THE NETWORK FOR BUILDING PEACE

STRATEGY
FOR 2021-2025

Snaga lokalnog.ba

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All terms used in the masculine grammatical gender in this document are considered
to also apply, without discrimination, to women

INTRODUCTION

The Network for Building Peace (Network) conducts regular strategic planning processes. In light of its complex structure and numerous membership, these processes are very important in order to ensure its focused operation that is aligned with internal developments within the Network as well as external social conditions and changes.

Only in 2020, the Network faced several significant developments that have marked its further work: the death of one of its founders and a great peacemaker, Goran Bubalo, which devastated many members of the Network; the COVID-19 epidemic and the resulting health and economic crisis; and funding support for several projects of the Network by international donors and staffing of the Network.

Taking into account these developments, as well as the fact that the Network's most recent strategy expired in 2020[1], and that through the five-year Power of the Local project, the Network has the opportunity to carry out activities on empowering the Network as an organization and strengthening cooperation with its members, a strategic planning process was carried out throughout 2021 based on which the draft of the 2021-2025 Network for Building Peace Strategy was prepared. The main goal of the strategic planning process was to clearly identify the nature and character of the Network and the sector it represents and manage its development going forward. The Network identified through the strategic planning process and in a participatory manner its values, vision, mission, strategic priorities and objectives.

It is important to emphasize that the Strategy is closely related to the Sustainability Plan of the Network for Building Peace, which contains specific activities derived from the Strategy itself, but also from other strategic planning processes that are described in the Methodology section. Also, this Strategy builds on the previous strategies adopted by the Network in 2014 and 2016 in order to ensure the continuity of the Network's operation.[2]

Thus, this Strategy:
- o Builds on existing strategies within the Network;
- o Provides guidelines for processes, management and decision-making in the Network;
- o Will be updated every five years.

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[1] Although the Network carried out strategic planning on a regular basis, which resulted in strategic materials, they were not formally adopted by the Network's governing bodies. This condition did not even exist because the Network operated informally until 2018.
[2] See footnote 1.

The Strategy DOES NOT:
- o Prescribe objectives to be undertaken individually by its members;
- o Necessarily include all activities on which the Network and its members are working or should be working;
- o Represent the view on the objectives and priorities of all its individual members.

The Strategy of the Network for Building Peace includes 5 priority action areas:
1. Reconciliation, transitional justice and protection of human rights and freedoms;
2. Development of advocacy activities and fostering citizen and CSO participation in public policymaking processes;
3. Foster sustainable and participatory development of local communities to contribute to lasting peace in BiH;
4. Foster information and networking of CSOs and other stakeholders;
5. Empower the Network and its members to initiate social changes and contribute to building a culture of knowledge in BiH.

Each area includes 1 strategic objective and its related tasks. The strategic objectives and tasks were used to prepare part of the Network's Sustainability Plan based on them, namely the first part entitled Social Impact. The Strategy was created with the aim of linking the values, vision and mission of the Network's members with external social factors. This process was carried out through surveys, SWOT analysis (assessment of strengths, weaknesses, opportunities and threats) and needs assessment in BiH, defining activities that should result in: 1. strengthening of civil society organizations and members of the Network for network building; and 2. delivery of impact on socio-economic factors aimed at peaceful, safe, just and prosperous BiH society based on humane, civic and democratic values.

The Introduction to the Strategy presents a brief history of the Network and its current structure, followed by an outline of the methodology. The Methodology describes the analytical approach used in the strategic planning process, indicating the link between the analyzes that were carried out as part of the strategic planning process and the outputs of those processes and the materials in which those outputs are presented. The Methodology is followed by the Environmental Analysis chapter: the Analysis of Political, Legal, Economic, Sociological and Technological Factors Affecting the Operation of the Network for Building Peace Association (LONGPEST Analysis). The conducted surveys and workshops provided inputs for defining the Values, Vision and Mission as well as the Strategic Plan, which are contained in the following sections of this Strategy. This Strategy does not include an action plan, i.e., specific activities, as those will be presented in the Network's Sustainability Plan.

ABOUT THE NETWORK

The Network for Building Peace (Network) was launched on February 10, 2010, by several activists and organizations, operating as an informal group of CSOs and schools until November 2018. In November 2018, the Network was formally registered as a legal entity, namely the Network for Building Peace Association (Association). Its membership grew progressively throughout its operation, counting 219 members as of September 2021. The Network was created to increase the long-term capacity of BiH society to cope constructively and non-violently with the legacy of our recent history, differences, latent or open conflicts. By making these efforts, the Network strives to improve the quality of social and economic life in BiH. The international community has recognized and supported the work and impact of the Network, as the only sustainable and most influential network in BiH.

The Network's website and its social media, the marking of important dates in the field of human rights in BiH and peace building, the awarding of the Srđan Aleksić Award and the Peace Award have become recognizable in BiH and beyond. Also, the Network supports and develops peace and other civic initiatives through following developments and issuing public announcements, organizing events, actions, but also supporting its members in this.
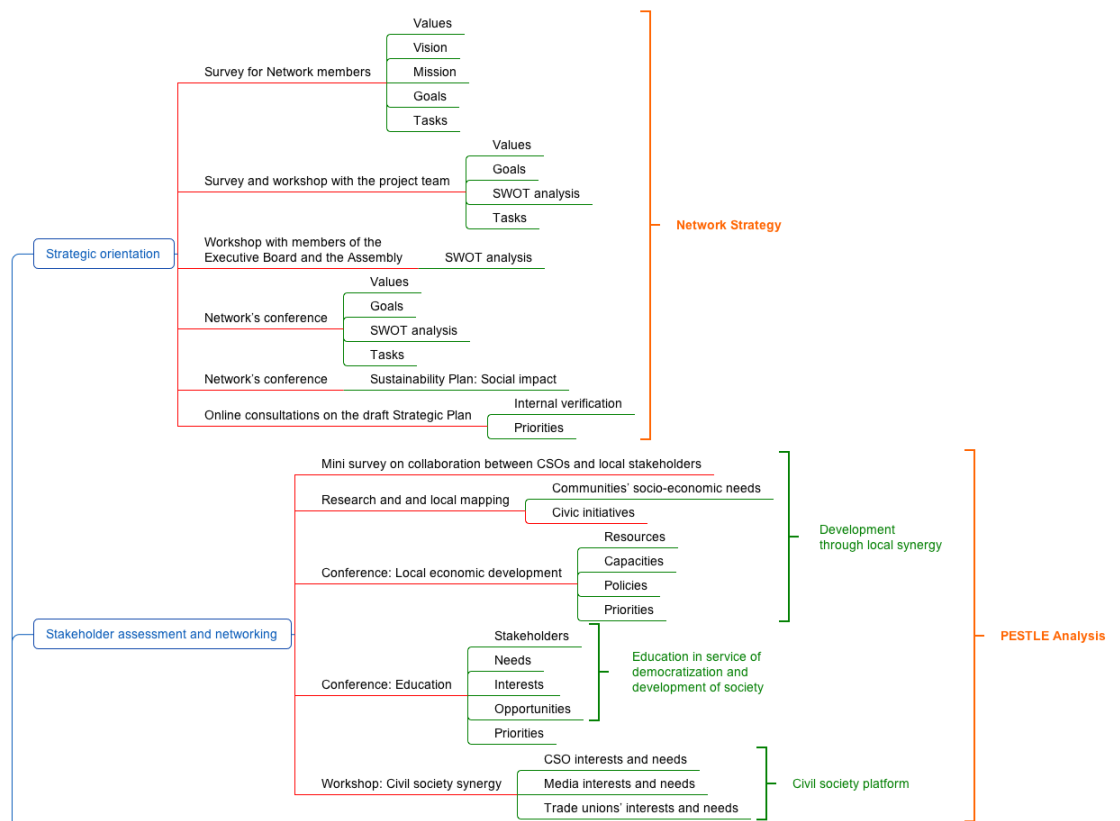
The most important outputs of the Network's work, for which it is recognized by the public, are the website www.mreza-mira.net, followed by the web platform the Power of the Local www.snagalokalnog.ba, social media profiles (Facebook, Instagram and Twitter), as well as the Newsletter.[3]

The governance structure of the Network for Building Peace Association consists of a 27-member Assembly and a 5-member Management Board. In addition to these bodies, the Association has a President and a Vice President who manage the work of the Association and formally represent it.

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[3] The number of users on the Network for Building Peace website is: 887,453, while the number of page views is: 3,070,576. The Network has 32,000 followers on Facebook, while the number of post views is 543,247.

METHODOLOGY

This Strategy is based on earlier strategic planning processes carried out in 2014 and 2016 and their outputs, which are also linked to the outputs of comprehensive strategic planning carried out in 2021. In January and February 2021, meetings and workshops were held with staff and members of the Management Board and the Assembly, while the Strategic Planning Conference was held in July. The strategic planning process was finalized during consultations with staff and governance bodies in September 2021. During this same period, the strategic documents were sent to all members of the governance bodies for online consultations, after which this Strategy was submitted, together with the Sustainability Plan of the Network for Building Peace Association, as well as all supporting analytical documents, to the Management Board and the Assembly for formal adoption.

Strategic orientation

- Survey for Network members
  - Values
  - Vision
  - Mission
  - Goals
  - Tasks
- Survey and workshop with the project team
  - Values
  - Goals
  - SWOT analysis
  - Tasks
- Workshop with members of the Executive Board and the Assembly
  - SWOT analysis
- Network's conference
  - Values
  - Goals
  - SWOT analysis
  - Tasks
- Network's conference
  - Sustainability Plan: Social impact
- Online consultations on the draft Strategic Plan
  - Internal verification
  - Priorities

→ **Network Strategy**

Stakeholder assessment and networking

- Mini survey on collaboration between CSOs and local stakeholders
- Research and and local mapping
  - Communities' socio-economic needs
  - Civic initiatives
- Conference: Local economic development
  - Resources
  - Capacities
  - Policies
  - Priorities
- Conference: Education
  - Stakeholders
  - Needs
  - Interests
  - Opportunities
  - Priorities
- Workshop: Civil society synergy
  - CSO interests and needs
  - Media interests and needs
  - Trade unions' interests and needs

→ Development through local synergy
→ Education in service of democratization and development of society
→ Civil society platform
→ **PESTLE Analysis**

The environmental analysis included: the Analysis of Political, Legal, Economic, Sociological and Technological Factors Affecting the Operation of the Network for Building Peace, as well as a series of networking events and assessments of the sector and issues, as outlined in the above graph. It is important to highlight that two surveys were conducted in this process, the data from which were used in the process of identifying strategic objectives and activities. The first one was *the Participatory*

Mapping of Socio-Economic Development Needs of 16 Local Communities and Analysis of Their Alignment with Local Development Strategies and Plans in BiH. This mapping was carried out in 16 cities and municipalities in BiH, namely: Banja Luka, Bihać, Bijeljina, Brčko, Cazin, Grude, Kakanj, Konjic, Mostar, Prijedor, Široki Brijeg, Stolac, Trebinje, Tuzla, Višegrad and Zenica. The second one was *the Mapping of Civic Initiatives in BiH,* with a particular focus on peaceful gatherings and protests of citizens and on women's and environmental initiatives.
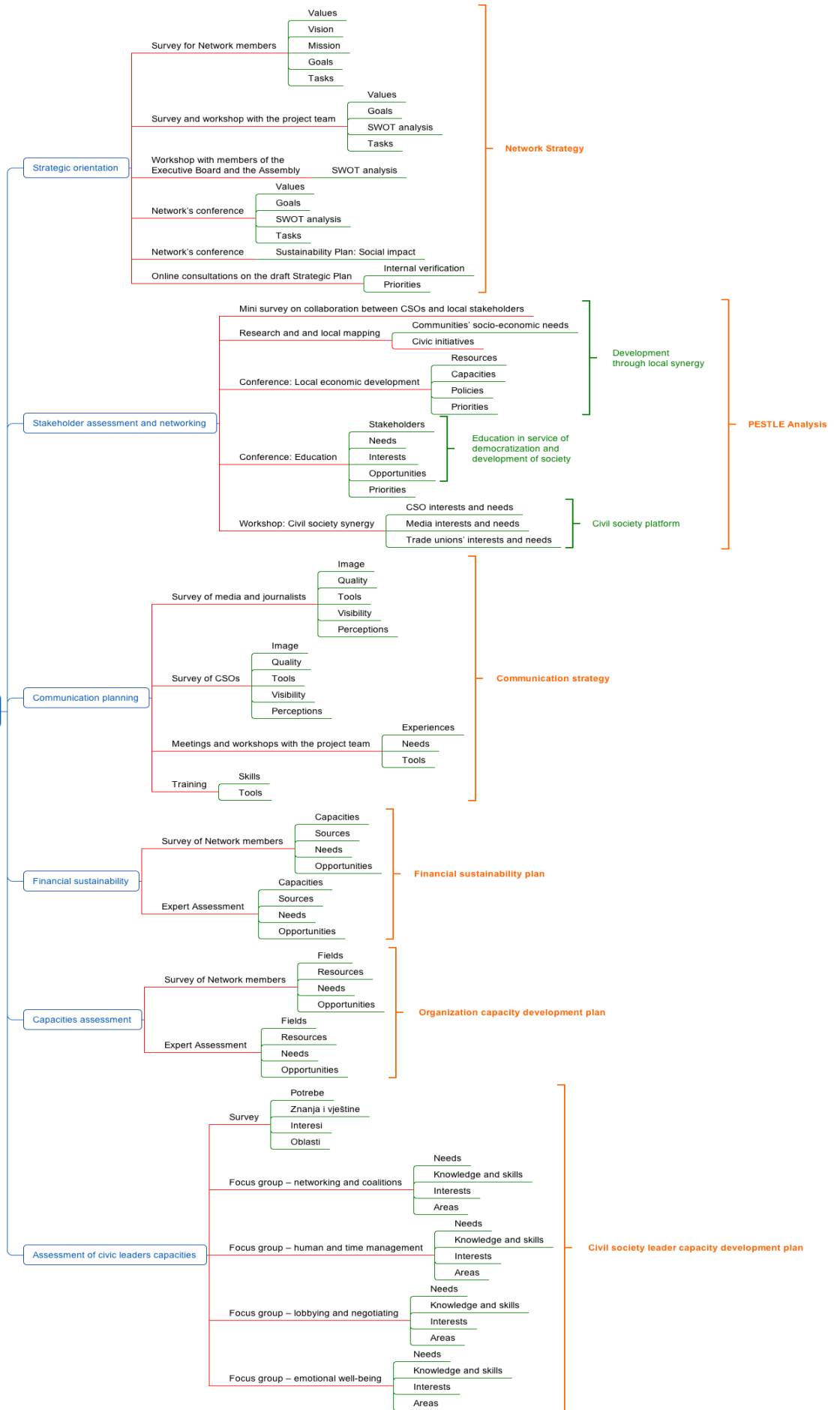
The strategic planning process was long-term and detailed and included the development of the Network's Sustainability Plan in addition to the Strategy. All of the processes that were carried out are shown in the graph at the end of this chapter. The development of the Sustainability Plan included assessment processes of various aspects of the Network, which were carried out in the December 2020 to October 2021 period, after the adoption of which the Network will begin the process of implementing strategic documents.

The Network's Sustainability Plan focuses on five areas:
● Social impact;
● Communications;
● Strengthening the organizational capacities of the Network for Building Peace Association and its members;
● Financial empowerment of the Network for Building Peace Association and its members;
● Empowerment of civil society activists.

The strategic planning process was carried out with the active participation of 75 member organizations of the Network, who selflessly shared information and experiences with the Network's staff. A large number of individuals, activists, experts, public and business participants participated in this process through conferences, workshops and meetings. Thus, this Strategy is the result of a collective and participatory approach - the values on which the very existence of the Network rests.

NETWORK'S SUSTAINABILITY PLAN

Strategic orientation
- Survey for Network members
  - Values
  - Vision
  - Mission
  - Goals
  - Tasks
- Survey and workshop with the project team
  - Values
  - Goals
  - SWOT analysis
  - Tasks
- Workshop with members of the Executive Board and the Assembly
  - SWOT analysis
- Network's conference
  - Values
  - Goals
  - SWOT analysis
  - Tasks
- Network's conference
  - Sustainability Plan: Social impact
- Online consultations on the draft Strategic Plan
  - Internal verification
  - Priorities

Network Strategy

Stakeholder assessment and networking
- Mini survey on collaboration between CSOs and local stakeholders
- Research and and local mapping
  - Communities' socio-economic needs
  - Civic initiatives
- Conference: Local economic development
  - Resources
  - Capacities
  - Policies
  - Priorities

  Development through local synergy
- Conference: Education
  - Stakeholders
  - Needs
  - Interests
  - Opportunities
  - Priorities

  Education in service of democratization and development of society
- Workshop: Civil society synergy
  - CSO interests and needs
  - Media interests and needs
  - Trade unions' interests and needs

  Civil society platform

PESTLE Analysis

Communication planning
- Survey of media and journalists
  - Image
  - Quality
  - Tools
  - Visibility
  - Perceptions
- Survey of CSOs
  - Image
  - Quality
  - Tools
  - Visibility
  - Perceptions
- Meetings and workshops with the project team
  - Experiences
  - Needs
  - Tools
- Training
  - Skills
  - Tools

Communication strategy

Financial sustainability
- Survey of Network members
  - Capacities
  - Sources
  - Needs
  - Opportunities
- Expert Assessment
  - Capacities
  - Sources
  - Needs
  - Opportunities

Financial sustainability plan

Capacities assessment
- Survey of Network members
  - Fields
  - Resources
  - Needs
  - Opportunities
- Expert Assessment
  - Fields
  - Resources
  - Needs
  - Opportunities

Organization capacity development plan

Assessment of civic leaders capacities
- Survey
  - Potrebe
  - Znanja i vještine
  - Interesi
  - Oblasti
- Focus group – networking and coalitions
  - Needs
  - Knowledge and skills
  - Interests
  - Areas
- Focus group – human and time management
  - Needs
  - Knowledge and skills
  - Interests
  - Areas
- Focus group – lobbying and negotiating
  - Needs
  - Knowledge and skills
  - Interests
  - Areas
- Focus group – emotional well-being
  - Needs
  - Knowledge and skills
  - Interests
  - Areas

Civil society leader capacity development plan

ENVIRONMENTAL ANALYSIS
The Analysis of Political, Legal, Economic, Sociological and Technological Factors Affecting the Operation of the Network for Building Peace
(LONGPEST Analysis)

An important aspect of any strategic planning is the assessment of the environment in which the organization operates. This assessment should serve to map all factors from the external environment that directly or indirectly affect or are expected to affect the operation but also the sustainability of the Network for Building Peace in a short or long term. In view of the strategic orientation of the Network and the processes in which it is involved, this PEST analysis has been expanded in terms of its scope. In addition to the national factor, it also focuses on local, and partly on regional and global factors. It is important to highlight that the goal of this analysis (LONGPEST) is not to map all factors from the environment, but the main socio-economic trends and other developments of relevance to the Network.

Political Factors

In the previous period, BiH political scene did not undergo major changes. The Dayton Agreement stopped the war in BiH, but regardless of the Agreement, the process of achieving long-term and sustainable peace is still slow. Political parties have been pursuing an ethno-national policy that keeps the population in fear. Political control of the entire public sector is a direct source of power for political parties. Political parties have great influence in appointing people who manage public institutions, from kindergartens, schools, and other public institutions to public companies. Management, directors as well as members of management and supervisory boards of public institutions are appointed according to the formal, but never really legally institutionalized, rule of an „ethno-national key", which in reality is really only the basis for appointing politically deserving and adequate individuals. Corruption and nepotism through political and family ties have a primary role in relation to all other business relationships that individuals have. Although public service agencies and procedures that should ensure the transparency of these processes have been established, there are a series of practices in reality that are used to bypass them. For this purpose, in addition to direct forms of malpractices, such as the well-known „connections", „legal corruption" is also used, i.e., various forms of volunteer contracts, fixed-term

contracts, contracts for advisors and the like are used to employ children, relatives and business partners in public institutions. All government employees employed on a political basis in institutions are obliged to vote for „their" party. At the same time, local and general elections are the most important period for them in which the work of public institutions literally comes to a standstill. It is a well-known fact that the adoption of laws and any activities are faced with obstacles in the pre-election period until the establishment of a new government. The state level government is the least functional one. Entities and, in a certain respect, cantons in the Federation of BiH have the largest scope of competences, whereas municipalities and cities have the least political power. In the Federation of BiH, the cantons have competences that, in accordance with the EU principles of subsidiarity, should be at the lowest levels of government, for the purpose of delivering adequate services to citizens where they are located. A huge number of public institutions have been established at all levels of government. According to unofficial data from the Agency for the Prevention of Corruption and the Co-ordination of the Fight Against Corruption in BiH, there are more than 3,000 public institutions in BiH. A large number of public institutions, unclear competences in all sectors, as well as the impracticability of vertical decision-making processes, cause non-transparency in their work and it is difficult to pinpoint responsibility for the adoption and implementation of specific policies.

According to the most recent population census from 2013, less than 3.7 million citizens live in BiH, although unofficial statistics show that the number of inhabitants is significantly lower. Despite the enormous international aid and development grants that the international community has given to public administration, the advancements have been very small, with the majority of the population seeing a little benefit. EU integration requires a strategic reorientation, especially in the area of legal and economic reforms, which are constantly blocked precisely for political reasons. Any form of change from the current status quo directly disrupts control by political parties in whose interest it is not to modernize or ensure effectiveness of the work of institutions and create an enabling environment for public policies. The above has consequently allowed for recruitment of staff on a political basis, not on the basis of knowledge and skills, resulting in a low level of capacity of most public institutions. The majority of strategic and development projects are managed by international organizations and agencies, which hire experts and consultants for these purposes. Although this approach is partially justified due to the recruitment procedures described earlier, it has resulted in a long term in even that small number of motivated people from public institutions

leaving to go to the non-governmental sector and international organizations, and then leaving the country altogether. The current political situation has slowed down the process of reforms and modernization of society and its alignment with new developments and trends (which will be discussed more in the following sections of this analysis). Thus, the EU integration process of BiH is not progressing, with BiH remaining at the lowest levels of all development indices, both political and economic ones.

It is important to point out the fact that political divisiveness has spilled over to civil society itself. Namely, political parties directly influence the work of associations through the control of the allocation of funds from public budgets. It is precisely through the funding of the non-governmental sector from public budgets that these associations are controlled and mobilized. There is a phenomenon in BiH that some organizations and members of CSOs do not act as a control mechanism for the government, but as the extended arm of the government. On the other hand, the support from the international community resulted in a certain type of dependence of CSOs both in terms of funding and strategic commitment. The result of this is that real civic activism does not always get the support it needs, and when it does, it takes away the activist aspect from the initiative. Experience has shown that the local level of government is more functional than higher levels of government, but it is neglected and without adequate financial support. Local circumstances should shape local policies, but most public revenues are diverted to cantons and entities.

Legal Factors

Although it cannot be stated that the judiciary in BiH is completely dysfunctional, strategic reforms dating back to 2008 have not been implemented. The public perception is that well-connected political actors remain above or outside the law („catching small fish, while big fish go free"). Small advancements have been made in the prosecution of war crimes, but there is no comprehensive impact assessment of these trials on social processes in BiH, with a large number of still pending cases remaining. In some cases, it has been noted that war crimes cases are unjustifiably allocated in order to fulfill commitments from projects funded by international organizations in terms of numbers, while there is still an evident problem in the prosecution and punishment of perpetrators of war crimes. Transitional justice processes, especially lustration, have never been substantially implemented in BiH. A large number of war criminals are still at large, and even

convicted war criminals, as well as those who are at large, hold public offices. Compensation for material and non-material damages caused to victims and their families during the war in BiH was replaced by social benefits. These benefits are often significantly higher than the benefits that categories of the population facing the same issues receive on a social basis. For example, disability benefits for veterans are up to 7 times higher than disability benefits for non-veterans. Such social approach in dealing with compensations for victims and their families represents direct discrimination, which is prohibited by UN conventions. All transitional justice processes have just begun because the prosecution of war crimes and retribution have not been adequately addressed. The question is whether they can be completed at all, taking into account the aging and dying of the population given that 26 years have passed since the war. It is important to emphasize that crimes were not committed only against the civilian population during the war in BiH, but that there was a large-scale destruction of the economy that has not recovered to this day. Namely, the post-conflict period included the processes of transition from the social system to the free market system (that is from socialism to capitalism), the most important of which was the process of privatization. During the privatization, the lion's share of social property, including economic entities, was privatized. Part of the privatization process was associated with malpractices and embezzlements, i.e., a large number of war profiteers became enormously rich exactly during this period when companies were bought way below their value. Although there was a legal obligation to retain workers and start production, few new owners committed to creating economic value, with the majority of them selling off the assets of the firms they bought and laying off workers. Almost nobody bore the legal consequences of improper privatization. Economic crime is precisely the most elaborate form of crime in the country, which is closely related to organized crime stemming from the war during which war criminals and other military actors, especially paramilitary units and war profiteers, established a close relationship with leading politicians, the relationship that has survived to this day. It is important to emphasize that these relationships are not only of a local or national character, but also of regional and global character. Trafficking in weapons, humans and drugs has been tied to these organized crime relationships, threatening the security not only of the countries of the Western Balkans, but also of the whole of Europe. For this reason, the political and legal stabilization of BiH is important for the EU, which insists on establishing state apparatuses that will be functional in the fight against all forms of crime.

The first step in this regard is the harmonization of legal regulations with the EU standards and processes in which BiH is continuously lagging behind or from which it is completely absent. An obvious indicator of legal uncertainty in BiH is a high level of human rights violations and their protection through legal mechanisms. Although there are adopted laws, their implementation in practice is often lacking if there is no political will on the part of the management of the institution itself to respect the law or procedure. Thus, access to justice is unequal for those who have political connections or economic means (but also the strength) to persevere in some processes for a long time. It is particularly important to point out that the violation of labor and other social rights is a long-established practice and it is very difficult to exercise them in practice, even though there are various mechanisms for their protection under the law. Although a labor dispute needs to be dealt with summarily, its processing in courts often takes years, and once it has been won, the enforcement of court judgments is often lacking. All forms of discrimination are rarely legally sanctioned in spite of independent bodies for the protection of human rights and many organizations operating in this area. The judgment of the European Court of Human Rights in the Sejdić-Finci case has not yet been implemented. In general, discrimination on the basis of nationality or ethnicity is a frequent occurrence in employment in public institutions and is even justified on the basis of the informal mechanism of „ethno-national" key that was mentioned earlier.

Economic Factors

Political and legal uncertainty is negatively reflected on the economy in BiH, which is constantly stagnating. Services and goods transactions are always in question, affecting negatively domestic but also foreign investments. For example, land property ownership has not been registered in the whole BiH, causing uncertainty in land and real estate transactions. In addition, the processing of services and goods transactions by public institutions where necessary is often accompanied by various administrative fees and bureaucracy, preventing development of economic activities. In this regard, the registration of legal entities is quite time consuming. International agencies have worked to simplify this procedure as of late. In general, the public sector is not aligned with the needs of the private sector. This mismatch is mostly reflected in the disconnect between educational policies and programs and the labor market. As a result, a labor force is produced that is not only not needed by the market in terms of occupation (such as the overproduction of lawyers), but also inadequate in terms

of skills. The lack of modernization of curricula and inclusion of practical teaching leads to an absurdity in the labor market: on the one hand, high unemployment is evident, while on the other hand, the private sector emphasizes that it cannot find qualified labor. Economic problems, together with the lack of a long-term political vision in relation to the current situation, contribute to a large number of young people, experts and everyone who has the opportunity emigrating out of the country. This fact further negatively affects the situation in the labor market due to skilled labor leaving and, by extension, the overall development of the country. The war and post-war events in the country resulted in a decline of the middle class and an increase in economic inequality among individuals. They are even pronounced in the salaries of those who work in the public sector as opposed to the private sector. Trade unions in the public sector have grown significantly, while trade unions in the private sector have been systematically destroyed. Economic inequalities, especially poverty and hunger, are on the rise throughout the country, especially among pensioners, ethnic minorities, single mothers, rural population and other marginalized categories. An increased number of soup kitchens in local communities and a growing number of their users have also been recorded. And finally, when it comes to economic factors, it is important to emphasize that the general process of globalization, which has affected all countries in the world, has also significantly affected developments in BiH. The emigration that was mentioned earlier is not caused only by the current situation in the country, but also by the fact that there was a liberalization and opening of the labor market, especially in the European Union and Canada, which have opened their doors to highly and medium-skilled workforce. Globalization, which is characterized by high transport mobility and computerization, has contributed to the rapid change of business opportunities, but also to the loss of existing ones if there is no rapid adaptation to the market. Developed countries control the main markets in a large number of goods and services, with integration into them requiring strategic orientation and adjustments in economies, especially if they are small, as in the case of BiH.

Sociological Factors

It is precisely globalization that is one of the main sociological factors, not only the economic ones, which has designated the operational scope around the globe. Globalization, i.e., the high level of integration of societies in every aspect, has contributed to the rapid transfer of information, goods and people between different parts of the world. Where BiH has taken the lead in terms of this transfer

are people. A large number of people left the country in the war and post-war period. After the opening of the EU borders and further liberalization in terms of employment in these countries, the „brain drain" has been continuous and long-lasting. Namely, there is a large number of those who leave, with a very small number of them returning. These processes have a significant effect on all political and economic factors in the country but are constantly ignored by responsible officials and institutions. On the other hand, BiH has received a large number of people on the move - refugees and migrants - from Asia and Africa whose final destinations are developed EU countries. Several thousand people are constantly in the country and are not offered adequate accommodation and other necessary support. The current mechanisms are not efficient and violate not only the basic rights of people on the move, but also the safety and functioning of local communities. There is a lack of a strategic approach to this issue and support for all stakeholders, as well as political talks with the EU that would enable a long-term solution to this trend. The sociological factors of emigration/immigration do not just end there. Due to large-scale emigration, BiH has a large diaspora in a large number of countries that remains interested in developments in the country. The diaspora represents a great economic potential in terms of investments and knowledge sharing, which has recently been recognized as important and supported by several international development agencies. In addition to migration trends, the COVID-19 pandemic has had the most significant impact on developments in BiH in the last year and a half. This global health crisis pointed to the dysfunctionality of public institutions in BiH. The initial scandals of corruption in the procurement of ventilators were followed by subsequent protracted processes for the procurement of vaccines. A large number of citizens were vaccinated in neighboring countries. In general, the whole situation pointed to a dysfunctional health sector that has been neglected for decades. The lack of investments in the entire social sector, especially health and education, has contributed to the development of various forms of social inequality. The media have not played scrutiny role in this regard because most of them are directly controlled or dependent on political parties. However, online media, many of which are independent, are gaining a more significant role.

Technological Factors

Computerization and digitalization of BiH society have been taking place on an ad hoc basis. Namely, there is no strategic approach by state- or entity-level authorities toward the in-depth processes of computerization of society. This fact

especially proved to be evident during the pandemic in the areas of health and education. The private sector adapted quickly to the new trends, as did most of the major civil society organizations. In general, there is a lack of availability of online services and tools when it comes to the public sector. In this regard, there is particularly a lack of access, creating a wider digital gap between citizens and the public sector, especially in relation to marginalized groups. Although the IT industry has been in development in BiH, most of the IT firms in the country work for foreign partners due to the poor development of the market in BiH.

Conclusions

The analysis of the environment in which the Network operates indicates that civil society is in an unenviable situation, requiring combining the interests and needs between citizens, political and public stakeholders, international community and civil society. The following two main trends can be singled out from the aforementioned environmental analysis:

- o Divided and dysfunctional society
- o Institutionalized injustice

Both trends represent issues that are not only political, but also legal, economic, sociological and technological in nature. Any significant change in BiH society would require strategically addressing these two trends from the aforementioned different aspects at all levels of government.

PESTLE ANALYSIS

SOCIAL FACTORS
- Inflow of people on the move
- Continuous emigration from the country and young and skilled cadre leaving
- Large diaspora
- COVID-19 pandemic
- Neglected the education and the health sectors
- Majority of the media controlled by political parties
- Increasing relevance of online media

POLITICAL FACTORS
- Political status quo
- Corruption and nepotism
- Political control of public institutions
- Non-transparent elections
- Lack of vertical governance mechanisms
- Large number of public institutions and complexity
- Slow EU integration process
- Dependency on international community
- Divided and fragmented civil society
- Lack of support for civic activism

LEGAL FACTORS
- Low level of the rule of law
- Unfinished transitional justice processes
- Organized and economic crimes
- Non-compliance of regulations with the EU standards
- Human rights violations
- Unequal access to justice
- Gender and ethno-national discrimination
- Labor and social rights violations

TECHNOLOGICAL FACTORS
- Lack of strategic informatisation of the society
- Lack of digital tools and public services
- Mismatch between the education and the modern technological trends
- Needs for acquiring digital skills
- Digital divide

ECONOMIC FACTORS
- Economic stagnation
- Disconnect between the labor market and education
- Unemployment
- Lack of qualified labor
- Increasing economic inequalities
- Poverty
- Globalization

SWOT ANALYSIS

SWOT analysis is one of the most useful strategic planning tools, including an assessment of: the strengths, weaknesses, opportunities and threats of an organization. While the first two concepts are related to the internal aspects of the organization, the other two are related to the external aspects of the organization in which it operates.

For the purpose of preparing this analysis and in addition to the survey, two online strategic planning workshops were held, namely on February 17, 2021, with 8 members of the project team and on February 26, 2021, with 14 representatives of the Management Board, the Assembly and other member organizations of the Network, which were focused on the SWOT analysis of the Network. Based on the outputs of these workshops, the following strengths, weaknesses, opportunities and risks, i.e., threats for the Network were defined.

- o <u>The Network's Strengths:</u>

- Living together with each other
- Membership that fosters common values and supports each other
- Joint action with members through sharing common values
- Fostering partnership relationships, entailing timely responses to violations of the Network's values
- A network of people and organizations, contacts and acquaintances
- Brand name in this area in BiH and the region
- Recognized as a sustainable network, as well as for its volunteer work, the only relevant CSO network - self-initiated action, recognized as a leader in network action
- Website and newsletter – human relationships and contacts and established dialogue
- User trust and loyalty
- Project team, composed of professionals with various backgrounds and capacities
- Current financial security – ongoing long-term projects
- Trust of donors who have recognized us as a key stakeholder and responsible partner that delivers results

● Transparency and proactivity in communication with its members, the civil sector

● We are not project-oriented, although we have projects, because our operation is driven by values and volunteer work: we operate in accordance with the mission and vision even when we have no money

● Volunteer engagement

● Constant growth of the Network from the outset to the present day and importance in civil society (history, reputation, experience)

● A generator of ideas for others, not just an implementer, we provide others with opportunities

● We have institutional and human capacities

● Launching initiatives for amendments of laws and public advocacy

● Previous engagement on the protection of human rights (public promotion of human rights, transitional justice)

● Previously adopted policies, institutional know-how (Human Rights Day Event, December 10th)

● Networking with other networks and organizations, nationally and regionally

● A network linking very different types of organizations (which work directly on these issues), can support their activities

● Social security is important for long-term positive peace

o The Network's Weaknesses:

● A lack of understanding of the universality of human rights on the side of membership - selective application of the universality of human rights

● There is a lack of consensus on some key issues

● A large number of members - a challenge in communication and decision-making

● A significant number of members are not active

● Some members are focused exclusively on material benefit

● Expectations of membership from the Network are too high

● A lack of understanding of the Network's capacities and options for action

● Absence of political partners - CSOs do not want to work with political factors (exclusivity with those who have the same values) - intolerance and lack of dialogue and communication

● The network is not visible and present at all memorials

● Unclear dialogue with associations of war victims (gender factor)

- Bots that sabotage the Network in its work and media posts (not a small group)
- We try to please everyone, we have to be more direct and provocative
- A lack of precise instructions on what information and materials should be published on the website
- The public and the media do not recognize the Network as something original
- Unclearly defined public and target groups. Not paying attention to the competition, more aware of the competition, having a concrete response to the developments
- The statute on disciplinary liability of members and governing bodies has not been adopted
- Association - lack of human capacities for us to engage in everything
- Members are not willing to share capacities in this area
- Unclear to what extent the Network operates in the social field and how it can and in what respect

  o Opportunities for the Network:

- Individuals, local authorities and organizations are looking to cooperate with the Network - from BiH, the region and the world
- Ongoing projects in terms of building resources, capacities and results achieved so far
- Opportunities for new projects and expansion of the Network: the Network has been recognized by the donor community in BiH
- Trust has been built with local communities and grassroots initiatives as opportunities and invitations for future collaboration
- Open calls for partnerships in the area of peacebuilding
- Collaboration building with new partners and organizations
- Media recognition
- Political context
- As a Network, we are unique and have no competitors, it is easier to reach donors
- Development of better and concrete collaboration with leading professional organizations dealing with the legal protection of human rights
- Collaboration with the Institution of Ombudsman for Human Rights and the Ministry of Human Rights and Refugees (MoHRR)
- Education needs in this area

- o Potential collaboration with recognized organizations that have worked in this area for a long time (TI, CIN, Vaša prava (Your Rights), CCI)

Threats to the Network:

- Upcoming amendments to the laws that regulate the organization and operations of associations
- COVID-19 and the challenges it creates
- Political threats and attacks on the work of individuals, members and the Network
- Closing asylum entries
- Economic crisis
- Demographic deficit and brain drain
- Hostile competition in work (hocu.ba)
- Misuse of the Network's name
- Political context, narrowing of the space of operation
- Major CSO organizations do not see benefits from membership in the Network because it has not been active in the area of their operation.

- o Proposals, suggestions, ideas and opinions:

- Future live meetings and conferences if circumstances permit;
- Inadequate addressing: the Network has many opportunities to receive large grants and to clearly define, through the strategic planning process, what the Network should not do. Are we perhaps going in a direction we do not want to go? What types of projects the Network will and will not apply to? We do not want to be competition to members (applications to open calls or not?), applying for grants higher than USD 50,000. How to communicate details about applying to members - both the members and the Network as an organization require criteria on the framework in which we operate;
- Balance project implementation and work with members. Discussion about these matters.
- How to engage more proactively and directly in activities aimed at EU integration (is there scope for the Network?) – the Network of members of the EU Integration Monitoring Initiative in BiH - what else can be done in addition to alternative on-the-ground reports

- Regional action and collaboration with organizations that share the same values in neighboring countries (conferences, focus groups, public advocacy)
- The website of the Peace Network as a resource and, in particular: directory of CSOs, jobs, etc. (Other organizations also position themselves there)
- Sudden expansion with the latest projects, a challenge for management and strategy, reengineering of all processes, new perspectives with new donors, action at the regional level – Trag and Catalyst), new opportunities and the market
- Local markets are underutilized, there is no clear picture of needs at the local level, that is why there is no change; the need for wider action, wider networking
- Partnership action is the future, pooling of organizations towards common objectives;
- Organizations do not have developed PR functions, they forget that it is a free medium for promotion;
- The support that smaller organizations have had regarding human rights violations at the local level - joint action in terms of public support after a review of such initiative.

VALUES

The Network for Building Peace has grown into the largest sustainable network consisting of 219 civil society organizations and schools in Bosnia and Herzegovina (BiH). Through the long-standing commitment and volunteer work of its founders and members and thanks to their dedication to the positive peacebuilding processes in BiH, the Network has become a hub for communication, connection, joint action and social solidarity, as well as for information in the areas of capacity building and fundraising for civil society.

In spite of two decades of civil society's efforts, BiH is still in a state of negative peace – i.e., the absence of war which is not accompanied by a significant shift of society toward stability and harmony. There is still a need for efforts to build positive peace - which is characterized as the commitment of the entire society and especially the government institutions to fight against all forms of structural violence, develop a culture of dialogue and invest in the sustainable development of communities and citizens - to be extended to all parts of society in BiH. In this respect, the Network will focus its forces and resources in its future five-year operation on connecting and networking all stakeholders of BiH society through communication, dialogue and learning.

The values of the Network for Building Peace are

Freedom → Non-violence → Reconciliation → Security and peace in society → Culture of dialogue → Humanity → Equality → Enjoyment of equal rights → Respect for diversity and freedom of choice → Antifascism → Inclusion → Protection of vulnerable and marginalized groups in society → Social justice → Openness → Solidarity → Accountability

VISION

A peaceful, safe, just and prosperous BiH society based on humane, civic and democratic values

MISSION

The Network for Building Peace works on strengthening civil society through networking, developing and fostering social communication, solidarity and dialogue with all social stakeholders

OBJECTIVES AND TASKS

OBJECTIVE 1: Reconciliation, transitional justice and protection of human rights and freedoms
TASKS
Task 1.1 Creation of coalitions and initiatives in the area of education for peace, democracy and protection of human rights. Task 1.2 Promotion of education for peace and development of knowledge and skills in this area. Task 1.3 The Network's participation in the processes of public policymaking and decision-making by institutions that are of crucial importance for civil society, protection of human rights, social justice, and security and peace in BiH and the region. Task 1.4 Marking the dates and places of suffering in BiH and the region in keeping with the values of the Network for Building Peace. Task 1.5 Monitoring and informing members and general public about social developments in BiH and the region and launching initiatives to address cases of human rights violations. Task 1.6 Participation in the preparation of the reports on the state of human rights in BiH.

OBJECTIVE 2: Development of advocacy activities and fostering citizen and CSO participation in public policymaking processes
TASKS

Task 2.1 Monitoring, informing members and the Network's participation in the processes of public policymaking and decision-making at all levels of government and informing civil society organizations about calls, opportunities for action and the like.

Task 2.2 Work on the establishment of working groups within the Network to deal with specific public policies.

Task 2.3 Creation and support for already established advocacy groups to change and amend public policies.

Task 2.4 Preparation and implementation of advocacy and media campaigns.

OBJECTIVE 3: Foster sustainable and participatory development of local communities to contribute to lasting peace in BiH
TASKS

Task 3.1 Connecting civil society organizations, government institutions and the business sector in the area of local community development.

Task 3.2 Increasing the visibility of funds and potential sources of funding for local development projects.

Task 3.3 Encouragement of the development of social entrepreneurship, private-public partnerships and other forms of self-financing of civil society organizations.

Task 3.4 Strengthening social solidarity.

Task 3.5 Integrating all social stakeholders into development processes through partnership relationship.

Task 3.6 Protection of the environment and social rights through civil society engagement in the processes of preparation and implementation of local development projects.

OBJECTIVE 4: Foster information and networking of CSOs and other stakeholders
TASKS
Task 4.1 Strengthening communication and collaboration between associations, foundations, informal groups dealing with reconciliation and protection of human rights, media and trade unions in BiH and in the region. Task 4.2 Establishing and strengthening communication between municipalities, cities, cantonal, entity- and state-level government institutions and civil society in BiH in order to create an enabling environment for the work of CSOs. Task 4.3 Establishing communication between civil society and the business sector in BiH. Task 4.4 Collecting, processing and sharing useful information with all social stakeholders in keeping with the stated vision through the Network's websites and social media. Task 4.5 Promotion of good practices and initiatives that were created as a result of networking of different stakeholders in communities. Task 4.6 Updating existing and creating new communication tools.

OBJECTIVE 5: Empower the Network and its members to initiate social changes and contribute to building a culture of knowledge in BiH
TASKS
Task 5.1 Capacity strengthening of the Network's members and other civil society stakeholders in the areas for which they have expressed a need. Task 5.2 Connecting relevant social stakeholders in the area of education in order to advocate for investments in the development of this sector. Task 5.3 Strengthening youth activism in the areas of educational reforms.