

MitOst

Annual Report 2021/22

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Foreword

Author:
MitOst Board

Dear members,

The past year has been a very peculiar time for the world in general, for civil society, and for our MitOst Network in special.

Because of the pandemic, over the last two years, we had to completely alter and re-adapt to a new way of working. Obligated to keep the distance our usual gathering momentums, which are the real essence of being in our community, were hindered. We managed to push our internal transition process forward, engaging our network. We kept evolving into a new structure that will better mirror our daily reality.

We did our best to keep the links, facing of course several challenges.

2022 was again a shaking time for our communities, mainly because of the invasion of Ukraine by Russia. Since the very beginning, MitOst has always been a very active stakeholder in the Eastern European Countries, and over the years, many ties were woven in both Ukraine and Russia.

The sudden events have profoundly shaken our team and communities, and we felt the need to respond by showing solidarity in support of our friends in Ukraine.

We were very impressed by the immediate response, manifestations of support and love, and the general wave of solidarity that was triggered over the last months.

After two years without gatherings and sudden silence, we felt the power of MitOst. We would like to sincerely thank each of you for being present and supportive during this hard time.

We see MitOst as an agile, active and inspiring network that strives to promote local change and resilient civil societies through local, regional and transnational cooperation. We hope to create spaces for organisations, communities and individuals and to build profound and lasting connections to scale our collective impact. Let's do it together.

The MitOst Network

Author:
Marta Kanarkiewicz

MitOst is an open and diverse network that connects civil society actors rooted in different local contexts across Europe and neighbouring regions.

In May 2021, the Network of Members and Alumni Department (NMA) handed over the management of network activities to the Network Team, consisting of Network Coordinator Marta Kanarkiewicz, Network Officer Florentina Abendstein and European Solidarity Corps volunteer Esterina Ukaj.

Growth and dynamic development are inscribed into any network's functioning and in 2021/2022 MitOst Network Team focused on creating spaces for responding to the changing needs and challenges of the network's members.

The MitOst Network strategy was created and based on three main pillars: knowledge sharing, connection building and collaboration between members. In 2021/2022, the Network Team concentrated on implementing activities strengthening each of the defined pillars. Among them, the MitOst Camp was organised in April 2022, to support the further transition process and work around the membership model. Moreover, the Network team implemented a new communication strategy, focusing on maintaining connection and engagement of members through social media and monthly newsletters.

The 19th MitOst Festival – the network-wide annual event, was organised in a hybrid format in September 2021, with 12 Satellites, proposed and led by Network members and online connecting activities open to all.

Members Development

As of:
12/07/2022

Authors:
Marta Kanarkiewicz
& *Uta Protzmann*

MitOst has 1,462 members in 47 countries, 47 of which are institutions. In 2021/22 a total of 27 new members have joined, in particular from Germany (17), Greece (2), Turkey (1), Portugal (1), Sweden (1), Bulgaria (1), Netherlands (1), Ukraine (1), Hungary (2). More than half of the members live in Germany (782). The association has particularly large numbers of members in Russia (159), Ukraine (97) and Georgia (51). In the last year, 26 resignations were recorded.

Members' Projects

Collaborative Budgeting

Author:
Marta Kanarkiewicz

The process of collaborative budgeting was identified as an impactful engagement and collaboration tool already in 2020. As of 2021, the reins of steering this process were shifted from the former Project Advisory Board to the assessors of the MitOst Board (see resolutions MA 2021).

In November 2021 the representatives of the board Liubov Kunetsova and Asia Nowosad together with Network Coordinator Marta Kanarkiewicz, created the Core Group. From November 2021 until February 2022, the purpose and aims of the projects were formulated and the plan of action was drafted. Participants of the collaborative budgeting 2021 were invited and involved in the process design. The notes from the design meetings can be found in the Miro board [here](#).

On March 7, a regular online meeting of the Core Group was held and the decision to postpone the co-budgeting process activities was made. The concrete date was not set at the time. The Core Group members also discussed an alternative way to distribute the Community Budget this year – to help those who were directly affected by the war in Ukraine. All those who were present at the meeting shared their perspectives, however, a final decision was not made.

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Afterwards, two more meetings (with much fewer participants present) were held but unfortunately, no decision was made either.

A few possible ways to move forward were discussed by the Core Group members:

- Community Budget could provide support to the MitOst members/institutions that work with refugees and the implications of the war in Ukraine and in neighbouring countries through financing their needs or providing some short-term paid internships to refugees at the member organizations.
- Providing some financial support to those in need who want to come and take part in MitOst Festival 2022.
- Making a call for co-creation space / circle of MitOst Network members to brainstorm ideas and solutions to deal with Community Budget 2022.

After April 2022 no decision was taken. The Core Group didn't continue to meet, and the process was put on hold.
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International MitOst Festival

Author:
Marta Kanarkiewicz

The International MitOst Festival is the central event of MitOst and an important place for the communities connected with MitOst to meet. The Festival has converged in new locations each year since its inaugural event in 2003 in Pécs, Hungary. It offers learning and networking opportunities, intercultural activities, and attracts up to 350 participants from all over Europe and its neighbouring regions.

The 19th MitOst Festival took place in September 2021, as a hybrid event. Due to the uncertainty caused by the COVID-19 pandemic and a growing risk of a last-minute cancellation of an in-person Festival, the decision was made to organise several smaller network gatherings in different locations across Europe and neighbouring regions instead. An open call for Festival Satellites was issued and network members were invited to apply as hosts. There were no requirements regarding the Satellites programme, location or format and small financial support was available. As result, 12 Festival Satellites were organized in 10 different countries: Albania, Belgium, Egypt, Georgia, Germany, Greece, Moldova, Serbia, Turkey and Ukraine.

The Satellites varied in terms of programme, length and number of participants – members were invited to join activities as diverse as boat trips, wellbeing retreats or thematic workshops. In some locations, the Festival happenings lasted over the whole weekend, in others network members gathered for one evening.

There were two online connecting moments, designed and implemented by network members. All Satellites connected on the evening of Friday, September 24 to play a pub quiz together, facilitated by the team in Brussels. On Saturday, September 25, participating members engaged in a Telegram Photo Competition.

The Satellite format of the MitOst Festival was successful and brought positive feedback from network members. Even though the network-wide gathering was missed, smaller meetings allowed members to connect with friends and peers on a local level.

Regional Groups

MitOst Leipzig

Author:
Elisa Satjukow

In the last year, three gatherings were organised, once for the decentralised MitOst festival last September and two networking events to organise support for Ukraine in February and April. There was also a cooperation with Kristina Semonova and the Leipzig Initiative for Refugee Artists.

MitOst Hamburg

Author:
Annika Pankow

We want to shine our spotlight on the youth project and ESC program with MitOst Hamburg:

“Hoist the sails!”, exclaimed 26 young individuals with and without refuge experience in the spirit of friendship and peace aboard the Brigg Roald Amundsen. From 20th of August till 2nd of September, they explored the Baltic Sea between Sassnitz and Kiel.

Off to new shores is also the spirit in which a young actor of international youth work from our Russian partner organisation has come to Germany as part of the European Solidarity Corps program. For an entire year, she will experience, accompany and enrich MitOst Hamburg’s activities.

Bosch Alumni Network – Civil Society Cluster

Author:
Marta Kanarkiewicz

The Civil Society Cluster connects around 1,700 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 their actors in different countries and to identify new, potentially useful mechanisms to strengthen the accountability and resilience of civil societies. The Civil Society Cluster is co-developed by iac Berlin and hosted by MitOst.

As part of the collaboration, several activities were organised for the members of the Civil Society Cluster and many others were open for them to join.

In July 2021 and January 2022, two series of personal encounters were arranged, in which two Civil Society Cluster members at the time could meet in an intimate, “slow-dating” setting during a 1-hour long online meeting facilitated by MitOst staff member.

Moreover, cluster members were invited to apply for Organizational Development Grants by the Civil Society Toolbox. In 2021, 5 organizations were supported through this initiative.

In 2021/2022, Civil Society Cluster members were also invited to participate in training and events organised by the horizontal school, MitOst training academy. For some events, such as Basic facilitation training and Advanced facilitation training, stipends for CSC members were offered.

Due to COVID-19 pandemic restrictions, an in-person gathering of the cluster members was not possible. However, it is planned for June 2022, as part of the MitOst Festival. The gathering is meant to create space for a conversation around current interests and hot topics engaging cluster members and to give direction for the Civil Society Cluster strategy planning.

Activities within the Erasmus program

Author:
Maksim Smekhov

Under the Erasmus Umbrella, within Key 1 Action: Learning Mobility of individuals, MitOst has been carrying out **the project “Building Capacities for Innovation and Change”**, which aimed at building capacities of employees, volunteers and external facilitators.

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The goals were defined as:

- being more efficient in responding to the changing needs of our target groups
- to increase capabilities to evaluate, strategise, share knowledge
- innovation within a community of learning organisations
- reflect on the impact of our work
- and ultimately adapt and build innovative organisational model, which will serve for more sustainable work in the future.

The implementation of the project should start in 2019, but most of the activities had been terminated due to pandemic restrictions in 2020/2021, therefore most of the trainings and job shadowings happened in 2022.

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This project was planned as a complementary mechanism to strengthen the personal and professional growth of our staff

members, facilitators and volunteers. During the application process, we evaluated the needs, necessary skills and competencies of our organisation. We identified the focus area for our capacity building, which could on one hand meet our development needs, on the other hand, reflect global and European trends for life-long learning as well as the demands of the changing labour market (in the NGO sector) in new hybrid and digital reality. Being providers of transformative learning experiences and implementers of educational programmes requires continuous improvement of strategic management, leadership skills, intercultural and conflict management competencies, as well as skills to coach and facilitate various international and cross-sectoral partnerships in our programmes. Seeking potential for innovation, we needed to connect to other organisations to learn and share our successful professional practices and exchange innovative tools, methods and approaches we apply in the international ecosystem we work with.

To address the mentioned needs and achieve the goal of the project we implemented the following activities:

1. International structured courses and trainings, that served to increase strategic thinking and management skills, leadership, conflict management skills, evaluation and needs assessment skills as well as coaching, mentoring and facilitation skills to respond to the needs of our target groups (11 participants from staff members and facilitators, 11 trainings in Netherland, Belgium and Denmark);

2. Job shadowings in collaboration with partner organisations in European countries, which served for mutual professional exchange and creation of a common learning space with application of innovative methods, tools and approaches (14 job shadowings in Estonia, Greece, Slovenia, Italy and Hungary);

3. Trainings assignments abroad, which served to share our in-house expertise, to apply innovative methods in the facilitation of strategic development processes, new frameworks for designing learning activities as well as to create a reflective and feedback space for our facilitators to improve the quality and content of their performance. Additionally, this type of activity helped us to establish new international partnerships and map out the possible directions for collaboration (1 training in Hungary with 35 participants);

Apart from this, we implemented a series of reflective labs and knowledge-sharing events internally, with respected partners and our network members.

Ukraine Solidarity Campaign

Author:
Malwina Fendrych

MitOst has been active in Ukraine for over two decades and is part of a strong, decentralised network of independent initiatives, dedicated professionals and cross-sectoral stakeholders working in the fields of democratic and human rights, arts and culture, (non-formal) education or media. Currently, there are over 80 organisations and 400 individuals active throughout this network. They include politicians, civil servants, activists, artists, educators, facilitators, journalists and business people. As soon as the invasion of Ukraine by Russia started, MitOst, as a grassroots organisation, acted fast and responded with great flexibility to the immediate needs and challenges with a sound Ukraine Solidarity Campaign. This consisted in offering logistic, financial and psychological support to MitOst's closest partner organisations in Ukraine and countries that welcomed Ukrainian refugees in- and outside of Europe.

A successful fundraising campaign was launched in March 2022, and 1.168.994 € have been collected and redistributed through the MitOst's Ukraine Solidarity Fund.

Facts & Figures:

- The Ukraine Solidarity Fund has collected 1.168.994€ 333.993,87€ through individual donations
2207 individuals donated to the Fund
835.000,00€ has been donated by foundations
7 foundations contributed to the Fund: Robert Bosch Stiftung, European Cultural Foundation, Stiftung Mercator, Körber-Stiftung, Gerda Henkel Stiftung, Initiatives of Change-Sverige, BMW Foundation Herbert Quandt
- Thanks to the Fund, MitOst directly financed 32 partner organizations* in Ukraine supporting humanitarian aid and the evacuation of people as well as cultural- and artworks
- Thanks to the Fund, MitOst directly financed 6 partner organizations in Poland, Slovakia, Hungary, Romania & Moldova supporting humanitarian aid as well as evacuation and refugee assistance (with a focus on especially vulnerable groups)
- Thanks to the Fund, MitOst directly financed humanitarian aid such as medical supplies or protective gear and its transport to Ukraine

*Please note: many organizations supported through the MitOst Solidarity Fund would like to remain anonymous due to security reasons. Their names can only be communicated directly in MitOst's financial reports to the Funders and Supporters.

What is next?

MitOst planed its work along different work packages:

- providing support to civil society and cultural workers staying in Ukraine, project: Tolocar
- providing support to civil society and cultural workers leaving Ukraine (or coming back to Ukraine), program: Vidnova Fellowship
- together with partners on-site and in Europe, MitOst started to work on ideas on post-war rebuilding
- if financially still possible, MitOst will further help to coordinate humanitarian aid and refugee assistance in and outside Ukraine
- if financially still possible, MitOst will further support the protection of Ukrainian cultural heritage & evacuation of artworks

More information here: <https://www.mitost.org/ukraine/>

MitOst Governance

MitOst Board

Author:
Florentina Abendstein

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 2020/2021, Sofia Corsi (Italy/Belgium) was the first and Barbara Anna Bernsmeier (Germany) the second chairperson. Yasmin Ouberri (Germany) was the treasurer and Barna Petranyi (Hungary), Hanna Kishkurna (Belarus) and Joanna Nowosad (Germany/Poland) were assessors with the focus on members' and alumni projects.

In September 2021 a new voluntary Board was formed. Sofia Corsi (Italy/Belgium) and Yasmin Ouberri (Germany) remained in their functions as first chairperson and treasurer as well as Joanna Nowosad (Germany/Poland) and Hanna Kishkurna (Belarus) as assessors. Two new board members were elected during the Members' Assembly in 2021 and we have welcomed Ivo Krug (Germany) as the second chairperson and Liubov Kuznetsova (Georgia) as an assessor.

The Board came together for monthly meetings which took place online, and they were held in addition to the council meetings (which was established a year ago, in 2020, as the strategic governing body of MitOst). Reconnecting, discussing important topics in-depth, but as well exchanging about developments in the organisation (establishment of commit and zusa) as well as in the network.

MitOst Council

Author:
Florentina Abendstein

The MitOst Council, the governing body for MitOst which was developed throughout the transition process, was established throughout the past year. Representatives from the Board, both from zusa and commit, and the Network Team held 7 Council meetings between May 2021 and April 2022 to set priorities, discuss important steps in the governance structure process and work towards implementing the MitOst Network vision. Results of this were the development of the future legal structure of MitOst, establishing the Co-Budgeting process as a

co-creation format for the network and the decision to host the MitOst Festival 2021 in a hybrid format. Additionally, a Council Retreat was held on June 15 & 16, 2021 focused on “Bringing the Commons to Life” where an 18-month development agenda was created as well as the Network Team vision until 2026.

The MitOst Council collaborates closely with the MitOst Network Team which was established in June 2021. In the Council Meeting of June 2021, the working relationship was decided to focus on strengthening the communication channels in the MitOst Network. Additionally, to this, the Network team would support the Council through the organisation and implementation of engagement spaces for all members of the MitOst Network.

zusa

Art of Collaboration

Author:
Jotham Sietsma

Since the MA decision and registration of the entity coming from the Cultural Exchange Department, Tandem gGmbH was renamed to zusa gGmbH. The name no longer represents only one of the department’s programmes and now has a more neutral, yet cosy connotation derived from the first 4 letters of the German word for ‘together’. This decision was taken based on work with a communications consultancy and agreed with both the Cultural Exchange Department staff and the MitOst Board.

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zusa gGmbH is still in its formation period, with various legal, financial and visibility work to be done. As presented at the MA of 2020, the organisation has multiple CEOs, currently Sarah Herke and Jotham Sietsma, and keeps working in the stated directions:

1. We work towards more inclusion and equity in our societies.
2. We understand civil society and culture (as part of civil society), as spaces and vehicles for making change happen
3. We foster collaboration as a positive approach for systemic change.
4. We connect people and organisations across geographies, sectors and disciplines.
5. We open learning spaces for a culture of playfulness and experimentation.

It is planned to have zusa gGmbH fully functional by the end of this calendar year.

commit

Active Citizens Institute

Author:
Annegret Wulff

The commit gGmbH by MitOst was registered 3. June 2021. 75 % of the shares belong to MitOst e.V., the remaining 25% are divided between 5 staff members. The legal transfer of the programs from the Active Citizenship department to commit was finalized on March 31, 2022, including the contracts of all staff members working in the programs.

Mission statement

We strive for vibrant, flourishing, and resilient communities where everyone counts, and active citizens are a stronghold for participative and inclusive societies.

We acknowledge that we live in a world of complex, interconnected challenges, where constant, rapid change becomes a new reality. We embrace this complexity as open-minded, curious learners.

We work shoulder to shoulder with individuals, teams, organizations, and communities to contribute to stronger, sustainable ecosystems of civil society. As enablers, we open up spaces for international and cross-sectoral exchange, collaboration and co-creation. As incubators, we provide capacity bridging, try out new ideas, and innovate new practices and approaches. As facilitators, we design horizontal learning spaces.

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These programs are implemented in commit:

- Intercultural Teacher training in China
- Civic Europe
- THK community
- horizontal school
- Tools for citizens
- Systems Change programs and Central Asia

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The logo as well as further details can be found on the following website www.wecommit.to.

MitOst Camp

Author:
Marta Kanarkiewicz

The MitOst Camp 2022 was organised to conclude and reflect on the Vision MitOst 2022 and future years. Three years into the restructuring process it was important to come together to attend to the questions that still remained open related to the MitOst membership model, including its financial and governance implications. The goal was to also bring the new conditions and circumstances that became apparent in the last years into the conversation to find solutions for the MitOst Network's sustainable development.

The Camp focused on updating and agreeing on the purpose of MitOst and designing a new membership structure for the MitOst Network, more inclusive and mirroring the variety of stakeholders close to the organisation.

MitOst Agora

Author:
Marta Kanarkiewicz

In order to give enough space to both, the formal processes required for the members' association as well as the discussions to co-shape MitOst, the members' assembly 2021 was supplemented by the MitOst Agora. In the Agora, draft resolutions for the Members' Assembly were discussed in detail, reports were explained and emerging topics discussed. In addition, candidates for the committee work presented themselves.

The MitOst Agora was organised online. It was open to all community members, members of the association and everyone interested in the development of MitOst.

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The three following sessions took place:

Session 1: Future legal structure of MitOst Network organisation.

Session 2: Commons and co-creation: designing and planning formats (incl. presentation of Commons team).

Session 3: Market place: Report of the board, presentation of the candidates for the committee work 2021/2022 | Proposal: Co-Budgeting for MitOst Community Projects (Future of Project Advisory Board)
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MitOst Members' Assembly

Author:
Marta Kanarkiewicz

The Members' Assembly constitutes the most important decision-making body of the association MitOst. All MitOst stakeholders are welcome to attend the MitOst Members' Assembly, but the right to vote is reserved exclusively for members of the association.

The German Parliament made it possible in 2020 to hold Members' Assemblies online. This opportunity - due to safeguarding measurements during the pandemic - was taken by MitOst and we have included online Members' Assemblies into our statutes. Therefore the Members' Assembly on 25 September 2021 also took place online.

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Members considered and voted on the following:

- The Co-Budgeting for MitOst Community Projects
 - The previous board was discharged
 - A new board with six members was elected
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commit Programs

Theodor-Heuss-Kolleg

Author:
Monika Stobbe

The Theodor-Heuss-Kolleg as a program officially ended in 2020 but continued as a community hosted by three organizations: the role of Community host was taken over by Insha Osvita, who was responsible for the overall coordination of the community, finances, common activities like working groups and for the community communication via living room (common online platform of THK) and THK-newsletter. Commonly a membership model was developed, dividing into “members”, those who proactively participate in the development of the community, take decisions and have access to special offers and meetings, and into “followers”, who regularly receive information and updates on the community. The “members” had to subscribe via patreon with a monthly supporting fee.

The gathering host BLGU was responsible for community meetings and developed the new format of “blind dates”, in which community members met each other randomly and exchanged as long as they wanted to. This was a very successful format that also showed the deep interest in each other. It was repeated several times during the year. At the online MitOst Festival in September 2021 the community met for personal and professional exchanges and many members organized Festival Satellites in their hometowns. End of 2021 a new concept was developed with monthly online meetings alternating between entertaining exchange and serious topics for discussions starting with the current developments in Tunisia, updates on fundraising opportunities and was finally concluded with a presentation and exchange on the “86 days of Nato bombing on Serbia” this spring.

MitOst as qualification host reshaped the facilitator qualification in the frame of horizontal school. For 2021/22 the THK-community could offer 6 scholarships for community members for the one-year qualification course. Many THK-facilitators were active as facilitators and Learning Supervisors at horizontal school and in co-developing its learning offers.

Finally, the THK-community met again after 2 and half years in person at the 20th MitOst Festival in Maribor, Slovenia and decided, that no extra structures are needed, but that it is more

efficient to use the MitOst Network structures and to communicate and meet inside that framework.

Civic Europe

Author:
Monika Stobbe

Civic Europe – strengthening civic cohesion at the local level – is a multi-level enabling framework that consist of two main programme strands:

- The Capacity Building (CB) programme, subdivided into a CB programme in Bulgaria and CB programmes with local partners in Poland, Romania, and Hungary; and
- The Idea Challenge (IC) programme, implemented in 12 countries in Eastern, Central, and Southern Europe.

The CB program in Bulgaria successfully completed its second round of capacity building for active individuals in the end of 2021. All together 36 people and 30 civic projects were supported in fostering the competences of citizens and the infrastructure of civil society in remote areas of Bulgaria. Also, the Civic Health index was completed and the online platform with educational civic material for teachers was finalized. Huge efforts were invested into the research of “Mapping Civic Deserts”. A mapping was initiated due to there being little research available on the state of civil society, the civic competences and attitudes of the local communities. Through the research 183 local civic actors from four regions in Bulgaria, Hungary, Poland and Romania were contacted, who filled in an online questionnaire survey that was enquiring into the environment in which they operate, their civic work, as well as their organizational capacities and needs. The results are available to download.

The CB programmes in the other three countries were implemented by our partners Alternative Communities and Dialogue in Action in Hungary, by OWOP – Non-governmental Organizations Support Centre in Poland and by PACT-foundation Partnership for Community Action and Transformation in Romania. In Hungary, 15 participants from five informal groups and one local NGO took part in different learning events and got the chance to implement a community project. In Poland 20 participants from five local NGOs and one informal group successfully completed the programme until March 2022. In Romania, six local leaders, representing six community-based organisations (CBOs), mentored and supported six new com-

munity groups in small neighboring villages. In addition, six CBOs from the alumni pool got their own advanced capacity building training. They all strengthened their own and their community's capacities to foster civic life and civic infrastructure in their surroundings. Besides, facilitators from the local pools were trained in the civil society toolbox-approach for organizational development. After the translation of the civil society toolbox into Bulgarian, Hungarian, Polish and Romanian, they were directly used in trainings for organizations and informal groups. Finally, all program partners could meet in two in-person events to foster a knowledge exchange and program planning. The first event took place in Bialystok in September, the second one in Berlin in March with a special focus on planning future collaboration.

In the IC program, the first 19 winning projects were implemented and completed successfully until the end of 2021. In the summer the second round with 18 projects and one community award winner started their learning and implementation journey. The projects focus on strengthening active citizenship on a local level and to tackle societal challenges. The focus hereby lies on a long-term impact. Both winning groups met at the community meeting in October in Hungary, where they got a chance to connect, reflect and learn from each other. All project teams got access to capacity building in different formats: the toolbox journeys are an individualized coaching process for organizational development, the Learning Labs on topics like "Working in Civic Deserts", "Civic Participation", "Civic and Citizenship education", "Advocacy Work" and "Communication" offer theoretical knowledge and practical experience and finally the Reflective Labs are the spaces for collegial advice and support.

horizontal school

Author:
Marischa Weiser

horizontal school, the training academy of MitOst, offers spaces to learn how to facilitate, develop practices on the levels of self, team, organization, community or ecosystem, and to connect in a learning community. horizontal school is a social business that has been continuously adapting, innovating, and learning from failures, iteration by iteration over the past 3 years. Always making efforts to improve and adapt to the changing needs, horizontal school is striving to build a sustainable social business model.

At the core of horizontal school stands the topic of facilitation and the Facilitator Qualification Course which has been implemented for the first time in 2021. In February 2022, only a day before the Russian invasion in Ukraine, a revised concept of Facilitator Qualification Course was launched with the vision to start the second edition in May, however it quickly became clear for the team that the course had to be postponed. With the workshop series #StandWithUkraine supported by the Bosch Alumni Network, covering topics such as conflicts in teams and groups, working in uncertainty and media literacy, the MitOst Ukraine Solidarity Campaign was supported with donations. Trainers of horizontal school who provided the workshops, showed great engagement and the ability of emergent design.

The 2nd edition of Facilitator Qualification Course is planned to start in September 2022 offering in-person, blended and on-line learning modules for its participants over one year.

Moreover, from April 2021 to May 2022 horizontal school implemented 4 online trainings (Online Facilitation, Building Conscious and Effective Teams, Visual Facilitation, and Holistic Online Facilitation) and two free workshops (Miro Hero Xmas Edition and What Visuals Can Do). Further the podcast horizontal.talks about peer exchange between facilitators, trainers and learners was launched. In addition, horizontal school hosted various tailor-made trainings: a workshop series for the Policy & Society Group from the CrossCulture Programme of ifa, a workshop on Conflict Management for the Anna Lindh Network, and learning labs for the Civic Europe program. Furthermore, a concept of trainings was developed to sustain and further transfer some of the knowledge, tools and methods of Actors of Urban Change with the team of ACT, which will be implemented at the end of 2022 / beginning of 2023.

What is new for 2022 is that the horizontal school team started implementing projects, adding a third income stream to its business model. The team is currently implementing the project “Rethink citizenship education in times of change” together with Insha Osvita and EcoVisio in which a new handbook on facilitation and citizenship education as well as podcasts will be produced until the end of 2022. Additionally, the horizontal school team will launch the German version of the Civil Society Toolbox including a new developed path on “Leadership in transition” by the end of 2022.

Intercultural Teacher Training in China

Author:
Sebile Yapici

In cooperation with the Adream Foundation Shanghai (China) and the Bildungsnetzwerk China gGmbH (BNC), commit is conducting a project that aims to train schoolteachers in China on the topic of intercultural learning and global understanding as well as to grow and strengthen connections between Chinese and German teachers.

The project works with three expert trainers and five trainers in China, which are local Bosch Lectureship program alumni. The alumni receive the training from the experts and also help conducting trainings for teachers, both online and offline. The project is aimed to be a “self-learning” project where we take feedback from all parties involved and put it into every next step. The project is planned for 3 years, ending December 2023.

In December 2021, we started with the first cohort of about 30 teachers with 4-day workshop in intercultural learning. There were two more follow-up workshops in March and May 2022.

Together with the trainers we are working on a handbook that introduces the foundation of holistic facilitation, theories on intercultural learning and methods to be implemented in classes. As we intend to actively work with and integrate the feedback, it will be published and openly available only in spring 2023.

In Summer 2022 there will be a mid-term reflection for the first cohort and the beginning of the second cohort. In winter 2022 the first cohort will have an evaluation meeting and we will reflect on the second cohorts first experiences in a mid-term reflection.

In Fall 2022 we also plan to look for teachers in Germany who are interested in forming peer groups with the Chinese teachers to conduct a project on intercultural learning together. This will be organized and conducted by the BNC.

In Summer 2022 we will have an evaluation meeting with the second cohort to end the meeting, which we hope to conduct in-person in China and it is planned to organize a study trip for Chinese teachers to Berlin and a visit to their German teacher-peers schools.

Systems Change Programs and Central Asia

Author:
Zoya Lukyanova

From May 2021 until October 2021 MitOst e.V. has implemented the second round of capacity building program for youth organizations “Cheberkana: Zhashtar Uyumu” (in English Atelier for Youth Organizations) in Kyrgyzstan. The program was carried out in four northern regions of Kyrgyzstan and combined hybrid and online educational events and seminars. 35 youth workers coming from 14 youth organizations have taken part in the program. Along with “Cheberkana” MitOst has advised and supported establishment of the cross-regional Dilgir Innovation Platform, an informal alumni network for around 100 young people. Both activities took place in the frame of the program “Prospects for Youth”, coordinated by GIZ gGmbH in cooperation with the State Agency for Youth Affairs, Physical Culture and Sports under the Government of the Kyrgyz Republic.

The German-Russian Online Sustainability Festival “Spinat” was implemented in May 2021 by MitOst e.V. in cooperation with Goethe Institute Moscow in the frame of the youth week for sustainable development “We are the future”. Over 150 young people aged 14 to 20 years took part, engaging in workshops, interactive discussions, quizzes and Pecha Kucha events around the topic of sustainability.

From May 2021 until December 2021 MitOst e.V. has implemented “Basecamp for Eastern Europe and Central Asia” in cooperation with School of System Change by Forum for the Future and iac Berlin. The six-month-long online learning journey around Systems Practice had an international cohort of 20 participants. Through the program they were introduced to theories and real-life examples around systems thinking. Further they got to explore it as an approach to deal with complex social and ecological challenges.

From May 2021 till December 2021 MitOst e.V. has implemented the project, called “Laboratory for Systemic Practices “Pole“. The project offered capacity building activities for 13 civil society organizations and social enterprises in 12 Russian regions. The focus was on institutional capacities, financial sustainability and vitalizing multi stakeholder partnerships. 35 participants took part in 3 modules and worked on current organizational challenges. They shared their learnings and best practices with other actors of civil society from Russia, Germany, and countries of Eastern Partnership during a digital conference in

December 2021. The project was supported in the frame of the Federal Foreign Office Programme “Expanding Cooperation with Civil Society in the Eastern Partnership Countries and Russia”

From January 2022 until April 2022 MitOst e.V. implemented “Addressing Inequality” - a five-week long online introductory course on systems thinking in cooperation with iac Berlin and School of Systems Change by Forum for Future. The course offered an overview of the key concepts and approaches behind systemic practices. It also provided opportunities to explore and experiment with methods and tools to understand complex inequality challenges. Further it stimulated reflections about key actions to implement positive change. 21 participants from 12 different countries took part in the course.

zusa Programs

Cultural Exchange

Strengthening, qualification and networking of cultural actors

Authors:
*Jotham Sietsma &
Sarah Herke*

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 exchanges, and partnerships between cultural managers and cultural institutions in Europe and its neighbouring regions. 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.

Tandem – Culture without Borders

Authors:
*Jotham Sietsma &
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, half-way 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 fertilize 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 activities of the participants, which have been strengthened through Tandem, have an immediate impact.

To date, the programme has brought together over 700 actors from more than 40 countries.

More information on the current programmes at www.tandem-forculture.org.

Tandem programmes in 2021-2022

1. Tandem Western Balkans
2. Tandem 360°
3. Tandem Regions

In the reporting period, Tandem supported more than 30 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.

Tandem Western Balkans

Author:
Jotham Sietsma

Tandem Western Balkans is a learning-by-doing programme that enables cultural operators to kick-start long-term regional collaboration in the Western Balkans. The Tandem platform supports social change through strategic cultural action and is envisioned as a space for project initiators to acquire new skills, develop innovative practices and connect to regional networks.

Tandem Western Balkans was initiated and conceptualized by MitOst (Berlin, Germany), European Cultural Foundation (Amsterdam, the Netherlands) and Open Society Institute (New York, USA) together with long standing partners in the

region: Balkan Museum Network (Sarajevo, Bosnia and Herzegovina), Balkans Let's Get Up! and Centar za kulturnu dekontaminaciju (Belgrade, Serbia), Lumbardhi Foundation (Prizren, Kosovo) and Jadro Association (Skopje, North Macedonia). Building on the existing capacities and regional know-how, this consortium adapted the existing Tandem methodology to fit the regional needs and challenges.

Despite the Covid-pandemic, in the first and only round of Tandem Western Balkans 8 selected collaborations completed their real-life and online Tandem journeys in May 2021, reporting enhanced cross-border cooperation competences, their artistic and community practices cross-pollinated with their Tandem partner as well as the wider group, and they all are connected and contributing to a regional network of cultural and civil society initiatives.

Tandem 360°

Author:
Egle Kryzanauskaite

Tandem 360° was developed based on the Tandem Shaml legacy and network and financed by the German Federal Foreign office. In the spirit of 'doing-it-together', the one-year programme offered a space to experiment with multidisciplinary project ideas, ecosystem mapping and inventive approaches to create change through culture. The programme was open to participants based in Egypt, Jordan, Lebanon, Morocco, Sudan, Tunisia, and people from Libyan initiatives and collectives who are displaced in these countries.

In two Tandem 360° rounds that happened 2020-2022, 40 cultural managers from the MENA region worked on 20 collaborative projects. The programme started shortly after the global Covid-19 pandemic escalated in the whole world, which affected the overall design, implementation and outcomes of the programme. The majority of collaborations have been started and finished merely online, by adopting and applying online collaboration and communication tools, such as Zoom and Miro.

Out of 8 meetings planned, only 2 took place in person, however, in a hybrid format. The other 6 meetings were held fully remote and online, with the support of the local hosts in their respective countries. Multiple formats were tried by the project team - organizing local hubs, giving an opportunity to join meetings from another city, etc. The overall evaluation of such meetings and the programme in general was highly positive and participants managed to establish meaningful and

long-lasting partnerships across the MENA region. Stories from participants, their impressions, learnings and project updates can be found on our [website](#) and [YouTube](#) channel.

Tandem Regions of Solidarity

Author:
Jotham Sietsma

Building on 3 rounds of Tandem Europe, MitOst together with ECF and 8 Tandem partners and alumni, i.e. 4iS-Platform for Social Innovation (PT), Arcadia/Leeuwarden Fryslan 2028 (NL), COMM'ON (GR), Creative Scene (UK), Ideas Factory (BG), Insha Osvita (UA), R84 Multifactory (IT) and Transitory Musuem Pfy (CH), designed the pilot phase for Tandem Regions of Solidarity. The programme aims to demonstrate the cultural capacities for sustainable development in peripheral regions. After regular online exchange in spring and summer 2021, the consortium convened in Milano/Bergamo (IT), hosted by R84 Multifactory, to finalise the planning and kick-off the main activities: 4 local prototypes in Italy, Greece, Portugal and Bulgaria, accompanied by cross-border exchange placements by all partners. The process includes a strong research and reflection component, aiming to understand how cultural activities can contribute to Sustainable Development Goals on a local level. The research outputs will be used to influence policy makers on local, regional and international levels. The pilot phase will run until spring 2023.

Actors of Urban Change

Author:
Jotham Sietsma

Actors of Urban Change (ACT) 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. ACT 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.

In 2021-22, the ACT programme came to an end by concluding its fourth and final round. The fourth generation of the programme concluded their ACT journey online and in person in November 2021 in Berlin. 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 spaces 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.

With the program drawing to a close, an evaluation was commissioned to assess the impact of the program from the pilot to the final round (2013-2021). As the leading research institute in the field of sustainability transitions, the Dutch Research Institute for Transition Studies (DRIFT), was selected and worked closely with the ACT program team to develop the evaluation frame. Research questions were focused on empowerment, social learning and translocal diffusion. The report can be found on the ACT website.

Although the programme ended, the ACT community and the ACT legacy will live on. Various transition measures were taken. Firstly, the program managers aimed to ensure that cross-sectoral, translocal tools and methods developed at ACT are known to and accessible by network stakeholders. This goal has been achieved by co-developing a training program with MitOst's horizontal school. Second, to fulfil the aim of identifying and reaching out to potential external target groups for the dissemination of ACT learnings beyond existing network stakeholders; the ACT Book: Past, Present, Futures of Urban Change was launched. Additionally, ACT was co-hosting the Frei(t)räume: Envisioning Free Space, an event in Berlin in November 2021. Thirdly, ACT knowledge and learnings shall be embedded into the design and strategy of potential follow-up projects.

Finally, a focus was put on ensuring the continuation of the Actors community of practice. The activation of existing tools – such as the ACT group at the Bosch Alumni Network online platform, ACT social media channels, and more – as well as the introduction of new tools, such as a self-organized mailing list – in order to foster a thriving, self-sustaining ecosystem were implemented. The ACT community fund was established as a further community activation mechanism. The activities to be financed by the fund have been co-designed with ZK/U (Center for Arts and Urbanistics), which participated in the first round of the ACT program and has been a key partner ever since. Its goal is to support the continued development of the ACT network as well as the transfer of expertise within and beyond the network through alumni activities.

More via www.actorsofurbanchange.org.

Capacity Development of Cultural Educators in the Digital Era

Author:
Sarah Herke

With the strategic partnership “Capacity Development for Cultural Educators in the Digital Era”, which is funded through the Erasmus + Programme of the European Commission, together with seven partners, MitOst builds on the Cultural Managers Network with around 200 members.

The strategic 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.

In the reporting period, the online learning activity “New Urban Practises” was implemented as well as the physical learning activity on “Systemic Facilitation Tools and Methods”.

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

Performative Journey

Authors:
Serra Özhan & Egle Kryzanauskaitė

MitOst with Culture Routes Society (Turkey), Tirana Ekspres (Albania) and Art Society Open Studio (Poland) have developed and implemented the 1-year long project Performative Journey on the Via Eurasia Cultural Route (Performative Journey/Performatif Rota). Throughout the year of 2021, field trips, participatory workshops, showcasing performances and the creation of soundscapes in cultural heritage sites in the surroundings of Antalya, Thessaloniki and Tirana as well as a presentation to a wider audience in Berlin took place.

The project’s objective was to contribute to the sustainable management of the Via Eurasia led by civil society and promote a diversity of cultural expressions. By setting up an international dialogue between performing artists and cultural route managers, project teams and artists worked on contributing to the cultural diversity and created awareness of their heritage value along the route. Moreover, they developed new methodologies for creating contemporary arts events in line with rural life on a cross-border cultural route.

Performative Journey was supported under the “Grant Scheme for Common Cultural Heritage: Preservation and Dialogue

between Turkey and the EU–II (CCH-II)” implemented by the Ministry of Culture and Tourism with the financial support of the European Union.

Martin-Roth Initiative

Author:
Egle Kryzanauskaite

MitOst with Culture Routes Society (Turkey), Tirana Ekspres (Albania) and Art Society Open Studio (Poland) have developed and implemented the 1-year long project Performative Journey on the Via Eurasia Cultural Route (Performative Journey/Performatif Rota). Throughout the year of 2021, field trips, participatory workshops, showcasing performances and the creation of soundscapes in cultural heritage sites in the surroundings of Antalya, Thessaloniki and Tirana as well as a presentation to a wider audience in Berlin took place.

Tandem Community and Network

Author:
Silvana Nagib

There are around 600 Tandem alumni of the Tandem programmes, however the community is much bigger. Past participants of all the Tandem programmes as well as anybody who feels connected – together they all form the Tandem community and network. The aim of this community is to continue sharing experiences, seek project partners, exchange best practices and continue it in the spirit of doing-it-together. The Tandem programme implementing organisations want to continue working with past and present participants as partners and encourage them to be involved in various capacities: as experts, as mentors and partners for future activities.

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Additionally, there are Tandem community activities, which set out to offer support beyond the Tandem project period, with the aim to sustainably develop the connections of cultural actors and activists, as well as consolidating the already existing Tandem links. These Tandem community activities are administratively hosted by MitOst. To support the ongoing exchange among the Tandem family and continue bringing people together between disciplines, cultures and countries, during 2021 and 2022 the following points have been implemented:

- The organisation of online gatherings, (due to the the outbreak of Covid-19), that were hosted by the alumni and the

Tandem team. Started as a solidarity act within the Tandem community, these online calls developed into a new space for exchange and shared expertise, discussions on important topics, it became an open space for new ideas and collaborations to emerge. During the year 2021 and 2022, more than 12 online sessions were hosted.

- There were celebrations arranged to commemorate 10 years of Tandem during 2021, through some local gatherings in Tunisia, Italy, Lebanon, Egypt, Portugal, Germany, and UK, hosted by that Tandem Alumni, combined with an online moment of celebration, connecting all these local gatherings.
- Tandem Alumni were invited to some of the Tandem meetings for networking events in Egypt and Jordan.
- Sharing activities/calls with the (relevant) target groups: newsletter (Tandem postcard), emails, social media.
- Support with expertise on methods and design for meetings was provided (depending on capacity)

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The Tandem team remains open for partnerships with anyone from the Tandem community!

Civil Society Exchange

Author:
Selim Özadar

Civil Society Exchange is a collaborative project between Center for Civil Society Studies at Istanbul Bilgi University and MitOst e.V. to support civil society organisations and civil initiatives in Turkey and Europe through cross-border cooperation. The project encourages civil society organisations, including those working in the cultural field, to form and foster partnerships across Turkey and Europe to learn from each other and to strengthen their organisational capacity.

The third cycle of the Exchange Program continued in 2021 as planned, where participating organizations from Turkey formed partnerships with organizations from Greece, the Netherlands, Germany and Bulgaria to strengthen their capacity on respective areas they identified. In total 10 organisations participated in the last round of the Exchange Program, working on a variety of topics including art and culture, environment, youth, migration, LGBTI+ rights, rural and urban development and sustainability. The third cycle of the exchange program finished in July 2021 with an online Closing Meeting where participants

reflected on their capacity building through mobility experiences and planned their next steps.

In 2020, the Civil Society Exchange program initiated the Partnership Program (CSEPP), where partner organizations co-design and adapt the ‘capacity through mobility’ model into their capacity building activities for beneficiary organizations within their networks. 4 organisations from Turkey working in the fields of youth work, environment, energy and media, partnered with 4 organisations from abroad, where each partnership developed their own tailor-made international mobility program with the support of the Civil Society Exchange project team. During 2021, CSEPP participants implemented their mobility programs within their respective networks. The Closing Meeting of CSEPP took place in Berlin in April 2022, where each partnership shared their 2-year journey, including the challenges they faced. Experiences of CSEPP participants will feed into developing the ‘capacity through mobility’ model further. The results will be published in a manual in the second half of 2022.

i-Portunus Houses

Authors:

Katarzyna Zielinska
& *Jotham Sietsma*

After a corona-induced delay, the 1-year long i-Portunus Houses pilot mobility scheme was launched in spring 2021 with the first of two open calls. i-Portunus Houses put focus on hosts, underlining their value in providing high quality residencies and working environments for creative individuals. Open to all 40 Creative Europe countries, including the UK, it offered mobility support for 74 local hosts that teamed up with 262 artists and cultural professionals until the end of May 2022. Within this scheme a budget of 500.000, EUR was foreseen, of which a maximum of 30% was spent on the virtual part of blended mobility.

The programme was implemented on behalf of the European Commission, by a consortium with the lead partner European Cultural Foundation (Amsterdam) and the research partner Kultura Nova Foundation (Zagreb). MitOst was responsible for the mobilities and community events, incl. a mobility toolkit and training on safe(r) spaces.

<https://www.i-portunus.eu/>

All around Culture

Authors:
Silvana Nagib &
Mohab Saber

All-Around Culture is a 4-year EU-funded regional programme that fosters a cultural ecosystem as an enabling environment for the social and economic inclusion of young people in 7 Arab Countries. The programme includes five components to strengthen the ecosystem approach implemented by MitOst, Culture Resource, L'Art Rue and Mohammad and Mahera Abu Ghazaleh Culture and Arts Society. The following milestones have been implemented between April 2021 to May 2022.

Cultural alliances supports cultural entities to engage in setting up a collaboration within Alliances as well as wider partnerships on the local, national and regional levels to facilitate and increase access to culture within their contexts. Out of 56 eligible Alliances, 20 were shortlisted as part of the first phase of selection implemented by Culture Resource. The 60 shortlisted cultural entities participated in an online regional workshop in June and July 2021 to develop their collaboration projects. 12 Alliances - each consists of 3 cultural entities - have been selected in August 2021 to receive a grant up to €110,000 to implement their collaboration projects until December 2023.

Youth-led cultural and civic initiatives aim to encourage community-based and contextual projects using collaborative approaches and to raise knowledge and capacities of young artists, collectives and cultural operators from underserved areas. 31 applicants were selected out of 377 applications, to start the first research phase, with a grant of €3,000. This was followed by a Laboratories meeting in November 2021, where 29 artists and cultural practitioners joined in Tunis for 6 days. The laboratories design was, workshops and seminars led by experts from different disciplines and engaged in dialogues on context-specific research practices, working with communities and on collectivity. In February 2022, 23 out of the 31 were selected for the production grant of up to €16,000 to realise their projects' production until August 2023.

(Thoulathy) South/North collaboration fellowships support collaborations of cultural organisations within the targeted South Mediterranean countries and their peers in the North of the Mediterranean. In March 2022, a call for application was launched targeting organisations, initiatives or collectives working with youth, and the least-favoured segments of society in underserved areas. In May 2022, out of 68 eligible collaboration proposals, 10 collaborations have been selected consisting of 30 cultural professionals/managers from cultural organisations.

This will be followed by a kick-off meeting, a sub-granting scheme up to €40,000, the implementation of selected collaboration projects, placements and mentorships.

Ecosystem Academy is a cross-cutting resource centre that connects all the learning needs and knowledge resources of the programme components. This includes; Learning methodologies based on peer-to-peer exchange, and mentoring support; Methodological inputs and process design support for the regional networking meetings around diverse relevant topics including community development, partnerships and collaborations. In May 2022, 40 participants from all the programme components met physically in Amman, Jordan to strengthen the awareness of the cultural ecosystem by mapping and reflecting on the diversity of the actors working in arts, culture and civil society in the Arab region, their roles, and interconnections and how it contributes to the resilience of the sector.

VAHA - Building Common Ground for Spaces of Public Discussion and Dialogue

Author:
Rejane Herwig

The VAHA (“oasis” in Turkish) programme was developed in dialogue with alumni of the Tandem Turkey programme and other local partners. It is a two-year programme that supports free cultural venues in opening public discussions and dialogues in cities in Turkey, Europe, and neighbouring countries. After the first phase of the programme, during which 16 local hubs implemented joint projects, they are now given the opportunity to scale their projects internationally in cooperation with other hubs. During this second phase 13 hubs are working on 5 big-scale international collaborations and one regional collaboration. An external jury composed of the representatives nominated by the VAHA partner consortium evaluated the applications in terms of coherence, social relevance, public engagement, cross-border impact, and collaboration sustainability. The topics covered by the collaborations include inter:cultural heritage, empowerment of female artists, peacebuilding, ecology, the role of urban development for culture and arts, displacement and reflecting on common history.

Parallel to the main programme three Thematic Workshop and Network Meetings (2 online, 1 offline) on the topics “Community & Audience Development”, “Crossborder Collaboration“

and “The ‘Holy Trinity’ of Cultural Activism: Cultural Programming, Fundraising, and Advocacy” were implemented.

VAHA was developed together with our long-term partner Anadolu Kültür and is funded by the Mercator Foundation, the European Cultural Foundation, the Chrest Foundation, and the iac Berlin. It will initially run until summer 2023.

vahahubs.org

AiR zusa

Authors:

Katarzyna Zielinska
& *Jotham Sietsma*

As of 1 January 2022, MitOst officially took over the “Berlin Sessions” artist-in-residency (AiR) space on Anton-Saefkow-Platz in Berlin Lichtenberg. The residency was previously run by the Tandem alumnus Culturia e.V. and due to the corona pandemic effects and aftermath came to an intentional end after 10 years. The fruitful cooperation in 2020-21 between MitOst and Culturia led to temporary use of the space for MitOst volunteers and interns, followed by more curated invitations towards artists under pressure from e.g. Belarus and Ukraine in 2021-22. For 2022-23 it is planned to publicly launch AiR zusa as part of MitOst subsidiary’ zusa gGmbH’s portfolio. AiR zusa residency will offer a transdisciplinary and safer space for resilience in times of war and persecutions for artists, cultural managers, curators, culture, and art activists from Ukraine and other countries at risk. The aim is to provide the time and sources to heal the mental health and well-being of cultural professionals by process and reflection, not through a product-oriented residency programme.

Bazar Byzar

Authors:

Katarzyna Zielinska
& *Jotham Sietsma*

At the request of the Bosch Alumni Network and some of its active members from Belarus, MitOst, together with partner Strefa Kultury/Wroclaw Institute of Culture and a group of Belarusian cultural managers, runs the initiative “Bazar Byzar”. Since autumn 2021, it is a vibrant international community exchange around Belarus & culture, offering an open space for project development, peer learning and networking as well seed funding for joint projects. The community of up to 40 people, that includes the Belarusian diaspora as well as individuals that remain in the country, meets online on regular basis to exchange about online education, artist residencies, and more. Bazar Byzar is open on invitation only.

Publications

“Past Present Futures of Urban Change” was published in November 2021 and can be found at <https://www.actorsofurbanchange.org/stories/book-launch-past-present-futures-of-urban-change/>

In the past year Toolbox was published in multiple languages including Bulgarian, Romanian, Polish and Hungarian. For more information on Toolbox visit <https://civilsocietytoolbox.org/>.

“From ‘civic deserts’ to civic cohesion - How exploring Europe’s peripheries can inspire ways of improving civic life” was written by Louisa Slavkova, Dobrena Petrova, Leonie Sichtermann, Mila Moshelova and published in February 2022. For more information visit the website, where the publication is also available for download; <https://mappingcivicdeserts.com/from-civic-deserts-to-civic-cohesion/>

Finances of the Association

2021/22

Authors:
Anna Belikova
(Finance Coordinator),
Yasmin Ouberrri
(Treasurer),
Annegret Wulff
(Managing Director)

Earmarked Revenues

In the 2021/22 financial year, the association collected a total of 7,952,672 euros for its purposes. This amount is composed of earmarked receivables to MitOst for the programmes and projects (7,881,454), and the earmarked funds to organize the festival (71,218).

Free Funds

The free funds of the association totalled in the 2021/22 financial year to 1,200,655 euros. The following graphic shows an overview of the free funds, which breaks down as follows: membership fees and donations (60,069) and overheads from the programmes (191,982).

Up to April 30, 2022, 948,604 euros were collected for the aid to Ukraine.

Expenses

Excluding the earmarked funds, from which festival (44,512) and programmes were financed, the association's expenses in the 2021/22 financial year totalled to 1,259,087 euros, and composed of: 123,026 personnel costs, 3,083 committee work, 3,948 projects, 166,741 administrative expenses in the office, and 13,685 press and public relations. Donations received for Ukraine amounting to 948,604 euros were forwarded to private individuals and organizations in need.

Additional expenses for the foundation of the two gGmbH (approx. 10,000) and a contract termination (approx. 15,000) are covered from the association's assets. The association's assets amounted to 168,059.75 euros as of April 30, 2022.

The following table shows the balance sheet for the 2021/22 financial year and the budget for 2022/23 approved by the Board:

Status as of
30. April 2022

MitOst Budget	2021 -22	2022-23	
INCOME	331.000 €	1.279.230 €	419.450 €
Central Services	160.000 €	191.982,24 €	160.000 €
commit	60.000 €	75.991 €	60.000 €
tandem	60.000 €	75.991 €	60.000 €
commit	20.000 €	20.000 €	20.000 €
tandem	20.000 €	20.000 €	20.000 €
Community	155.000 €	1.079.891 €	239.450 €
members fee	30.000 €	30.069 €	26.000 €
RBSG Donation	30.000 €	30.000 €	30.000 €
Festival IAC	95.000 €	71.218 €	95.000 €
Kreisau gathering IAC			53.500 €
CSC			33.950 €
Donations		948.604 €	1.000 €
reversal of provision for liabilities	16.000 €	7.357 €	20.000 €
Website	10.000 €		10.000 €
Projects	6.000 €	7.357 €	10.000 €
COSTS	330.650 €	1.303.600 €	419.095 €
CENTRAL SERVICES	157.650 €	1.155.340 €	157.000 €
Personal Costs	40.000 €	44.067 €	40.000 €
Office Magement	40.000 €	41.941 €	40.000 €
KSK, VBG	0 €	2.126 €	0 €
Support Ukraine, Donations		948.604 €	
Material Costs	117.650 €	162.668 €	117.000 €
Office Rent	62.000 €	68.993 €	62.000 €
Cleaning	10.000 €	6.823 €	10.000 €
Archive	2.250 €	1.878 €	2.500 €
Stationary	2.000 €	4.113 €	2.000 €
Copy Machine	9.900 €	2.102 €	2.500 €
IT	12.000 €	11.485 €	12.000 €
Internet	15.000 €	18.748 €	15.000 €
Insurance	3.000 €	12.341 €	5.000 €
Law advice	1.500 €	11.736 €	1.500 €
Bank fee	0 €	2.139 €	2.500 €
Software	0 €	7.311 €	2.000 €
unforseen		15.000 €	

COMMUNITY	173.000 €	148.261 €	262.095 €
Personal Cost	99.000 €	78.959 €	105.230 €
Network Coordinator	50.000 €	27.648 €	58.050 €
Network Officer	43.000 €	43.576 €	34.830 €
Training		1.610 €	1.350 €
Finance Coordination	6.000 €	6.126 €	6.000 €
External Support			5.000 €
Material Costs	72.500 €	69.301 €	156.865 €
Communication	14.000 €	13.685 €	14.000 €
Website	10.000 €	6.778 €	10.000 €
Zoom etc.	1.000 €	715 €	500 €
Fees	3.000 €	6.192 €	3.500 €
Office	1.000 €	4.072 €	1.000 €
Festival	50.000 €	44.512 €	56.915 €
Community fund	6.000 €	3.948 €	10.000 €
Council	1.500 €	2.473 €	1.500 €
Circle	1.500 €	610 €	
MitOst Camp			5.000 €
CSC			20.950 €
Kreisau gathering			47.500 €
Balance	350 €	-24.370 €	355 €

Partners and Funders

Authors:
*Annegret Wulff &
Jotham Sietsma*

4iS Platform for Social Innovation, Alexander von Humboldt Stiftung, Anadolu Kültür, Arcadia/Leeuwarden-Fryslan 2028, Armenian Progressive Youth, l'Art Rue, ARTa Association of Russian Trainers, Asparez Journalists' Club, Association Jlij pour l'Environnement Marin, Auswärtiges Amt/German Federal Foreign Office, Balkan Museum Network (BMN), Balkans let's get up!, Black Sea Trust, Bosch Alumni Network, 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, Communitism, Compagnia di San Paolo, Creative Scene, Culture Resource, CZKD, Democracy and Human Rights Education in Europe (DARE), Deutsche Botschaft Kiew, Deutsch-Russischer Austausch e. V., Diecézní charita Brno, Discovered Spaces, DOEN Foundation, Dulce Plai, 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 +, European Association for Local Democracy (ALDA), European Cultural Foundation, European Policy Center, European Union/European Commission, Europejskie Centrum Solidarności, EU-Russia Civil Society Forum, Evens Foundation, Fitis – Akademie für Training und Transfer, Floating University, Fondazione Cariplo, Forum for the Future, Fundacja ART TRANSPARENT, Gabès Action, Galicyjska Fundacja Rozwój i Edukacja, Genius Loci, Gerda Henkel Stiftung, Gesellschaft für Internationale Zusammenarbeit (GIZ), Greenstorming GmbH, Helga Breuninger Stiftung, HISA! DRUSTVO ZA LJUDI IN PROSTORE, SOCIALNO PODJETJE, ICON-INSTITUT Public Sector GmbH, IDP Women Association »Consent«, Ideas Factory, 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'

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Thank you!

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