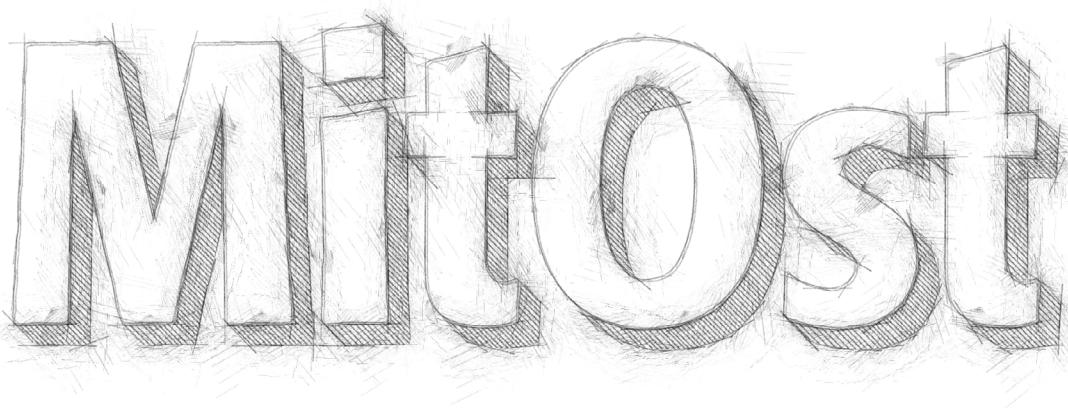
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Organisation Chart



Status as of August 2020



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