



2023

**ANNUAL REPORT
MOZAIK FOUNDATION**

SARAJEVO, MARCH 2024

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1. BACKGROUND INFORMATION

Mozaik Foundation is a social enterprise with a 10-year strategy aimed at advancing the social and economic development of Bosnia and Herzegovina. Our impact statement serves as a solemn commitment: "Between 2016 and 2026, Mozaik will lead the development of a transformative generation of entrepreneurial and innovative youth—a value-driven force that generates new social and economic value, creates jobs, and becomes a role model to other youth in the region."

To monitor our progress, Mozaik has devised an Impact Management Matrix comprising explicit goals, objectives, and key performance indicators (KPIs) designed to identify and empower 50,000 young women and men, facilitate their involvement in 5,000 social projects, and invest in 500 social businesses and microbusinesses by 2026.

Our approach encompasses three interconnected programs that epitomize Mozaik's mission—to identify, empower, and invest in young social entrepreneurs who are the architects of a flourishing economy:

1. **lonac.pro/Rolify:** lonac.pro is an online and offline community designed in collaboration with young women and men, offering them meaningful opportunities for professional growth through peer and professional exchange, grants, and investments. We employ this platform to identify young individuals with entrepreneurial potential.
2. **YouthBank (YB):** YouthBank is a participatory grantmaking program in which young women and men, organized in non-formal groups, conceive and execute socially innovative projects and mobilize their communities in pursuit of the common good. This program empowers young women and men to become social innovators and entrepreneurs.
3. **Mozaik Startup Studio:** Mozaik Startup Studio offers long-term, tailored support for young social entrepreneurs, including technical assistance, pre-seed investments to develop and test their minimum viable product, and investments in their social businesses. This program serves as the foundation for investing in social micro and small businesses.

Mozaik's strategic endeavors receive support from a diverse arrangement of funding sources, numbering over 55, including municipalities, private foundations, impact investors, and development agencies. In December 2017, the Swiss Development Cooperation made the decision to co-fund our strategy, initially through a pre-credit award (until July 15, 2018) and later through a 4-year cooperation agreement spanning from March 1st, 2019, to February 28, 2023. In September 2021, an addendum was signed to incorporate a diaspora program into our ecosystem. Phase II of this support has been formally agreed upon for the period from 2023 to 2027.

2. EXECUTIVE SUMMARY OF ACHIEVED RESULTS

In 2023, Mozaik continued its efforts to construct an enabling ecosystem of support, with the aim of empowering every young individual to realize their full professional potential by harnessing the diverse opportunities available both locally and regionally.

lonac.pro/Rolify Community: In February 2024, our community underwent a strategic rebranding and was renamed to Rolify, with a renewed focus on equipping young people with skills needed for future jobs and leadership roles. Membership within the lonac.pro/Rolify community increased *by almost 3,000* in the reporting period and currently counts *more than 103,000 individuals*, and the number of youths in the age group 17-35, increased to *70,795*. Currently, *233 different stakeholders*, ranging from municipalities and businesses to NGOs and individuals, have pledged their support for young social entrepreneurs and activists through lonac.pro/Rolify.

Mozaik YouthBanks (YB): During 2023, YouthBank announced *99 public calls for project and microbusiness* support for young people. A commendable 557 projects and 73 microbusinesses received approval, of which 43% led by women. In collaboration with 35 partner municipalities, YouthBank *secured an additional 722,961 BAM for the period 2023-2026* for all future entrepreneurs and the growth of their microbusinesses. Additionally, 6.4% of volunteers hailed from the Leave No One Behind (LNOB) groups.

Mozaik Startup Studio: based on previous result and achievements Mozaik Foundation start to develop a new cutting age initiative Tech4Impact Fund. This addition represents a new financial instrument within the ecosystem, complementing Mozaik's partnership with Sparkasse Bank on Social Banking and the provision of no-interest loans (recoverable grants) in partnership with EFSE - Finance in Motion. Mozaik Studio during 2023 successfully implemented promotional campaigns and mentorship programs, leading to *136 applications* for financial support and the creation of *655 hours of one-on-one professional mentorship*.

Employment: During 2023, through the establishment and support of new and existing businesses, *we created 189 jobs*. Among these, 53% positions were filled by women, with 10 jobs specifically created for members of LNOB (Leave No One Behind) groups.

Financial Partners: Municipalities have continued to be steadfast supporters of Mozaik's strategy. For 2023, we secured over 1 million Euros in public funding from this source. Additionally, the Swedish government has committed an annual contribution of 500,000 Euros to support our strategy. We have also inked a 3-year contract with the Rockefeller Brothers Fund, amounting to 100,000 USD annually. In this reporting period, we secured 215,255 EUR from the European Union – Interreg project, 83,333 EUR from the Robert Bosch Stiftung, 75,600 EUR from the European Education and Culture Executive Agency, and 81,000 EUR from Sparkasse Bank (35,000 EUR from the Erste Foundation and 46,000 EUR from Steiermärkische Verwaltungssparkasse).

International Collaborations: Since 2019, Mozaik has partnered with Social Impact Award International, hosting the largest competition for early-stage social impact ideas. However, in December 2023, after analyzing with the franchise holder, we decided to transfer the management of the SIA program to another local organization. In 2024, we will continue in partnership of the Balkan Green Foundation to organize a national competition for green ideas and select green businesses for the regional competition.

3. LONAC.PRO COMMUNITY / ROLIFY

Online community lonac.pro contributes to our Outcome 1 – **Responsible, ethical, and positive youth, including those from the left behind groups, have access to support measures through the Lonac community.**

Transformation Update: From Lonac to Rolify

Since its inception in 2018, Lonac has been a pivotal transformation tool for young people in Bosnia and Herzegovina and the region, dedicated to fostering philanthropy and entrepreneurship. It has offered a robust online platform where young individuals find tailored support ranging from internships, job opportunities, scholarships, and grants, to business investments and networking. Our commitment has always been to empower the youth to make significant contributions to their communities.

Moving forward, in February 2024, our community underwent a significant strategic transformation. We *rebranded from Lonac to Rolify*, a name that embodies our renewed focus on equipping the next generation with essential skills for future jobs and leadership roles. This rebranding aligns with our enhanced strategic direction and commitment to fostering future role models and professionals, crucial for navigating the challenges of a rapidly changing future and job market.

Theory of Change for Rolify: In response to the evolving job market and insights from the World Economic Forum's ["Future of Jobs"](#) report, Rolify has rebranded from the original "lonac" to focus on skill development, career opportunities, and nurturing future young leaders. This strategic pivot embraces a Skills First approach to ensure young people are well-prepared for the future that awaits them. By creating a stable, reliable, and intuitive online platform and attracting partners and successful individuals, Rolify offers opportunities for financial support, knowledge exchange, internships, and mentorship. The transformational effects will include:

- **Community alignment with youth ambitions:** Rolify will cater to the needs and interests of the youth, integrating into their daily lives by focusing on relevant skill development and career opportunities.
- **Adaptive growth and progress:** The community will evolve continually, keeping pace with societal changes and the needs of the youth, thereby ensuring relevance and efficacy in a changing world.
- **Emergence of role models:** Rolify will nurture certain community members to emerge as role models, recognized as success stories and inspirations, embodying the skills and leadership qualities vital for future challenges.

This strategic pivot enhances our capacity to support youth and ensures that Rolify remains a leader in regional youth empowerment, building on the substantial foundations and successes of Lonac. Rolify's community is the ecosystem's backbone, providing cost-free opportunities and continually expanding through collective impact efforts. Our approach effectively tailors opportunities to meet the evolving needs of youth, evidenced by the current **233 stakeholders** who joined to support this initiative. Almost **3,000 members** joined during the 2023, elevating our total membership **to 103,857**.

Highlights for 2023 in Lonac/ Rolify:

- ✓ At the **Annual Mozaik Foundation conference (Skills, Jobs, and Leaders of the Future)** held on February 27, 2024 in Sarajevo, over *250 participants from the public, private, developmental, non-governmental, and academic sectors* gathered to discuss key challenges such as rapid technological changes, digital transformation, climate change, and new market demands. These shifts require a new set of skills and a reimagined educational approach to prepare youth for a labor market in flux, as highlighted in the World Economic Forum's "Future of Jobs" report. The report predicts that 65% of children entering school today will work in new job types that do not yet exist, presenting a critical challenge for Bosnia and Herzegovina: how to prepare the young for a future that is both unpredictable and promising? *Recognizing these challenges, the conference served as the launch platform for Rolify, which emerged as a strategic response, evolving from the lonac.pro community to empower over 100,000 members to become future leaders.* This platform provides access to resources and fosters an environment of lifelong learning and adaptation. The conference featured distinguished panelists and underscored the urgency of integrating the Rolify community into broader efforts to equip young individuals with the necessary tools to shape a more innovative and educated society, responding proactively to the presented global challenges.



Full after movie: <https://www.youtube.com/watch?v=6FWTCWjH3kw>

- ✓ **Collective Impact through Strategic Partnerships in Rolify:** “Over the past year, the Rolify platform has successfully mobilized a total of *1.2 million EUR*, supporting businesses, projects, prototypes, initiatives, and more, thanks to collaborations with *233 diverse partners* in the community.”
- ✓ **Transfer of knowledge:** We continued our strategy of hosting events primarily in our Startup Studio space in Sarajevo, but also in Bihać and Banja Luka. During this period, *we held over 60 events with 1.500 attendees*, of which 55% were female. A critical audience has already been established, and many young people eagerly return to our free events.

4. YOUTHBANK PROGRAM

The YouthBank grantmaking program (YB) stands as a contributor to our Outcome 2, **where young women and men evolve into role models fostering social cohesion.**

This international participatory grantmaking mechanism operates in 27 countries, and in Bosnia and Herzegovina, it has been a resounding success since 2008. YB's innovative approach intertwines youth, local municipalities, and other stakeholders to take a leading role in nurturing social cohesion within communities. It cultivates an environment that stimulates activism, entrepreneurship, social development, and community engagement.

YB's success is founded on the creation of strong and trusting connections among various stakeholders, including:

- Municipalities
- YB Board Members
- Entrepreneurs initiating microbusinesses
- Activists implementing social projects
- The online community
- Mozaik, along with its financial partners

Highlights for 2023 in Youth Bank Program:

- Close collaboration with 50 municipalities and their representatives *announcing 99 public calls* for young activists.
- *Organizing 205 offline promotions* of the YouthBank to promote public calls, signing the contracts, celebrating achievements, and recognizing partners, groups, entrepreneurs and local donors.
- Financial and administrative support implementation of *579 projects* in 50 local communities.
- *Organizing training on social justice*, sustainable development goals, grant making, community building with 145 participants (98 F).
- Monitoring, financial, and administrative support to projects in implementation.
- Event to *promote TOP 10 volunteers* among 321 YBB members and celebrating International Volunteer Day (5th of December).
- Supported the establishment of *14 new microbusinesses* founded by 8 females and 6 male entrepreneurs.

Above mentioned activities were implemented in cooperation with 50 municipal representatives, 321 YouthBank Board members and 1.837 members of the youth led projects.

Collaboration with partner municipalities

We intensively worked on developing support for entrepreneurs and provided additional grants for registered microbusinesses in our communities, in collaboration with 50 municipalities. 35 municipalities signed an Annex to the Memorandum, securing long-term support and opportunities for growth and development for their entrepreneurs after 6 months of market activity. *The signing of these annexes guarantees a joint allocation of 722,961 BAM for the period 2023-2026 for all future entrepreneurs under YouthBank program in these 35 communities.*

205 ceremonies were organized to promote opportunities and showcase the accomplishments of young people in their communities. Certificates and acknowledgements were awarded to municipalities, YBB members, informal groups, and entrepreneurs who registered their businesses, and to donors who supported the youth in these communities. Mayors also seized the opportunity at the ceremonies to reaffirm their commitment to the youth, supporting those eager for work and change.



SDG Impact Matrix in Youth Bank program

In December 2023 and February 2024 Foundation Mozaik gathered representatives of 50 municipalities and members of the YouthBank Boards to learn, exchange experience and evaluate implemented activities and how they contribute to Global Sustainable Development Goals (SDGs).

The general conclusion is that the YouthBank program itself contributes primarily to SDG 5 (Gender Equality) and SDG 11 (Partnerships for the Goals) which is more described in the table below:

SDG 5: Gender Equality	SDG 17: Partnerships for the Goals
<p>YouthBank Boards featured 57% female participation and 54% of coordinator roles, with 182 women actively involved and equally responsible for decision-making.</p> <p>Top 10 volunteers from the YouthBanks were promoted, achieving gender balance with 5 female and 5 male members.</p> <p>Women comprised 52% of the teams that signed contracts for social projects, with 43% of the 4,107 volunteers in project activities being female.</p>	<p>Mozaik Foundation's collaboration with 50 municipalities led to the creation of 50 funds supporting social projects and microbusinesses.</p> <p>This partnership fostered continuous engagement among communities, committees, and youth, enhancing the program's responsiveness to community needs.</p> <p>Project teams secured 1,292 local partnerships, demonstrating widespread community and institutional support.</p>

Aligning the work of informal groups and entrepreneurs with SDGs

Foundation Mozaik, in collaboration with 50 municipalities, developed and established a mechanism to monitor and *evaluate the impact of youth-led projects and microbusinesses on key Sustainable Development Goals (SDGs)*. This initiative enabled 321 Board members to ensure these projects align with global development objectives, showcasing young leaders' effective contributions to local and global agendas.

Based on this mechanism, we analyzed a total of 9,529 volunteers (4,107 female) who implemented 566 projects, focusing on improving conditions for sports and recreation, youth spaces, culture, education, social justice, ecology, etc. Each project contributed to one or more Sustainable Development Goals (SDGs). Upon analysis, the most significant contributions were made towards the goals of **Quality Education, Good Health and Well-being, and Sustainable Cities and Communities**. In addition to these three, each of the remaining 14 goals received specific contributions. Each project had an impact on one or more SDGs.

Example of a project activities alignment with SDGs

SDG 11- YouthBank Zenica supported a project named Creative Corner Outdoors. The group described their results as follows: *Through the project's realization, we have secured an outdoor space for the use of both young and older community members of the community. In addition to the space development, two workshops were organized focusing on folklore and ecology.*

Building on this successful model, *the mechanism for tracking the impact of projects and microbusinesses has been fully integrated into the public calls issued in 2024 across all 50 municipalities under the YouthBank program*. This integration ensures a seamless and standardized approach to aligning project objectives with the Sustainable Development Goals, enhancing the strategic impact of youth initiatives across the region. This advancement on ob.rolify.com, allows all platform users to understand the goals and how collectively we can contribute to ending poverty, protecting the environment and climate, and promoting peace and prosperity worldwide.

Succes story from our beneficiaries and stakeholders

From Abroad to Home Base: A Young Entrepreneur's Success Story

After completing her dental studies in Croatia, Korina Mešić chose to return to her hometown and establish a microbusiness. She opened a dental clinic named 'Unique Dental,' bringing modern dental care to the community where she grew up. Korina is immensely grateful for the support she received from the YouthBank program, which was instrumental in helping her set up her practice. Korina's story is a shining example of how youth talent when supported, can thrive and give back to their communities.

Example of a project activities alignment with SDGs

One applicant's response to the added value of their project included:

Gender Equality: Both boys and girls will use the purchased equipment, ensuring equal access to sports.

Community Cohesion: The project will mobilize and connect people and groups within the local community to support the volleyball club.

Health Benefits: Actively participating in sports like volleyball contributes to physical health, improves fitness, and promotes an active lifestyle among community members ([Project 'Volleyball is Our Strength'](#), Youth Bank Bosanski Petrovac)



5. MOZAIK STARTUP STUDIO

The [Mozaiik Startup Studio](#) program plays a pivotal role in achieving **Outcome 3**, as it **empowers young women and men to become social entrepreneurs who focus on generating social impact and creating new, decent employment opportunities**.

The program focuses its efforts on **supporting and investing in the promising young entrepreneurs**, either for the growth of their microbusinesses, initially initiated through the YouthBank mechanism, or for the development of social businesses. The program provides young entrepreneurs with access to financial support and a range of services designed to support the advancement of their social businesses at various stages of development, including pre-seed, seed, and follow-on investments.

The financial support packages vary according to the stage of business development, encompassing **pre-seed grants** of up to 25,000 EUR, **seed investments** of up to 75,000 EUR, **follow-on investments** of up to 50,000 EUR ([Tech4Impact Fund](#)), and **loans** for startups up to 25,000 EUR ([Social Banking](#)).

One of the avenues for establishing a social business is through the grant for microbusinesses under the YouthBank Program. This financial mechanism, launched in 2018, underwent further development in two phases: the initial **grant for registering** and commencing microbusinesses (up to 1,000 EUR) and the **scale-up grant** for the growth and development of microbusinesses (up to 1,500 EUR).

Business support services within the program encompass **mentorship** by a diverse group of internal professionals with expertise in impact entrepreneurship, business development, finance, sales, fundraising, analytics, innovation, and legal matters. Recognizing the evolving needs of the local and global markets, Mozaik Startup Studio continually adapts and expands its services to support the growth of young entrepreneurs and their social businesses, encompassing areas such as e-commerce and accounting services.

"Social Banking is important for the overall economic development of small businesses, especially if it is taken into account that BiH does not have access to external capital markets and EU credit guarantees for start-ups and small businesses, which at the same time increases the value of this program".

Highlights for 2023 in Youth Bank Program:

- Promotional activities and campaigns that resulted in **136 applications** for various forms of financial support (equity investment, loan applications, and microbusiness for additional grants) to establish and develop businesses, microbusinesses, or social businesses.
- Provision of **655 hours of one-on-one professional mentorship** with external mentors focusing on business support and personal development of young social entrepreneurs.
- We support **16 microbusinesses with 47.784 BAM** to scale their operations and create new job opportunities, demonstrating substantial growth within just six months of entering the market.
- We supported **4 startups with 54.000 BAM of loans through Social Banking Program** in partnership with Sparkasse Bank and support of EFSE program. Foundation Mozaik was secured 16.800 BAM of collateral cash deposit for these startups.
- We supported **two startups to attend on international event** to present their innovative products and business models (*iENA: International Trade Fair Ideas, Inventions and New Products, Nuremberg, Germany, October 2023*)
- Supported the creation of **189 new jobs**.

Throughout this period, several valuable lessons were learned, insights were gathered, and challenges were encountered:

- **Tech4Impact Fund recognized as a key mechanism for investor engagement for investing in startups:** Tech4Impact has been acknowledged by stakeholders in bh ecosystem as an effective platform for engaging interested investors and other programs that support or gather investors for young entrepreneurs. Moving forward, it will be essential to explore collaborations with other initiatives and similar programs or available investors funds to amplify the impact of investments in startups.
- **Navigating regional and global markets as imperative for startups:** Given the limited market in Bosnia and Herzegovina and significant migration disrupting market potential—both in terms of market size and labor shortages—startup companies are increasingly considering and turning to export and external markets in the region and globally. This strategic pivot is crucial for tapping into new opportunities and sustaining business growth in a challenging economic landscape.
- **Recruiting young talent through the venture creation model:** The recruitment of young talents in startup via the Venture Creation model within the Tech4Impact Fund has proven significant. This period, we tested the model as a response to the poor quality of early-stage startups in Bosnia and Herzegovina, a lack of innovation, and the scarcity of new ideas and teams needed to create unique products. Moving forward, we aim to continue refining and potentially scaling this model to foster a broader array of innovative startup ideas.
- **Enhanced financial support for microbusinesses:** We successfully secured additional funding from 35 municipalities to support microbusinesses, significantly increasing the financial aid available to young entrepreneurs from 2,000 BAM to 5,000 BAM. This expansion of support not only underscores the commitment of local governments to fostering small business growth but also reflects their recognition of the vital role young entrepreneurs play in local economic development.
- **The importance of peer-to-peer support at the local level:** The intensive efforts of the YouthBank Board to promote microentrepreneurial initiatives, coupled with the coordination improvements with 35 municipalities departments involved in microbusiness registration, have underscored a significant lesson: "peer-to-peer support at the local level is critical for entrepreneurial engagement". The record number of 98 applications for the microbusiness call that closed in February 2024, and the successful signed the contracts with sixteen entrepreneurs for additional grant leading to business growth and job creation, demonstrate the

effectiveness of local support networks in fostering microbusiness development and sustainability. This approach not only enhances entrepreneurial skills among peers but also strengthens the overall business ecosystem within communities.

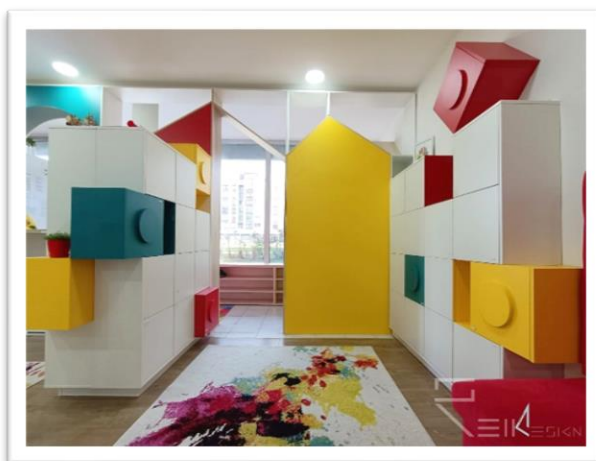
- **Limited financial accessibility for startups in Social Banking:** During the implementation of the "Step by Step" program, we learned about the financial vulnerabilities of startups. Many small businesses, despite showing potential for growth, lack sufficient collateral for conventional bank loans and often turn to microcredit organizations. These organizations typically offer higher interest rates and shorter repayment terms, which can hinder a business's ability to take on new bank debt, even if they maintain regular payment histories. Financial projections may not reflect the business's capacity to service new debt because the program does not account for consolidating previous debts; it is designed solely for new investments or material purchases. Recognizing this issue, the Social Banking program is now committed to identifying suitable solutions within Sparkasse Banka and the regulatory parameters set by the Banking Agency (FBA) for each credit request from startups.

Succes story from our beneficiaries and stakeholders

Example of importance of Social Banking program

The important role of mentorship and financial support for startups through the Social Banking Program, a collaborative initiative of Mozaik Foundation and Sparkasse Bank, is demonstrated by its beneficiaries.

Almira, the owner of the educational center Mozgaonica, attests to its impact: *"Our center was in dire need of expansion to serve more learners, and this collaboration not only facilitated the necessary funding but also streamlined the application process. Thanks to hands-on assistance in securing guarantees and filling out paperwork, we successfully expanded our facilities, enhancing our capacity to educate. We are immensely grateful to both Mozaik Foundation and Sparkasse Bank for recognizing and addressing the challenges we faced as a small enterprise and developing efficient solutions."*



Story from "Balkan Green Ideas 2023"

The 12th edition of the Regional Competition "Balkan Green Ideas 2023" was held from October 23-26 in Budva, Montenegro. We are proud to announce that our representative, Aldina Džinić from Zavidovići, won an award in the "Green Concept Ideas" category for her project "Recycling PET Revolution".

The project "Recycling PET Revolution" promotes environmental preservation through an innovative approach to collecting plastic packaging and supports local development. Aldina Džinić, with her passion and dedication, encourages active citizen participation in recycling, raising awareness about the importance of environmental preservation and collective positive changes.

To promote our three Bosnian finalists, we created subtitled videos, which we consider one of the significant modifications in presenting their ideas. YouTube video: <https://www.youtube.com/watch?v=Mr10bdWUw4Y>

6. IMPROVING THE LEGAL FRAMEWORK FOR PHILANTHROPY

Since August 2020, Mozaik has been implementing the USAID-funded program *Improving the Legal Framework for Philanthropy*. The program aims to enhance the culture of philanthropy in Bosnia and Herzegovina (BiH) as a tool for self-reliance and sustainable local development. The goal is to improve the legal and policy environment for philanthropy, stimulating and enabling the growth of a giving ecosystem in BiH. A consortium of key stakeholders in philanthropy development in BiH and the region has worked to secure a supportive legal framework for philanthropy through structured intersectoral dialogue and innovative advocacy campaigns.

Highlights for 2023 in the Legal Framework for Philanthropy Program:

- **The *NikoGladan.NikoSam* Campaign:** The campaign achieved remarkable success in advocating for amendments to the Value Added Tax (VAT) law, a critical step toward improving the legal framework for philanthropy. After two years of dedicated advocacy, the legislation was revised, *exempting food donations from taxation*. This initiative was funded by USAID and led by Mozaik, in collaboration with a consortium including Pomozi.ba, the Network for Building Peace, Catalyst Balkans, Trag Foundation, and the Philanthropic Forum BiH.
- ✓ **Engagement Activities:** In 2023, a number of meetings with public officials, company representatives, and CSOs representatives were organized.
- ✓ **Priority Areas Addressed in 2023:**
 - Priority Area 2: Guiding donations in compliance with the Foreign Exchange Operations Act.
 - Priority Area 3: Clarifying the VAT application for associations and foundations.
 - Priority Area 4: Defining what constitutes a donation or aid to ensure clarity on recipients.
 - Priority Area 5: Aligning regulations to enable more citizens to benefit from corporate giving.
 - Priority Area 6: Encouraging companies to allocate more funds for scholarships by introducing tax incentives.

7. SUSTAINABILITY

While implementing its 10-year strategy, Mozaik is strongly focused on strengthening its capacities and financial sustainability, what is reflected in the outcome 4 - **Mozaik has strong internal capacities to become financially sustainable.**

Having in mind that financial sustainability requires multiple income streams, strategic planning and continues self-improvement, Mozaik is working to be better equipped to generate new sources of income while maintaining financial stability.

Highlights for 2023 in Sustainability:

- **Strengthening internal capacities:** On October 4th and 5th and in mid-December 2023 Mozaik organized retreats for its staff to review past performance and plan future operations. During these retreats, employees also received additional training on the use of ChatGPT to enhance their effectiveness and contribute to the company's success. Mozaik is committed to following digitalization trends to better adapt to the modern business landscape.
- **Implementation of Microsoft Dynamics 365 Business Central** – Mozaik is the first non-profit organization in the country to successfully implement the SaaS version of this software. The software provides additional flexibility and efficiency, significantly reducing the possibility of errors and greatly increasing control over business processes while saving time. For example, by automating calculations and reporting, the time required for monthly financial calculations is reduced by 20%. This transition was made in line with Mozaik's commitment to innovation, transparency, and sustainability, which are crucial for successful operations in today's non-profit and business sectors. We are first NGO who implemented this solutions, [read more](#).
- **Private Sector Engagement and Investments Opportunities for Sustainability:** Through our analysis and the support provided by the SDC, we have identified the potential for involving the private sector and business angels as key players in the investment process to enhance the sustainability of the planned Tech4Impact Fund. This insight has highlighted the importance of private sector engagement in our investment strategy. Moving forward, we will consider these opportunities while developing the investment policy in the upcoming period.

8. PARTNERSHIPS AND NETWORKS

Mozaik is management committee and governing council member of the [Philea](#), Philanthropy Europe Association in Brussels, the biggest association of private foundations. We are also member of the Steering Committee of KoneKtor, a smaller interest group of Philea, focused on CEE. This gives us opportunity to learn about philanthropy and socio-economic development from the private foundations and apply these learnings in BiH context.

With the regional SIGN network (Southeast European Indigenous Grantmakers Network), we are working on promoting philanthropy and social entrepreneurship in the region, together with 5 private foundations from Serbia, Montenegro, Kosovo, Albania, and North Macedonia.

9. GENDER AND SOCIAL INCLUSION

Mozaik is trying to integrate social justice and gender equality principles in all aspects of its work. Our indicators are gender sensitive and achieved numbers are usually good. Still, we believe that we can do

more. Here are some actions that we are taking, aiming to provide equal opportunities for young people, regardless of their identities:

- a) On the registration in Lonac/Rolify, we have the option “other” when we ask people about their gender. Between 1-2% of members choose the option “other” every year.
- b) On the registration in lonac, we ask people if they identify themselves as PwD
- c) New version of lonac has adaptation for visually impaired and blind persons.
- d) Every year we organize at least one 2-day in person training on social justice for a selected group of YouthBank board members. They call themselves Social Justice Monsters and are in charge in the process of monitoring the increased inclusiveness of the approved projects.
- e) We have appointed a safeguarding officer that takes care of “do-not-harm” policies and serves as a focal point for any kind of complaints. He is regularly trained in different aspects of safeguarding policies in an international environment, thanks to our partner Porticus.
- f) We don’t stop counting women and men in different activities but try to explore the power that both groups have and try to increase the number of women in decision-making positions. This goes from our Board of Directors, (5 members, 3 women and the chair is woman) through our staff – (3 man and 5 woman in management positions) and in the Board, where in 2022 we had 51% of young women.
- g) Gender-sensitive language is a requirement for all Mozaik’s employees, in internal and external communication. Jokes that offend any group or transfer stereotypes are forbidden.
- h) Our campaigns are gender-sensitive, making sure that we are welcoming and inviting young women and men, but at the same time making sure that we don’t transfer existing gender stereotypes.
- i) When hiring, we more often use female nouns, with (F/M) in the bracket. When we established Startup Studio, only one woman was on the team. We are aware that this is not welcoming young women and when we were extending the team, we had a job announcement that was equally attractive for female and male mentors and last two appointments in Studio were full-time female mentors – for business development and for startup finances. Now, there are four female and four male employees in the Studio.
- j) We don’t ask our employees about different layers of their identity when we are hiring. Still we are confident that very different personal attitudes exist in our team, and we put efforts to use these differences as a strength.
- k) Our logframe has gender-sensitive indicators, which implies that our resources are distributed equally.
- l) When defining the social impact of the business we will support, we ask them to integrate social impact into their business model. We refer to the SDGs, as a framework. Very often, social impact goes to employing people with disabilities, women older than 40 and other hard-to-employ categories. They also offer to dedicate part of their profit to address different social issues. In our new Tech4Impact Fund, we focus on the social impact through carefully selected areas of investing and align with the SDGs goals.
- m) We try to encourage gender and ethnic balance in the YB Board. Although the numbers in total look good, we still have some boards that are not balanced, due to different reasons.
- n) We are eager to learn more and integrate these learnings into our practice.
- o) We had several meetings and consultations with the GESI Backstopper from SDC who was assessing our practices. We jointly identified spaces for improvement and decided that we will design at least 10 “accessibility maps” where young people will be trained to identify obstacles

to participation for different socially excluded groups. 12 participants from 12 Youth Banks had an opportunity to attend the specially designed training to creating a better environment for all (especially for disadvantaged groups). A follow up activity was creation of maps with identified activities that will help to bring the Youth Bank model to be more accessible for disadvantaged groups in their communities. 20 “accessibility maps” were developed during the project.

- p) We will include a sign language interpreter on the videos we have in the pipeline.
- q) We added a new category for the YB projects – Social Inclusion. This resulted in developing and implementing 31 youth led projects with a strong focus on social inclusion. 15 projects were implemented in this reporting period.
- r) We designed online internships to be open for all, especially for people with disabilities. We are very proud that four interns who state themselves as members of socially excluded group had the opportunity to work with us. Two of these internships occurred within the current reporting period, reinforcing our dedication to creating empowering environments for all participants. For Rada Trifković, it was a first opportunity to work in some organization
- s) We improved our signature sheets in local events with two more questions, about gender (Male, Female, Other) and if the person identifies her or himself as a PwD.
- t) We improved reporting forms by informal groups to have more detailed information about gender of LNOB in volunteers and beneficiaries
- u) Our mentoring manual gives instructions for YouthBank Board members to pay special attention to LNOB in the project.

Mozaik is continuously assessing the **main environmental opportunities, risks, and climate vulnerabilities** and integrating environmental sustainability principles internally and externally at different levels, such as:

- a. Obligation of compliance principles of environmental protection by all stakeholders is integrated into contracts with youth. This has been developed and implemented as a good practice from our previous cooperation with USAID and Swiss Embassy (CEDRIG);
- b. Continuously we design a new financial mechanism and services to support youth entrepreneurs where we try to integrate global and EU environmental standards. Such example is **Tech 4 Impact Fund**, where we integrated environmental aspects with focus on area as clean energy, circular economy and sustainably building; **Mozaik ESG Solutions** is new department in Mozaik which help businesses, generally in BiH and from our portfolio, to integrated environmental, social and governance principles.
- c. Mozaik has implemented advanced IT technologies to reduce printing (introduction of the paperless office) and travel (carbon footprint). Currently, we successfully integrated SharePoint, Microsoft Dynamics 365 Business Central in the finance department (first NGO in B&H), and advanced IT portals with leading Rolify community.

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