



ANNUAL REPORT 2023



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1. VISION, MISSION AND DEVELOPMENT

The Center for Promotion of Sustainable Agricultural Practices and Rural Development (CeProSARD) is non-governmental, non-partisan and non-profit organization that operates throughout the country. The organization was founded in 2008 at the initiative of group of citizens - professionals in the field of agriculture and rural development, environmental protection, technical sciences and economy, who identified the need for complex social change in support of environmental protection and mitigation. climate change, with a focus on sustainable development.

Vision

CeProSARD's vision is to be professional and reliable partner in the creation and implementation of policies to achieve the goals of sustainable development at national and local level, as an effective way to make transformational changes that contribute to creating a better social environment for future generations.

Mission

Our mission is to build an inclusive, sustainable and prosperous society through the active involvement of citizens in the creation, implementation and evaluation of public policies for sustainable growth and development.

Development

The strategic goals of the organization are: promoting inclusive, participatory and representative planning of sustainable development based on international human rights standards; and promoting cooperation and partnership mechanisms that ensure effective citizen participation in the creation, implementation and evaluation of public policies for sustainable development at national and local level.

2. GOALS

The Citizens' Association CeProSARD strives to achieve the following goals:

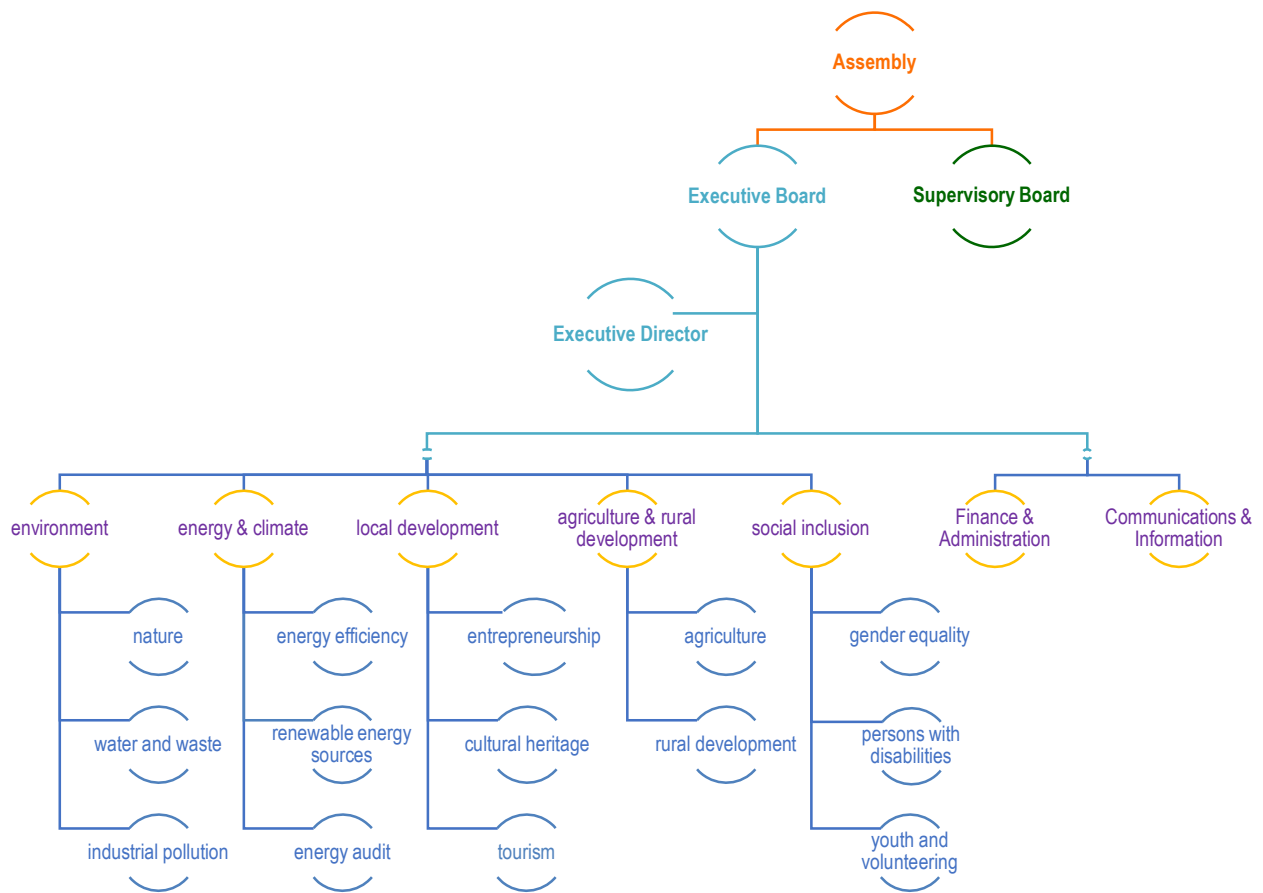
- Improving the capacity for dialogue, cooperation and partnership between civil society and public institutions in order to contribute to the implementation of the 2030 Agenda for Sustainable Development, enabling and facilitating inter-sectoral partnerships;
- Promotion of wider civic engagement in the policy-making process and the reform process, which will contribute to the sustainable development of the environment sector and climate change and will have a key impact on the lives of citizens;
- Improvement of local and regional development in the country and more widely in the territories of neighboring countries;
- Support and development of social entrepreneurship, and facilitating access to the labor market for vulnerable groups of citizens, addressing the consequences of long-term unemployment, and building capacities of organizations working in this domain;
- Supporting the process of digitization in the context of sustainable development goals;
- Promotion and introduction of sustainable practices in the development of rural areas and in the development of agriculture and food production;
- Promote opportunities for using renewable energy sources and improving energy efficiency wherever possible;
- Environmental protection in accordance with the principles of sustainable development;
- Nature protection;
- Mitigation and adaptation to climate change and its reduction;
- Preservation of cultural heritage;
- Integrating transversal topics of gender issues, vulnerable and marginalized groups, people with disabilities in all areas of our activity.

3. ORGANIZATIONAL STRUCTURE AND FUNCTIONING

The Association "Center for Promotion of Sustainable Agricultural Practices and Rural Development" (CeProSARD) from Skopje operates through the following bodies:

- Assembly
- Advisory body
- Supervisory Board
- Executive Board
- Executive director

Organizational chart of CeProSARD



Assembly

The Assembly consists of twenty members. Members act as active, associate and honorary members.

Executive Board

The executive board, as an executive body made up of the active members of the association, worked in 2023 in a three-member composition.

Advisory body

The advisory body is chosen from among experts from the respective fields, as professional assistance for the current operation of the association or in accordance with the needs of the projects that are being implemented..

Supervisory Board

The supervisory board as a body of the Assembly is composed of three active members, experts from the areas of activity of the association:

Executive Director

The Executive Director of CeProSARD, MSc. Svetlana Petrovska, together with the team at CeProSARD in 2023 participated in the implementation of projects and activities at the local, regional and national level in accordance with the annual Program and the long-term Strategy of CeProSARD. In this team were included:

- MSc. Svetlana Petrovska, civil engineer;
- PhD. Marina Filiposka, agribusiness and business administration
- MSc Ivana Petkanovska,
- MSc Tea Teveva, economist;
- Aleksandar Avrosievski, civil engineer
- Sanja Trpkovska, law, international law and international relations
- MSc. Ivana Topalovska Jovichikj, engineer architect
- Iskra Kacarska, economist
- PhD. Risto Ivanov, economist
- Igor Pancevski, electrical engineering
- MSc. Ali Damadzic, electrical engineering
- PhD. Oriana Hanxhari, geography
- MSc Shend Boshnjaku, energy management

In 2023, CeProSARD worked with seven regularly employed persons, as is: Master of Architecture and Sustainable Design – Graduated Engineer Architect (IP), Master of Project Management – Graduated Economist (TT); Graduated Lawyer in International Law and International Relations (ST), Graduated Engineer Architect (AG); Graduated Architect with a specialty in the field of spatial planning (ITJ); Graduated Economist in the field of e-business (IC) and a Civil Engineer (AA).

The rest of the employed persons worked on a volunteer basis, or as external collaborators hired under a service contract in certain areas and for certain projects. The external collaborators were hired as individuals or professional teams of experts, depending on the current and planned activities in the field of environmental protection, agribusiness and business administration, economic sciences, technical sciences (electrical and mechanical engineers), etc.

The realization of the tasks is implemented according to the following structure by sectors:

- i. *Sector for Environmental Protection***
 - Department of nature;
 - Department of water and waste;
 - Department of industrial pollution and risk.
- ii. *Energy and Climate Sector***
 - Department for energy efficiency;
 - Department for renewable energy sources;
 - Energy audit department.
- iii. *Sector for Local Development***
 - Entrepreneurship department;
 - Department of cultural heritage;
 - Department of tourism.
- iv. *Sector Agriculture and Rural Development***
 - Department of agriculture;
 - Department of rural development.
- v. *Sector for Social Inclusion***
 - Department of Gender Equality;
 - Department for support of people with special needs;
 - Department for Support and Involvement of Youth and Encouragement of Volunteering.
- vi. *Finance and Administration***
 - Department for Financial Management;
 - Department of Administrative Affairs and Human Resources.
- vii. *Communication and information***

In 2023, CeProSARD worked on the implementation of several projects and was engaged to provide consultant services to the private and public sector.

4. IMPLEMENTED PROJECTS AND ACTIVITIES IN 2023

4.1 SOCIAL INCLUSION

4.1.1 Department for support of people with special needs

Project: Together for introduction of more opportunities and respect – TIMOR

Project description:

The overall objective of the project is to provide deinstitutionalisation of persons with disabilities from the residential institutions into community-based supported living settings by providing innovative specialized social services. The project will contribute to enhance living conditions of persons with disabilities who live in the residential institutions through their resettlement in the community-based supported living settings, increasing capacities of persons who provide social care and assistants for supported living for persons with disabilities, introduction of innovative community-based services for their active inclusion in the community and increase public awareness for accepting persons with disabilities in the community.

Specific objectives:

- ✓ To establish conditions for deinstitutionalisation;
- ✓ To resettle persons with disabilities into community-based supported living settings;
- ✓ To provide innovative social services for active inclusion of persons with disabilities in the community;
- ✓ To raise public awareness about advantages of deinstitutionalisation and inclusion of persons with disabilities in the community

The key target group and final beneficiary:

the persons with disabilities and their families, local self-government units, national government institutions and social CSOs working in social area.

Activities:

- AC PM. Project management and coordination;
- AC1. Establishment of conditions for deinstitutionalisation of persons with disabilities;
- AC2. Provision of community-based supported living services;
- AC3. Provision of innovative community-based social services;
- AC4. Promotion and dissemination of project activities and results

Expected results:

- R1. Established community-based supported living settings, increased knowledge and strengthened capacities of assistants who will provide supported living for persons with disabilities and prepared persons with disabilities for deinstitutionalisation;
- R2. Resettled residents from the residential institutions into community-based supported living settings;
- R3. Developed and implemented innovative specialized individual programme by providing occupational therapy;
- R4. Raised public awareness about advantages of deinstitutionalisation and active inclusion of persons with disabilities in the community

Project partners:

- Center for promo Center for promotion of sustainable agricultural practices and rural development – CeProSARD;
- Association of special educators and rehabilitators of the Republic of North Macedonia – ASER;
- Special Institute Demir Kapija PI;
- Municipality of Demir Kapija;
- Foundation Loza, Sweden

The project is implemented under IPA II 2017 Action Programme of the EU Support for Education, Employment and Social Policy.

Implementation period of project: 02.01.2020 – 01.05.2023

Key achievements in the past period:

Within the framework of the project "Together for more opportunities and support - TIMOR", financed by the European Union, we worked towards enabling the creation of conditions for the process of sustainable deinstitutionalization and the establishment of social services in the community throughout the country and improving the social status of persons with disabilities who live in our community. After 40 months of implementation, we finished the activities in May 2023, with the realization of all the set goals.

In the period from January to May 2023, after the relocation of 50 people from the Demir Kapija Special Institution, the project team paid special attention to the establishment of innovative services in the community, i.e. the implementation of occupational-horticultural therapy for all resettled beneficiaries..

In the early spring, the hired team consisting of an agricultural expert from the Faculty of Agricultural Sciences and Food, Skopje and the agronomist at the Special Institute Demir Kapija processed the assigned part of the land in the Department of the Special Institute Demir Kapija. The land was then planted with aromatic herbs – lavender and basil by several workers and resettled users. All horticultural activities (planting, growing, watering, etc.) of the aromatic herbs in the field were carried out by the beneficiaries relocated to the housing units for living with support under the leadership of JU SZ Demir Kapija, established during the duration of the project, with direct involvement and organization on the course of activities by a person for professional support and the coordinators of the residential units. Medicinal herbs - lavender, sage and rosemary were also provided for land owned by the private social service provider - Community Supported Living - Association of People with Cerebral Palsy and Other Disabilities - Veles. We used the therapeutic benefits and purposes of horticultural activities as the benefits of nature. In addition to the engagement in the field, in all 10 homes opened within the project, seasonal flowers were planted by the assistants and users, thus contributing to the active rehabilitation of our users through horticultural-occupational activities even after the completion of the project activities.

During the month of April, for the 10 open residential units for living with support in the community, we provided small sports equipment intended for rehabilitation activities, independently and with the physiotherapists in the homes. All the homes were also provided with medical aids, electric hoists, clothes, equipment for the home and other requisites to facilitate the functioning of the professional staff and better care for the resettled beneficiaries.

In the last week of April, immediately before the end of the project, in the premises of the National and University Library "St. Kliment Ohridski" in Skopje, we also held the Final Event of the project, where we presented the past 40 months of dedicated work, the significance of the process of deinstitutionalization in the country, the achieved project results, the current state of the established residential units for living with support in the community, as well as the additional development of social services in the Republic of North Macedonia and recommendations for future challenges. Honorary speakers at the event were Mr. Nafi Saracini, representative from the European Delegation, Mrs. Drita Aslani, representative from the Ministry of Labor and Social Policy (MTSP), and Mr. Vladimir Lazovski from SOS "Detsko selo" gave his final address with conclusions from the process. Children's village. With the achieved results, the project contributed to improving the living conditions of people with disabilities through their relocation to residential units for living with support in the community, at the same time strengthened the capacities of professionals who offer social care and care with appropriate training and successfully incorporated

innovative social community services – occupational-horticultural therapy. At the event, we also projected a documentary video made within the framework of the project, reflecting the positive changes made in the past three years. As part of the promotional activities of the project, the Monograph - "Together for more opportunities and support" was published.

During the entire duration of the project, we strived for comprehensive inclusion by raising public awareness of acceptance and active inclusion of persons with disabilities in all aspects of social life. We express our immense gratitude to the project partners and all other involved persons and stakeholders who provided support and their significant contribution to the successful implementation of this project which brought many positive changes in society.



Figure 1 - Working meeting with the selected consultants for the preparation of the publication - Monograph "Together for more opportunities and support" - January 2023



Figure 2 - Promotion of the project in the "Dr. Zlatan Sremets" resource center at an event within the Adapted Accessibility for ALL project - February 2023



Figure 3 – Part of the therapeutic activities in the established housing units for supported living in the community by the project – March 2023



Figure 3 – Part of the therapeutic activities in the established residential units for living with community support by the project – March 2023 Department in JU SZD



Figure 4 – Дел од терапевтските активности во воспоставените станбени единици за живеење со поддршка во заедницата од страна на проектот – март 2023 Демир Капија



Figure 5 – Дел од окупационите хортикултурни активности во воспоставените станбени единици - април 2023 Демир Капија



Figure 6 и 8 - Завршен настан на проектот „Заедно за повеќе можности и поддршка – ТИМОР“, простории на Национална и универзитетска библиотека „Св.Климент Охридски“ во Скопје 26.04.2023

ADDITIONAL ACTIVITIES

CeProSARD – a verified organization for training assistants for living with support in the community

During the previous year, we successfully completed the verification process of an adult education institution "Educational Center for Vocational Training and Career Development" - CEPRO EDU DOOEL - Skopje. In 2023, we will start an education program for future assistants to provide the service living with support to people with disabilities, through a verified education program at the Adult Education Center - COV.

4.2 LOCAL DEVELOPMENT

4.2.1 Entrepreneurship Department

Project: Support to Social Enterprises by following the principle “Leave no one behind”

Project description:

The project overall objective to support the development of new and existing social enterprises to improve their economic independence by following the principle of "leave no one behind" is to improve the operational capacities and sustainability of existing and new social enterprises and to create new jobs for people from the vulnerable category of citizens and young unemployed persons.

The project will contribute to favorable working conditions for social enterprises, by supporting the establishment of new ones and improving the operational capacity of at least 6 social enterprises, and will also support the new employment of at least 9 people from vulnerable groups (persons with disabilities, women at risk and long-term unemployed). Considering the needs and limitations at the state level, the main limitations in the state are the lack of knowledge and awareness about social entrepreneurship and the lack of cooperation between social enterprises, public institutions and the private sector.

Specific objectives:

- ✓ Support for the establishment of new and development of existing social enterprises to ensure sustainable economic growth and improve the quality of their services and products;
- ✓ Supporting the employment of vulnerable groups of citizens, which creates new and sustainable jobs following the principle - "Leave no one behind";;
- ✓ Establish cooperation between social enterprises / CSOs, local businesses and municipalities to stimulate green economic growth, environmental protection and improve social services and their networking;
- ✓ Raising public awareness of the benefits of developing social enterprises and involving vulnerable groups in the community;

The target group and end users of the project are social enterprises / civil society organizations engaged in this field, socially vulnerable people (people with disabilities, women at risk and longterm unemployed) and their families, local businesses, municipalities and national government institutions.

The implementation of the project is organized in the following **work packages of activities**:

- WP0. Inception phase;
- WP1. Support to social enterprises and employments;
- WP2. Support to employment of vulnerable groups;
- WP3. Cooperation between social enterprises / CSOs, local businesses and municipalities;
- WP4. Promotion and dissemination of project activities and results;

Expected outcomes that are expected to be achieved with the project are:

- Oc0. Successfully implemented project activities and coordination with relevant stakeholders;
- Oc1. Supported SEs and improved quality of their services and products for sustainable economic growth;
- Oc2. Supported employments of vulnerable people and people with disabilities by following the principle “Leave no one behind”;
- Oc3. Stimulated green economic growth, environmental protection and improved social services through established fruitful cooperation and networking between SEs/social CSOs, local businesses and local

municipalities;

- Oc4. Overall public aware about the advantages on development of SEs and inclusion of vulnerable people and people with disabilities in the community;

Implementation period of project:: 01.12.2021 - 30.09.2023 (22 months)

The project is funded by European Union.

Promotion of project activities:

In the first quarter of 2022, as part of the preparatory activities, the project "Support to Social Enterprises following the principle - 'Leave No One Behind'" successfully held meetings with several institutions, municipalities, representatives of civil associations, and the business sector. The aim was to establish an advisory body - a steering committee for the project, comprising relevant stakeholders interested in the development of social entrepreneurship in the country. Additionally, meetings were held with representatives of various institutions and organizations, resulting in the signing of 10 memorandums of cooperation to foster networking and mutual support between social enterprises, the business sector, local government, national institutions, and citizen associations.

In the Center for the support of social enterprises, a round table was held in May with the theme "Challenges and opportunities for the development of the social economy in the Republic of North Macedonia" as part of the activities aimed at supporting social enterprises and finding solutions to satisfy their needs, increasing their operational capacity, sustainability, access to markets and the green economy, while supporting the increase in employment of vulnerable groups of people, thus contributing to their social and professional reintegration.

In order to improve the overall capacities of potential and existing social enterprises and define their specific needs, the document - Assessment of the needs and capacities of Social Enterprises was published in June 2023. The purpose of the assessment is to help map the practices in terms of the placement and meaning of the social dimension, the economic dimension and good governance in the identified de facto social enterprises, including an assessment of their interest to transform into social enterprises in the event of the adoption of a legal a framework that would regulate the operation of this sector. At the same time, the assessment provides an overview of the needs of the different models of de facto social enterprises for grants, as well as an assessment of their capacities to create project applications..

In July 2022, an open call was published for the awarding of grants to support the development of new and existing social enterprises, with the aim of supporting entities that act in an entrepreneurial way, create innovative and unconventional solutions to current social challenges, create value for society and all stakeholders.

After the end of the public call and evaluation of the received applications, 6 organizations - grant winners - were selected. During the month of October, contracts were signed with the 6 selected organizations: Company for production, trade and service Vajs Group DOOEL Skopje - project: Transforming the conventional supply chains of the wineries into circular ones; Akvaponika DOOEL Import Export Skopje, project - The village for the city, the city for the village; Association for environmental protection and education of children and youth ECO LIFE Gevgelija, project - Employment of vulnerable groups of citizens in the production of eco tiles for outdoor use and establishment of a system for proper management of waste plastic and its maintenance; Rural Coalition, project - Economic and social strengthening of women from rural areas through the creation of permanent market connections; Humanitarian association for help and support of persons with special needs "Bravura Kooperativa" - Delchevo - project "Club for professional rehabilitation and social inclusion 'Integra"; Association for Emancipation, Solidarity and Equality of Women (ESE) - project POGON - a unique platform.

The project implementation unit actively cooperated with the regrant organizations during the implementation of the project activities and during the full implementation of the project applications it performed inspection and monitoring of the work, as well as support for their implementation. Through the promotion and dissemination activities of the project, a website was created <https://www.posop.mk> intended for informing about current developments, good practices shared by the 6 regranted social organizations, downloading useful documents created within the framework of the project and news regarding the field of social entrepreneurship.

During the duration, the project made it possible to strengthen the organizational capacities of the re-granted organizations through 7-month trainings tailored to their needs in the areas of: Digital Marketing, Energy Efficiency and Renewable Energy Sources, and Environmental Protection, as well as increasing their capacities by supporting the employment of 12 people from the vulnerable categories, with the aim of their social and professional reintegration into society.

At the final event, a presentation was given of the achieved project results and the importance of social enterprises in the country.

The project worked to improve social entrepreneurship and promote social enterprises in the country by supporting and employing vulnerable groups of citizens. At the event, the participants had the opportunity to see the successful project activities of the re-granted organizations, as well as an exhibition of their products..



Figure 9 - round table "Challenges and opportunities for the development of the social economy in the Republic of N. Macedonia"



Figure 10 – Monitoring meeting of re-granted organization Rural Coalition



Figure 11 - Meeting with representatives of the local self-government - municipality of Krushevo



Figure 12 – Field visit to a re-granted organization Akvaponika



Figure 13 – Final event - congratulations on the successfully executed project from the project implementation unit and the EUD representative Mr. Miha Pecelj for the re-granted organizations



Figure 14 - Final event - gratitude for the successfully executed project from the project implementation unit and EUD representative Mr. Miha Pecelj for the organizations that enabled the employment of people from vulnerable categories

4.3 ENERGY AND CLIMATE

4.3.1 Department For Renewable Energy Sources

Project: Green Heat - introduction of efficient customer-oriented (small grid district) heating service based on renewable energy sources

Project description:

The overall objective of the project is to establish a model of sustainable heating practices in the designated urban area, characterized by the widespread adoption of energy-efficient Air to Water Heat Pumps, the reduction of carbon emissions and energy consumption, and the cultivation of a community-wide sustainable energy culture.

Specific objectives:

- ✓ To implement the installation of Air to Water Heat Pumps in five designated public buildings in the urban area within the projects' time frame.
- ✓ To establish 'ELRAD Energy-Radovish,' an innovative RES energy management company, within the implementation period of the action.
- ✓ To promote the adopted innovative heating model by actively engaging and mobilizing local communities, stakeholders and residents to facilitate knowledge sharing, collaborative initiatives, and public awareness campaigns, encourage widespread adoption of energy-efficient practices, cultivate a sustainable energy culture within the community, and create a lasting positive impact on local environmental sustainability.

Activity clusters in which the implementation of the project is organized:

- Analysis and planning – which includes development of analyses and programs relevant to the action while ensuring transparency, visibility, and the overall success of the project through establishment of key stakeholder group.
- Procurement and equipment installation in five public buildings in Radovish: Kindergarten “Aco Karamanov” – building “Cvetovi”, Municipal primary school “Krste Petkov Misirkov”, Municipal high school “Kosta Susinov”, Municipal administrative building and Sports hall “25 Maj”.
- Business model development, which includes: Establishment of a dedicated energy management company “ELRAD Energy-Radovish” responsible for monitoring energy usage, identifying trends, and proposing optimization strategies for the new systems; development and refining ELRAD’s novel business model; and stakeholders’ engagement and citizens’ mobilization.
- Awareness and promotion: promotional materials to raise the public awareness of as wider audience possible; transfer of know-how and best practice solutions through examples from EU MS; and organization of final national conference

The following results will be achieved with the action:

- New energy-efficient RES based system for heating installed in five public buildings.
- Establishment of the innovative RES energy management company "ELRAD Energy-Radovish.
- Municipal energy efficiency program and range of impactful promotion.

Project duration: 15 January 2022 – 14 May 2025

Donor: European Union

Project partners:

- Center for Promotion of Sustainable Agricultural Practices and Rural Development - CeProSARD;

- Municipality of Radovish;
- Public Enterprise (PE) Plavaja;
- Associated partner Belisce, Croatia

Key achievements in the past period

At the beginning of 2023, activities were carried out to improve the energy efficiency of some of the municipal buildings in Radovish covered by the project to install a new heating system that uses RES. The measures included the Cvetovi clone of the "Aco Karamanov" kindergarten, where a new EE facade was installed, as well as the sports hall at the "Kosta Susinov" secondary school, where a new floor with better energy characteristics was made during the reconstruction..

In the period April - May 2023, the project team organized two significant events to promote the participation of local stakeholders in decision-making and monitoring the implementation of the activities carried out by the municipality, as well as to strengthen their capacities through the presentation of similar projects from member countries of the EU:

- On 26.04.2023, the first meeting of the Local Group of Concerned Stakeholders (LGCS) of the project was held, where the planned project activities were presented. Highlighting the benefits of RES, the representatives of the municipality presented the future steps for central and digitized management of the new heating service and in general for the plan for a sustainable future of the municipality;
- In the period May 25-27, 2023, the "Transfer of knowledge, experience and good practices" training took place in Radovish, where representatives from the city of Belishce - Croatia presented to the present representatives from the relevant local institutions their experiences related to the management of the communal heating service based on RES. The presentations covered the topics "Belishce - an energy independent city", the project for the construction of an eco-heating plant in Belishce, the project for the reconstruction of public lighting in Belishce according to the ESCO model, the installation of solar power plants on buildings owned by the city, SECAP, etc..

Based on the results and recommendations of the Analysis for the use of highly efficient alternative heating systems using RES for the five public facilities in Radovish, which was prepared within the project in 2022, the project team approached the preparation of a proposal for an amendment to the Green heat project in order to enable the application of an even more modern, more efficient technical solution for heating that uses solar energy as the most available local source of energy, and reduces the need to supply additional energy to a minimum. The analysis also takes into account the current developments in the energy sector in the past period, and was carried out in order to increase the independence in relation to the supply of energy needed for the functioning of the heating system. In this way, the sustainable local development, which is crucial for the future and the well-being of the citizens, is promoted in the true sense. The newly proposed solution is consumer-oriented and will bring significant environmental, economic and social benefits to citizens. With it, it is proposed to install photovoltaic panels for the production of electricity on the roofs of the five municipal buildings. The electricity will be used for the needs of the new heating system with heat pumps. A significant advantage is that the municipality will be able to use the excess electricity produced, in addition to heating, for other needs in accordance with the latest legislation and policies for the promotion of energy and sustainable development.

Promotion of project activities:

Due to its innovation, this project is of particular importance for the country and the region. Information about the activities is regularly shared by the project partners through their websites, social networks, the electronic bulletin of CeProSARD, etc. The project was also presented at several events of a national and international nature, such as the thematic debate "The energy crisis in Europe - what Macedonian municipalities can and should do" within the framework of the 20th Joint Consultative Committee CoR - Macedonia, held in Skopje in November 2022, as well as the "Economic Diplomatic Caravan" in March 2023 in Radovish, which was attended by diplomats and economic representatives from 17 countries.

The project is co-financed by the European Union, from the IPA program "EU for Municipalities" which aims to pilot innovative solutions for local problems in municipalities, while strengthening their capacity to deal with their competences, use and adapt best practices solutions from local authorities in EU member states, as well as to improve the involvement of local stakeholders in solving problems.



Figure 15 – Measures to improve the EE of the clone "Cvetovi"
- Kindergarten "Aco Karamanov" in Radovich



Figure 16 – Measures to improve EE - the sports hall in the
secondary school "Kosta Susinov" in Radovich



Figure 17 – First meeting of the Local Group of Stakeholders
in Radovich



Figure 18 – Transfer of knowledge, experiences and good
practices with representatives from the city of Belishce - Croatia

Project: Green Energy - Fostering social entrepreneurship by establishing pilot energy cooperatives in the cross-border region

Project description:

The overall objective of the action is to strengthen good neighbourly relations and cooperation in the green energy sector for development of social entrepreneurship by establishing energy cooperatives in the cross-border region.

Specific objective:

- ✓ To increase capacities and knowledge and to create new employment opportunities through establishment of energy cooperatives in the cross-border region.

The specific objective will be achieved through implementation of smart and sustainable approaches to increase capacities and knowledge of the relevant target group/stakeholders through tailored made trainings, workshops and share of EU experience and know-how best practices, as well as implementation of innovative approaches to establish new energy cooperatives in the cross-border region and creation of new employments of young and long-term unemployed persons.

Target groups and final beneficiaries are local government units, national and regional businesses, civil society sector, users of the municipal buildings (schools) and local population.

The implementation of the project is organized in the following [activity clusters](#):

- AC1 – Overview of inter-sectoral capacities and interest for cooperation in establishment of energy cooperatives and development of social entrepreneurship
- AC2 – Establishment of new cooperation model (Energy cooperative) for development of social entrepreneurship through set-up of pilot project for production of RES-based energy and EE
- AC3 – Share of EU experience – Increase knowledge and capacities of CSOs, business sector and local authorities through transfer of know-how EU experience and best practices
- AC4 – Promotional activities to raise public awareness on social entrepreneurship through energy cooperatives

Expected results:

- Identified inter-sectoral capacities and interest for cooperation in establishment of energy cooperatives and development of social entrepreneurship, with received recommendations;
- Established new replicable cooperation models (Energy cooperatives) and new employments;
- Increased knowledge and capacities of CSOs, business sector and local authorities and transferred know-how EU experience and best practices;
- Raised public awareness on development of social entrepreneurship through establishment of new cooperation model - energy cooperatives

Project Duration: June 16th 2023 – October 16th 2024

The project is co-financed by the European Union, represented by the Ministry of Finance of the Republic of Serbia, Department for Contracts and Financing of Programs from European Union Funds.

Project partners:

- Municipality of Medvedja, Republic of Serbia
- Center for promotion of sustainable agricultural practices and rural development - CeProSARD;
- Municipality of Butel, Republic of N. Macedonia

Promotion of project activities:

In June 2023, we started the activities of the project " Green Energy - Fostering social entrepreneurship by establishing pilot energy cooperatives in the cross-border region". The first months of the implementation of the project were intended for the preparation of all digital and printed materials for the visibility of the project and the promotion of the following activities.

In the fall of 2023, a strategic document "Market Analysis" was prepared - an overview of the current situation and the needs for cooperation and production of energy from renewable sources (energy based on RES) in the cross-border region. The document was prepared taking into account the existing situation and context of the energy sector of the Republic of Serbia and the Republic of North Macedonia, as well as an analysis of the legal framework, strategies and programs for the implementation of energy policies in both countries. It presents the possibilities and models for establishing energy cooperatives in the municipalities of Butel and Medvedja, as well as the potential for investments in the municipalities and the shortcomings in relation to strategic development documents in the area of the energy sector - as well as programs for EE, action programs for EE and RES and similar documents. The document also contains recommendations related to strengthening the institutional capacities of the municipalities.

In December 2023 in the municipal hall in the municipality of Medvedža, Serbia, an Informative Event was held within the framework of the project, where the mayor of Butel municipality - Mr. Darko Kostovski, the president of

the temporary authority of Medvedja Municipality - Mr. Dragan Kulic and the project manager of the Green Energy project - Tea Teveva, who promoted the project, emphasized the importance of joint cooperation and the development of the cross-border region by implementing sustainable approaches to increase the capacities and knowledge of the relevant target group and end users through tailor-made trainings, workshops and sharing experiences and best practices from European countries, as well as applying innovative approaches for establishing new energy cooperatives in the cross-border region and creating new jobs for young and long-term unemployed people. The attendees got acquainted with the goals and activities of the project, as well as the expected results that the project team is working towards until October 2024.

On 22.12.2023, a Round Table was held in the Municipality of Medvedja - Mapping of entities, their experience, capacities and exchange of experience and identifying interest in cooperation for the establishment of energy cooperatives. At the round table, the present guests, through presentation, interactive discussion and joint work with Mr. Josip Beber from Zelena Energetska Zadruga, Croatia, covered topics such as the relationship between local self-government and energy societies/energy cooperatives, as well as the fundamental concepts of policies for the transition from status quo towards the first energy cooperatives in the cross-border region and successful practices from the region.



Figure 19 and 20 – Informative event in the municipality of Medvedja



Figure 21 and 22 – Round table - Mapping of entities, their experience, capacities and exchange of experience and identifying interest in cooperation for the establishment of energy cooperatives in the municipality of Medvedja

4.3.2 Department For Energy Efficiency

Project: Energy efficient construction and renovation in the Western Balkans

Project description:

RECONOMY is a regional inclusive and green economic development program of the Swedish International Development Cooperation Agency (Sida), implemented by HELVETAS Swiss Intercooperation in partnership with CeProSARD and others in the Eastern Partnership and the Western Balkan regions..

The main objective of the RECONOMY program:

- to enable women and youth, including the most vulnerable and excluded groups, to benefit from economic opportunities by increasing their income and taking up decent/green employment/self-employment. The RECONOMY program has a four-year main phase, which for the Western Balkans started in April 2023 and will last until the end of December 2026.

Impact of the RECONOMY program is the creation of better incomes and decent/green jobs, including the most disadvantaged and vulnerable groups, inclusively and sustainably as a result of:

- Improved competencies of the workforce, either to join private sector enterprises (employment) or start their economic initiatives (self-employment);
- Relevant and quality business and technology services for increased investment and growth of private sector enterprises; and
- Enhanced industry or a firm-specific enabling environment for private sector enterprises, to do business in a better way and increase their efficiency by utilizing the opportunities of green and digital transformation.

The focus is on promoting and strengthening the economic regional value addition of the construction sector with a focus on energy efficiency products in construction and skills on renovating the buildings in which the Implementing Partner's activities will be carried out in the following Western Balkan countries: Albania, Bosnia & Herzegovina, Kosovo, Montenegro, N. Macedonia, and Serbia..

Shaping the sustainable future: the role of Green Building Councils

The residential building sector of Western Balkan makes between 30% to 60% of all final national energy consumption, compared to approximately 40% in the EU. The building and construction sector could play a significant role in decreasing energy consumption and significantly reducing energy, water, and HVAC costs as well as improving the environment. It is these factors that have driven the popularity of green architecture, green skills, and green buildings and construction. This is where Green Building Councils play a crucial role in promoting sustainable building practices and can significantly impact the construction and renovation sector.

A Green Building Council (GBC) is an organization dedicated to advancing sustainable building practices and minimizing the ecological footprint of built structures. GBCs primarily concentrate on establishing and distributing guidelines for environmental building design, construction, and maintenance, alongside offering educational materials and support for integrating these standards. Additionally, they engage in advocacy efforts aimed at influencing policy reforms conducive to sustainable building practices, often collaborating with governmental bodies, industry associations, and various stakeholders to foster widespread adoption of green building standards.

The goals of GBC are diverse but typically include reducing energy and water usage, minimizing waste generation and pollution, and enhancing indoor air quality. Additionally, GBCs aim to popularize the utilization of sustainable materials and resources and promote green design and construction practices. This can be achieved through the development and implementation of sustainable building practices, as well as through education and outreach efforts. Green building councils offer various educational initiatives, networking opportunities, and technical support to organizations seeking to implement sustainable building techniques. Green building councils

also provide certification initiatives like the LEED (Leadership in Energy and Environmental Design), which acknowledges buildings meeting the green environmental criteria.

Why do we need to establish national Green Building Councils in North Macedonia, Albania, Kosovo, and Montenegro?

By establishing National Green Building Councils one ensures a holistic approach to sustainability, which secures all new and reconstructed old buildings are built using standards of sustainability, reducing energy consumption, eliminating the impact of buildings to the environment, and minimizing the carbon footprint.

Project duration: 01.08.2023 – 31.12.2026 (41 months).

Project is funded by:

The Swedish International Development Cooperation Agency (Sida) in partnership with HELVETAS Swiss Intercooperation for implementing RECONOMY program.

4.4 ENVIRONMENTAL PROTECTION

Consulting Activities

Local Environmental Action Plan for the needs of the Municipality of Gjorce Petrov

A representative from ZG CeProSARD participated in the public consultation for starting the preparation of the LEAP, which was held in the House of Culture in the Municipality of Gjorce Petrov, on May 15, 2023, starting at 11:00 a.m. After explaining the legal obligation and the importance for the preparation of the LEAP by the mayor of the municipality Gjorce Petrov, Mr. Aleksandar Stojkoski, Mrs. Sanja Trpkovska, a graduate lawyer in international law and international relations, as the coordinator for the preparation of the LEAP appointed by ZG CeProSARD presented the organization and its activities, as well as the Methodology for preparing the LEAP for the municipality. She explained the expected deadlines and the time frame for the preparation of this strategic planning document. Since the activity is carried out within the project "Pilot interventions for waste water treatment and solid waste management in a cross-border region", with the Municipality of Novo Brdo from Kosovo, the project manager Mr. Gorjan Petrovski presented the previous and future activities planned for successful implementation of the project. The planned preparation of the LEAP is in accordance with the national legislation and the Draft Plan and the time frame for the implementation of the planned project activity for the preparation of the LEAP.

On June 22, 2023, in the premises of the municipality of Gjorce Petrov, we held the first workshop at which the team of ZG CeProSARD presented the results of the survey conducted to examine the public opinion of the citizens of the municipality of Gjorce Petrov related to problems in the area of the environment. CeProSARD, together with the members nominated in the working groups, defined the first proposals of the priority activities for improving the conditions with the soil and air media in the territory of the municipality. Workshops on biodiversity and waste management were held in the premises of the municipality on 29.06.2023, while on 11.07.2023 the workshop on water management took place, where the representatives defined the priority activities for improving the situation with the water medium in the territory of the municipality. It is especially important for each municipality to have a Local Environmental Action Plan in order to adequately deal with the challenges brought by environmental degradation and climate change. The main goal of this document is to create a multi-year strategy and policies for the protection and improvement of the environment and nature.

On November 27, 2023, the Council of the Municipality of Gjorce Petrov voted for the LEAP STRATEGY developed by ZG CeProSARD Skopje.



Figure 23 – 26 – Workshops on media water, air, soil, nature and biodiversity and waste, held in the premises of the municipality of Gjore Petrov

4.5 LOCAL DEVELOPMENT Consulting Activity

Cooperation with the business sector from the eastern planning region, through communication skills training

The CeProSARD team established communication and signed an agreement for cooperation and consulting services with Silgen Resources International D.O.O. from Kratovo with a local office in Probishtip, with which a successful cooperation was established to strengthen the capacities for internal and external communication of the organizational team, through training and development of Communication Strategy. We went through trainings for employees, held by communication experts to implement activities and provide quality information to the public about the work process. Communication with citizens is an important factor for the success of a project that is implemented by the public and private sectors, and has a socio-economic impact and an impact on the environment of the local community. Our team has a key role in striving to establish proper communication with all stakeholders in the field of environmental protection.



Figure 27 - Training in the premises of "Silgen Resources International" LLC Probishtip

5. COMMUNICATION AND INFORMATION

CeProSARD publishes information about its activities and projects on its regular website www.ceprosard.org.mk as well as on the profiles of the social media organization www.facebook.com/CeProSARD , <https://www.linkedin.com/company/ceprosard> , <https://www.instagram.com/ceprosard>.

At the end of the year, CeProSARD's official YouTube channel was created with 25 videos uploaded as part of the association's projects www.youtube.com/@CeProSARD-Skopje.

The organization also publishes an electronic newsletter on a quarterly basis, which is distributed electronically to a large number of users. All numbers of the electronic newsletter are also available on the website of the organization, as well as all documents, publications and promotional materials that are produced within the framework of current activities..

Depending on the needs, information is published in both hard copy and electronic media, as well as on the websites of other domestic and international organizations, government institutions, non-governmental organizations, etc..

Information about the activities and projects of CeProSARD was published by a large number of media, which achieved an extremely high level of awareness among the target groups and end users.

In addition to national and local television, radio, print and electronic media, information was also published on the websites of the institutions, the social networks of partner organizations and collaborators, and in most cases the same was shared by other users..

Some of this information is presented in the following photos:



Figure 28 - Meeting at the Ministry of Labor and Social Policy



Figure 29 -Opening of a small group home in Veles



Figure 30 -Promotional event from the Green Heat project



Figure 31 - Field activities - monitoring visits to regranting organizations

6. TRAININGS AND CAPACITY DEVELOPMENT OF EMPLOYEES

In 2023, the CeProSARD team worked on its own capacity building by having employees actively participate in trainings:

- Two-day training on the topic of personal data protection within the project "Technical and integrated protection of personal data - building an inclusive digital ecosystem", supported by the European Union, which was held in the Public Room Skopje from 01.02.-02.02.2023 organized by the Foundation Metamorphosis Skopje.
- Two-day training on Project Cycle Management for potential applicants of the IPA Cross-Border Cooperation Program Kosovo - North Macedonia for the 5th Call for Project Proposals. The training took place in the premises of Hotel Aleksandar Palace in Skopje, North Macedonia, on February 15 and 16, 2023..
- The meeting for consultation of Civil Organizations on the tax treatment of CSOs organized on February 28, 2023 in Hotel Panoramika Skopje, implemented by a consortium led by CPM for the European Union Project "Technical support for improving the enabling environment for civil organizations in the Republic of North Macedonia".
- Online workshop on March 7, 2023, on the ZOOM platform, within the framework of the EU project: "Technical and integrated protection of personal data - building an inclusive digital ecosystem", organized by Connect and Metamorphosis, with the aim of building the capacities of key stakeholders and raising awareness of the importance of these topics.
- Consultations on the Draft Report on the Implementation of the Government's Strategy for Cooperation with and Development of Civil Society 2022-2024 for the year 2023 organized by the Civic Resource Center and the Department for Cooperation with Non-Governmental Organizations at the General Secretariat of the Government in the period from March 14 to 16 this year year in Skopje, Gostivar and Shtip.
- Participation in a two-day training "Together for Climate Action" for the needs of the "Civil Organizations in Action for Climate Change" project, which was conducted by the Macedonian Young Lawyers Association, Eko-svest and CNVP Foundation, and supported by Embassy of Sweden in Skopje, to strengthen environmental civic organizations. The trainings were held in the period from March 17-19, 2023. in Berovo and from 05-07 May 2023. in Krushevo.
- Online trainings on topics related to the Green Climate Fund, which were conducted in the period February 28 - March 23, 2023, through the ZOOM platform. The trainings were within the framework of the second preparatory project of the Republic of North Macedonia from the Program for Preparedness and Preparatory Support of the Green Climate Fund "Strengthening the national capacities for mitigation and adaptation to climate change and finalizing the Work Program for the Green Climate Fund of the Republic of North Macedonia". – implemented by FAO under the leadership of the National Designated Authority for the Green Climate Fund.
- On May 5-6, 2023, part of the CeProSARD team visited a two-day training at the Granit Hotel, Ohrid, organized by the United Nations Development Program (UNDP). The following topics were developed at the training: Basic principles in planning at the local level and the role of municipalities and regions; development planning and the relationship between planning, projects and funding sources for their realization; application of a methodological manual for the preparation of Integrated Local Development Plans.
- The CeProSARD team also took part in the three-day training that was held in Hotel Montana Krushevo from May 5-7, 2023, on the topic of environmental law and climate change, organized by the Youth Association of Young Lawyers, under the project "Together for climate action" supported by the Swedish Embassy in Skopje, to strengthen environmental civic organizations.

- Within the framework of the "Green heat" project, which CeProSARD implements in partnership with the municipality of Radovish, in the period from May 25 to 27, the training "KNOWLEDGE, EXPERIENCE AND GOOD PRACTICES TRANSFER" was held in the premises of the local government. At this training, the representatives of the city of Belishce, which is an associate partner in the Green Heat project - Mrs. Ljerka Vuckovic (deputy mayor), Romano Kleinschek and Igor Paloh, presented their experiences in the management of the communal heating service using renewable energy sources.
- Two-day trainings on 02 and 03 June 2023 as part of the National Platform for Women's Entrepreneurship intended to strengthen the capacities of representatives from civil society organizations for advocacy and policies. The modules were intended to contribute to the analysis of public documents necessary in the process of advocacy and creation of public policies, development of a concrete concept and action plan for conducting a research process based on facts, and in the direction of advocacy and creation of policies in the function of support of women's entrepreneurship, as well as choosing appropriate tools and methods for conducting fact-based research, as well as organizing events and online activism. Our representatives strengthened the capacities within the framework of strengthening organizational management within the organization, developing an action plan for networking and creating policies in support of women's entrepreneurship, as well as choosing appropriate tools and methods for effectively organizing events and everyday activities for the needs of the organization and beyond.
- On 30.08.2023, a representative from ZG CeProSARD participated in the panel discussion with the aim of presenting the "Manual for understanding and dealing with energy poverty in Macedonia" which was held at the Holiday Inn Hotel in Skopje, organized by ANALITICA. She emphasized that energy efficiency affects the reduction of energy poverty, but it is not enough by itself. We must have energy efficient homes, but poor people cannot afford it. The offered measures in the form of subsidies are not enough to deal with this problem, especially due to the fact that poor citizens always lag behind when using these measures effectively.
- On September 19, 2023, a representative from CeProSARD participated in the event realized within the project "Excite - Standards for excellence, invest in trust - energy management services adapted to local authorities in Eastern Europe" in the municipality, in cooperation with Habitat Macedonia and the Municipality of Karposh.
- Within the framework of the project "Support of social enterprises following the principle - Leave no one behind", ZG CeProSARD held customized online trainings. The trainings were held in several parts for the areas: Energy Efficiency and Renewable Energy Sources as well as Environmental Protection. In these tailor-made trainings, in addition to the expected theoretical content, practical problems from real life were also discussed. The participants of the trainings received certificates for the acquired knowledge. An added value of these trainings was the expansion of the network of social enterprises, institutions and other stakeholders.
- Representative from ZG CeProSARD Skopje Mrs. Sanja Trpkovska Graduated in International Law and International Relations participated in the 10th International Scientific Conference "Social Changes in the Global World", which was held on September 28 and 29, 2023 at the Faculty of Law "Goce Delchev" in Shtip. She presented her scientific research paper on the topic, "Strengthening access to legal services for older adults in Macedonia through smartphones".
- The Energy Community Secretariat organized the Energy Community Just Transition Forum on October 4th in Skopje. This important gathering aimed at addressing key measures for a sustainable and fair energy transition attracted around 200 participants and fostered meaningful discussions, networking opportunities and knowledge exchange among stakeholders from various sectors. The event is an excellent opportunity to delve into critical topics essential to ensuring a just energy transition, including policy planning, socio-economic challenges in coal-dependent communities, financial support mechanisms and the positive impacts on air quality and social equity that stem from the just transition.
- In the period from 30.10.2023-03.11.2023, part of our team participated in a training conducted by Helvetas, for the development of market systems (MSD) with participants from the countries of the Eastern

Partnership and from the regions of the Western Balkans. The goal of this training was to prepare participants with the tools and knowledge to catalyze sustainable and scalable impacts for vulnerable communities. With this training of part of our team, we are paving the way for more inclusive and resilient communities in these regions.

- On 10.11.2023, the project manager of the project "Support of Social Enterprises following the principle - Leave no one behind" participated in the public discussion on the proposal of the Law on Social Enterprises. Under the authority of the Ministry of Labor and Social Work, a Program for the support and development of social enterprises will be drawn up.
- On 13.11.2023, representatives of ZG CeProSARD participated in a round table on the topic "Advancement of environmental justice - Conditions, challenges and perspectives". The event was organized by the United Nations Development Program (UNDP) within the project "Promoting Environmental Justice in North Macedonia" funded by the UNDP Global Program for Strengthening the Rule of Law, Human Rights, Justice and Security for Sustainable Peace and development. The proposal of the strategic areas within the framework of the National Development Strategy: "Good governance and the rule of law" and "Green transformation" were presented and discussed with reference to the current situation, strategic goals and priorities for the next 20 years as well as environmental justice..
- Participation of the CeProSARD team in the second workshop for the exchange of experiences within the ComAct project to reduce energy poverty in residential buildings, held by Habitat for Humanity in Hotel Aleksandar Palas Skopje on 16.11.2023.
- CeProSARD with its representatives on the ground, in support of the project "Building ECO Habits" which is implemented in the territory of three municipalities in the City of Skopje - Karposh, Kisela Voda and Aerodrom in the implementation of REDI North Macedonia. With the activities we work towards raising public awareness about the significance of the circular economy and the importance of proper recycling and environmental protection.



Figure 32 and 33 – Participation in trainings for improvement of the CeProSARD team



Figure 34 - 37 – Participation in promotional events and trainings for the improvement of the CeProSARD team

7. NETWORKING

Networking locally and internationally

- Rural Development Network of the Republic of Macedonia - founder & member
- Association of Licensed Energy Auditors – founder & member
- Open government partnership – OGP - member
- Forum Synergies - member
- Natura 2000 Coalition - member
- ARC 2020 – member
- Joint initiative of 17 NGOs for cooperation and partnership with national and local authorities in the field of environment and climate change - member

8. PARTNERSHIP AND COOPERATION

CeProSARD is continuously working on expanding its network of collaborators in the areas in which it works at the local, regional and international level. Our partners come from various sectors: NGOs, the business community, various educational and scientific organizations, government institutions, but also include individuals. Our goal is to increase the impact towards positive reforms in the field of our activity - sustainable development with a focus on environmental protection, local development, climate change and energy, while leaving no one behind..

The organization places special emphasis on social inclusion and entrepreneurship, which are thematic links in all our activities. In the past year, we strengthened the cooperation with the regional centers - the Development Centers of the Pelagonia Planning Region, the Vardar Planning Region and the Skopje Planning Region; the units of local self-government - the municipalities of Radovich, Gjorce Petrov, Karposh, Šuto Orizari, Butel, Petrovec, the municipality of Medvedza from Serbia, the municipality of Mamusha - Kosovo. We continue to strengthen cooperation with several national institutions relevant to our work, such as the Ministry of Labor and Social Policy, the Ministry of Economy, the Energy Agency and others.

The CeProSARD team - part of the jury committee of the Innovation Camp

A representative from the team was part of the jury committee of the Innovation Camp competition. The commission had a great challenge to select the best and most innovative business ideas. The innovation camp was a two-day event in which students worked in teams to find a solution to a business challenge. With the help of a business volunteer, they responded to the challenge while applying entrepreneurial skills such as teamwork, learning how to write a business plan and how to develop their presentation skills. The event included 35-40 high school students from the first to the fourth year, who competed from December 6th to 7th, at SUGC Lazar Tanev and used their knowledge to respond to a given task, applying entrepreneurial teamwork skills to find innovative solutions.



Figure 38 and 39 - The CeProSARD team, part of the jury committee of the Camp for Innovations at SUGS Lazar Tanev in Skopje

9. FIANANCE AND ADMINISTRATION

The Department of Finance and Administration consists of 2 departments: a department for financial management and a department for administrative affairs and human resources.

9.1 ADMINISTRATIVE AFFAIRS AND HUMAN RESOURCES

The Department for Administrative Affairs and Human Resources during 2023 competently and with its own resources realized the three basic functions:

- a) performed administrative work and record keeping,
- b) monitored public procurement and
- b) regularly maintained the organization's data and information systems.

9.2 FINANCIAL MANAGEMENT

The Finance Department continued to work with the same dedication as in previous years. Besides preparing and monitoring the association's annual budget, the department also participated in preparing project applications and developing budgets within the framework of project applications.

BALANCE STATEMENT FOR 2023

	AMOUNT (MKD)
ASSETS	
FIXED ASSETS	
Intangible	--
Tangible	965.737,00
– equipment	965.737,00
TOTAL OF FIXED ASSETS	965.737,00
CASH, SHORT TERM RECEIVABLES, AND ACTIVE ACCRUAL ACCOUNTING	12.025.143,00
CURRENT ASSETS	4.191.718,00
– Gyro account	1.406.353,00
– Cash in hand	--
– Foreign currency account	2.785.365,00
BUYERS	2.155.303,00
OTHER SHORT TERM RECEIVABLES	2.000,00
ACTIVE DEFERRED PAYABLES	5.654.387,00
TOTAL ASSETS	12.990.880,00
LIABILITIES AND EQUITY	
BUSINESS ASSETS SOURCES	
– Business fund	965.737,00
– revaluation provision	--
TOTAL SOURCES OF BUSINESS ASSETS	965.737,00
SHORTTERM LIABILITIES	
– Suppliers	233.820,00
– State payables	--
– Short term financial payables	5.546.746,00
– Other short-term payables	--
– Salary payables	--
TOTAL OF SHORT TERM LIABILITES	5.780.566,00
PASSIVE DEFERERED PAYABLES	
– Capital surplus transferred for the next year	4.097.428,00
– Other passive deferred payables	2.147.149,00
TOTAL PASSIVE DEFERRED PAYABLES	6.244.577,00
TREASURY STOCK	--
ВКУПНА ПАСИВА	12.990.880,00

BALANCE OF INCOME AND EXPENCES IN 2023

INCOME		AMOUNT
SERVICE REVENUES		571.940,00
REVENUE FROM DONATIONS, MEMBERSHIP FEES AND OTHER SOURCES		13.284.319,00
OTHER INCOME		2.920.905,00
SURPLUS REVENUE FROM THE PREVIOUS YEAR		3.754.841,00
TOTAL INCOME		20.532.005,00
EXPENSES		AMOUNT
MATERIAL EXPENSES, SERVICES AND DEPRECIATION		5.098.780,00
SALARIES AND ALLOWANCES		5.232.164,00
OTHER EXPENSES		5.825.198,00
EQUIPMENT FUNDS		49.862,00
TOTAL EXPENDITURE		16.434.577,00
DIFFERENCE BETWEEN INCOME AND EXPENSES		4.097.428,00

STRUCTURE OF REVENUES AND EXPENDITURES IN 2023

