




10 Years
Open
Society Fund
Bosnia & Herzegovina



The Open Society Fund B&H opened in late February of 1993 as part of the Soros Foundation's network. In the past ten years the Foundation has supported the survival, establishment and development of different institutions, organizations, initiatives and projects serving the function of the transition of B&H society towards modern democracy.

Thanks to this support, hundreds of media, cultural, education and scientific programs in Bosnia and Herzegovina have been established or have managed to survive.

To date, the Foundation has invested over 50 million dollars for this purpose. An additional 50 million dollars of aid for Bosnia and Herzegovina came through the Soros Humanitarian Fund.

How It All Began

(as remembered by Professor Zdravko Grebo)

In November 1992, while Bosnia and Herzegovina shook with bombs and detonations, and Sarajevo was gasping for breath under the siege, a meeting was held in Bulgaria and it was decided that Open Society funds were to be established in the countries of former Yugoslavia. For obvious reasons Bosnia and Herzegovina did not have a representative at the meeting. However, the well informed professor, Zdravko Grebo, learned about the conference. The story that followed is in many ways similar to most other wartime stories: in order to reach the goal, insurmountable obstacles were overcome in the most incredible ways.

The intention of Professor Grebo was to speak to Mr. George Soros. This was almost impossible to do in besieged Sarajevo. Almost! And here is how the professor made such things possible: first, a telephone had to be found, among a handful of satellite telephones working in the city. One was found, in the Ministry of the Interior. However, the problem was not solved there. The authorities had to be convinced that the professor absolutely had to speak to New York, which was in itself an enormous cost, and then a half-hour conversation on top of that, which made the already enormous cost almost inconceivable. That obstacle was removed too. Then, Mr. Soros had to be located. He doesn't usually sit by the telephone waiting for a call from Sarajevo...

The important thing was to arrange the initial conversation. The rest – as we know from centuries of experience – we'll manage somehow. Somehow, through divine intervention, or at least through the good will of one person. The next week, a fax message arrived in Sarajevo with the following text:

“Dear Dr. Grebo,

As you already know, I am in the process of opening the Open Society Fund-Bosnia and Herzegovina. Activities will begin from our office in Zagreb until the situation in your country permits me to operate regularly from Sarajevo.

I would like to appoint you to the position of Executive Director of the Open Society Fund – Bosnia and Herzegovina. I expect future projects of the foundation to be designed to help the suffering people of all ethnicities overcome the devastating situation in your country. ...”

And thus it began.

OPEN SOCIETY FUND, INC.

November 20, 1992

Dr. Zdravko Grabo
Professor
Faculty of Law
University of Sarajevo

Dear Dr. Grabo,

As you already know, I am in the process of opening the Open Society Fund-Bosnia and Herzegovina. Activities will begin from our office in Zagreb until the situation in your country permits me to operate regularly from Sarajevo.

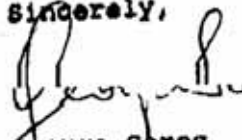
I would like to appoint you to the position of Executive Director of the Open Society Fund - Bosnia and Herzegovina. I expect future projects of the foundation to be designed to help the suffering people of all ethnicities overcome the devastating situation in your country.

Temporarily, all the communications and logistics of the foundation's work should be done through the Open Society Fund - Croatia and our staff there. If there is a need, you may also use the office of the Soros Yugoslavia Foundation in Belgrade.

I will visit Zagreb January 7 and 8, 1993, and I would very much like to meet you there to discuss the future of the Open Society Fund - Bosnia and Herzegovina.

I hope your work will be successful and to the benefit of the people in Bosnia and Herzegovina.

Sincerely,


George Soros
President

888 SEVENTH AVENUE, SUITE 1901
NEW YORK, NEW YORK 10106
TEL: (212) 737-2323
FAX: (212) 974-0367

Soros Humanitarian Fund

Aryeh Neier, President of the Open Society Institute, in his recollection of the period, explains the intention behind the Soros Humanitarian Fund and the procedure set up for its distribution:

Towards the end of 1992, George Soros decided to make a gift of unprecedented size - 50 million dollars - to address the desperate humanitarian situation caused by the war in Bosnia-Herzegovina. Mr. Soros's intent was not only to help alleviate the suffering of those in need of humanitarian assistance. He also hoped to attract international nongovernmental humanitarian organizations to work in Bosnia-Herzegovina and, through their presence, provide international witnesses who would speak out against the war crimes and crimes against humanity committed in connection with the policies of ethnic cleansing.

Because the United Nations High Commissioner for Refugees had been designated by the United Nations as the lead humanitarian assistance agency and controlled access to Bosnia-Herzegovina by international humanitarian agencies, arrangements were made to donate \$36 million of the \$50 million to UNHCR for redistribution to international nongovernmental organizations. Another \$10 million was distributed by OSI Croatia, and to a lesser extent, by other OSI foundations in the Balkans to nongovernmental groups and activities assisting refugees from Bosnia-Herzegovina. \$2 million was given to the International Committee of the Red Cross in recognition of its work in Bosnia-Herzegovina. The final \$2 million was given to Human Rights Watch for redistribution to human rights groups reporting on the conflict in Bosnia-Herzegovina.

The expenditure of the \$36 million provided to UNHCR was guided by a five-member advisory group established by Mr. Soros. Its members were Morton Abramowitz, then President of the Carnegie Endowment for International Peace; Kurt Bolliger, former commander of the Swiss Air Force and the then Vice-Chair of the International Federation of Red Cross and Red Crescent Societies; Mark Malloch Brown, now the Administrator of the United Nations Development Program and a political consultant; and Aryeh Neier, then Executive Director of Human Rights Watch and now President of the Open Society Institute.

Among the projects funded through the Soros humanitarian fund was one which established a new water system for Sarajevo; another that connected 60 per cent of the homes in Sarajevo to natural gas for heating and cooking purposes; another that brought seeds to Sarajevo to permit residents to grow vegetables on terraces and in gardens; and another, kept secret during the war so as not to endanger those involved with it, that increased the electricity supply for Sarajevo by 30 percent.

1993-1994

The Open Society Fund B&H was registered in Sarajevo on February 18, 1993. In the period of 1993-1994, activities of the Fund were mainly focused on bare survival in times of war. This meant improvements of living conditions through different forms of aid, ranging from equipment and supplies to medical facilities to food aid for the most badly affected groups. One should not forget the establishment of e-mail links in many institutions, in order to overcome the communication blockade, or scholarships for more than 450 undergraduate students and 20 postgraduates and doctoral candidates, computer courses in Zenica, Mostar and Sarajevo, etc.

*George Soros
First visit to Sarajevo,
November 8, 1993
Photo: Beka Vučo*



Remembering those days, Professor Zdravko Grebo believes that the best definition for that time is the “heroic-humanitarian phase”. He is, of course, fully aware of the pathetic charge of such a definition. Despite the danger of sounding pathetic, he maintains his original explanation. For, during those horrible years, with the mere fact that we stayed in Sarajevo, whether we wanted to or not, we were pushed into the said heroic-pathetic context. Here is an example: the five hundred solar lamps which the Fund distributed to the intellectuals of Sarajevo during 1993 were of far greater value than all those thousands of precious computers distributed all across Bosnia and Herzegovina before and after Dayton. There are no instruments to measure those two totally different donations, but in those months, a simple solar lamp was much more than a donation, it was “a gift from heaven” - a possibility to read. And the possibility to read in those endless nights with no electricity allowed those lucky ones to remain normal. The remaining 349,500 inhabitants of Sarajevo, those without a lamp, went to sleep with the first darkness of December nights, as early as 4:50 pm...

Still, when asked to select, out of the numerous projects the one that he thought was the most important, without much thought Professor Grebo says that it was - “the famous” power line which ran through the tunnel bringing 2.5 megawatts of electricity to the besieged city. It ensured uninterrupted operation for hospitals, the central bakery, the TV station, the Presidency and other facilities necessary for the survival of the city.

Professor Grebo holds that the Open Society Fund B&H left a deep mark in Bosnia and Herzegovina because “in the most difficult times, it helped us survive and at the same time it worked intensively on developing civil society”.



George Soros, Arriving in Sarajevo, November 8, 1993
Photo: Beka Vučić



By decree of the Presidency of Bosnia and Herzegovina, in June 1996 Mr. Soros was awarded the Golden Order of the B&H Coat of Arms

*Zdravko Grebo and George Soros
Visiting Sarajevo, June 1996*



1995 - 1999

In 1995 life in Sarajevo started to normalize and it was time for the mainly charitable activities of the Fund to transform towards programs aimed at building an open society. A radical switch was required accompanied by a redesign of the content and the essence of the Fund's work. Once it was evident that the war was coming to an end, thorough and comprehensive preparations for a new life were necessary.

As early as 1995, the Board was comprised of people from all parts of Bosnia and Herzegovina. It was important that the Fund should not be identified with a single city and that its' projects come to life in all parts of the country.

Priority was given to education and cultural programs. They had to involve as many young people as possible. The Fund thus developed a concept of specialized institutions: centers devised as nuclei of excellence in all areas. A Law Center, a Media Center, a Center for Contemporary Arts, a Management and Information Technologies Center, and the *Step by Step* children education project, were all established with this goal in mind.

The Publishing Program supported young authors, traditional and modern B&H literature, as well as authors in social and natural sciences. Through competitions for publishers and authors, this program tried to apply consistent values and influence the development of aesthetic levels on current literary production.

Over 8 million dollars of support for independent media in B&H rested on the premise that there can be no democracy without free media. Support for the media goes back to the very beginning of the Fund, but it intensified considerably in this period to include print and electronic media. Independent media ensured a truly autonomous space for open public dialogue on key social and political issues. The Fund appreciated in particular those media projects that were focused on investigative journalism.

The Debate Program – which promotes critical thinking, freedom of expression and tolerance towards different opinions – was established in 1997 and in the following year it was accepted among high-school students across the board.

The Library Program – development of library collections of public, university and school libraries and computer systems – enriched the library collections devastated by the war.

Projects supported by the Fund gave a considerable contribution to the image of Sarajevo as a “cosmopolitan center”. During this time, the Open Society Fund B&H provided continuous financial assistance to the Sarajevo Film Festival, one of the most distinguished cultural events in the region.

This period was also marked by a huge number of projects of varied content. Hundreds of projects were implemented thanks to the support of the Fund. Assistance was provided to high-school and university students, journalists and scientists, professors, musicians, writers, economists, painters, actors and directors, persons with disabilities, doctors, engineers, IT specialists, linguists... The list is indeed endless.

"I believe that the establishment of the Centers is a very important step for the development of the Fund itself. Thousands of young persons have gone through them. And many of them went on to build successful careers. The Center for Contemporary Art built dozens of great names who are currently exhibiting in leading galleries across the world. The Media Center successfully transformed into an autonomous institution. So, our efforts have not been in vain. Education and creative nuclei have been created and are now independent from Soros. They often share the dramatic fate of the society they belong to. But they have survived and they continue to work."

"The role of Soros Foundations in building democracy in post-communist countries is extraordinary. It is perhaps even more important in societies of hard, Soviet-type socialism rather than in the countries of former Yugoslavia. But transition has been completed successfully in those countries. Here, it has not even come close to the end, as it was slowed down, or rather postponed by the war. That is why if there is anywhere a place that gives the Fund a real reason to exist, it is in Bosnia and Herzegovina, Serbia and Montenegro. All the processes that Soros stands for have been delayed by the war. Still, we must not allow for the trap of the opposite, i.e. that we expect this or any other foundation to solve our own problems. While these Foundations are not the solution, they are welcome assistance on our road to solutions. Those who understand that profit from it the most. Their activities eventually develop into autonomous, self-sustainable projects."

Mirsad Purivatra

Executive Director OSF B&H 1995-1996

"Had it not been for the Fund, publishing in wartime Sarajevo would have died. I do agree that it was perhaps just an imitation of life, for going to the theatre to see a play at 11 in the morning, and then go to a public kitchen to have a bowl of beans is an imitation of life, but that was exactly the kind of resistance that had to be supported. Out of 200 books published in Sarajevo during the war, 150 were published with financial support from the Fund, thus the Open Society Fund B&H can be titled as one of the greatest wartime publishers in Bosnia and Herzegovina."

Jakob Finci

Executive Director OSF B&H 1996-2000

“In 1997 an idea was launched to promote and reconstruct the Festival which used to be one of the most prominent and most distinguished in the former Yugoslavia. As the revival meant that the Festival should become “international”, it required considerable financial support. One of the most significant was the financial support from the Soros Fund, which had a budget line for shows and projects in Eastern Europe. The Fund allocated considerable funds and thus helped build real connections with modern theater trends. I say this with no exaggeration: had it not been for the Open Society Fund B&H, cultural life in the city during the siege as well as after it would have been of far less intensity and far inferior quality. Today we feel the considerable reduction of the Fund’s budget for culture. We believe that culture and cultural life cannot be observed separated from society, that culture is the totality of all relationships that exist in it, that it is the emblem of the community. The Soros Fund indirectly helped the capital of Bosnia and Herzegovina to become open for cooperation with others, it helped its audience to become open for new, creative interpretations of art. This versatility of experiences and cultures is a direct form of support of what was destroyed by the war. I think that culture is perhaps the greatest keeper of such foundations of any society.”

Dino Mustafić

Theatre Director, Director of the MESS International Festival

“The purpose of art is to become part of everyday ambience and to think critically not only about artistic interpretation but also about the essence of modern society. Art and artists, i.e. projects that we have supported, have indeed, thanks to the Center, become possible and visible, and have become a totally relevant part of the modern art scene in Sarajevo, in B&H, but also in the world as well.”

Dunja Blažević

Director, Center for Contemporary Art

“The significance of the Publishing Program for the preservation of basic preconditions for the mere survival and functioning of publishers, and thus for the survival of Bosnian culture, arts and science... is simply immeasurable...”

Enver Kazaz

Writer

“The most important thing is that the funds received from Soros have not been spent in vain. There is a photo showing me sitting in an empty room, on a borrowed chair, in the Media Center with absolutely nothing in it. Eight years later we moved and it took us one month to move all our things. We have millions and millions of pages collected in our archives, we have hundreds of microfilms of those very newspapers, we have very valuable radio and TV equipment. We have a truly modern and well equipped Center. So, everything that Soros invested remains in Sarajevo, open to all people.”

Boro Kontić
Director, Media Center

“In key moments, when we were suffering pressure from all structures – political, police, judicial – thanks to the Open Society Fund B&H, “Nezavisne novine” survived to become a profitable newspaper, as it remains today.”

Željko Kopanja
“Nezavisne novine”

“The arrival of the Soros Foundation marked the beginning of the development of an authentic independent media scene which soon stabilized and become an equal partner in the media market of Bosnia and Herzegovina.”

Asim Metiljević
“Slobodna Bosna”

“In more fortunate countries, artists, independent media, nongovernmental organizations, the academic community, students, school hospitals... function thanks to responsible governments and laws of the market. Unfortunately, neither has existed in Bosnia and Herzegovina for more than a decade. A huge part of this void has been filled by the activities of the Open Society Fund B&H.”

Senad Pećanin

“Dani”

“Today, our Strategy is more focused and adjusted to new conditions. It has long term priorities...”

A critical evaluation of international aid policies is an attempt to improve this area and to support the subjective autonomy of B&H. In the past few years, our Strategy has focused on quality and sustainability of an active civil society, on the citizen and his or her awareness and role in society. A change in the value system and an improvement towards a new open society are immeasurable. However, without the activities of OSFB&H and the entire OSI network, B&H would certainly not have had a chance of becoming truly civic. This chance is there today, and its full realization does not depend only on OSFB&H.”

Žarko Papić

Vice-Chair of the OSF B&H Board

“A lot has been done, but the work is not over yet. Democracy is a fragile creation. We see what is happening in the Western world, the same world that we often take as our role-model. We see the impact of political circumstances on democracy. You cannot develop democracy and then say: fine, this is now firm and strong....”

Senka Nožica

Chair of the OSF B&H Board

2000 and Onwards

The year 2000 was a new turning point in the work of the Open Society Fund B&H. Instead of the approach typical for the post-war period, which meant support for a large number of activities in different areas, the new strategy of the Fund, adopted in September 2000, has been focused on a limited number of areas identified as priorities on the road towards open society in Bosnia and Herzegovina. A novelty in the approach is the determination to work on long term projects with clear targets which would contribute to a systemic change in the society through their development of conceptual frameworks and models. Finally, bearing in mind that concerted efforts engender better results, an important element of the new approach is in different forms of partnership and co-financing with other international organizations/agencies.

Priorities have been selected on the basis of an assessment of the relative significance of the subject matter for the democratization process.

The first priority are youth since they should be the advocates of a new, better, and open society. There are two programs in this area - the Education Program and the Youth Program. The Education Program includes a long-term project, a “Model for Systemic Changes in Secondary Education”, and its purpose is to offer reform models using “top-down” and “bottom-up” approaches equally, thus improving both levels at the same time - the system and its institutions, and the schools themselves. The key goals of the Youth Program are more active youth participation in society, youth policy development, and strengthening the youth sector.

The second priority is building an institutional framework for open society through the promotion of the rule of law and principles of good governance, which are in the focus of the Law Program and the Local Governance Program. Thus the Law Program is dedicated to the creation of an ambience that would lead towards the rule of law in general, as well as human rights protection and improvements of knowledge and skills of those who are supposed to be the pillars of the rule of law in society. Promotion of the culture of transparency and accountability among local authorities and strengthening democratic values through civic participation in decision-making is at the core of the Local Governance Program.

The third priority concerns minorities and other vulnerable groups. Roma are definitely one of the most vulnerable groups – thus the Roma Program tries to bridge the gap that still divides the Roma and the rest of the society: through capacity building in Roma associations, inclusion of Roma children into the education system, as well as protection and support to Roma culture and ethnic identity. Although statistically they are not a minority, women are also qualified as “minority and vulnerable groups” on the basis of their rights and position in society - the Women’s Program works on promoting and upgrading women’s human rights, equality and empowerment, while also focusing on combating violence against women.

The Fund is particularly engaged in the issue of public awareness and public dialogue on key social issues. It is our desire that we all act together in the B&H “civil arena”, to be, as Alan Atkinson said in listing the qualities civil society requires of us: “participatory, open, synergic, truth-oriented, visionary and enthusiastic”. In short, to be “positive about the future”. The truth is that at this time and place it is not easy to be positive about the future. But this entire story has never been about something that may be done easily.

Expenditures 1993 - 2002

in 000 USD

Programs / Years	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	TOTAL
Arts and Culture	28	405	408	587	479	689	628	235	110	62	3,691
Children and Youth	220		157	1,746	1,521	218	188	296	601	1,147	6,094
Civil Society			125	131	148	93	79	10	116	350	1,052
Conference and Travel			154	233	187	154	124				852
East East						88	124	61	49	31	331
Economic Reform			901	379	185	372	985	89			1,771
Education	430	1,250	1,123	1,121	713	1,630	1,012	455	1,488	771	9,971
Humanitarian Aid	1,222	1,900									3,122
Information							652	94	12		758
Legal Reform				239	205	301	195	141	369	400	1,850
Public Administration							56	14	234	1,009	1,313
Media	330	770	1,248	1,893	900	1,399	1,146	252	331	487	8,759
Publishing			277	270	112						659
Public Health			42	67	33	205	230	82	100	72	831
Roma							39	46	73	165	323
Women						73	83	79	121	161	520
Other		138	2,097	1,336	2,731	1,713	520	248	143	2	8,928
Administration	783	258	730	867	674	630	585	358	334	450	5,845
TOTAL	3,013	4,719	6,782	8,869	7,888	7,543	6,026	2,458	4,062	5,110	58,470

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 Mr. Huso Kaljača, Driver

The Foundation was destined to act in circumstances which deny its very name and purpose and which impose innumerable obstacles to building an open society, a task which under the circumstances seems discouragingly difficult, even dubious. Bosnia and Herzegovina - a country and a society so strongly inclined towards the development of tolerance and democracy, suddenly was exposed to an onslaught of terrorism, fascism, war and ethnic cleansing. The International Community did little to protect Bosnia and Herzegovina and by its failure to act, trampled the ideas and principles proclaimed as its cornerstones, including the idea of an open society.

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Mr. Jim McLain, Program Officer, Arts & Culture
(resigned offices of Former Yugoslavia in February
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Ms. Diane Weyermann, Program Officer, Arts &
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Ms. Lesley Glauberman, Executive Assistant (as of
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Boris Tihl, Doc. dr. Ugo Vlasević
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Prof. dr. Ljubomir Berberović, Academy of Arts and Science member
Prof. dr. Svetozar Zimonjić, Academy of Arts and Science member
Prof. dr. Vlado Sučić

The most important undertaking during 1995 was the establishment of special-purpose institution which conceive, implement, and coordinate a number of programs and projects in their specific fields. These include the Center for Management and Information Technology, the Media Center, and the Legal Center. The common objective of all of these centers is education and training aimed at developing relevant research and analysis and bringing Bosnia up to international professional standards.

ECONOMIC REFORMS - B-H 1995

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Mr. Džemil Sabrihafović
Mr. Duško Kalember

HUMANITARIAN AID 95

COMMITTEE ON HUMANITARIAN AID:

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After four years of a bloody war, Bosnia and Herzegovina awaited the coming of 1996 as the first year of peace. That was, of course, a new challenge for the Open Society Fund, which had been born during the war and now had to adjust to activity under relatively normal circumstances. Conditions are still far from what would be called normal in the rest of the world, but for us to be able to work without the grenades and snipers, with near regular supplies of energy, and with the ability to move around without stopping at check-points is something of a dream.

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Ništa što je postignuto nije bilo lako, ali hrabri nas činjenica da na tom zadatku nismo bili sami, te da smo za čitav niz projekata bez poteškoća nalazili partnere koji su bili spremni zajedno sa nama podijeliti rizik ulaganja. *Matching fondovi* su dosegli zavidan nivo i oni nas uvjeravaju da se nalazimo na pravom putu. Teško je istaći nešto posebno, ali ako već nešto treba staviti u prvi plan, onda je to u prošloj godini sigurno naš *Centar za savremenu umjetnost (SCCA)*, koji je svojim djelovanjem obilježio kulturnu scenu Sarajeva i cijele zemlje. Meeting Point, kao mjesto gdje su mnogi mladi i još neafirmirani umjetnici imali prilike da se susretnu sa gledaocima, u mnogim anketama je proglašen kulturnim događajem sezone.

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Naponi međunarodne zajednice na očuvanju mira, razvoju demokratije i ekonomskog razvoja u BiH, ali i drugim zemljama regiona, rezultirali su Paktom za stabilnost u Jugoistočnoj Evropi - samitom svjetskih vođa održanim u Sarajevu polovinom godine, kada je naglašena spremnost međunarodne zajednice da podrži demokratski i ekonomski razvoj, te stvori uvjete za stabilnost i suradnju u Evropi.

Ideje i zaključci Pakta stabilnosti odrazili su se na rad fondacija u regionu. Budući programi i aktivnosti ove Fondacije, koja će u 2000. godini doživjeti svoju potpunu reorganizaciju, imat će izražen regionalni karakter.

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Special Initiative

New Approach to International Support Policies

The Open Society Fund Bosnia and Herzegovina (OSF B&H) undertook the actualization of a Special Initiative: "Policies of International Support to SEE Countries - Lessons (not) Learned in B&H", with the aim of suggesting recommendations for modifying existing, and defining new policies of international support that would be of use to the Stability Pact policies for SEE countries on the basis of critical evaluation of international policies. Mistakes made in B&H do not have to be repeated in other countries, while the lessons learned in B&H can be of use, not only to SEE, but also to the necessary transition of international organizations. It should be born in mind that this is the first time that an evaluation of international support policies is being made by the beneficiaries of this support and assistance. In addition, this is one of the rare attempts to evaluate the entirety of international support policies, i.e. in all "sectors", keeping in mind the support of all international organizations and bilateral donors. This Study could not, of course, individually analyze all policies in detail, nor could it provide answers to all the questions raised. We would like to believe that we have posed the important questions and thus contributed to the idea of the transition of international support policies and international organizations.

A great number of important issues that have been raised in the ever growing discussion on globalism, its advantages, challenges and dangers, have been discussed in the text of this Study. They have not been generally analyzed, but have been identified and critically evaluated within the scope of the practice of B&H and international support policies. We hope that this will be an additional, modest contribution to the globalization discussion.

The analysis of international support policies on the B&H example presented in this Study will include the period following the Dayton Peace Agreement (GFAP - "The General Framework Agreement for Peace"), i.e. the period from 1995-2000, except in certain areas where there is a direct need to make a brief review of the wartime period (1992-1995).

The analysis of the situation in B&H "five years later" can demonstrate the final success or failure of, not only the GFAP, but also other terms and support policies in B&H that are not formally a part of the GFAP, such as support for economic development, etc.



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International Conference “International Support Policies to South-East European Countries” opened by Mr. Aryeh Neier, president of Open Society Institute New York





Open
Society Fund
Bosnia & Herzegovina





STEP BY STEP

Center for Education Initiatives “Step by Step”

At the initiative of OSI and OSF B&H, the implementation of the program for education reform for children aged 0-10, and their families, entitled “Step by Step”, was launched in Bosnia and Herzegovina in 1996. This program, based on modern education and development theories, cherishes the principles of democracy, respect for diversity, the right of every child to receive quality education, and active involvement of the family and the community into education processes. In addition to our country, this project is being implemented by more than 150,000 teachers in 27 countries of Central and Eastern Europe and Asia.



Step by Step classroom

Based on the belief that every child is unique and will learn best when involved actively in the teaching process, the Step by Step philosophy creates conditions and encourages children to explore, form their own opinions, present their ideas openly, cooperate with others while respecting mutual differences, develop critical thinking and problem solving skills, to know and use the power of arguments, to become responsible for themselves and for others and to be interested in their society and capable of facing challenges of the 21st century. Step by Step is also based on the conviction that parents are the first and the most important educators of their children and that they must become active partners in all the segments of teaching and education as a whole.

In the first year of its' work, Step by Step was implemented in seven kindergartens in three cantons of the Federation of B&H. It is currently active in the entire territory of Bosnia and Herzegovina; in more than 60 towns, in more than 200 kindergartens and primary schools. In the past seven years, more than 1,500 teachers, school principals, pedagogues, parents and other educators have taken part in training programs designed for this purpose in order to acquire the skills and knowledge required for the application of Step by Step methodology implemented in more than 600 classrooms equipped with modern furniture and didactic materials. Continuous professional development training is organized in 15 training centers as well as numerous mentoring classrooms, and 25 books, manuals and training models have been published for teachers and other professionals.

In accordance with the OSF B&H local capacity building strategy in 2000 the Step by Step program was transformed into the Center for Education Initiatives Step by Step, a non-governmental organization bringing together experts, parents, and other parties interested in building a strong network aimed at initiating, organizing and implementing different projects and activities promoting principles of democracy, partnership with families and the community, and equal rights to quality education for all children.

Activities of the Center are aimed primarily at improving the quality of education and continuous professional development of all the participants to the education process, such as:

- Providing top quality training at different levels;
- Providing advice and consultancy services to schools and teachers as well as different institutions, governmental and non-governmental organizations and education policy makers;
- Improving human and material resources as a basis for future sustainable development, through training and certification of mentors and trainers, opening training centers, developing manuals and publishing reference materials and books for children;
- Developing quality standards in partnership with ministries and education institutes;
- Active involvement in reforms and other processes aiding modernization of education based on the principles of democracy, respect for diversity and non-discrimination, thus ensuring that each child has access to quality education (including children with special needs, and minorities).

www.coi-stepbystep.ba



Sarajevo Centar for Contemporary Art

SCCA (Sarajevo Center for Contemporary Art) was founded by the Open Society Fund Bosnia and Herzegovina at the end of 1996. The aim of the project was to establish a modern and flexible professional institution that would be corrective or supplemental to existing art institutions. The mission was to keep BiH contemporary art alive and to link it with international artistic trends.

Since 2000, **SCCA** has operated as an independent non-profit professional organization, led by a seven-member executive board. **SCCA**'s team consists of a director, three program coordinators, and four free-lance associates.

SCCA is located in two rented spaces at the Academy of Fine Arts in Sarajevo (the office and library are in the cupola and the Internet café **so.ba** is on the ground floor of the building) and also rents an apartment in the Sarajevo neighborhood of Grbavica (where the multimedia laboratory **pro.ba** is located).¹

SCCA is one of the founding members of the International Contemporary Art Network (ICAN), the successor of the network of Soros Centers for Contemporary Art; it is also one of the founding members of the Balkan Art Network (BAN). **pro.ba** multimedia is a funding member of a-network.

From its beginnings, **SCCA** has produced and organized numerous exhibitions, actions, workshops, seminars, lectures and presentations in Sarajevo, Bosnia and Herzegovina, and abroad; the Center has supported the creation of artwork, produced numerous multimedia artwork, published catalogs and other art publications, and assembled art documentation.

SCCA is a gathering place, an active promoter of new cultural models, new events and movements. It unites the functions of institution and active participation in the scene. One consequence of such a concept is that **SCCA** does not have its own gallery space. **SCCA** acts as a mobile art center; as a complement and as an alternative to the programs of other art institutions. Most of its' projects, such as annual exhibitions, are held in open spaces of the city. The change of environment, the relocation from art-oriented space (the gallery) to non-art-oriented space (the street),

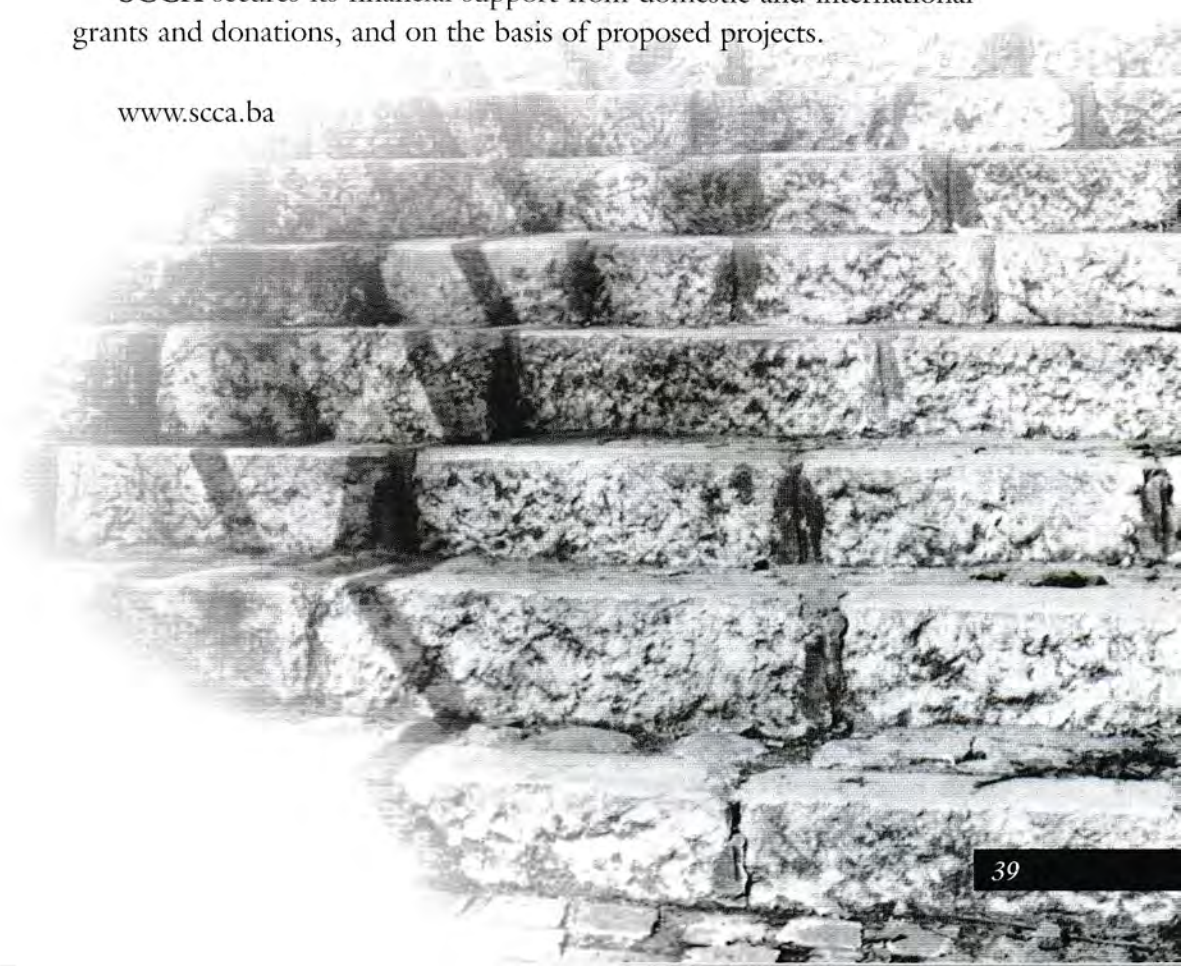
¹ 'Soba' means 'room' and 'proba' means 'experiment' or 'test' in the Bosnian language; the names of these projects play with the country domain name for Bosnia and Herzegovina, which is <*.ba>.

changes an artist's manner of thinking and behaving, his/her choice of subject matter and materials, and his/her manner of communication with the public—with chance passers-by. New meeting places are created for interactions between artists and a new audience, and art becomes a part of everyday life. The mobilization of public opinion with the emergence of this new concept not only relates to a change in the artistic paradigm, but also to a change in the understanding of the function of culture and art. The new model of art, whose references are grounded in personal (life) experience and a critical approach to the social environment, influences public opinion and changes in attitude of the city's inhabitants. This concept has proved to be productive, positive agent to local artistic and public life.

SCCA, with its technical resources and flexible organizational structure is qualified to carry out long-term projects. Depending on conditions and changes in the environment, it is able to react quickly to new situations, adapting its working materials and methods, but remaining true to its primary function of an institution and active participant in the scene; one that engages in the production, promotion and development of contemporary fine arts and new media in Bosnia and Herzegovina.

SCCA secures its financial support from domestic and international grants and donations, and on the basis of proposed projects.

www.scca.ba



Student Resource Center

SRCe is a student resource center which was established by OSF B&H in 1998 as part of the network of SRCe centers in all the countries where OSI is active.

SRCe provides information on possibilities and forms of education at universities and education institutions in the country and abroad. This program is aimed at high-school graduates, undergraduate and postgraduate university students, as well as all other persons interested in higher or additional education.

SRCe offers information on education opportunities, courses and workshops in different academic fields at domestic and international institutions, on how to apply for foreign universities and seminars, on the application requirements and deadlines, how to produce a CV, and on how and when to request financial aid or scholarship, as well as employment opportunities for students.

In its data base, **SRCe** provides information on:

- Universities in B&H,
- Universities in the US, Europe and other parts of the world,
- Fields (natural science, humanities, technology ...)
- Ways of applying for studies abroad (choice of university, successful applications, CVs, requests, letters, references, interviews...)
- Applications for enrollment or courses at different institutions,
- Foreign language tests (TOEFL, SAT, GRE, GMAT, SLEP),
- Scholarships and other forms of financial aid during the studies, etc.

SRCe administers the following OSF B&H higher and secondary education programs:

CEU – Central European University

OSF B&H promotes CEU programs, which include postgraduate studies in social sciences and humanities at different departments of the University in Budapest and Warsaw (sociology, history, international relations, law, etc).

SUN – Summer University

Also located at CEU, this program offers a large number of courses in social sciences and humanities for undergraduate and postgraduate students, as well as teaching assistants and lecturers from faculties and other higher education institutions in B&H. Students are also offered foreign language and IT courses.

Scholarships for the UK

In collaboration with the Foreign and Commonwealth Office (FCO) and the Cambridge Overseas Trust, OSF B&H conducts the selection process for postgraduate programs in social science and humanities at colleges in Cambridge and Oxford.

Secondary school scholarships for the US, UK and the Czech Republic

This program is aimed at creative, articulate and flexible second grade high-school students. The scholarship covers: travel costs, tuition fees, accommodation in boarding facilities or with families, health insurance, and an allowance.

www.soros.org.ba/~srce

Independent Education and Research Institution

The Media Center is an independent education and research institution which was established in 1995 in Sarajevo by OSF B&H. The Media Center worked as part of OSF B&H for six years as an education center supporting the development of independent and professional media in B&H. From 2001, the Media Center has been working as an independent organization. A primary long-term activity of the Media Center consists of training courses for journalists conducted under the standards of the *BBC World Service Training* center in London. As of 2003, the Media Center offers *Distance Learning* training courses for journalists. Over time, the Media Center has developed training for practical skill development in public relations. Another new activity is quality and quantity media research. The Media Center also offers consultancy service in media and public relations through the Oxford Consultancy Group.

The Media Center includes an archive of print media in B&H and the former Yugoslavia from 1944 to present, and the most elaborate collection of publications from the time of the war in B&H - 1992 to 1996. The Media Center Library contains more than 3,000 items in the humanities, journalism and mass communication.

The Media Center issues publications on journalism and media, and a regional literary magazine, "Sarajevo Notebooks".

Cultural events, discussions, presentations, public debates, conferences, exhibits, installations, concert and film screenings are also part of the more recent activities of the Media Center.

Results of the work of the Media Center include more than 2,000 participants in over 100 training sessions for journalists, over 120 workshops, seminars and round tables, five years of continuing training of journalists through the BBC School of Journalism, and years of practical training for students of journalism from different B&H universities.

Through its work, the Media Center also developed partnerships with numerous distinguished organizations, such as the BBC World Service, DfID, IREX ProMedia, UNESCO, OSCE, PressNow, SEENPM, IWPR, the Universities of Tuzla, Mostar and Banja Luka, BHTV1, FTV, RTRS, RFE, VOA, and many other local and international organizations, institutions and media outlets.

www.media.ba

School for Foreign Languages

The Soros School for Foreign Languages was founded in 1996 under the auspices of the Open Society Fund B&H, with the aim of elevating the quality of foreign language teaching in Sarajevo.

The School has been an autonomous legal entity since 1997 and became financially independent in 1999. This was the first OSF B&H project to be funded solely from the sale of its services.

The School provides courses in English, French, German and Italian, both for children and adults, as well as TOEFL preparatory courses and IELTS tests. It also offers individual and tailor-made courses for companies and organisations. In addition, the School provides courses in Bosnian for foreign nationals.

The School currently employs eleven full-time staff members of whom seven, are English teachers. In addition, the School employs on a part-time basis eight teachers, namely of Italian, French, German and Bosnian language.

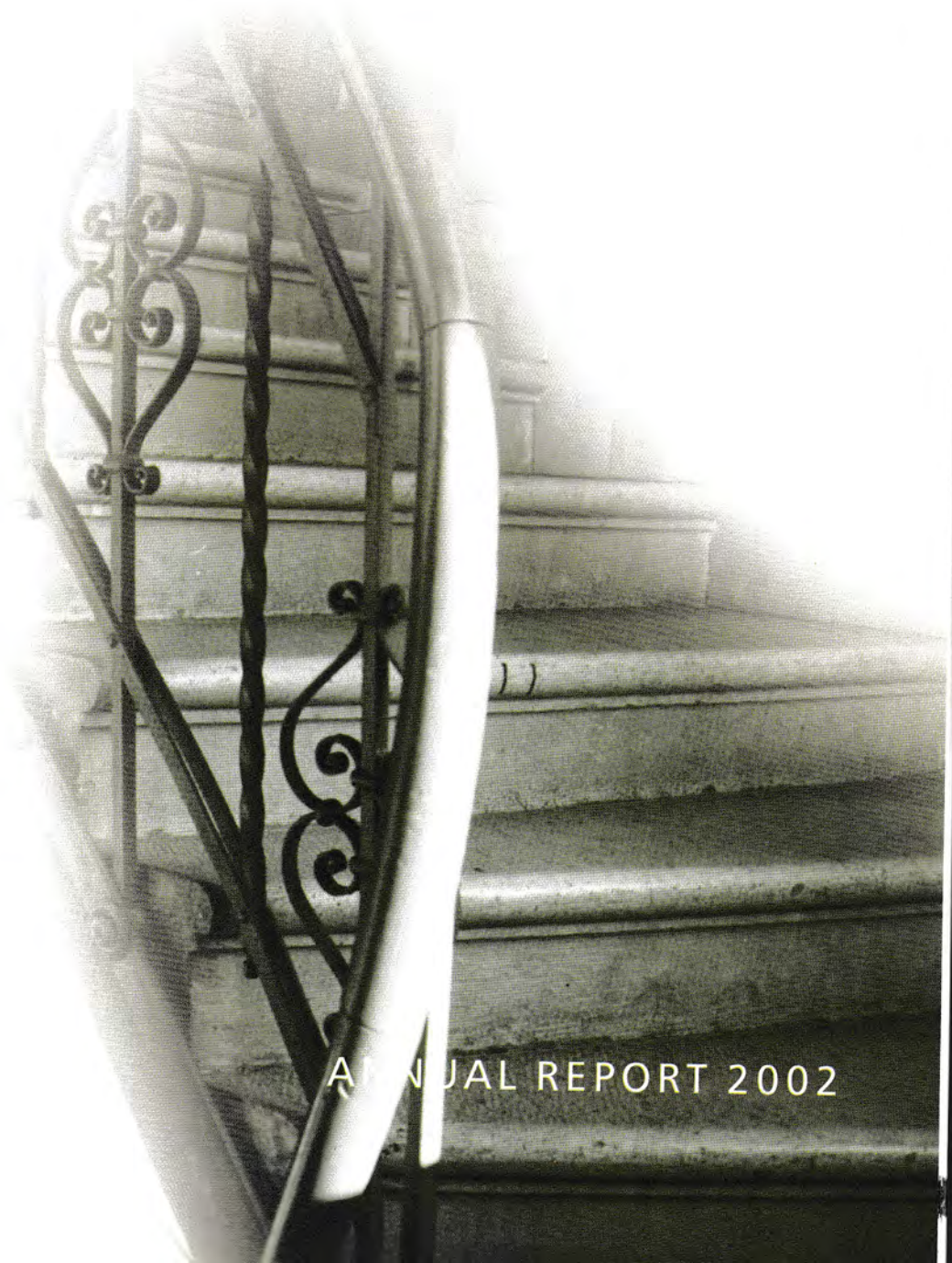
We use communicative methodology in teaching. This method differs from the traditional foreign language teaching – knowledge and understanding of language is acquired through different communication activities as are appropriate for the student – contrary to the traditional method whereby the teacher teaches and the students acquire knowledge passively. The students are active learners in an environment of “real life” communication.

All international English teachers are qualified with the minimum of the RSA/CELTA certificate or equivalent. RSA/CELTA is currently the leading internationally recognized qualification for teachers of English as a foreign language. This certificate may be acquired in more than 250 centers worldwide. Each center is supervised externally by the University of Cambridge Local Examination Syndicate which ensures the same high standards across the world. Local teachers have qualifications from the language departments of BiH universities.

www.soros-school.com



Open
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Bosnia & Herzegovina



ANNUAL REPORT 2002

In 2002 OSF B&H strategic priorities were proved as well selected and complementary to the efforts of both the international community and local stakeholders, aimed at creating a sustainable democracy in B&H.

For example, Model of System Change in Secondary Education, which OSF B&H started implementing in 2001 provides valuable practical experience in several areas that the B&H National Framework for Education Reform, prepared with assistance of OSCE and adopted by the Peace Implementation Council and entity authorities in late 2002, defines as priority: legislation reform, improvement of teaching methods and school management as well as development of quality standards.

OSF B&H Youth Program achievements in the past few years - empowerment of the youth sector and advocacy on youth policy, have also been recognized. OSF B&H is the chair of the Youth Policy Working Group within the Institution Building Task Force of the international community in Bosnia and Herzegovina.

OSF B&H Law Program contributed to the development of the rule of law, primarily through education programs for legal professionals in the field of humanitarian law, while the Local Governance Program worked on improving transparency, effectiveness and accountability, thus setting the foundation for administration reform on municipal level.

During 2002, we also extended our partnership policy. Some of the organizations and agencies that we developed financial and/or implementation partnerships with were: UNDP, UNICEF, King Boduin Foundation, Kultur Kontakt, Freudenberg Foundation, Allavida.

The executive summaries of each program achievements are presented on the following pages. Detailed reports may be found on our web site: www.soros.org.ba.

In order to provide support to the development of the education system that is professional, democratic, and that promotes ethnic tolerance and appreciation for cultural diversity, in 2001, OSF B&H initiated a program titled, "*Model for System Change in Secondary Education*". At the very beginning of the program a contract on cooperation was signed with the Ministry of Education of the Tuzla Canton, where schools which are implementing the program are located. This is a network of 14 secondary schools, mainly general – which represents 43% of the total number of secondary schools in the Canton. The program of systemic change in secondary education is focused on the following areas: education policy development, teacher training, school organization and management, curriculum and non-formal learning - youth and community programs.

*Pedagogic Institute Tuzla,
Department for School Assessment*



In 2001, the OSF B&H project team developed close cooperation with the Ministry of Education and the Institute of Pedagogy of the Tuzla Canton, with the aim of effecting change in the education system. As a result of this cooperation, in March 2002, the Tuzla Canton Assembly adopted amendments to the Law on Primary and Secondary Education, which provide for the establishment of students' and parents' councils and students cooperatives. The Law provides schools with a greater level of autonomy and is compatible with corresponding laws in Western European countries.

Teacher Training Center in Tuzla



In 2002, the Ministry of Education of the Tuzla Canton prepared a project entitled Modernization of the Ministry of Education, the Institute of Pedagogy and the Teacher Training Policy in the Tuzla Canton. The first step of this project was to redefine the role of the Institute, which is now divided into two units; one responsible for teaching quality and standards and the other responsible for teacher training, information and development. OSF B&H supported the establishment of the Teacher Training Center in Tuzla, which was launched in October 2002. The role of the Center is to implement and develop teacher training policies through different activities: professional development through lifelong learning, identification of needs and creation of conditions for teacher training, promotion of teachers' competencies in relation to the needs of students' and market demands, development of professional teacher training standards, etc.

During 2002, OSF B&H, in collaboration with the School for Principals from Ljubljana, Slovenia, launched a program on Management and Leadership in Education, also in the Tuzla Canton. The first part of the project – management training of school principals – was implemented in 2002. The second part of the program, aimed at establishing a Training Center for school principals and developing relevant capacities, will continue until 2005.

In June 2002, the Cantonal Ministry of Education established a Curriculum Development Committee which is comprised of professionals from different education areas. Their task is the drafting of a proposal for changes in the current curricula. The principal mission of the Committee is to study the current curricula, which is content based and didactical, and propose appropriate changes which would adjust the curricula with the needs of the students, the local community and the job market. Accordingly, OSF B&H supported the External Final Exam project which will be implemented by the Quality Assurance Unit of the Institute of Pedagogy in Tuzla.

By supporting a three-year project titled, *Child-Friendly Schools*, which is implemented by the Center for Education Initiatives Step by Step in collaboration with UNICEF, OSF B&H expanded its activities in this area to include primary schools as well.

Training in education management for school principals



This project tries to introduce into our education practice an approach that treats the child as a whole personality and helps him/her develop self-confidence, self-respect and a sense of competence, in order to become a stable, and contented individual capable of learning and developing for the rest of his/her life.



*Teacher Training Center
in Tuzla*

The project includes 74 schools selected on the basis of mutually agreed upon criteria and in accordance with locally designed strategies. A total of 210 classrooms were provided with additional furniture required for the application of the child-focused methodology (2 round tables, 3 low shelves, wall-mounted pinboards, easels, and shelves).

All the schools received sets of reference materials and children's books as well as small sets of didactic material. During the reporting period more than 600 participants attended the training. Four initiatives have been launched: quality standard development; licensing, certification and accreditation procedure; mentoring and training centers network initiative; as well as a small initiative for professional portfolio development for teachers, as part of the aforementioned principal initiatives. Drafts have been prepared and agreed upon for the four documents on the initiatives, and working groups have been established to develop and test them.

Part of the program related to non-formal learning, i.e. youth and community programs, includes:

Debate Program – the aim of the program is to develop critical thinking, to facilitate exchanges of opinions with trainers and to discuss current problems in school or in the community. The program also tries to enable teachers to conduct open discussions and to have a more liberal approach to classes and students.

The Debate Program was launched in 1997 and currently includes 44 secondary school clubs and 4 university debate clubs, bringing together more than 700 participants. The clubs work within schools as well as facilities for children with special needs, refugee camps, and facilities for children without parental care.

In addition to regular activities, which include seminars, competitions, TV debates etc, in 2002 the Debate Program was expanded to include all 14 schools in the Tuzla Canton already included in the Model of Systemic Change in Secondary Education. They cover the key issues related to education, usually proposed by the students themselves. Inter-club visits were organized as well as club supervisions, 5 seminars, 4 competitions and a round table.



Tuzla School for Civil Engineering - Preparing business plan

Community Centers – The program is based on the principle that all the members of the community take part in the education process through identification and linking of needs and potentials of the community in order to improve the quality of living of each individual and the community on the whole. Activities of Community Centers include practical courses aimed at improving employment potentials for youth, pedagogical workshops for parents, internet clubs, drawing and sculpture classes, “junior schools” etc.

In 2001 the program was launched in Gradačac, Hrasnica, and Srebrenica, and in 2002 it was expanded to include Lukavac, Čelić, and Teočak.



*Gradačac
Community Center*

Student Enterprises – This program was developed by OSF B&H in cooperation with the Norwegian organization, Business Innovation Programs, with the main purpose of developing in secondary school students a sense of entrepreneurship and to allow them to use real business activities to acquire knowledge, skills and experiences that may be important in their future life and career.



*Gymnasium Lukavac
- Preparing business plan*

Participants in the program are students, teachers, entrepreneurs and local communities. The program is designed so that students can go through an entire life cycle of a company (developing a business idea, building a business plan, registration and organization of a company, finance, business activity and book-keeping, termination of a company) and learn how to respond to problems as well as success.

In September 2002, the program was launched in thirteen secondary schools across B&H. Each of the schools was equipped with “business classrooms”. Students organized their own groups, i.e. youth companies, and then, aided by local program coordinators they developed their business ideas, researched the market and prepared their business plans. They received considerable assistance from their mentors – from real-life businesses.

*Student Council members,
Gymnasium Gradačac*



These activities resulted in 59 youth companies whose business plans were approved by the advisory board of the program. Student creativity was free to develop fully, as evident in the innovative products and services they offered.

The program envisaged one academic year life for each company. They will all be terminated at the end of the academic year, and this activity is to include a final report, closing of books and accounts and distribution of profits.

The program will be implemented over a period of three years, with the hope that sufficient support will be gathered around it during that time so that the program could be expanded to most secondary schools in B&H and be fully managed and supported by the education system, the local community, and B&H employers and companies.



OSF B&H designed a youth program aimed at advocating development of youth policy, i.e. a system of state provided youth care with a clear strategy and mechanisms for its implementation. With the belief that only full engagement of youth can lead to changes in the way they are treated by the state and the community at large, the program initiated Local Youth Councils (*Lokalno omladinsko vijeće – LOV*) and a Youth Information Agency (*Omladinska informativna agencija – OIA*).

As the agency responsible for the implementation of OSF B&H youth programs, OIA stimulates and **advocates the process of youth policy development**, strengthens and supports mechanisms for its development, and creates a positive ambiance conducive to the creation and realization of that policy.

Through the publication of Special Reports, which articulate requests, implementation of campaigns, intensive media presence, and lobbying with the government through the organization of B&H Youth Parliament, direct meetings and discussions, as well as empowerment and education of other players (over 100 youth organizations), OIA created an impact that placed youth policy in the political agenda. Thus, during 2002, at the initiative of OIA, the Parliamentary Assembly of B&H adopted the very first youth document (Youth Resolution). The Presidency invited OIA as the first NGO to take part in their regular session and supported the request to establish a Youth Department at the level of B&H, the City of Sarajevo established a Youth Committee and a Youth Advisory Board, and 10 other municipalities in both entities signed a Memoranda of Understanding committing themselves to work on developing youth policies.

Through its **INFO-service**, a regular weekly e-newsletter (with more than 1,200 users), and a web page, as well as through direct meetings, OIA provided information on the position of youth in B&H. In addition to this, OIA conducted various research exercises and started building several data bases (on youth organizations in B&H, and B&H youth diaspora).

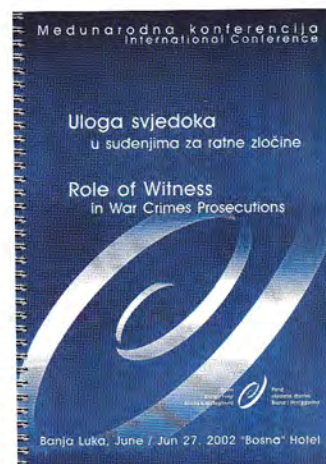
A special OIA program is **strengthening the youth sector** through advisory work, education and financial support for local youth organizations. The greatest recognition of OIA's work in this area was its selection to be the implementing agency of a two year program of capacity building for developing youth groups in B&H (20 groups) by the British foundation, Allavida. Along with support for the establishment and work of high-school student councils in B&H, a particular challenge was the establishment of a Youth Policy School, i.e. a six month course for thirty students.

OIA is a member of the Youth Coordination board in the B&H Development Strategy (PRSP), an associate member of the Youth Network of Southeast Europe and the B&H Volunteer Coalition, and its representatives are members of several youth councils and committees at entity and local levels.



The OSF B&H Law Program continued its work in 2002 in four program areas to contribute to the development of the rule of law in B&H: education in law, access to justice, juvenile delinquency and transparency and corruption.

Following a successful introduction and promotion of the idea of *legal clinics* at the Law Faculty of the University of Sarajevo, this model was promoted and adopted in other universities in Bosnia and Herzegovina – the Law Faculty of the University of Banja Luka, the Law Faculty of the Dzemal Bijedic University and the Law Faculty of the University of Mostar. Future activities include merging legal clinics through exchanges of methods and ideas, exchange visits by professors and legal practitioners, competition activities and lobbying for legal provision of “commercial” legal clinics as a form of legal aid and counsel centers which would allow them to be self-sustainable after the donor withdraws.



Assessing the issue of prosecuting war crimes as “the question of all questions” in Bosnia and Herzegovina, and guided by the intention of the International Criminal Tribunal for Former Yugoslavia to defer most cases to domestic institutional, and the recent establishment of the International Criminal Court, we opted for a continuing *education of legal professionals* in the field of international humanitarian law.

The European Convention guarantees the *right to legal aid* which we try to ensure by engaging specialized NGOs. We have been able to cover a large part of B&H territory, providing free legal counsel not only to vulnerable categories – refugees, displaced persons and expellees – but also to all other categories. In collaboration with international organizations (OSCE, OHR, CoE, UNHCR, etc.) we are part of the attempt to find institutional solutions to this problem through the adoption of laws on legal aid.

Research work of teams of experts established by OSF B&H in both entities created a solid basis for action in the area of *juvenile justice*. Experts who have daily contacts with young offenders (judges, prosecutors, social workers, police officers, psychologists) spent well over a year analyzing the situation with juvenile delinquency and the result of their work is the study titled, “Youth in Conflict with the Law in Light of Current Problems of Juvenile Criminal Justice” which offers specific proposals for improvement of the /disastrous/ situation as found in B&H.

Because of the impossibility to *fight corruption* institutionally, we opted for a campaign and a general action directed towards the public. At the height of the election campaign, in collaboration with Transparency International B&H, the project titled, “Corruption and Elections in B&H” tried to summarize the faith of the public in B&H politicians and their announcements of a “final show-down with corruption and organized crime”.

Together with Internews and students of the Faculty of Political Science in Sarajevo, we initiated a project on the social effects of investigative journalism. Our intention is to uncover passive subjects in anti-corruption activities. In view of the significant role of independent media in the development of a democratic society and in particular in uncovering cases of opaqueness and corruption, we are, in collaboration with the Media Center, working on educating journalists and editors on legal aspects and manifestations of this socially unacceptable phenomenon.



Local Governance Program

The Local Governance Program was launched in B&H more than two years ago with the aim of designing and testing models of good local governance, and a plan to expand it to other municipalities. Working directly with local government representatives and citizens, i.e. those who are in a position to effect change, the Program wanted to develop their capacities and establish better communication among them. The pilot phase included three municipalities – Laktaši, Tešanj, and Srebrenik, and later added four more – Lukavac, Derвента, Srpski/Bosanski Brod, and Odžak. OSF B&H also established close cooperation with the Swiss organization “Intercooperation” which is implementing its’ program, “Municipal Development in B&H” (MDP BiH). This program is financed by the Swiss Development Agency (SDC-DEZA). A Memorandum of Understanding was signed with “Intercooperation”, setting forth joint implementation of the two programs aimed at improving local governance in B&H.

The program strategy is based on developing transparent, user-oriented, effective local governance mechanisms in selected municipalities; increasing the level of participation of citizens and civic groups in local decision-making; and dissemination of the best practice in local governance and strengthening domestic capacity for improving local governance.

During the second phase of the program, local governments in pilot municipalities were transformed into modern service-providers for the citizens, based on the concept of quality management (preparation for the introduction of ISO 9000 quality standard) and public-private partnership in local economic development. The focus was on procedures and



Meeting with citizen representatives and Municipality authorities of Podorašje



Defining a vision of development Municipality of Tešanj

information flows which were to increase effectiveness of local government bodies. The final result is that three municipalities (Laktaši, Srebrenik, and Tešanj) have been prepared for quality certification in local governance. Final confirmation is expected in early 2003.

The key changes that took place in the participating municipalities within this project were: full acceptance of the idea of the project; motivated and equipped leadership for implementation; municipal teams for designing and introducing change were established and trained; and a Code of Good Local Governance was drafted and accepted by municipal councils as the system of values and principles which allow the transition of municipal governments' to work and conduct themselves toward modern quality service for citizens. A "Guide for Introducing Principles and Mechanisms of Good Local Governance" and "Manual for Public Acquisitions and Contracting in Local Governance" have been drafted and are to be promoted in early 2003.

Trying to respond to citizen needs for better local governance and stronger public influence in local decision-making, during the reporting period, the program provided 500 hours of training in 38 town communities in the seven municipalities (23.90 % of the total number of town communities), thus directly and indirectly including more than 4,000 citizens. At the same time, more than 15,000 copies of different printed training materials were distributed to citizens. Analysis of the results achieved leads to a conclusion that there has been a considerable improvement in building public awareness and in the level of motivation for citizen involvement in their own community.

There are two basic goals of the Roma program activities: capacity building of Roma organizations, and greater inclusion of Roma children in the education system. OSF B&H has been implementing this program for more than two years now in partnership with the "Be My Friend" organization in order to ensure better staffing and better organization in Roma associations. Strengthening Roma associations is a precondition for the development of skills and abilities of the Roma themselves to fight for their rights.

Together with Roma activists and associations we worked on our strategic directives; mainly in different aspects of education. The first year of this project was marked by a series of intensive workshops where Roma activists acquired skills and knowledge necessary for running NGOs. A group was created of approximately fifteen associations with whom we worked on developing specific projects, some of which were successful and were implemented in the field by the Roma organizations themselves with financial support from OSF B&H. Roma organizations which implemented these programs did so as our equal partners. Reports were filed at the end of the projects, and they included financial reports as well as analyses of the projects, i.e. the experiences gained. During the implementation, Roma organizations entered other partnerships with different organizations, institutions and individuals in their immediate surroundings, thus building links and relationships that may be of significance for their future initiatives.

In the specific projects implemented as part of the Roma programs, we worked on two levels. On the first level, it was about the actual project and specific problems in the community itself. On the second level, in addition to solving a specific problem, an additional effect was achieved - strengthening the organization itself as well as its leaders and



*Project newsletter
"Strengthening the capacity
of the Roma Associations"*

activists. People realize that they themselves can be active players in relation to problems, and not mere victims overcome with hopelessness – that they can be the ones indicating not only the problem they are burdened with, but also the possible solution to it.

By insisting on this role for Roma associations, we do not want to exculpate in any way all the factors in society that are responsible for the actual position of the Roma in this society since there remains an unfair gap between the Roma and others in society. On the contrary, in our opinion, this budding, articulated and ever more competent activism of Roma associations may only expand the moral obligation of all those who are in a position to do something to improve the status of Roma population in B&H.



*Preparatory class in the Primary School
“Džemaludin Čaušević”
in Sarajevo*

The problem of including Roma children in full-time education is dealt with in the second part of the Roma program, implemented by the Center for Education Initiatives. The primary schools, “Džemaludin Čaušević” in Sarajevo, and Primary School “Kiseljak” in Kiseljak near Tuzla, are the centers where a sustainable model is being developed for the integration of Roma children through activities of the entire community – the school principal, teachers, pedagogues, parents as well as local authorities.

Bosnia and Herzegovina is not a civil society if you define this term as an ideal of overall societal relationships and values that a society strives toward. However, if one is to speak of civic activists, their organizations and actions, then a civil society, also called the third sector or non-governmental sector, does exist in Bosnia and Herzegovina.

There are not enough citizens in Bosnia and Herzegovina – naturally, for this purpose, this notion has a philosophical connotation rather than just legal; in other words, we do not speak of “citizenship” that ends up in possession of an id card and a passport. *Citizens* are a very specific and (not accidentally) completely overlooked minority in this country.

Through partnership in different projects, as part of the Civil Society Program, OSF B&H tried to promote processes leading towards better understanding of concepts such as “civil society”, “civic state”, “democracy”, “multiculturalism”, “tolerance” etc. An illustration of this are the projects of the International Forum Bosnia which have our continuing support.

OSF B&H always tries to promote this constant quest and re-examination of perspectives of B&H civil society. Against that background, we tried and will continue to try to be present at the most sophisticated theoretical levels of, for example, the academic community, through specific practice and exchange of experiences of leaders and articulate activists from different organizations, down to the grass-root levels, through actions which aim at attracting and involving as many citizens as possible.

We continue to support efforts aimed at further structuring the local third sector: we would like to underline our support to the activities of the Center for Promotion of Civil Society which brings together a coalition of more than three hundred local non-governmental organizations as part of its long-term program which includes, inter alia, the adoption of the Third Sector Code of Conduct. We also want to note key projects



From one of the events within “Judaism, Christianity, Islam – Human Rights, Rule of Law and Democracy”, International Forum Bosnia

organized by ICVA. They follow the same basic direction: to strengthen the local third sector in every important aspect, to lead the other two sectors (state and economy) to work toward the creation of a social environment conducive to the development of the non-governmental sector.

OSF B&H supported projects implemented by the Center for Civic Initiatives and the Human Rights House, which included organization of public campaigns aimed at mobilizing the electorate during the most recent elections – both organizations had already had considerable experience in the area.



Women's Program

The mission of the OSF B&H Women's Program is the promotion and improvement of women's human rights, equality, and the empowerment of women as an integral part of the democratization process. The focus of the women's program is on violence against women, and, it is at the core of our mid-term strategy. Accordingly, throughout 2002, we continued providing support to the ongoing media campaign against violence against women, for a safe house for women victims of violence, for the creation of a data base on trafficking in women in B&H, and for Roma women who suffer multiple discrimination, etc.

Our strategic determination is reflected in building awareness on the extent of violence against women through education, documentation and the media; technical and professional assistance to NGOs which provide advice and education to women victims of violence; and technical and professional assistance to safe houses which provide accommodation care and psycho-social support for women and children victims of violence.

In the first phase of this project a team was established at the Center for Contemporary Art for the purpose of designing a campaign against violence against women, and OSF B&H Women's Program designed and conducted training for this team on the actual phenomenon and different aspects of violence. During 2002, the campaign was aired on Mreza Plus network and OBN TV. Radio jingles were aired on BH Radio, which covers all of B&H. As the first spots and jingles were aired, we were contacted by women victims of violence who requested information on whom to contact, so we continued the campaign with clear messages on whom to report to and which SOS telephones were available. On one hand, the campaign shed light on the problem and made it even more visible in the public, and on the other it created interest and thus helped the victims both directly and indirectly.

*Participants in the project
"Literacy for Roma
women and girls"*



A novelty in the program was the establishment of a team called the "Women's Response to Violence Against Women". This team is comprised of experienced NGO activists who deal with violence, lawyers,

psychologists and sociologists. The purpose of this project is to help NGOs and other professionals in the judiciary, police and legal system develop a coordinated response of the community to domestic violence.



In 2002 the Women's Program continued to provide financial support to the Shelter for Women Victims of Violence in Sarajevo. The accommodation capacities of the Shelter were constantly full throughout 2002 which indicates that B&H needs many more facilities of this kind. The experiences of the Shelter staff and stories of the women are indeed so dramatic that the response of society needs to be far greater and far more effective. As illustration, over a period of three months, the Sarajevo Shelter accom-

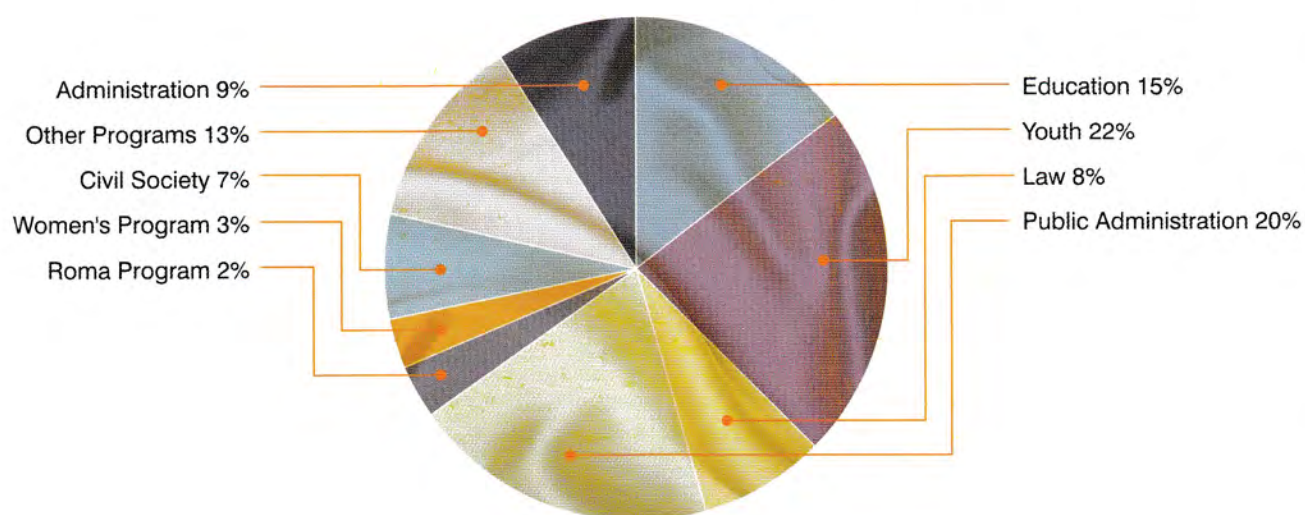
modated on average 30 women with 40 children. This indicates the extent of the most serious forms of violence, forcing women to leave their homes and take their children with them, and the need for such safe houses.

A particular success was the literacy program for Roma women implemented by a "Women's Center" NGO from Breza. Following literacy courses, some of these women entered a human rights education program and expressed a will to work on prevention of violence and promotion of women's human rights.

Expenditures and Commitments 2002

\$5,110,000

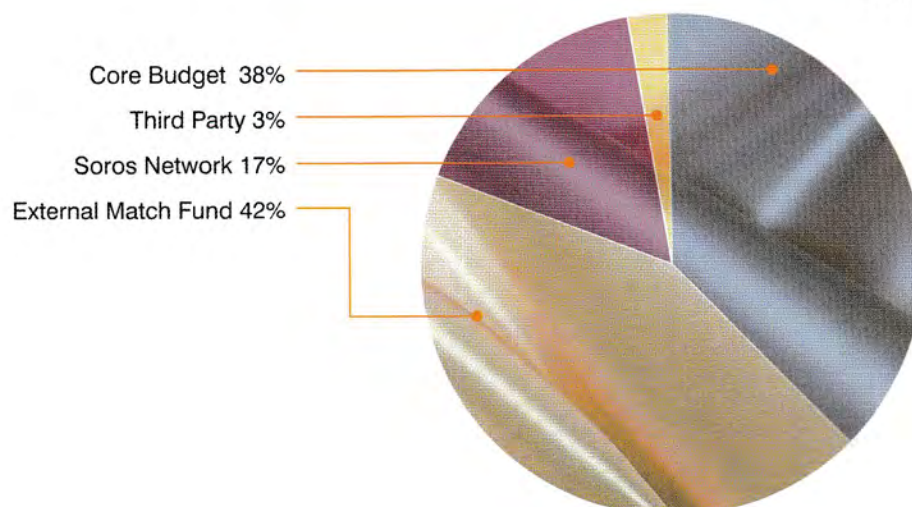
Education	\$771,000
Youth	\$1,146,000
Law	\$400,000
Public Administration	\$1,009,000
Roma Program	\$165,000
Women's Program	\$164,000
Civil Society	\$350,000
Other Programs	\$655,000
Administration	\$450,000



Funds 2002

\$5,110,000

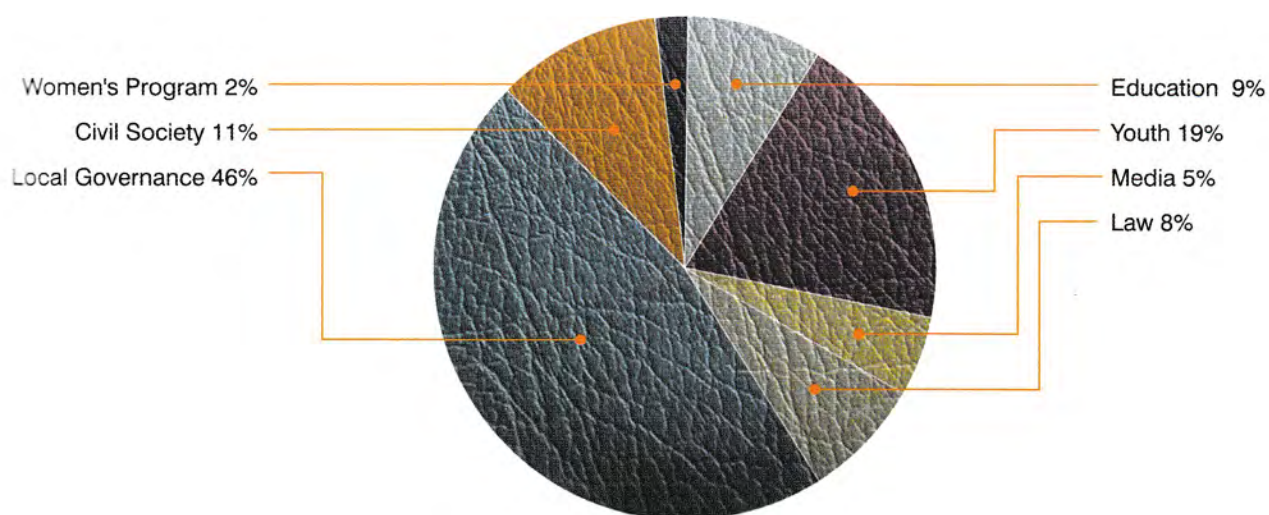
Core Budget	\$1,920,000
External Match Fund	\$2,199,000
Soros Network	\$858,000
Third Party	\$133,000



Partnerships 2002

\$6,399,000

Education	\$575,000
Youth	\$1,215,000
Media	\$322,000
Law	\$526,000
Local Governance	\$2,955,000
Civil Society	\$705,000
Women's Program	\$101,000



Partnerships 2002

\$6,399,000

OSF BH	\$2,199,000
Partners	\$4,200,000

