

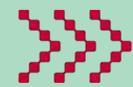
2023/24

# Annual Report

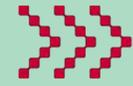
**MitOst**



# Table of Contents



**Foreword** \_4



## **MitOst Network**

The MitOst Network \_6

Members' Projects \_7

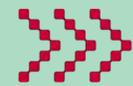
Members' Development \_8

Membership Model \_9

MitMission \_10

Bosch Alumni Network: Civil Society Cluster \_12

Activities within the Erasmus+ \_13



## **MitOst Governance**

MitOst Members' Assembly \_17

MitOst Board \_18



## **MitOst Activities**

Café Kyiv \_20

Bosch Alumni Forum \_22

Community Calls \_24

Commit gGmbH \_25

zusa gGmbH \_26



## **Publications** \_28



## **Finances of the Association 2023/2024** \_30



## **Partners and Funders** \_40



## **Thank You & Imprint** \_42



# Foreword

Dear members, dear friends,

For our board and the **MitOst Network**, the year from **May 2023 until April 2024** was a year of both challenges and continuum of transitions. Although we had bigger plans and higher aspirations, we encountered setbacks in securing funding, particularly for MitMission—our reformatted annual gathering—and other networking opportunities.

Despite these hurdles, our commitment to fostering connections and strengthening our community remained unwavering. Through collaborative efforts and the resilience of our network, we brought **MitMission Lindow** to life, demonstrating that even in times of uncertainty, our collective creativity and dedication can sustain and evolve our shared spaces.

This year also marked an important shift with the introduction of our new **Membership Model**, which encourages more diverse and non-monetary ways of participation in the network. This is the beginning of this road, and we are deeply grateful to everyone who has embraced this new approach. Your engagement, ideas, and contributions continue to shape the future of MitOst.

Warmly,  
Your Board



**MitOst Network**

# The MitOst Network

by Esterina Ukaj

In 2023/2024, MitOst continued to grow as a dynamic and inclusive network, focusing on membership development and decentralized leadership.

This year marked **a significant transition from the MitOst Festival to MitMission**, a more intimate and thematic gathering. MitMission took place in Lindow, Germany, centered on the theme “Working in Peripheries,” fostering collaborative discussions, local engagement, and decentralized networking.

MitOst Network activities also included the Bosch Alumni Forum in Krzyżowa, Poland, which explored the theme “Envisioning the Future in Times of Emergencies.” Additionally, MitOst contributed to Café Kyiv alongside our partnership cohort, including Robert Bosch Stiftung, Commit gGmbH, and Insha Osvita.

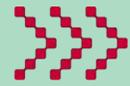
Furthermore, **the new Membership Model was introduced**, offering both monetary-based and participatory-based membership options, providing greater flexibility and engagement.

In response to global challenges that have prompted us to rethink our work and communities, we also hosted three Community Calls focused on navigating differences.



# Members' Projects

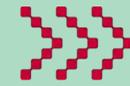
by Esterina Ukaj



## Polish-Hungarian Cultural Afternoon

The Polish-Hungarian Cultural Afternoon was organized by Eszter Boros – Careers in the Common Good – MitOst member, Aleksandra Jach, and Anirudh Bodkhe. It took place in Budapest as part of the Youth in Culture exchange, aimed at fostering cultural and linguistic exchange between young people from Poland and Hungary. It was co-funded by the Visegrad Grant, MitOst, and Youth and Environment Europe and was implemented in collaboration with the organization Fundacja Art Transparent.

Through interactive activities, including a treasure hunt, the event successfully engaged 30 participants. Attendees reported gaining new insights into Polish and Hungarian cultures, with the event's gamified format receiving particularly positive feedback. Organizers highlighted the importance of strong partnerships, effective promotion, and adaptable programming.



## You Got It: Unleashing Your Creative Writing Talent

The Elizabeth Kostova Foundation launched the "How to Read the World While Writing Poetry" course, led by Yana Boukova, with the aim of empowering young writers and fostering creative expression. The project was supported by MitOst and took place in Sofia and online, between March and November, 2023. To expand accessibility, the sessions were recorded and adapted into an online course, reaching a broader community of 500+ students.

A second online edition was launched due to high demand, ensuring one-on-one consultations for participants. The program provided a safe and inclusive space, particularly for youth from vulnerable backgrounds, encouraging self-expression and confidence. Due to the positive impact and strong interest, plans are in place to continue the course with additional funding and outreach.

# Members' Development

by Uta Protzmann

As of 30.04.2024:

**MitOst has 1,396 members in 46 countries, 56 of which are institutions.**

In 2023/24:



A total of 9 new members have joined, in particular from Germany (8) and Bosnia Herzegovina (1).



More than half of the members live in Germany (774). Particularly large numbers of members are based in Russia (153), Ukraine (94) and Georgia (49).



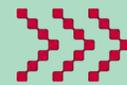
59 resignations were recorded.

# Membership Model

by Stelios Voulgaris

Over the years, MitOst has undergone significant transformational processes, shaping its identity and approach. As a membership association, MitOst has long fostered connections between individuals, alumni, and organizations. However, this growth also led to deep reflections on the organization's vision, especially during the pandemic. **In response, MitOst has embraced a more horizontal and decentralized leadership model, culminating in the election of institutional members to the Executive Board during the 2022 General Assembly.**

Recognizing that a strong network relies on collaborative participation, MitOst officially introduced the new Membership Model in October 2023, ensuring greater flexibility and inclusivity. The new model offers two ways for institutional membership:



## Monetary based Membership

An annual fee, covering essential network expenses that cannot be covered by project budgets. Fee adjustments may be discussed at future Members' Assemblies (Note: The annual fee of 100€ was raised to 150€ after a decision of the Members' Assembly on November 28, 2024)

Contributions are assessed annually, exempting members who have actively participated. This approach ensures flexibility, inclusivity, and shared responsibility, empowering members to engage in ways that align with their capacities and interests.



## Participatory based Membership

Members contribute through active engagement instead of a financial fee. Options include serving on the Executive Board, hosting events, facilitating workshops, or providing space for network activities.

# MitMission

by Esterina Ukaj

**In 2023, MitOst introduced MitMission, a reimagined version of the annual network gathering, transitioning from the MitOst Festival to a more intimate and thematic format. This shift aimed to create a focused space for practitioners in civil society, arts, culture, social innovation, and the public sector to exchange ideas and build meaningful connections.**



Held from October 16–19, 2023, in Lindow (Mark), Brandenburg, MitMission explored the theme **Working in Peripheries**. The event was co-hosted with Plattform Paradies e.V., a local association of cultural workers, reinforcing the commitment to local engagement and community-driven collaboration.

The central element of the program was an **Open Space** format, where participants self-organized into working groups to discuss pressing topics. Alona Karavai, 1st Chair of the Executive Board, led a special discussion on **MitOst's new Membership Model**, encouraging reflection on participation and engagement.

Participants visited local initiatives, including a youth-run community barn, a queer female-led group at a nunnery, and an organization offering nature tours, yoga, and meditation.

MitMission demonstrated the power of decentralized and community-led gatherings. While introducing a new event format was a challenge, the collective contributions of participants, hosts, and partners made it a success.



# Regional Groups

## Bosch Alumni Network – Civil Society Cluster

by Nikita Leikutcis

As part of the Bosch Alumni Network’s Civil Society Cluster, the Organizational Development Grants (ODGs) program was carried out from June to November 2024. It provided a platform for six selected member organizations to enhance aspects of their organizational development. Utilizing the Civil Society Toolbox, the program paired each organization with an experienced coach to address their specific development needs.

The program received 25 applications, from which six organizations were selected from Greece, Nigeria, Cameroon, and Germany. Each organization was offered a budget of €800, provided as a lump sum or through a grant agreement. Coaches were compensated with €1,500 upon completing their coaching sessions and submitting their narrative reports.

The six selected organizations participated in the following:

**Introductory Workshop:** Conducted by Cemre Ceren Asarli, this session acquainted participants with the Civil Society Toolbox, setting a foundation for their development journey.

**Development Drafts and Plans:** Organizations submitted initial drafts and financial plans outlining their intended activities.

**Coaching Sessions:** Each organization engaged with their coach through tailored workshops focusing on their selected themes of organizational development. Sessions were conducted online due to logistical considerations.

**Closing Meeting:** The program concluded with a virtual closing meeting on November 15, 2024, facilitated by Cemre Ceren Asarli and Nikita Leikutcis. During this session, participants reflected on their experiences, and a feedback round was conducted for both organizations and coaches, with insights captured and summarized in a collaborative online board ([accessible here](#)).



# Activities within the Erasmus+

by Nikita Leikutcis

**As part of the Erasmus+ projects, within "Key 1 Action: Short-term projects for the mobility of learners and staff in adult education," MitOst carried out the project "Bridging Together—Enhancing Capacity for System Change," aimed at building the capacities of employees, volunteers, and external facilitators.**

The goals were defined as:



Strengthening MitOst as an active member of a growing European network of organizations working in nonformal and adult education.



Expanding MitOst's capacity as a horizontal learning organization, enabling it to respond effectively to the emergent needs of learners, including disadvantaged adults.



Creating an inclusive and safe space for MitOst employees and participants at educational events, fostering a diversity-friendly learning and working environment.



Enhancing the digital competencies and skills of MitOst employees and learners to ensure the delivery of high-quality educational content through online and blended learning formats.



Strengthening sustainability within the organization, mission-driven activities, and the communities in our ecosystem.

## To achieve these goals, the following activities were implemented in 2023–2024:



**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. 4 staff members participated in trainings in the Netherlands and Denmark.



**Job shadowings opportunities** in collaboration with partner organizations in European countries, facilitating mutual professional exchange and the creation of a shared learning space using innovative methods, tools, and approaches. Six job shadowing sessions took place in Hungary, Poland, and Portugal.



**Trainings assignments abroad** to share expertise, apply innovative methods in facilitating strategic development processes, and develop new frameworks for learning activities. This initiative also helped establish new international partnerships and explore future collaboration opportunities. One training session took place in Madrid.



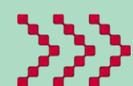
# MitOst Governance

# Members' Assembly

by Esterina Ukaj

**The Members' Assembly is the most important decision-making body of the association MitOst. All MitOst stakeholders are welcome to attend, but the right to vote is reserved exclusively for paying members of the association. The Members' Assembly took place on November 23, 2023.**

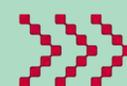
## Members considered and voted on the following:



The discharge of the previous Board from financial liability for the financial year May 2023 – April 2024.



The Members' Assembly accepted the Board's proposal to introduce the new membership model for institutional members and to grant redemption of membership fees.



The Members' Assembly accepted the Board's proposal to grant redemptions of membership fees for individual members.



The General Assembly accepted the change of the annual membership fee for institutional members to €150 per year from the calendar year 2024.

# MitOst Board

by Alona Karavai

Elected on the Members Assembly on September 24, 2022, the Executive Board is consisting of **Alona Karavai** (Insha Osvita, Ukraine) as first chairperson and **Ivo Krug** (Germany) as second chairperson, and six assessors - **Maja Pegan** (hiša!, Slovenia), **Stelios Voulgaris** (COMM'ON, Greece), **Safak Ersözlü** (Açık Stüdyo, Turkey), **Yana Mkrtchyan** (EcoHub, Armenia), **Annegret Wulff** (Commit gGmbH, Germany) and **Jotham Sietsma** (zusa gGmbH, Germany).

During the report period from May 2023 until April 2024 Safak Ersözlü has resigned from the board because of personal reasons and big workload with other projects. In the end of 2023, Jotham Sietsma has left zusa gGmbH—and with that also the MitOst Board—and was replaced by Sarah Herke as zusa representative.



# MitOst Activities

# Café Kyiv

by Esterina Ukaj

As a continuation of our efforts to support Ukraine, MitOst joined the second Café Kyiv, together with our partners consortium, including Robert Bosch Stiftung, Commit gGmbH, as well as partners from Ukraine – Asortymentna Kimnata, Insha Osvita and proto produkciia. Cafe Kyiv took place on February 19, 2023 at Colosseum Berlin under the topic “The future of Ukraine in EU”. Cafe Kyiv is a multi-dimensional initiative by Konrad Adenauer Stiftung, all around Ukraine, its culture, civil society, political situation, and more. Around 5,000 people gathered at Cafe Kyiv to attend workshops, discussions, talks, salons, exhibitions, nformal exchanges and networking, and cultural mini-events.

MitOst and its partners contributed with four program points:

**How we heal (or not)** – Moderated by Alona Karavai, 1st Chair of MitOst Board, with guest speakers Olya Polyak, Veronika Skliarova, Yurko Prokhasko, Valentina Zalevska.

**War against nature – or war for nature?** This program point was under the moderation of Nataliia Yeromenka, head of Vidnova Program at the time, with guest speakers Daryna Pyrogoва and Nina Dyrenko.

**How we come back (or not)** – Moderated by Annegrett Wulff, MitOst Board Member, CEO of Commit by MitOst gGmbH, with guest speakers Yuliia Alenina, Oksana Potapova, Anastasia Leonova, Katja Petrowskaja

**Performance “Lost Movement”** By performative artist Nana Biakova, Artaud Fellowship.



**18:30 Uhr**

MitOst - Citizenship in Action

**MitOst**

**War against nature – or war for nature? 30% project presentation on the impact of the Russian war on Ukrainian landscapes.**

**Daryna Pyrogo**  
Fellow Vidnova Lab

**Nina Dyrenko**  
Researcher, planting designer, practitioner of urban gardening on various scales.

**Natalia Yeromenko**  
Berlin-based facilitator, culture manager, program Head of Vidnova Fellowship.



# Bosch Alumni Forum

by Uta Protzmann

From June 9-11, 2023, the Bosch Alumni Forum took place in Krzyżowa, Poland, bringing together a diverse group of network members from across Europe. Co-hosted by iac Berlin and MitOst, and moderated by Julian Gröger, it served as an in-person gathering designed to foster connections, share practices, and exchange experiences among alumni of various Robert Bosch Stiftung programs.

This year's Forum centered around the question: **Envisioning the Future in Times of Emergencies.**

Participants reflected on how the "new normal" including the pandemic and the Russian war against Ukraine, affects us personally and professionally. Through open conversations across sectors and borders, we explored ways to navigate change proactively, sustain meaningful structures, and preserve hope for the future.

Participants expressed deep appreciation for the opportunity to meet in person, strengthen relationships, and engage in thoughtful discussions. The Bosch Alumni Forum continues to uphold its mission of fostering exchange, support, and forward-thinking action within the network.







# Community Calls

by Esterina Ukaj

Taking initiative from global issues, especially conflict in the world that have the power to divide our communities, from December 2023 to March 2024, we hosted three Community Calls in partnership with the London-based collective Help on **navigating difference**, as an attempt to better equip ourselves.

**The first session** that took place on December 18 was a facilitated conversation with speakers Yasmeeen Dahr and Dr. Inna Michaeli, who shared personal experiences and how they dealt with differences since Hamas' harrowing attack and Israel's indiscriminate bombing of Gaza.

Following up with **the second session** on January 29, the facilitators Priya Ghai and Alexander Lyons, introduced us to methods on how we can better navigate differences by mapping our fears, challenges, and hopes. Our members also shared and explored the emotions, thoughts and biases underneath our personal reactions to conflict.

**In our third and final call on navigating difference**, we worked on our ability to navigate difference in smaller conversations. We practiced our response approaches, moving into relationship and trying to hold our multitude identities together. Here are some key takeaway questions:

- How can we solve our collective or individual problems?
- How can we meet each other's needs?
- How to address our different worldviews and beliefs when we share responsibility or space?
- How we want to move forward with our relationship (boundaries, communication, separation)?
- How we want to engage in conflict now or in the future (agreements, processes, support)?

The board proposed to continue the practice of Community Calls as more relaxed meetings happening twice a month and hosted by Board Members, with the aim to meet with members and consult directly on specific topics related to MitOst.

# Commit gGmbH

by Annegret Wulff

The following programs and activities were implemented by our daughter organization Commit gGmbH during May 2023-April 2024:

- Civic Europe
- Intercultural Teacher Training in China
- Tools for Citizens
- Mind the Game
- horizontal school
- Vidnova Fellowship
- Vidnova Lab
- Café Kyiv
- Make it matter

**Read more: [wecommit.to](https://wecommit.to)**



# zusa gGmbH

by Sarah Herke

The following programs and activities were implemented by our daughter organization zusa gGmbH during May 2023-April 2024:

Tandem – All around culture

Tandem Amwaj

VAHA II

Culture Helps

What's Next?

The Big Green

AiR zusa

Mapping der Geschichten des Neuen Exils – New Exile

Martin Roth Initiative

**Read more: [zusaculture.org](https://zusaculture.org)**



# Publications

# Handbook on Theory and Methods of Facilitation and Intercultural Communication

by Esterina Ukaj

MitOst published in partnership with Commit gGmbH a Handbook on Theory and Methods of Facilitation and Intercultural Communication that encompasses basics of facilitation, theories and models of intercultural learning. The handbook is an outcome of the Intercultural Training in China program framework implemented by Commit gGmbH and funded by Mercator Foundation. It brings ideas and models for hosting intercultural training and global learnings – as told by the practice and knowledge of experienced facilitators, Marta-Gawinek Dagargulia, Tino Rasche, Dr. Wang Lei, and the program head Sebile Yapici.

**This publication is available in three languages including Chinese, English and German.**

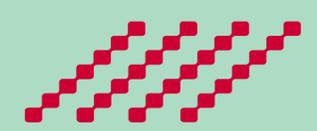
Read more and get your copy: [horizontal.school/publications/handbook-on-intercultural-communication/](https://horizontal.school/publications/handbook-on-intercultural-communication/)



**Finances**

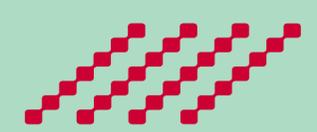
# Finances of the Association

by Anna Belikova, Maja Pegan and Annegret Wulff



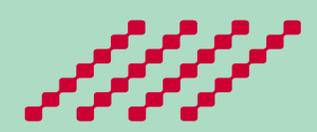
**53,06 €**

The profit generated in the financial year of 2023/24



**983,043 €**

The total turnover in 2024



**4,255,679**

The total turnover in 2023

# The results of the 2023/24 financial year in detail:

## Revenues

In the 2023/24 financial year, the association collected a total 757,398€ for its purposes. This amount is composed of earmarked receivables to MitOst for the programs and projects (616,220€), and the earmarked funds to organize MitMission and the Bosch Alumni Forum (48,428€).

The free funds of the association amounted to a total of 225,645€ in the 2023/24 financial year. The amount breaks down as follows: Membership fees and donations (51,559€), Supplies for the office from zusa gGmbH and Commit gGmbH (149,832€) and other income (20,233€). In the reporting period, 4,021€ were collected for aid to Ukraine.

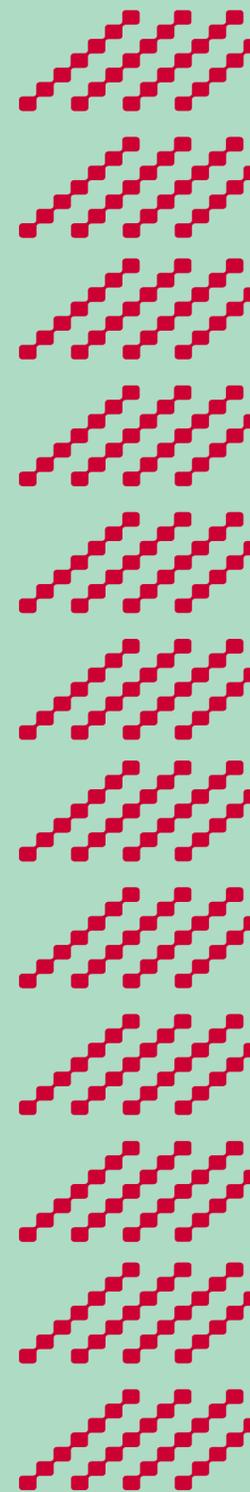
## Expenses

Without taking into account the earmarked funds from which MitMission (83.550€), Bosch Alumni Forum (33,460€) and programs were financed, the association's expenses in the 2023/24 financial year totaled 243,307€ and consisted of: 68,335€ for personnel costs (incl. MitMission), 8,514€ for committee work, 159,261€ for material expenses in the office and 8,198€ for press and public relations work.

Donations received for Ukraine amounting to 5,034€ were forwarded to private individuals and organizations in need. The association's assets amounted to 141,112.52€ as of April 30, 2024.

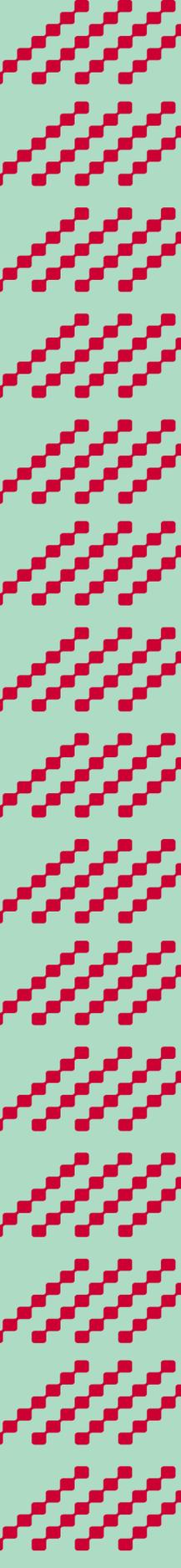
The following tables shows the balance sheet for the 2023/24 financial year the budget for 2024/25 approved by the Executive Board:

MitOst Budget	2023-2024 PLAN	2023-2024 REAL	2024-2025 PLAN
<b>INCOME</b>	819.819 €	983.043 €	463.061 €
<b>Office</b>	174.000 €	149.832 €	152.100 €
Commit gGmbH	87.000 €	75.878 €	78.100 €
zusa gGmbH	87.000 €	73.954 €	74.000 €

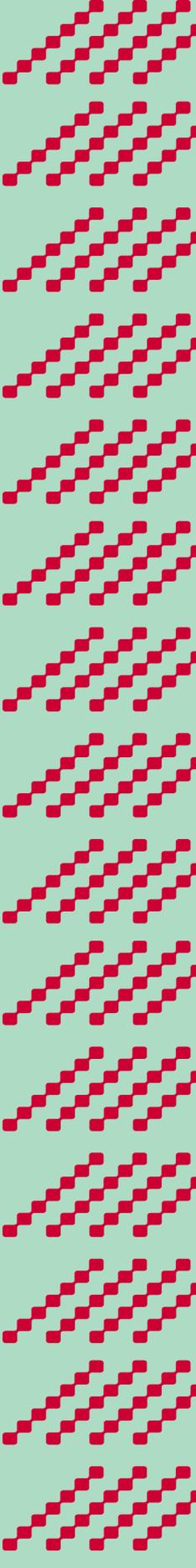


<b>MitOst Network</b>	196.400 €	220.190 €	41.181 €
Members' Fees	20.000 €	21.559 €	15.000 €
RBSG Donation	30.000 €	30.000 €	
MitMission Donation by iac Berlin	110.000 €	92.750 €	18.000 €
Bosch Alumni Forum	25.000 €	48.428 €	0 €
Donations (Ukraine)	0 €	4.021 €	0 €
Other income (MitMission fee, donations, insurance, rental income)		20.233 €	
EcoHub in the EaP_GIZ Project	11.400 €	3.199 €	8.181 €

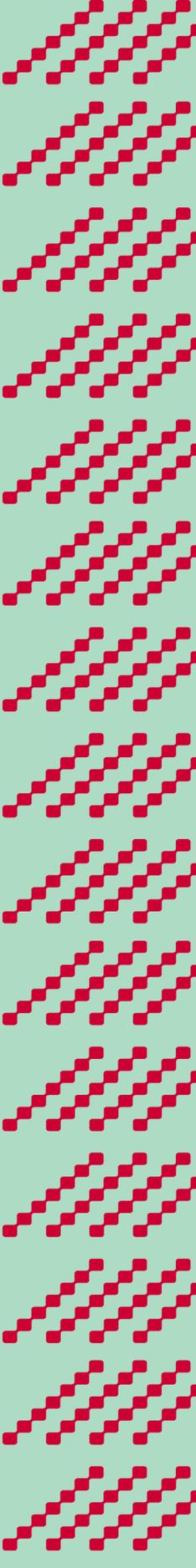
<b>Projects</b>	449.419 €	613.021 €	261.780 €
VAHA	101.850 €	108.936 €	15.000 €
What's Next?	174.519 €	24.547 €	261.780 €
Tandem Regions (ECF)	123.050 €	111.271 €	18.000 €
InnoLab		237.679 €	
TDM		64.879 €	
MitReisen		5.480 €	
Erasmus+ / EVS	50.000 €	60.229 €	
<b>Reversal of Provision</b>	0 €	0 €	8.000 €



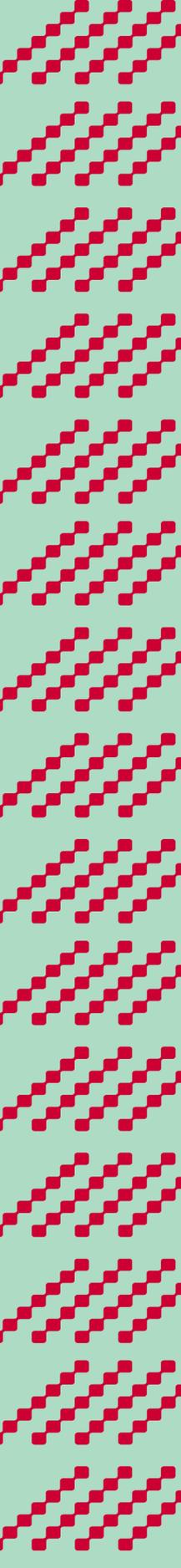
<b>COSTS</b>	819.819 €	982.990 €	463.061 €
Office	174.000 €	196.143 €	172.100 €
Personal Costs	30.000 €	40.034 €	20.000 €
Office Management	30.000 €	40.034 €	20.000 €
Other		3.616 €	
CELG-Projekte Donation		1.419 €	



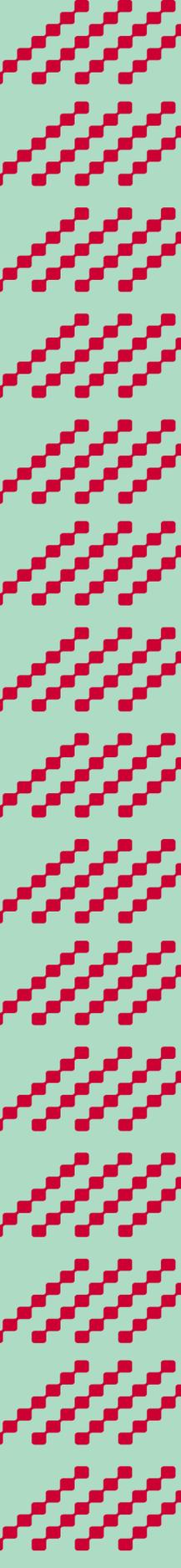
<b>Material Costs</b>	144.000 €	151.074 €	152.100 €
Office Rent	72.000 €	94.625 €	92.500 €
Cleaning	7.000 €	11.690 €	12.000 €
Archive	2.500 €	1.230 €	1.500 €
Stationery	4.000 €	3.269 €	3.000 €
Copy Machine	2.500 €	2.389 €	3.000 €
IT	12.000 €	2.642 €	3.000 €
Internet	11.000 €	11.507 €	12.000 €
Insurance	13.000 €	12.324 €	13.000 €
Law advice	10.000 €	4.217 €	4.000 €
Bank fee	2.500 €	497 €	600 €
Software	7.500 €	6.686 €	7.500 €



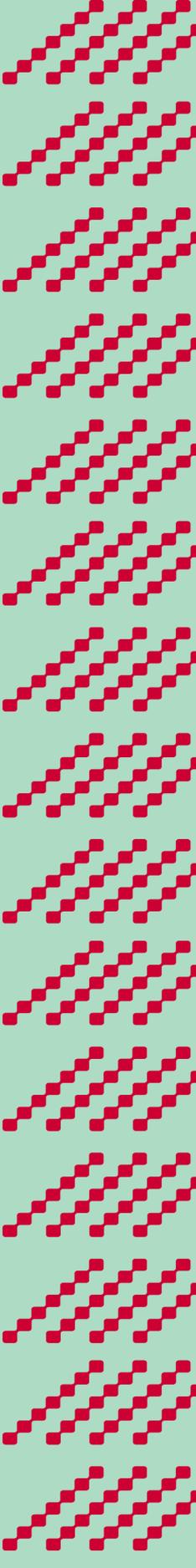
<b>MitOst Network</b>	196.400 €	170.256 €	29.181 €
Personal Cost	84.000 €	31.871 €	7.600 €
Network Hosting	39.000 €	9.200 €	
Network Communication	20.000 €		
Other personal costs	11.000 €	11.297 €	
Finance Coordination	6.000 €	7.803 €	7.600 €
Fundraising	8.000 €	3.570 €	



<b>Material Costs</b>	112.400 €	141.955 €	21.581 €
Communication	15.000 €	8.198 €	1.000 €
Unforeseen			8.000 €
Executive Board	7.000 €	8.514 €	7.400 €
MitMission	50.000 €	83.550 €	
MitOst Camp	4.000 €		
BAF Kreisau	25.000 €	33.460 €	
Support Ukraine, Donations		5.034 €	
Echo in the EaP_GIZ project	11.400 €	3.199 €	5.181 €



<b>Projects</b>	449.419 €	613.022 €	261.780 €
Erasmus+ / EVS	50.000 €	60.229 €	
Vaha (Mercator/ECF)	101.850 €	108.936 €	
What's Next?	174.519 €	24.547 €	261.780 €
Tandem Regions (ECF)	123.050 €	111.271 €	
InnoLab		237.679 €	
MitReisen		5.481 €	
TDM		64.878 €	
<b>Balance</b>	0 €	53 €	0 €



# Partners & Funders

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# Thank You!

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