



# HEROJI I HEROINE RAZVOJA BOSNE I HERCEGOVINE

HEROES AND HEROINES OF BOSNIA AND HERZEGOVINA DEVELOPMENT

**#25YEARS**  
**PARTNERSHIP**



**USAID**  
FROM THE AMERICAN PEOPLE

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*Ova knjiga je nastala kao rezultat jednogodišnje kampanje Američke agencije za međunarodni razvoj (USAID) u Bosni i Hercegovini, koja je imala za cilj prepoznati heroje i heroine svakodnevnog života. Ujedno, ova kampanja je bila i centralni dio obilježavanja prvih 25 godina partnerstva sa građanima Bosne i Hercegovine.*

*This book is the result of a year-long campaign by The United States Agency for International Development in Bosnia and Herzegovina to recognize and honor everyday heroes and heroines in the country. That campaign was the centerpiece of our celebration of our first 25 years of partnership with the people of BiH.*

## Predgovor

Na stranicama koje slijede ispričana je priča o dosezanju sreće. Ne o maličku sreće koji poštenim i skromnim ljudima izmiče sve dalje, kao u pričama Isaka Samokovlije, nego o ispunjenju želja, planova, snova u bolesno korumpiranoj državi koja čini sve što može da taj put oteža. Ne treba država ništa da nam da, kaže jedan od junaka ove knjige, dovoljno bi bilo da manje uzima. Drugi jedan kao da se pravda što je u fond iz kog je dobio kredit vratio više nego se ugovorom obavezao, jer eto on misli da se učinjeno dobro vraća tako što se čini dalje. Više njih još ne može da se načudi kako se to uopšte desilo, da im je nešto zatrebalo i da su to dobili, bez lihvarskih smicalica, bez ucjena, bez ponižavanja.

A to što je zatrebalo, što se poželjelo i što se usnilo, čini se djetinje naivno u realnosti kladionica i zalagaonica, namještenih tendera i direktnih pogodbi. Jedan premijer poželi stan od 200 kvadrata i kupi ga za cijenu garaže, "sve po zakonu", a jedan povratnik poželi da pravi kuće za pčele, bez kojih bi se svijet ugasio. Ovamo grade, onamo se ugrađuju. Onamo se tajkunsko plemstvo igra monopola sa placevima i tornjevima, a ovamo samohrana majka aparatom za varenje svijetli u tom feudalnom mraku. Svjetlo u ovim pričama ima zlatnu boju meda, i zelenu Trebižata, i bijelu kozijeg sira i narandžastu bilja koje liječi i crvenu vatrogasnih vozila iz fabrike kakvih je u Evropi svega tri.

U ovoj knjizi Bosna i Hercegovina ima lice marljivih i poštenih ljudi, s očima koje sijaju pronađenim zadovoljstvom u smislenom radu, ljudi kojima riječi poput pravda, istina, odgovornost, znanje, pomirenje, empatija, sloboda imaju vrijednost i težinu. Takvi osmijesi ne staju u format izbornih plakata i zato je ova knjiga tužna koliko i lijepa.

To je onaj maličak sreće koji ovoj korupcijom izmrcvarenoj zemlji stalno izmiče.

*Nenad Veličković*

## Foreword

The pages that follow are about attaining happiness. Not the tiny bits of happiness that always manage to stay out of reach of the honest and the modest, like in the stories by Isak Samokovlija, but about wishes coming true, about plans and dreams that manifest despite the authorities soaked in corruption doing their best to crush them. "The country doesn't need to give us anything", said one of the heroes of this book, "just refrain from taking so much." Another one seems to be anxious to explain how he gave back more than he was required to, since he believed in paying it forward. Many of them cannot really wrap their heads around the fact that when they needed help, it arrived - free of hidden agendas, free of blackmailing, free of humiliation.

The things they needed, dreamed of having, seemed childishly naive to believe in while surrounded by the reality of betting shops, pawn shops, manipulated tender procedures, and direct deals. A prime minister has his eyes on a 200 square meter apartment, and gets it for the price of a garage, "all by the book", while a returnee wishes to build homes for bees, which human kind depends on. There are those who make things happen, and those who just want a cut. The tycoon dynasties are playing Monopoly with land and towers, while a single mother is lighting up the darkness of feudalism with her welding torch. The light that comes out of these stories is golden like honey, and green like the Trebižat, white like goat cheese, orange like the herbs, and red like firefighting vehicles from one of only three factories in all Europe.

In this book, Bosnia and Herzegovina shows the faces of its honest, hardworking people, with eyes that sparkle due to the joy they have found in their meaningful work. These are the people that value justice, truth, accountability, knowledge, reconciliation, empathy, and freedom. However, their smiles do not match the aesthetics usually seen on election campaign posters, and that adds a layer of sadness to this book.

That is the tiny bit of happiness that always seems to be out of reach in this country exhausted by corruption.

*Nenad Veličković*

# Tomislav Puđa

EKO SIR PUĐA, LIVNO · ECO CHEESE PUĐA, LIVNO



*Naša saradnja sa USAID-om može biti dobar primjer modela podrške koji je uspješan i primjenjiv u poduzetništvu u Bosni i Hercegovini.*

*Our cooperation with USAID serves as a good example of support models that can be successful and applicable in the context of entrepreneurship in Bosnia and Herzegovina.*

Odrastajući s bakom, djedom i roditeljima koji su se bavili mljekarstvom, naučio sam tajne uspješne proizvodnje vrhunskog sira – prema receptima koje su Austro-Ugari prije više od stotinu godina donijeli u Livanjsku regiju.

Kada je moja porodica 2001. godine pokrenula mljekarstvo, bili smo prisiljeni kupovati samo rabljenu opremu. O novoj nismo ni razmišljali – bila nam je preskupa i činila se nedostižnom. Međutim, USAID-ova podrška potpuno je promijenila naša očekivanja i ohrabrila nas da smjelo planiramo nove investicije.

Ta je podrška uvijek bila osmišljena tako da smo je mogli prilagoditi našim potrebama, te smo zahtjeve mogli ispuniti bez problema. Uspjeli smo značajno poboljšati kvalitet sirovog mlijeka koje kupujemo od lokalnih proizvođača jer smo, zahvaljujući podršci USAID-a, izgradili bolje uvjete za pravilno skladištenje mlijeka, te za kontrolu njegovog kvaliteta u mljekari. Poboljšali smo kvalitet naših proizvoda, a kupovinom nove opreme stvorili smo uslove za bolje korištenje nusproizvoda, kao i bolje upravljanje otpadnim vodama. Ubrzo smo, opet uz podršku USAID-a, počeli izlagati svoje sireve na međunarodnim takmičenjima. Osvojili smo brojne nagrade, uključujući i zlatnu medalju na Međunarodnom sajmu sireva u Austriji.

Naša saradnja sa USAID-om može biti dobar primjer modela podrške koji je uspješan i primjenjiv u poduzetništvu u Bosni i Hercegovini. Podrška koju smo dobili omogućila nam je da poboljšamo kvalitet naših proizvoda i tako steknemo povoljniju poziciju na izvoznim tržištima. Kao domaći proizvođač, trenutno sav profit ulažemo u dalje poboljšanje kvaliteta proizvoda – od kupovine nove i modernije opreme do podrške našim kooperantima, čime pomažemo stvaranju boljih uslova za život u našoj lokalnoj zajednici.

Growing up with my grandma, grandpa, and my parents, with dairy being the family trade, I came to learn how to produce top-quality cheese. The secret is in the recipes brought by the Austro-Hungarians more than a hundred years ago, when they came to the Livno area.

Back in 2001, when my family started our own production, we could afford only second-hand equipment. New equipment wasn't even an option – it was too expensive and seemed out of reach. However, the support from USAID completely changed our outlook and encouraged us to plan new investments with confidence.

The support was designed to fit our needs, so we were able to meet the requirements without much effort. We have managed to improve the quality of raw milk we procure from local farmers since, thanks to the USAID support, we improved our storage facilities making it possible to keep the raw milk in ideal conditions, and to perform proper quality control once the milk enters the processing facility. We have improved the quality of our products, and the new equipment helped us improve the usability of byproducts, as well as to properly manage the wastewater. Soon after, again, with the support from USAID, we started showcasing our cheese at international fairs and competitions. We have won numerous awards, including a gold medal from the International Cheese Fair in Austria.

Our cooperation with USAID serves as a good example of support models that can be successful and applicable in the context of entrepreneurship in Bosnia and Herzegovina. The support we have received enabled us to improve the quality of our products and become more competitive exporters. As local producers, we are currently investing our profits into further quality improvements – from buying the latest technology to providing support to our associates, and helping create a better living environment in our community.

# Slobodanka Popović

LJBILJE, LJUBINJE · LJBILJE, LJUBINJE



*Dolaskom USAID-a, mogućnosti i šanse za žene preduzetnice znatno su se povećale. Saznanje da postoji prijateljska organizacija koja će me pratiti i podržavati moje poslovanje dalo mi je krila da hrabrije krenem u poslovne poduhvate.*

*When USAID came, the possibilities and chances for business women improved significantly. Finding out about a friendly organization willing to accompany me and support my endeavors was just the push I needed to bravely tackle anything in the way of my success.*

Preduzetnice i organizacije poljoprivrednika koje vode žene imale su stalan problem u pronalaženju odgovarajuće obuke i tehničke pomoći. Dolaskom USAID-a, mogućnosti i šanse za žene preduzetnice znatno su se povećale. Saznanje da postoji prijateljska organizacija koja će me pratiti i podržavati moje poslovanje dalo mi je krila da hrabrije krenem u poslovne poduhvate.

Saradnja sa USAID-om temelji se na znanju, međusobnom razumijevanju i visokim profesionalnim standardima. Zato je uspjeh moguć, a posebno sam zadovoljna radom sa tehničkim osobljem Agencije koje je bilo odgovorno za svaki posao koji je organizacija dodijelila. Iskustvo stečeno u radu sa USAID-om nagnalo me je da na poslovanje gledam drugačije, posebno u dijelu promocije i marketinga. Naši mali proizvođači i poduzetnici ovaj segment zanemaruju ili jednostavno previđaju, a saradnja sa USAID-om pokazuje da takav pristup treba promijeniti.

Napredak postignut u saradnji sa USAID-om ogleda se u unapređenju proizvodnje i prodaje, efikasnijem korištenju vremena i radne snage, povećanju prihoda i tržišnoj konkurentnosti. Također je veoma važno da se ova pomoć može iskoristiti za vraćanje povjerenja domaćih kupaca u domaće proizvode. To se pokazalo ključnim za vrijeme pandemije kada se svaka zemlja oslanja na svoju ekonomiju, a posebno na svoju poljoprivredu.

Potrebno je više partnerskog rada kako bi se poboljšalo i ojačalo finansijsko stanje poljoprivrednih proizvođača, što uključuje obrazovanje proizvođača i sticanje višeg nivoa profesionalnog znanja. Također, potrebno je osigurati kontinuirani uticaj na relevantne institucije vezano za unapređenje i stabilnost poljoprivredne politike po pitanju podsticaja.

Women entrepreneurs and farmers organizations led by women were accustomed to constantly facing challenges in finding adequate trainings and technical assistance. When USAID came, the possibilities and chances for business women improved significantly. Finding out about a friendly organization willing to accompany me and support my endeavors was just the push I needed to bravely tackle anything in the way of my success.

Cooperation with USAID is based on knowledge, mutual understanding, and high professional standards. That is the recipe for success. The technical staff was particularly professional and dedicated to every job assigned by the Agency. Working with USAID changed the way I look at entrepreneurship, advertising and marketing in particular. Our small manufacturers and entrepreneurs usually neglect or simply ignore these aspects of running a business, but working with USAID shows why such an approach needs to be changed.

Progress achieved in cooperation with USAID is reflected in improved production and sales, more efficient time and labor management, increase in income, and improved competitiveness. Another important thing is that this support can be used to regain the trust of local customers in local products. That was particularly evident during the pandemic, when every country had to rely on its own economy, especially agriculture.

In order to improve the financial status of farmers, more partnerships which include education and specialization are what is needed. That should be accompanied by continuous pressure on relevant institutions to improve stability of incentives in agricultural policy.

# Ramo Mandić

STOLAR, SREBRENICA · CARPENTER, SREBRENICA



*Svakome u životu zatreba pomoć. A onda kada ti neko pomogne, ne zaboravi da tvoja obaveza postaje pomoći nekome drugom.*

*Everyone needs help at some point in life. And when you get that help, it becomes your duty to do the same for someone else.*

Svakome u životu zatreba pomoć. A onda kada ti neko pomogne, ne zaboravi da tvoja obaveza postaje pomoći nekome drugom.

Kad sam se prije skoro dvije decenije vratio iz izbjeglištva u svoje selo Glavovići, pokraj Srebrenice, jedva sam preživljavao – od par krava i pokoje košnice pčela. To je bilo nedovoljno da obezbijedim pristojan život za dva sina koja su uskoro trebala krenuti u školu. Tako da sam, prije njih, u školu krenuo ja. Slučajno sam saznao za USAID-ov internship program preko udruženja “Prijatelji Srebrenice” i počeo sam učiti kako se obrađuje drvo. Mislio sam, ako ništa drugo, da ću napraviti sebi još par košnica, i pokušati poneku i prodati.

Nakon završene obuke i obavljene prakse u obližnjoj drvoprerađivačkoj radnji, uslijedila je nova podrška – dobio sam prvu, u to doba dosta jednostavnu, mašinu za obradu drveta. Počeo sam praviti košnice. Podrška prijatelja iz USAID-a bila je veoma ciljana – obuka za pravljenje biznis plana i moderna mašina za drvo! Prionuo sam na posao i sve se više usavršavao, a nagrada na regionalnom Sajmu poslovnih ideja učvrstila me u mom poslovnom opredjeljenju. Uz kredit iz Fonda za finansiranje mladih privrednika, koji je podržao USAID, nabavio sam dodatne mašine i proširio proizvodnju.

I danas se u mom kraju prepričava kako sam vratio više kredita nego što sam trebao. Jeste, u taj sam Fond vratio više novca nego što je moj kreditni ugovor nalagao, ali iz jedne pobude – da u Fondu bude što više novca za finansiranje mladih preduzetnika, kako bi se i drugima pružila šansa da razviju svoje ideje. Pomoć prijatelja najbolje se cijeni tako što se pomogne nekom drugom.

When I returned to my village Glavovići near Srebrenica, after almost two decades of being a refugee, I was barely making ends meet. All I had was a couple of cows and several beehives. It was not enough to provide a decent living for my two sons who were about to start school. So, I became a student before they did. It just so happened that I heard about a USAID internship program from an association called “Friends of Srebrenica”, and I started learning how to work with wood. I was hoping to make myself some beehives, maybe even try to sell some.

After the training and practice in the nearby wood shop, a new form of support came – I got my first wood processing machine, quite a simple one. I started making beehives. The support from my USAID friends was very specific – training in making business plans and a modern woodworking machine! I was highly motivated, perfecting my skills, and when I was awarded at the Regional Business Ideas Fair, it just gave me that extra confirmation that I was on the right path. With a loan from the Financing Fund for Young Businessmen, supported by USAID, I bought new machines and expanded production.

People here like to tell a story about me and my loan, and how I gave back more than I was supposed to. It is true – I gave back to the fund more than required by my loan agreement, but my motive was simple – the more money that is in the fund, the more assistance it can provide to other young entrepreneurs, giving them a chance to bring their ideas to life. The best way to appreciate help you get from a friend is to help someone else.

# Ines Kavalec

DAJTE NAM ŠANSU, SARAJEVO · GIVE US A CHANCE, SARAJEVO



*USAID je nesebično stao uz mene i brojne druge porodice koje imaju člana sa teškoćama u razvoju. Zajednički smo, korak po korak, gradili bolji svijet za porodice djece i osoba sa poteškoćama u razvoju.*

*USAID offered their full support to me and many other families who have members with disabilities. Working side by side and step by step, we have built a better world for families with disabled children.*

Prije 18 godina rodila sam sina u šestom mjesecu trudnoće. Denis je bio tako mali, sa cerebralnom paralizom, epilepsijom i hidrocefalusom. Moj se život svodio na borbu za Denisovo preživljavanje. Bojala sam se života, budućnosti i toga da će moja porodica biti osuđivana jer imamo nekoga ko je drugačiji. Sistem u BiH mi je pružio jedino to da napustim svoj posao i živim isključivo tešku ulogu roditelja djeteta sa poteškoćama. Dani su donosili poniženje, diskriminaciju i osjećaj manje vrijednosti.

No, pojavila se svijetla točka. Pojavili su se oni koji su me željeli saslušati i pomoći mi da krenem u borbu za bolji život obitelji s djecom s poteškoćama u razvoju. USAID je nesebično stao uz mene i brojne druge porodice koje imaju člana sa teškoćama u razvoju. Zajednički smo, korak po korak, gradili bolji svijet za porodice djece i osoba sa poteškoćama u razvoju.

Prije šest godina, zajedno smo ojačali prvi Servisni centar za pomoći obiteljima s djecom s teškoćama kako bismo ujedinjeni radili na stvaranju boljih socijalnih uvjeta za njihov ugodniji život. Danas sedam takvih centara radi diljem BiH, a 1.200 porodica ima kvalitetniji i dostojanstveniji život.

Naša bitka nije završena. Cilj nam je učiniti porodice funkcionalnijim, društveno korisnim te smanjiti broj "prisilnog" odvajanja djece od svojih bioloških roditelja/staratelja. Bosna i Hercegovina treba voditi konkretnu brigu o najosjetljivijima, a to znači napraviti zakone koji će omogućiti jednakost svih njenih građana!

Eighteen years ago, I gave birth to my son at six months of pregnancy. Denis was so small and suffering from cerebral palsy, epilepsy, and hydrocephalus. My life was nothing but a struggle to keep Denis alive. I was afraid of life, of the future, and my family being judged for having someone who is different. The only thing that I got from the system in Bosnia and Herzegovina was a suggestion to leave my job and dedicate myself entirely to being a parent of a child with disabilities. My days were full of humiliation, discrimination, and feelings of worthlessness.

But then I saw a light at the end of the tunnel. I came across those who were willing to hear me out and help me start fighting for a better life for families of children with disabilities. USAID offered their full support to me and many other families who have members with disabilities. Working side by side and step by step, we have built a better world for families with disabled children.

Six years ago, we strengthened the first "Service Centre for Families of Children with Disabilities" with the determination to build better social conditions and improve the standard of living of its members. We now have seven centers throughout Bosnia and Herzegovina, and 1,200 families have improved quality of life and more dignity.

Our struggle is still not over. The goal is to make the families more functional, socially productive, and reduce the number of cases of "forced" separation of children from their biological parents/caregivers. Bosnia and Herzegovina should invest some actual care into their most vulnerable, and come up with laws that will set the ground for equal treatment of all of its citizens!



## Suljo Selimović

VOČAR PIRAMIDA, VISOKO  
VOČAR PIRAMIDA, VISOKO

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*Poučen primjerom USAID-a, potrudću se da državne institucije i lokalne vlasti moje zemlje posvete više pažnje razvoju malih i srednjih preduzeća.*

Moja firma Voćar piramida d.o.o. samostalno je ulagala u promociju brenda, ali zbog nedovoljnog iskustva i neadekvatnih ljudskih resursa nikada nismo krenuli s mrtve tačke. Nakon brojnih seminara i obuka koje je USAID organizovao na temu stvaranja i promocije brenda, stvari su napokon krenule nabolje.

Znanje koje smo stekli pomoglo nam je da shvatimo kojim putem treba ići. Tražili smo i dodatnu podršku od USAID-a te razvili plan marketinga i promocije. Također smo poboljšali pakovanja naših proizvoda kako bismo ih bolje promovisali i pripremili za švedsko tržište. Prva pošiljka voćnih sokova i sušenog bilja isporučena je u Švedsku i nadamo se povećanju izvoza, koji sada čini 15 posto naše prodaje. Uprkos trenutnoj situaciji s pandemijom, rezultati u našem poslovanju su već vidljivi. Tako sam ponosan na taj uspjeh!

Poučen primjerom USAID-a, potrudću se da državne institucije i lokalne vlasti moje zemlje posvete više pažnje razvoju malih i srednjih preduzeća.

Biti poljoprivrednik je težak, ali častan posao od kojeg se može ugodno živjeti. Mladi u razvijenim zemljama se sve više vraćaju prirodi i rade na zemlji. Proizvodnja hrane trebala bi biti cilj i novim bh. generacijama. To bi na kraju omogućilo napredak i samoodrživost naše ekonomije.

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*Having learned from the USAID example, I will try to make government institutions and local authorities pay more attention to developing small and medium enterprises.*

My company, Voćar Piramida d.o.o., made its own investments into brand promotion, but due to the lack of experience and human resources, we couldn't get any real results. After many seminars and trainings organized by USAID on how to build and promote a brand, things finally started moving forward.

The acquired know-how has helped us understand which direction to take. We asked for additional support from USAID, and developed a marketing and advertising plan. We have also improved the packaging of our products to get them ready for the Swedish market. The first shipment of juices and dried herbs has been shipped off to Sweden, and we are now hoping to increase the exports which are now at 15 percent of our sales. Despite the current situation with the pandemic, our business is already beginning to thrive. I am so proud of our success!

Having learned from the USAID example, I will try to make government institutions and local authorities pay more attention to developing small and medium enterprises.

To be a farmer is hard but honest work, and it provides a good living. The youth in underdeveloped countries seem to be going back to the nature, back to living off the land. Production of food should be the goal for future generations in Bosnia and Herzegovina as well. That would finally ensure the development and self-sustainability of our economy.



# Senad Šantić

ZENDEV, MOSTAR · ZENDEV, MOSTAR



*Zanimljivo je da nam je USAID pomogao čak i u nekim segmentima za koje nismo ni bili svjesni da će nam trebati podrška.*

*It should be mentioned that USAID has helped us in areas which we were unaware even needed improvement.*

Kao dijete sam 1993. godine iz ratnog Mostara izbjegao s roditeljima u Švedsku. Nakon studija informatike odlazim na godinu dana u SAD, gdje počinje moje usmjeravanje ka biznisu i poduzetništvu. Potom, u Švedskoj sa profesorima pokrećem kompaniju za mobilnu aplikaciju koju su koristile tamošnje lokalne škole. No, uvijek sam znao da ću nešto napraviti na Balkanu i odlučujem sa prijateljem Nikolom Mirkovićem pokrenuti informatičku konzultantsku tvrtku u Mostaru.

Stvarnost većine start-upa u ranoj fazi razvoja jeste da ulažu u rast i razvoj, dok se istovremeno bore da pokriju finansijske gubitke početnog ulaganja. Nismo ni mi bili izuzetak. No, USAID-ova podrška na samom početku omogućila nam je da akumulirane prihode investiramo u razvoj, a sa USAID-ovim sredstvima nabavimo neophodnu IT opremu. Zanimljivo je da nam je USAID pomogao čak i u nekim segmentima za koje nismo ni bili svjesni da će nam trebati podrška. Između ostalog, učinili su mnogo na promociji naše kompanije na lokalnom nivou, što je izuzetno utjecalo na nas, posebno pri traganju za mladim talentima.

Trenutno planiramo razvoj videomaterijala, pogotovo onih namijenjenih dijaspori. Želim s njima podijeliti svoju priču kako je moguće vratiti se i investirati u BiH, pogotovo kada imaš podršku prijatelja kakav je USAID. Fokusirajmo se u našim planovima na saradnju dijaspore sa lokalnim zajednicama. Hajde da uradimo masivnu promociju ljepota ove zemlje i ohrabrimo razvoj turizma i nove investicije.

I was a child back in 1993, when my family left Mostar to seek refuge in Sweden. Having finished studies in computer science, I went to the USA for a year to focus on business and entrepreneurship. When I returned to Sweden, together with my professors, we started a company to develop a mobile app to be used by local schools in Sweden. But I have always known I would be making something in the Balkans, so I decided to start an IT company in Mostar together with my friend, Nikola Mirković.

The reality for the majority of start-ups in their early stages is that they must invest in growth and development, while at the same time fight to cover financial losses of their initial investment. We were no exception. However, the USAID's support that came early on helped us to invest the accumulated income into development, and to use USAID funds to procure the IT equipment we needed. It should be mentioned that USAID has helped us in areas which we were unaware even needed improvement. Among other things, they did a lot to promote us locally, which had great effect on us, especially in seeking new talent.

We are currently planning video content production, especially for our people living abroad. I would like to share my story with them, so they could see how to return to Bosnia and Herzegovina and invest here, especially with support from friends such as USAID. Let us focus on how to plan cooperation between our people living abroad and local communities here in Bosnia and Herzegovina. Let us do a mass promotion of all the beauty this country has to offer and encourage tourism, development and new investments.

# Adnan Tulić

TUŽILAC, BIHAĆ · PROSECUTOR, BIHAĆ



*Kroz USAID-ove specijalističke edukacije značajno sam unaprijedio rad i znanje, te se približio i spojio s drugim tužiocima koji rade na predmetima organiziranog kriminala i korupcije, što ranije nije bio slučaj.*

*USAID's specialized trainings significantly improved my knowledge and practice, and brought me closer to other prosecutors working on cases of organized crime and corruption, which has not been the case prior.*

Rad tužioca imao je svoju standardnu dinamiku, a edukacije su u najvećoj mjeri bile iste ili slične. No, početak saradnje sa USAID-om je za mene i moje kolege tužioce označio novo poglavlje u profesionalnom razvoju. Kroz USAID-ove specijalističke edukacije značajno sam unaprijedio rad i znanje, te se približio i spojio s drugim tužiocima koji rade na predmetima organiziranog kriminala i korupcije, što ranije nije bio slučaj.

Posebno ističem primjere iz svoje prakse – stečena sam znanja primijenio u više predmeta visoke korupcije i organiziranog kriminala, što je posljednjih par godina rezultiralo znatno povećanim brojem optužnica u predmetima visoke korupcije. Mislim da su i ostali tužiocima sa povećanim brojem procesuiranih predmeta visoke korupcije i organiziranog kriminala upravo oni koji su ostvarivali saradnju sa USAID-om.

Rad na predmetima visoke korupcije i organiziranog kriminala možda je najbitniji segment u napretku BiH. Bez efikasnije i odlučnije borbe protiv korupcije, BiH neće imati napretka na putu ka samoodrživosti. Bez vladavine prava, čiji smo mi tužiocima dijelom stubovi, zasigurno nema ni društvenog napretka. Osnovna pretpostavka vladavine prava jesu, između ostalih, stručni, nezavisni i profesionalni tužiocima, a upravo je USAID znatno pomogao unapređenju tužilačkih kapaciteta.

Ta pomoć je nemjerljiva, ali Bosna i Hercegovina mora izgraditi samoodrživ sistem vlasti, kako ne bi imala potrebu za stalnom eksternom kontrolom ili poticajem kako bi funkcionisala.

The work of a prosecutor followed its typical dynamics, and my education was mostly the same or quite similar. However, cooperation with USAID opened a new chapter for me and my colleagues in terms of our professional development. USAID's specialized trainings significantly improved my knowledge and practice, and brought me closer to other prosecutors working on cases of organized crime and corruption, which has not been the case prior.

I would like to emphasize the examples from my practice - I have applied the acquired knowledge in several cases of high-level corruption and organized crime, which has resulted in a significantly increased number of indictments in high-level corruption cases in the last few years. I think that other prosecutors with an increased number of processed cases of high-level corruption and organized crime are the ones who cooperated with USAID as well.

Working on cases of high-level corruption and organized crime is perhaps the most important segment in Bosnia and Herzegovina's progress. Without a more efficient and determined fight against corruption, Bosnia and Herzegovina will not make progress on the path to self-sustainability. Without the rule of law, of which we prosecutors are partly pillars, there is certainly no social progress. The basic premise of the rule of law is, among others, professional, independent, and professional prosecutors, and it is USAID that has significantly helped to improve the prosecutorial capacity.

This assistance is immeasurable, but Bosnia and Herzegovina must build a system of government to make it self-sustainable, and so that it does not need constant external control or incentives to function.

# Lilijan Sulejmanović

TE ORA, SARAJEVO · TE ORA, SARAJEVO



*USAID nam je bio idealan partner jer je bio otvoren za kapitalna ulaganja u mašineriju koja je upravo tada bila kritična tačka našeg strateškog plana.*

*USAID came as an ideal partner, since they were open to capital investments in machines which were the key to our strategic plan.*

Moja priča pokazuje da se prijateljska pomoć u pravo vrijeme višestruko vraća. Kao ratno dijete otišla sam s obitelji u Veliku Britaniju, školovala se i usavršavala izvan domovine, a danas investiram u Bosnu i Hercegovinu i svoje iskustvo i znanje dijelim sa mladim poduzetnicima i poduzetnicama iz cijele zemlje.

Kompaniju "Te Ora" koja proizvodi funkcionalnu i zdravu hranu pod brendom "BarDo" pokrenula sam 2017. godine. Bili smo mali tim sa dobrim iskustvom i dobrim planom, no kako u BiH ne postoji mreža investicionih fondova, naš najveći problem je bio kako finansirati ambiciozni plan izgradnje modernog pogona koji će omogućiti proizvodnju za plasman i izvan BiH. USAID nam je bio idealan partner jer je bio otvoren za kapitalna ulaganja u mašineriju koja je upravo tada bila kritična tačka našeg strateškog plana.

Reforma poslovne regulacije i promocija digitalizacije, pogotovo e-uprava javnih institucija, mora biti naš prioritetni razvojni ekonomski cilj. Naravno, u to treba uključiti banke i druge finansijske institucije koje još uvijek pokazuju staromodan i regresivan pristup evaluaciji poduzetničkih firmi.

Vjerujem da je za razvoj BiH potreban strateški pristup razvoju, više kooperacije i koordinacije između entitetskih i kantonalnih tijela, ali i moderan transportni sistem koji će Bosnu i Hercegovinu povezati sa tržištima EU i šire, jer bi bolji protok robe znatno podigao konkurentnost zemlje.

My story shows that friendly help offered at the right time comes back multiplied. As a child of war, I left the country with my family and moved to Great Britain. I was educated and trained outside my homeland, and today I am investing in Bosnia and Herzegovina, and I share my experience and knowledge with young entrepreneurs from all over the country.

I started my "Te Ora" company that produces functional and healthy food in 2017. We were a small team, well experienced and with a good plan. But since there is no network of investment funds in Bosnia and Herzegovina, our main obstacle was finding someone to invest in our ambitious plan of building a modern facility to produce enough to expand outside our borders. USAID came as an ideal partner, since they were open to capital investments in machines which were the key to our strategic plan.

Reform of business regulations, and promotion of digitalization, especially e-government, needs to be in the focus of our economic development. Undoubtedly, it should include banks and other financial institutions that still take an obsolete and regressive approach to evaluating enterprises.

I believe that development in Bosnia and Herzegovina requires a strategic approach, improved cooperation and coordination between entity-level and canton-level authorities. A modern transportation system to connect Bosnia and Herzegovina with EU markets and beyond is also needed, since better communication results in improved competitiveness of the country.



# Goran Mirjanić

KOŠNICA, GRADIŠKA  
KOŠNICA, GRADIŠKA



*Grant sredstva koja smo dobili od USAID-a bila su stvarni vjetar u leđa. Tu smo pomoć shvatili kao dokaz da vrijedimo i da se dobar rad uvijek isplati.*

Košnica je bila mala privatna porodična firma u Gradišci koja je prodavala pčelarsku opremu i pribor, te male količine meda iz porodičnih košnica. Vjerovali smo da ne možemo više, da je to naš poduzetnički maksimum. Slučajno sam čuo da USAID pomaže unapređenju pčelarstva i obratio sam se za pomoć. Košnica je dobila grant i počeo je naš rast i razvoj.

Danas imamo savremenu opremu za pakovanje meda i pčelinjih proizvoda, kao i široko tržište za njihov plasman u BiH. Grant sredstva koja smo dobili od USAID-a bila su stvarni vjetar u leđa. Tu smo pomoć shvatili kao dokaz da vrijedimo i da se dobar rad uvijek isplati. Dobili smo povjerenje u sebe i shvatili da možemo realizovati i veće ideje, pa smo se upustili u gradnju vlastitog objekta. Sve je krenulo znatno lakše i brže: brendirali smo naš med Med medeni, zadovoljili standard EU (Codex alimentarius), povećali broj kooperanata te osigurali otkup i redovnost plaćanja, što nam je omogućilo i proširenje proizvodnje.

No, imamo novi cilj – povećati broj pčelarki, žena među pčelarima, jer one to mogu! Potom ćemo se fokusirati na apiturizam na pčelinjacima naših kooperanata – pčelarski turizam koji uključuje posjete pčelinjacima, upoznavanje s tehnologijama proizvodnje, degustacije pčelinjih proizvoda u kušaonici i prodaju meda i drugih pčelinjih proizvoda.

Pčelarstvo bi moralo dobiti više pažnje i u nadležnim institucijama i u medijima, jer to nije hobi ili tradicija, nego napredna oblast poljoprivrede. Pčelarske firme svakodnevno pokazuju koliko je ova oblast profitabilna i vjerujem da moj primjer može animirati druge da počnu da se bave ovim poslom.

*With the grant funds we received from USAID, we had the wind at our backs. We saw this help as proof that we are worthy, and that hard work always pays off.*

Košnica was a small family business in Gradiška selling beekeeping tools, equipment and small quantities of honey produced in our family beehives. We believed that was as far as we could go; that we had reached our maximum. It just so happened that I heard about USAID supporting beekeeping and I turned to them for help. Košnica received a grant and so our growth and development began.

Today we have modern equipment for packaging honey and bee products, as well as a wide market for their placement in Bosnia and Herzegovina. With the grant funds we received from USAID, we had the wind at our backs. We saw this help as proof that we are worthy, and that hard work always pays off. We gained confidence and realized that we could realize bigger ideas, so we set about building our own facility. Everything progressed much easier and faster: we branded our honey Med Medeni, met the EU standard (Codex Alimentarius), and increased the number of subcontractors with guaranteed purchase and regular payments, which allowed us to expand production.

But we have a new goal - to increase the number of female beekeepers, women beekeepers, because they can do it! Then we will focus on apiturism (beekeeping tourism which includes visits to apiaries), introduction to production technologies, sampling of bee products in the tasting room and selling of honey and other bee products.

Beekeeping should receive more attention in the competent institutions and in the media, because it is not a hobby or tradition, but an advanced field of agriculture. Beekeeping businesses are constant reminders of how profitable this area is, and I believe that my example can encourage others to join in.

# Amar Pašić

SUMERO, SARAJEVO · SUMERO, SARAJEVO



*Volio bih da više mojih sugrađana zna kako je bitno pružiti podršku marginaliziranim grupama, pa da se i sami uključe u pomaganje onima kojima je pomoć najpotrebnija.*

*I would love for people to know how important it is to support those on the margins of society, so that they could get involved in helping the ones who need it the most.*

Pitat ćete se, pretpostavljam, šta je toliko neobično u činjenici da je jedan tridesetogodišnjak diplomirao komparativnu književnost na Filozofskom fakultetu Univerziteta u Sarajevu? E, kod mene je to bilo sve samo ne samo obična studentska priča.

Spletom ne tako lijepih životnih okolnosti, odrastao sam ponekad na ulici, ponekad u instituciji za djecu sa posebnim potrebama. Samoća i nedostatak podrške obilježili su moje odrastanje. To ne smije biti djetinjstvo niti jednog djeteta. Stigma i još uvijek snažne predrasude našeg društva prema osobama sa bilo kakvim invaliditetom pripremale su me u djetinjstvu za život odbačenog, neuspješnog i drugačijeg. Uz sve životne izazove, nedaće i puno, puno truda, ja danas ponosno držim svoju diplomu!

Želio sam da se školujem i osamostalim, da ne završim na ulici ili ovisim o nečijoj milostinji. Podršku sam dobio od Saveza organizacija za podršku osobama s intelektualnim teškoćama SUMERO, koju USAID nesebično pomaže već duži niz godina. Volio bih da više mojih sugrađana zna kako je bitno pružiti podršku marginaliziranim grupama, pa da se i sami uključe u pomaganje onima kojima je pomoć najpotrebnija.

Ja sam uspio u svom naumu, ali moj cilj nije ostvaren. Želim se dalje školovati i stalno raditi na osnaživanju osoba sa invaliditetom za samostalan život. Vjerujem da promjene kreću iznutra, iz nas samih, ali bitka sa vlastitim demonima nije moguća ako ne postoji podrška sredine u kojoj obitavamo. Moramo pomoći jedni drugima, tako ćemo ostvariti svoje snove. Uostalom, neka budem inspiracija svima koji misle da ne mogu dostići svoje ciljeve.

I suppose you may wonder what is so unusual about the fact that a 30-year-old graduated in comparative literature at the Faculty of Philosophy, University of Sarajevo? Well, for me, it was anything but an ordinary story about a student going through college.

Due to not the best of the circumstances, I grew up sometimes on the streets, sometimes in institutions for children with disabilities. Loneliness and lack of support pretty much marked my childhood years. Nobody deserves such a childhood. The stigma and prejudice of our society towards persons with any form of disability were grooming me for a life of being different, rejected, and a failure. Despite all the challenges, obstacles, and after so much hard work, I am proud to show my diploma!

I wanted to go to school, to become independent, to stay off the streets or living off charity. I got support from the Union of Organizations for Support to People with Intellectual Disabilities SUMERO, which has been generously supported by USAID for years. I would love for people to know how important it is to support those on the margins of society, so that they could get involved in helping the ones who need it the most.

I succeeded in my plan, but my goal has not yet been achieved. I wish to continue with my studies, and keep on working on empowering people with disabilities to help them live independently. I believe that changes start from within, and fighting your own demons is impossible without community support. We must help one another, and that is how dreams come true. Anyway, I could be an inspiration for anyone who doubts they could reach their goals.

# Štefica Galić

NOVINARKA, MOSTAR · JOURNALIST, MOSTAR



*No, nije nas napuštala upornost da kreiramo medij koji će doprinosti razvoju društva i u kojem će novinari pisati u skladu sa najvišim principima novinarstva. USAID je prepoznao naša nastojanja i podržao nas kroz nekoliko svojih projekata za razvoj novinarstva i civilnog društva u BiH.*

*However, we did not lose the persistence to create a medium that will contribute to the development of society in which journalists will write in accordance with the highest principles of journalism. USAID recognized our efforts and supported us through several of its projects dedicated to the development of journalism and civil society in Bosnia and Herzegovina.*

Start-up u medijskom, kao ni u svakom drugom sektoru, nikada nije lagan. Zajedno sa svojim suradnicima jedva sam pokrivala osnovne troškove našeg portala tacno.net i u tome su nam nerijetko pomagali prijatelji i kolege novinari koji su za nas pisali pro bono.

No, nije nas napuštala upornost da kreiramo medij koji će doprinosti razvoju društva i u kojem će novinari pisati u skladu sa najvišim principima novinarstva. USAID je prepoznao naša nastojanja i podržao nas kroz nekoliko svojih projekata za razvoj novinarstva i civilnog društva u BiH. Ta nam je pomoć više nego dobro došla, tim prije što je podržala našu viziju i misiju, a sve u duhu naše uređivačke politike koja nam je najvažnija.

Promijenilo se puno toga. Danas imamo odgovarajuće uvjete za rad i neophodnu tehničku opremu, a zaposlili smo i nekoliko novinara što nam omogućava bolje informiranje čitatelja našeg portala. Izuzetno nam je važno što smo se počeli baviti i istraživačkim novinarstvom, zatim i kreiranjem video i audio sadržaja kojim smo dodatno privukli čitatelje, pogotovo mlađu populaciju koja preferira digitalne izvore informacija.

Za svako društvo, pogotovo ono u razvoju poput našeg, veoma je bitno da novinari svoj posao rade nezavisno i profesionalno. Jedino tako građani mogu dobiti jasnu sliku šta se dešava, a time i pokrenuti promjene u zajednici. To da mediji mogu imati veliku moć svjedočili smo i sami više puta, otkrivajući korupcijske afere u različitim sektorima u BiH. Nažalost, reakcije sistema na korupcije koje novinari otkriju još uvijek su sporadične, a procesuiranje tih slučajeva još i rjeđe.

No, to me ne obeshrabruje. Ustrajavam u traganju za istinom i zajedno je s kolegama javno iznosim – od suočavanja s istinom o prošlosti, do istraživačkih priča o korupciji u svim sferama društva. Želimo biti glas i onih čiji se glas inače ne čuje, želimo promovirati druge i drugačije. Svi trebamo raditi svoj posao najbolje što znamo, pošteno i odgovorno, i promjene će doći kad-tad.

Start-ups in the media, as in any other sector, are never easy. Together with my associates, I barely covered the basic costs of our portal tacno.net, and we were often helped in this by friends and fellow journalists who wrote pro bono for us.

However, we did not lose the persistence to create a medium that will contribute to the development of society in which journalists will write in accordance with the highest principles of journalism. USAID recognized our efforts and supported us through several of its projects dedicated to the development of journalism and civil society in Bosnia and Herzegovina. This help was more than welcome, especially since it supported our vision and mission, all in the spirit of our editorial policy, which is our top priority.

A lot has changed. Today we have proper working conditions and the equipment we need; we employ several journalists to help draw visitors to our web portal with a reliable flow of information. It was extremely important to us to begin doing investigative journalism, and create video and audio content that attracted additional readers, especially the younger population who prefer digital sources of information.

For every society, especially a developing one such as ours, it is very important that journalists do their job independently and professionally. That is the only way the citizens can get a clear picture of what is going on, and thus initiate changes in the community. We have witnessed several occasions when the media showed great power, revealing corruption scandals in various sectors in Bosnia and Herzegovina. Unfortunately, the system's reactions to corruption detected by journalists are still sporadic, and the processing of these cases even less frequent.

Still, that doesn't discourage me. I persist in my search for the truth and I present it publicly together with my colleagues - from facing the truth about the past, to investigative stories about corruption in all domains of our society. We want to be the voice for those who otherwise would remain unheard. We want to promote those who are different, those who do not fit the profile. We all need to do our job the best we can, honestly and responsibly, and the change will eventually come.

# Edin Zametica

**DRŽAVNA REGULATORNA KOMISIJA ZA ELEKTRIČNU ENERGIJU, SARAJEVO**  
STATE ELECTRICITY REGULATORY COMMISSION, SARAJEVO



*Plejada istinskih znalaca, menadžera i specijalista u različitim oblastima, kao i stručna edukacija koju je USAID permanentno obezbjeđivao, značajno je utjecala na moj profesionalni i ljudski razvoj.*

*A plethora of true experts, managers and specialists in various fields, as well as the professional education that USAID has permanently provided, has significantly influenced my professional and personal development.*

Kao šef Odsjeka za međunarodnu saradnju u Federalnom ministarstvu energije, rudarstva i industrije, 1996. godine sam bio uključen u pripremu i realizaciju Programa obnove BiH, posebno obnove infrastrukture u sektoru energije, poprilično oštećene u ratu u BiH.

Srećom, USAID je upravo počeo pružati podršku BiH i krenula je naša velika zajednička obnova energetske infrastrukture. Uz izuzetno velikodušnu podršku rekonstrukciji elektroenergetskog sistema, u narednim smo godinama omogućili pouzdano snabdijevanje električnom energijom i privredi i domaćinstvima u BiH.

Nakon obnovljene infrastrukture, pred nama je bio daleko kompliciraniji i zahtjevniji zadatak – razvoj energetske politike i uspostava novog zakonskog okvira, kao i reforma i prestrukturiranje kompletnog energetskog sektora. Otvoren, konstruktivan, vizionarski, profesionalan i human pristup USAID-a davao je snagu mojim htijenjima i radnjama da sektor energije u cjelini djeluje na optimalan način.

Plejada istinskih znalaca, menadžera i specijalista u različitim oblastima, kao i stručna edukacija koju je USAID permanentno obezbjeđivao, značajno je utjecala na moj profesionalni i ljudski razvoj. Moj razvojni put, od mjesta šefa odsjeka, preko savjetnika ministra i sekretara Državne regulatorne komisije, pa do višeg asistenta na Elektrotehničkom fakultetu u Sarajevu i predavača na različitim domaćim i međunarodnim energetske događajima, obilježen je neprekidnom suradnjom s USAID-om i njihovom podrškom.

Energetski sektor danas, i na globalnom i lokalnom planu, prolazi kroz period značajnih promjena osmišljenih da potiču njegov održivi razvoj. Odluke koje donose kreatori politika, regulatori, kompanije i kupci utječu jedne na druge i određuju kako zadovoljavati potrebe za energijom, po kojoj ekonomskoj cijeni i sa kakvim utjecajem na okoliš.

Bosna i Hercegovina i njeni lideri trebaju prepoznati interes cijelog društva u nastavku tranzicije u sektoru energije. Moje je znanje i energija, kao i znanje i energija mojih brojnih kolega, u Bosni i Hercegovini, i ovdje se treba i koristiti.

As the head of the Department for International Cooperation in the Federal Ministry of Energy, Mining and Industry, in 1996 I was involved in the preparation and implementation of the Bosnia and Herzegovina Reconstruction Program, especially the reconstruction of infrastructure in the energy sector, which was heavily damaged in the war.

Fortunately, USAID had just started supporting Bosnia and Herzegovina, and our major joint reconstruction of the energy infrastructure began. With extremely generous support for the reconstruction of the power system, in the coming years we provided a reliable supply of electricity to the economy and households in Bosnia and Herzegovina.

After the renewed infrastructure, we faced a far more complicated and demanding task - the development of energy policy and the establishment of a new legal framework, as well as the reform and restructuring of the entire energy sector. USAID's open, constructive, visionary, professional and humane approach has given strength to my will and actions to ensure that the energy sector as a whole operates in an optimal way.

A plethora of true experts, managers and specialists in various fields, as well as the professional education that USAID has permanently provided, has significantly influenced my professional and personal development. My developmental path, from the position of Head of Department, Advisor to the Minister and Secretary of the State Regulatory Commission, to Senior Assistant at the Faculty of Electrical Engineering in Sarajevo and lecturer at various domestic and international energy events, has been marked by continuous cooperation and support from USAID.

The energy sector today, both globally and locally, is undergoing a period of significant changes designed to promote its sustainable development. Decisions made by policy makers, regulators, companies and customers influence each other and determine how to meet energy needs, at what economic cost, and with what impact on the environment.

Bosnia and Herzegovina and its leaders need to recognize the interest of society as a whole in continuing the transition in the energy sector. My knowledge and energy, as well as that of my many colleagues, is here, in Bosnia and Herzegovina, and this is where it should be applied.



# Stanko Zlopaša

TAJNA PRIRODE, ČAPLJINA  
TAJNA PRIRODE, ČAPLJINA

*Bosna i Hercegovina je prelijepa zemlja, sa izvanrednim mogućnostima za razvoj turizma – od mediteranskog pojasa, preko zelenih šumskih staza Via Dinarice, prelijepih rijeka i jezera, pa do snježnih planinskih vrhova idealnih za zimske sportove. Kad se u to ubroji i bogato kulturno naslijeđe i domaća kuhinja sa još uvijek prirodno uzgojenom hranom, jasno je da imamo mnogo toga ponuditi i da možemo privući posjetitelje.*

*Bosnia and Herzegovina is a beautiful country, with excellent opportunities for tourism development - from the Mediterranean strip, through the green forest trails of Via Dinarica, the beautiful rivers and lakes, to snowy mountain peaks ideal for winter sports. Now add the rich cultural heritage and local cuisine with still naturally grown produce, and it is clear that we have a lot to offer and attract visitors.*

Odrastao sam na predivnoj rijeci Trebižat, u mojoj rodnoj Čapljini. S tom rijekom imam posebnu vezu i odlučan sam da se borim za njeno očuvanje, kao i za očuvanje prirode koja je okružuje. Iako sam po zanimanju arhitekta, odlučio sam se baviti očuvanjem i razvojem prirodnih, sportskih i eko-turističkih potencijala voda na području Čapljine, sa fokusom na rijeku Trebižat. Zapravo, mislim da postoji čvrsta veza između arhitekture, odnosno dizajnerskog prostora i svakodnevnog napora da se očuva priroda.

Pored redovnih ekoloških aktivnosti na čišćenju rijeke Trebižat, zajedno sa članovima lokalnog ekološkog udruženja, pokrenuo sam poslovnu ideju promocije i prodaje turističkih paketa aktivnog turizma na našoj prelijepoj rijeci. Srećom, imao sam najboljeg partnera i pravovremenu pomoć – USAID. Uz podršku USAID-ovog projekta Via Dinarica, uspješno sam implementirao projekat “Višednevna vožnja kanuom niz rijeku Trebižat” i nabavio specijalnu opremu za kanuing ture i kampiranje. Danas sam u mogućnosti zaposliti nekoliko mladih ljudi u sezoni s kojima promoviram safari kanuima od 8, 12 i 18 kilometara na Trebižatu, potom ture za veslanje u stojećem položaju, te pješačke i biciklističke ture uz Trebižat.

Bosna i Hercegovina je prelijepa zemlja, sa izvanrednim mogućnostima za razvoj turizma – od mediteranskog pojasa, preko zelenih šumskih staza Via Dinarice, prelijepih rijeka i jezera, pa do snježnih planinskih vrhova idealnih za zimske sportove. Kad se u to ubroji i bogato kulturno naslijeđe i domaća kuhinja sa još uvijek prirodno uzgojenom hranom, jasno je da imamo mnogo toga ponuditi i da možemo privući posjetitelje.

Međutim, razvoj bh. turizma i adekvatne infrastrukture koja još uvijek nedostaje mora poštovati sva ekološka pravila. Ne smijemo uništiti prirodu koju imamo. Naprotiv, moramo zajedno učiniti daleko više kako bismo očistili zemlju i zaštitili je od daljnjeg zagađivanja.

I grew up on the beautiful Trebižat River, in my hometown - Čapljina. I have a special connection with this river and I am determined to fight for its preservation, as well as for the nature that surrounds it. Although I am an architect by profession, I turned to preservation and development of natural, sports and eco-tourist potentials of the waters in the area of Čapljina, with a focus on the Trebižat River. In fact, I think there is a strong link between architecture, as a designed space, and daily efforts to preserve nature.

In addition to regular environmental activities related to cleaning the Trebižat River, together with members of the local environmental association, I started a business idea of promoting and selling active tourism packages of our beautiful river. Fortunately, I had the best partner and timely help - USAID. With the support of USAID's Via Dinarica project, I successfully implemented the Multi-Day Canoeing Down the Trebižat River project and bought special equipment for canoeing tours and camping. Now I am in a position to hire several young people in high-season months, with whom I promote the Trebižat canoe safaris of 8, 12, and 18 kilometers, SUP tours, as well as hiking and cycling tours along the Trebižat.

Bosnia and Herzegovina is a beautiful country, with excellent opportunities for tourism development - from the Mediterranean strip, through the green forest trails of Via Dinarica, the beautiful rivers and lakes, to snowy mountain peaks ideal for winter sports. Now add the rich cultural heritage and local cuisine with still naturally grown produce, and it is clear that we have a lot to offer and attract visitors.

However, development of tourism in Bosnia and Herzegovina and adequate infrastructure, which is still lacking, must respect all environmental rules. We must not destroy the nature we have. On the contrary, together we must do far more to clean the earth and protect it from further pollution.



*Tri muškarca. Tri nacionalnosti. Jedna zajednički naučena lekcija.*

*Amir Omerspahić, Stanislav Krezić i Janko Samouković preživjeli su teške logoraške ratne godine i predrasude prema drugim nacionalnostima.*

*Radeći kroz USAID-ove projekte pomirenja, njih trojica danas promoviraju zajedništvo zemlje. Ovo su njihove priče.*

*Three men. Three ethnicities. One lesson learned.*

*Amir Omerspahić, Stanislav Krezić and Janko Samouković survived horrible years of war camps and prejudice towards other ethnicities.*

*Working with USAID reconciliation projects, today, the three of them promote unity of the country. These are their stories.*



## Amir Omerspahić

Veći dio rata proveo sam skrivajući se po šumama oko rodnog Han Pijeska. Bilo mi je 20 godina kad sam nakon pada Žepe, bivše zaštićene UN-ove zone, odveden u logor Šljivovica kod Užica u Srbiji. Oslobođen sam krajem januara 1996. i godinama poslije nisam mogao ni najbližima pričati o fizičkim i psihičkim maltretiranjima u logoru. Slomljena mi je ruka, izgubio sam prst, a zbog nehigijenskih uvjeta u logoru lom je prerastao u gangrenu. Prebacili su me u obližnju bolnicu i tu sam prvi put osjetio neku toplinu, ljudskost. Ruku, a vjerovatno i život, spasio mi je doktor srpske nacionalnosti kojem sam i dan-danas zahvalan. **Nakon puno rada sa USAID-ovim timovima na projektu izmirenja danas javno govorim o svemu što se desilo, kako mladi u BiH ne bi doživjeli ništa slično i kako bismo zajedno učinili sve na izgradnji stabilnog mira.** Kada vidim da moja priča pomogne mladima da razbiju predrasude i ne dijele ljude prema vjeri i naciji, onda me to ispuni radošću.

I spent most of the war hiding in the woods around my hometown, Han Pijesak. I was 20 years old when, after the fall of Žepa, which used to be a UN-protected zone, I was taken to the Šljivovica camp near Užice in Serbia. I was released at the end of January 1996, and for years I could not tell my closest ones about the physical and mental abuse I went through. My arm was broken, I lost a finger, and due to unhygienic conditions in the camp, the fracture turned into gangrene. They transferred me to a nearby hospital and that was the first time I felt any warmth and humanity. My hand, and probably my life, was saved by a doctor, a Serb, to whom I am still grateful. **After a lot of work with USAID teams on the reconciliation project, I now speak in public about everything that happened, so that young people in Bosnia and Herzegovina would not experience anything similar and so that together we could do everything to build long-lasting peace.** When I see my story help young people lose prejudices and stop dividing people by religion or ethnicity, it brings me joy.



## Stanislav Krezić

U logoru sam proveo 156 dana. Bio sam zatočen u osnovnoj školi u Potocima, zajedno sa ženama, trudnicama, djecom i starim ljudima. Osjećaj da su mi dojučerašnji suborci, Armija BiH, sada neprijatelji držao me dugo nakon izlaska iz logora. Prve poslijeratne godine, nakon skidanja uniforme Hrvatskog vijeća obrane, provodim u stalnoj netrpeljivosti prema svakom ko nije Hrvat. Moji pogledi na život bili su uski i jednosmjerni. Nisam imao nikakve empatije prema drugima, samo sam poštivao pripadnike mog naroda i moje vjere. Da me neko upitao prije petnaestak godina, dok još nisam ušao u USAID-ov projekat pomirenja, da li bih oženio nekog druge vjeroispovijesti, rekao bih odrješito – Ma, nema šanse, nikad ne bih živio sa osobom koja nije Hrvat! A, vidi me danas – u predivnom sam braku, punom ljubavi i pažnje, s mojom Dacom, ženom druge nacije i vjeroispovijesti. **Od čovjeka koji je mrzio druge i drugačije postao sam neko ko širi toleranciju, mir i vjeru u sve ljude.** Najteže je priznati svoje greške, suočiti se sa prošlošću i poručiti drugima da ne ponove ono što smo mi radili.

I spent 156 days in the camp. I was detained at the primary school in Potoci, along with women, pregnant women, children, and the elderly. The feeling that people who were my comrades-in-arms, the Army of Bosnia and Herzegovina, suddenly turned into my enemies, stayed with me long after leaving the camp. The first post-war year, after taking off the uniform of the Croatian Defense Council, I spent in constant intolerance towards anyone who was not a Croat. My views on life were narrow and one-sided. I had no empathy for others, only those who shared my ethnic background. If someone had asked me fifteen years ago, before I joined the USAID reconciliation project, if I would marry someone of another religion, I would have been loud and clear - No way! I could never live with a person who is not a Croat! And, look at me today – I am in a happy marriage, full of love and affection, with my Daca, a woman of a different ethnicity. **From a man full of hate for the different, I became a man who advocates for tolerance, peace, and faith in all people.** The hardest thing is to admit your mistakes, face the past and tell others not to repeat what we have done.



## Janko Samouković

Početak rata, Teritorijalna odbrana BiH me kao civila druge, odnosno “pogrešne” nacionalnosti odvodi iz rodnog Pazarića u logor Silos u Tarčinu. Imao sam 23 godine i prvi put sam osjetio strah – fizičko i psihičko maltretiranje te svakodnevno izglednivanje obilježili su moje logoraške dane. Međutim, cijelo to mukotrpno iskustvo od mene nije napravilo monstruma. Naprotiv – odlučio sam biti bolji čovjek. Odlučio sam krenuti putem dobrote i poštenja, a svoju energiju usmjeriti da se ono što se desilo meni i mnogim drugim ljudima u BiH više nikada i nikome ne desi. **Najbitnije je pričati mladima o našoj zajedničkoj prošlosti, ali iz našeg ugla – iz ugla ljudi koji su teško propatili u ratu te znaju koliko je bitno promovirati mir i pomirenje.** U svim narodima postoje dobri i loši ljudi, i to treba biti jedina podjela među nama.

At the beginning of the war, the Territorial Defense of Bosnia and Herzegovina, took me from my hometown of Pazarić to the Silos camp in Tarčin for being a civilian of the “wrong” ethnicity. I was 23 years old, and for the first time, I felt fear. Physical and mental abuse, as well as daily starvation marked my camp days. However, that painstaking experience did not turn me into a monster. On the contrary - I decided to become a better man. I decided to take the path of kindness and honesty, and focus my energy, so that what happened to me and many other people in Bosnia and Herzegovina never happens to anyone again. **The most important thing is to tell young people about our common past, but from our point of view - from the point of view of people who suffered hard in the war and know how important it is to promote peace and reconciliation.** There are good and bad people in all ethnic groups, and that should be seen as the only difference between us.

# Aida Zupčević

FAVEDA, SARAJEVO · FAVEDA, SARAJEVO



*Zahvaljujući pomoći USAID-a, moja firma Faveda brzo je povećala broj proizvoda. Proširili smo i tržište unutar BiH, te izašli na inostrana tržišta na kojima se svakodnevno sve bolje pozicioniramo.*

*Thanks to the help of USAID, my company Faveda quickly increased the number of products. We have also expanded the market within Bosnia and Herzegovina, and entered foreign markets where we are better positioned every day.*

Sa radom sam počela usred beznada 1993. godine, u ratnom Sarajevu, u improvizovanim uslovima u domu svojih roditelja. U to se vrijeme činilo nemogućim voditi posao, ali bila sam odlučna da upotrijebim svoje farmaceutsko znanje za liječenje uzroka, a ne posljedica bolesti kod svojih sugrađana. S prestankom sukoba počela sam grozničavo da učim sve što sam kao poduzetnica propustila dok sam živjela u ratnoj “zoni sumraka” – poduzetništvo, farmakognozija, prerada, stabilizacija proizvoda, proizvodi koji su u trendu, pakovanja, marketing, prodaja... Sve to znanje mi se činilo nedokučivo. Imala sam osjećaj da sam došla iz srednjeg vijeka i nisam bila optimistična da ću sve uspjeti savladati. No, opet se pokazala tačnom ona stara poslovica: “Ako pomažeš sam sebi, pomoći će ti i drugi.” Te 2003. godine, USAID pokreće projekat namijenjen razvoju poljoprivrede u BiH i povezuje proizvođače, prerađivače i distributere, a moj rast započinje.

Zahvaljujući pomoći USAID-a, moja firma Faveda brzo je povećala broj proizvoda. Proširili smo i tržište unutar BiH, te izašli na inostrana tržišta na kojima se svakodnevno sve bolje pozicioniramo. Najvažnije – osposobljeni smo za djelovanje u vrijeme krize, što pokazuju naši rezultati za vrijeme covid-pandemije. Danas Faveda ima pedeset kooperanata, deset zaposlenih i izvozi u niz zemalja, uključujući i daleku Australiju. Postali smo prepoznatljiv brend na Kosovu, a trenutno se pripremamo za osvajanje Poljske i otvaranje puta u EU.

Za bolju budućnost u Bosni i Hercegovini, mislim da moramo bolje iskoristiti resurse i znanje koje imamo, raditi na promociji naših mogućnosti, nastaviti razvijati nove kvalitetne izvozne proizvode, a javni sektor treba zaposliti mlade i ambiciozne ljude koji imaju sve potrebno znanje.

I started working in the middle of hopelessness in 1993, in wartime Sarajevo, in improvised conditions in my parents' home. At the time, it seemed impossible to run a business, but I was determined to use my pharmaceutical knowledge to treat the causes rather than the symptoms of illnesses my fellow citizens were suffering from. With the end of the conflict, I began to passionately learn everything I missed as an entrepreneur while living in the “twilight zone” of the war - entrepreneurship, pharmacognosy, processing, product stabilization, trendy products, packaging, marketing, sales... All this knowledge seemed beyond my reach. I had a feeling that I came from the Middle Ages and I was not optimistic that I would be able to master everything. But again, there is that old saying “If you help yourself, others will help you too.” In 2003, USAID launched an agricultural development project in Bosnia and Herzegovina, connecting producers, processors and distributors, and my growth began.

Thanks to the help of USAID, my company, Faveda, quickly increased the number of products. We have also expanded the market within Bosnia and Herzegovina, and entered foreign markets where we are better positioned every day. Most importantly - we are able to act in times of crisis, as shown by our results during the COVID19 pandemic. Today, Faveda has fifty subcontractors, ten employees, and exports to a number of countries, all the way to Australia. We have become a recognizable brand in Kosovo, and we are currently preparing to conquer Poland and pave our way to the EU.

For a better future in Bosnia and Herzegovina, I think we need to make better use of the resources and knowledge we have, work to promote our capabilities, continue to develop new quality export products, and the public sector should employ young and ambitious people who have the necessary know-how.

# Vehid Šehić

FORUM GRAĐANA TUZLE, TUZLA · TUZLA CITIZENS' FORUM, TUZLA



*Uz podršku USAID-a osnaživali smo unutrašnje kapacitete organizacije i jačali svoj utjecaj u društvu, što je rezultiralo našim učešćem u ustavnoj reformi i reformi pravosuđa u Bosni i Hercegovini, te promociji lokalne samouprave.*

*With USAID support, we strengthened the organization's internal capacity and strengthened our influence in society, resulting in our participation in constitutional and judicial reform in BiH, and the promotion of local self-government.*

Osnovati antiratnu i antinacionalističku nevladinu organizaciju 1993. godine, kada u zemlji bjesni rat, doimalo se možda utopijski. No, ja sam i tada, kao i danas, sanjao demokratsko društvo u kojem će građanin biti nosilac suvereniteta, u kojem će se poštivati individualna i kolektivna ljudska i građanska prava, te afirmirati vrijednosti zajedničkog života. Članovi Foruma građana Tuzle su se s ogromnim entuzijazmom zalagali za prestanak rata, a potom i povratak svih izbjeglica i kažnjavanje svih ratnih zločinaca bez obzira na nacionalnu pripadnost.

Prva podrška za naše brojne aktivnosti došla je od Američke ambasade, još uvijek ratne, 1995. godine. Priznajem, nisam tada ni znao da određene međunarodne institucije podržavaju rad organizacija civilnog društva. Prvi američki ambasador u BiH, Viktor Jakovich, došao je u Tuzlu na godišnju Skupštinu FGT-a, a njegove riječi urezale su mi se trajno u sjećanje: "Postoje tri tipa institucija koje pomažu očuvanju demokratije – nezavisni mediji, konstruktivna politička opozicija i nestranačke građanske grupe kao što je Vaša. Kada se BiH ponovo uspostavi u svojim priznatim granicama kao jedna perspektivna, demokratska država svih njenih ljudi, to će u velikoj mjeri biti zahvaljujući Vama i ljudima sličnim Vama širom zemlje."

Usljedila je dugogodišnja suradnja sa USAID-om na projektima vladavine prava, zaštite ljudskih prava, jačanja institucija države BiH, ali i izgradnje i ekonomskog razvoja. Uz podršku USAID-a osnaživali smo unutrašnje kapacitete organizacije i jačali svoj utjecaj u društvu, što je rezultiralo našim učešćem u ustavnoj reformi i reformi pravosuđa u Bosni i Hercegovini, te promociji lokalne samouprave.

Nedostatak političke odgovornosti vodećih političkih stranaka snažno je prisutan. Lideri moraju poštivati Ustav, zakone i institucije države, jer bez toga nema ni pravne države ni vladavine prava. Državne institucije koje afirmiraju jednakopravnost, pravnu sigurnost i jednake šanse za sve građane BiH najbolji su lijek protiv masovnog odlaska mladih ljudi van granica svoje države.

Establishing an anti-war and anti-nationalist NGO in 1993, while the war was raging, seemed utopian. But back then, just like today, I dreamed of a democratic society in which the citizen will be the bearer of sovereignty, in which individual and collective human and civil rights will be respected, and the values of living together will be affirmed. Members of the Tuzla Citizens' Forum enthusiastically advocated for an end to the war, and then for the return of all refugees and the punishment of all war criminals, regardless of their ethnicity.

The first support for our many activities came from the U.S. Embassy. It was in 1995, while we were still at war. I have to admit that back then I was not aware of international institutions supporting the work of civil society organizations. The first US Ambassador to Bosnia and Herzegovina, Viktor Jakovich, came to Tuzla for the Annual Assembly of our organization and his words stuck in my memory: "There are three types of institutions that help preserve democracy - independent media, constructive political opposition, and non-partisan civic groups such as is yours. When BiH is re-established within its recognized borders as a promising, democratic country of all its people, it will be largely thanks to you and people like you from all over the country."

This was followed by long-term cooperation with USAID on projects on the rule of law, protection of human rights, strengthening state institutions of Bosnia and Herzegovina, but also construction and economic development. With USAID support, we strengthened the organization's internal capacity and strengthened our influence in society, resulting in our participation in constitutional and judicial reform in BiH, and the promotion of local self-government.

The lack of political responsibility of the leading political parties is very evident. Leaders must respect the Constitution, laws and institutions of this country, because without that, there is no legal order and no rule of law. State institutions that affirm equality, legal security, and equal opportunities for all citizens of Bosnia and Herzegovina are the best way to prevent young people from leaving the country.

# Mensura Sušić

EMPRESS, ZENICA · EMPRESS, ZENICA



*Iznimno je važna pravodobna i osmišljena podrška privrednicima, pogotovo poduzetnicama, jer pruža priliku kompanijama da realizuju svoje ideje i ostvare svoj puni potencijal. Pomoć USAID-a bila je usmjerena na rješavanje problema i stvaranje vidljivih rezultata, čime su direktno podržali razvoj naše kompanije.*

*Timely and well-designed support for entrepreneurs, especially women entrepreneurs, is extremely important, because it provides an opportunity for companies to realize their ideas and reach their full potential. USAID's assistance was aimed at solving problems and creating visible results, which directly supported the development of our company.*

Tekstilna kompanija kojom rukovodim, Empress iz Zenice, zapošljava veliki broj radnica. Također, tim koji vodi firmu čine prvenstveno žene. Zato nam je, u još uvijek izrazito muškom svijetu biznisa, bio veliki izazov nametnuti se na ovdašnjem tržištu. To je išlo dosta teško, dok prije tri godine nismo dobili podršku USAID-a. Tada smo naše ideje provele u djelo. Uz podršku USAID-a, kreirali smo vlastiti i veoma uspješan brend Queen of Garden i započeli proizvodnju ženskih radnih odijela za baštu i vrt. Uskoro je Empress po svojim proizvodima i projektima postala prepoznatljiva kompanija u tekstilnoj industriji naše zemlje.

Iznimno je važna pravodobna i osmišljena podrška privrednicima, pogotovo poduzetnicama, jer pruža priliku kompanijama da realizuju svoje ideje i ostvare svoj puni potencijal. Pomoć USAID-a bila je usmjerena na rješavanje problema i stvaranje vidljivih rezultata, čime su direktno podržali razvoj naše kompanije.

Nažalost, pandemija je negativno uticala na naše, kao i na poslovanje brojnih drugih kompanija u BiH. Vjerujemo da ćemo uz podršku USAID-a oporaviti ekonomiju te usmjeriti poslovanje ka povećanju konkurentnosti, odnosno jačati sektor malih i srednjih preduzeća kako bismo se što bolje pozicionirali na tržištu.

No, za napredak Bosne i Hercegovine ka samoodrživosti, potrebno je prvenstveno riješiti pitanje korupcije te naći odgovarajuće rješenje za preveliku i preskupu državnu administraciju. Time bi se prihodi od poreza i doprinosa mogli usmjeriti ka razvoju privrede Bosne i Hercegovine, te bi se tako stvorila pozitivna klima za domaće i strane investitore.

The textile company I run, Empress from Zenica, employs a large number of female workers. Also, the team that runs the company consists primarily of women. That is why, in a predominantly man's world of business, it was a great challenge for us to impose ourselves on the local market. This was quite difficult, until we received USAID support three years ago. Then we put our ideas into action. With USAID support, we created our own and very successful Queen of Garden brand and started producing women's gardening clothes. Empress soon became a recognizable company in the textile industry in our country for its products and projects.

Timely and well-designed support for entrepreneurs, especially women entrepreneurs, is extremely important, because it provides an opportunity for companies to realize their ideas and reach their full potential. USAID's assistance was aimed at solving problems and creating visible results, which directly supported the development of our company.

Unfortunately, the pandemic negatively affected our business, as well as many other companies in Bosnia and Herzegovina. We believe that with the support of USAID, we will recover the economy and direct our activities towards increasing competitiveness, that is, strengthening small and medium-sized enterprises to better position ourselves in the market.

However, for Bosnia and Herzegovina's progress towards self-sustainability, the first issue that needs to be resolved is corruption, then we need to find an appropriate solution for the oversized state administration that costs us too much. Then the revenues from taxes and contributions could be directed towards the development of the economy of Bosnia and Herzegovina, and create a positive climate for domestic and foreign investors.

# Rade Kozjak

KOZJAK MED, BILEĆA · KOZJAK HONEY, BILEĆA



*Moram da spomenem da mi je dosadašnji uspjeh vratio povjerenje u mogućnost kvalitetne saradnje i prijateljske pomoći. U početku sam mislio da sam imao sreće sa jednom osobom iz USAID-a, onom koju sam upoznao. Vrijeme je pokazalo da je cijeli tim profesionalan i ulaže puno u razvoj agrikulturnog sektora u Bosni i Hercegovini.*

Nije lako biti pčelar, nikad nema odmora, ali to je nešto što jednostavno voliš da radiš. Bez pčela nema života na zemlji.

Još do prije par godina, moje preduzeće Kozjak med iz Bileće bilo je mala porodična firma koja je teško sastavljala kraj s krajem. Imali smo samo jednu aktivnost – proizvodnju svog meda. No, saradnja s USAID-om otvorila nam je mogućnost otkupa meda od drugih pčelara i omogućila ozbiljan nastup na tržištu.

Za vrlo kratko vrijeme uspostavili smo nove proizvodne sektore, povećali prihode i obezbijedili nove distributivne kanale, čime smo otvorili puteve za budući razvoj kompanije. Danas, zahvaljujući USAID-ovoj direktnoj i indirektnoj pomoći, zajedno sa drugim kompanijama pokušavamo riješiti pitanje adekvatnog plasmana domaćeg meda na tržištu BiH. Teška je to borba sa uvoznim lobijima, ali vjerujemo u kvalitet meda i medarskih proizvoda naših proizvođača.

Moram da spomenem da mi je dosadašnji uspjeh vratio povjerenje u mogućnost kvalitetne saradnje i prijateljske pomoći. U početku sam mislio da sam imao sreće sa jednom osobom iz USAID-a, onom koju sam upoznao. Vrijeme je pokazalo da je cijeli tim profesionalan i ulaže puno u razvoj agrikulturnog sektora u Bosni i Hercegovini.

No, za budućnost pčelarstva i poljoprivrede, vrlo je bitno da naš javni sektor prepozna značaj privatnog sektora i podrži ga. Moramo sami da prepoznamo i bolje razvijamo potencijale koje imamo u Bosni i Hercegovini.

*I must mention that my success so far has restored my faith in quality cooperation and friendly assistance. At first, I thought it was luck that I met that one good person from USAID. Over time, it became obvious that the entire team is professional and invested in developing the agricultural sector in Bosnia and Herzegovina.*

Beekeeping is not easy, it is constant work, but it is something you simply love. Without bees there is no life on earth.

Until a few years ago, my company Kozjak Med from Bileća was a small family business that had a hard time making ends meet. We had only one activity – the production of honey. However, the cooperation with USAID opened the possibility of buying honey from other beekeepers making it possible for us to really enter the market.

It did not take us long to establish new production sectors, increase revenues and create new distribution channels, thus paving the way for the future development of the company. Today, thanks to USAID's direct and indirect assistance, and working together with other companies, we are trying to resolve the issue of adequate placement of locally produced honey on the market in Bosnia and Herzegovina. It is a difficult fight with import lobbies, but we believe in the quality of our honey and honey products.

I must mention that my success so far has restored my faith in quality cooperation and friendly assistance. At first, I thought it was luck that I met that one good person from USAID. Over time, it became obvious that the entire team is professional and invested in developing the agricultural sector in Bosnia and Herzegovina.

However, for the future of beekeeping and agriculture, it is very important that our public sector recognizes the importance of the private sector and supports it. We should also recognize and work harder to develop our local potential.

# Sanela Pokrajčić

**REGULATORNA KOMISIJA ZA ENERGIJU U FEDERACIJI BIH , MOSTAR**  
REGULATORY COMMISSION FOR ENERGY IN FBIH, MOSTAR



*Tokom svih ovih godina, zajednički smo kreirali najbolja rješenja prilikom izrade i donošenja pravila i propisa, poglavito u prvim godinama regulatornog djelovanja. Zapravo, USAID nikad nisam doživljavala samo kao klasičnog donatora, već kao sjajnog partnera koji je pružao punu potporu u našem radu.*

*For all these years, we have been working together on creating the best possible solutions in drafting and enacting rules and regulations, namely in the early years of our regulatory work. Frankly, I have never seen USAID as a mere donor, but rather as an excellent partner providing full support to our work.*

Nakon višegodišnjeg inženjerskog rada u JP Elektroprivreda HZHB u Mostaru, 2004. godine počinjem svoj angažman u Regulatornoj komisiji za električnu energiju Federacije BiH, na poziciji rukovoditeljice sektora za tarife i tržište. Već prvog dana rada u FERK-u susrećem se sa USAID-om. Naime, USAID je zaposlenicima sve tri regulatorne komisije u BiH, dvije entitetske i državnoj, kontinuirano osiguravao izuzetno kvalitetne edukacije od samih početaka regulatornog procesa, pa sve do danas.

Tokom svih ovih godina, zajednički smo kreirali najbolja rješenja prilikom izrade i donošenja pravila i propisa, poglavito u prvim godinama regulatornog djelovanja. Zapravo, USAID nikad nisam doživljavala samo kao klasičnog donatora, već kao sjajnog partnera koji je pružao punu potporu u našem radu.

Zahvaljujući tom partnerstvu stekla sam naviku studioznog, transparentnog rada, te rada u multidisciplinarnim timovima. Nadalje, postala sam svjesna činjenice kako se do rješenja problema može doći jedino ako se on razmotri sa svih aspekata. Naime, u svom radu redovito surađujem sa drugim strukama, tako da su mi, iako sam tehničke struke, mišljenja pravnih i ekonomskih stručnjaka od izuzetne važnosti.

Napredak Bosne i Hercegovine je neminovan ako se taj posao prepusti ekspertima. Neophodno je donijeti razumna i provediva zakonska rješenja te u javne institucije zaposliti educiran i stručan kadar. Vjerujem da znanjem i iskustvom koje sam stekla dugogodišnjim radom u energetsom sektoru i sama doprinosim napretku Bosne i Hercegovine.

After years of working as an engineer at the Public Utility Company Elektroprivreda HZHB in Mostar, in 2004, I started working at the Regulatory Commission for Energy in FBIH as the Head of Tariff and Market Sector. On my very first day, I came across USAID. USAID was working with all three regulatory commissions in Bosnia and Herzegovina, two entity-level, and the state-level commission, by continuously providing quality education ever since the very beginning of the regulatory process.

For all these years, we have been working together on creating the best possible solutions in drafting and enacting rules and regulations, namely in the early years of our regulatory work. Frankly, I have never seen USAID as a mere donor, but rather as an excellent partner providing full support to our work.

Thanks to that partnership, I became accustomed to studious, transparent work, and working in multidisciplinary teams. Also, I became aware of the fact that a problem can be solved once all aspects are taken into consideration. In my line of work, I often cooperate with professionals from other industries, and although I am an engineer, I greatly appreciate opinions of legal or financial experts.

Progress in Bosnia and Herzegovina is inevitable if left to experts. We must come up with reasonable and viable legal solutions, and make sure that the staff of public institutions is educated and qualified. I believe that the knowledge and expertise I have acquired over the years in the energy sector will allow me to make further contributions to the progress of Bosnia and Herzegovina.

# Eldin Karić

**CENTAR ZA RAZVOJ MEDIJA I ANALIZE, SARAJEVO**

**CENTER FOR MEDIA DEVELOPMENT AND ANALYSES, SARAJEVO**



*Uspjeli smo uticati na donošenje, ali i izmjene antikorupcijskih zakona. Ta borba još uvijek traje. No, mnogo je lakša jer imamo uz sebe USAID s kojim dijelimo viziju o modernom, demokratskom društvu bez podjela, društvu u kojem su ljudska prava na prvom mjestu.*

*We managed to influence the adoption and amendments to anti-corruption laws. That struggle is still ongoing. But it is much easier now, because we have USAID by our side, and they share our vision of a modern, democratic society without divisions, a society where human rights come first.*

I novinarstvu sam od 1996. godine i od prvog se dana trudim raditi prema standardima profesionalnog novinarstva. U našem medijskom prostoru, podijeljenom po nacionalnim taborima i interesnim skupinama, postojala je potreba za medijem koji će informirati javnost o problemima korupcije, zloupotreba vlasti i ugrožavanja ljudskih prava, bez obzira o kome se radi. Tako sam sa grupom prijatelja, zahvaljujući USAID-u, prije desetak godina osnovao UG Centar za razvoj medija i analize koji je pokrenuo online medij Žurnal.

Na početku je to bila mala zajednica entuzijasta koji su željeli mijenjati loše stvari u društvu, no uz pomoć USAID-a shvatili smo koliko moramo učiti i šta trebamo naučiti da postignemo to što želimo – od unutrašnje organizacije do razvoja koji će pomoći da ono što radimo i donese rezultate. CRMA je danas respektabilan korektiv, uticajan u društvu, i slobodno mogu reći da je naš projekat pokrenuo svojevrsnu revoluciju u informisanju javnosti o stvarnim problemima i da je probudio medijsku scenu u BiH. Uspjeli smo uticati na donošenje, ali i izmjene antikorupcijskih zakona. Ta borba još uvijek traje. No, mnogo je lakša jer imamo uz sebe USAID s kojim dijelimo viziju o modernom, demokratskom društvu bez podjela, društvu u kojem su ljudska prava na prvom mjestu. Takve stvari su mnogo važnije od običnog odnosa donator – korisnik.

Bosna i Hercegovina se mora iskreno i sistemski boriti protiv korupcije; mora definisati jasne ciljeve i odrediti odgovornosti kako bi se zaustavila korupcija i vratila vladavina prava, pri čemu je uloga neovisnog istraživačkog novinarstva nezamjenjiva. Mnoge nepravilnosti i zloupotrebe vlasti zaustavljene su isključivo zahvaljujući reakcijama javnosti, nakon što su neovisni mediji otkrili te nezakonitosti. Neovisni mediji koji se bave istraživačkim novinarstvom i informisanjem javnosti o ugrožavanjima ljudskih prava i zloupotrebi vlasti i javnih sredstava predstavljaju svjetlo na putu napretka.

I have been in journalism since 1996, and from day one I have been trying to keep up with the standards of professional journalism. In our media space, divided along the ethnic lines and different interests, there was a need for media that would inform the public on the cases of corruption, abuse of power and human rights, regardless of who is involved. About 10 years ago, with a group of friends, and with support from USAID, I founded an association called Center for Media Development and Analyses, which started an online magazine called Žurnal (Journal).

At first, it was a small community of enthusiasts who wanted to fix wrongs in our society, but with USAID we realized how much there was to learn, and what we needed to achieve our goals - from internal organization, to development that would help us see results of our work.

Today, the Center is a respectable, corrective influence in our society, and if I may add, our project has started a sort of a revolution in informing the public on actual problems, waking up the media scene in Bosnia and Herzegovina. We managed to influence the adoption and amendments to anti-corruption laws. That struggle is still ongoing. But it is much easier now, because we have USAID by our side, and they share our vision of a modern, democratic society without divisions, a society where human rights come first. Such things are much more important than a simple donor-user relationship.

Bosnia and Herzegovina must define clear goals and set responsibilities in order to stop corruption and restore the rule of law - the role of independent investigative journalism in this process is irreplaceable. Many irregularities and abuse of power have been stopped because of the reactions of the public to what independent media had uncovered. Independent media outlets covering investigative journalism and informing the public on abuse of human rights and abuse of power and public funds serve as a guiding light on the road to progress.



# Srđan Puhalo

PSIHOLOG I ISTRAŽIVAČ, BANJA LUKA

PSYCHOLOGIST AND RESEARCHER, BANJA LUKA



*U jedno sam sasvim siguran, a to je da sam nekima svojim pisanjem izmamio osmijeh, a nekima podigao pritisak jer sam razbio stereotipe i predrasude koje su gradili godinama.*

*One thing I know for sure – my words have brought smiles to some, and hypertension to others, since I crushed stereotypes and prejudices they had built for years.*

Iako me mediji već godinama predstavljaju kao sociologa, ja sam psiholog koji se bavi političkom i socijalnom psihologijom i socijalnim istraživanjima. Pišem blog o raznim temama, neki koji čitaju kažu da samo provociram, a oni drugi me pitaju što mi to treba, pa često i sam mislim da bi mi bilo bolje da ne pišem; ali privlače me te društvene mreže.

Moja saradnja sa USAID-om je počela praktično i prije početka stvarne saradnje – zbog svog sam pisanja proglašen “stranim plaćenikom”! A onda sam i dobio grant USAID-a za pisanje blogova – srećom, prepoznali su prave vrijednosti i uz pomoć tog granta sam za dvije godine napisao više od sto blog postova o različitim temama koje se tiču dešavanja u BiH. Paralelno sam uradio i neka značajna istraživanja, kao na primjer o selefijama u BiH ili o zadovoljstvu stanovnika BiH kvalitetom njihovog života. USAID-ova podrška mi je pomogla da imam kakvu-takvu finansijsku nezavisnost, što je predušlov za normalan život i slobodu mišljenja i izražavanja na našim prostorima.

Bilo je svega, od pohvala do prijetnji. Nije lako u društvu gdje je sve premreženo politikom, teško je ostati svoj i biti samoodrživ. Kada bi politika manje kontrolisala zapošljavanje i ponašanje zaposlenih – mogla bi se očekivati samoodrživost. Kada bi tenderi bili poštene – mogla bi se očekivati samoodrživost. Kada političari ne bi kontrolisali biznismene koji se oglašavaju u medijima – mogli bismo očekivati samoodrživost. Kada bi građani bili spremni da plate dobru i kvalitetnu informaciju – mogli bi očekivati i samoodrživost medija.

Dakle, volim te društvene mreže i, osim što pišem blog, često objavljujem na Facebooku i Twitteru – šta ću, upecao sam se, brojim prijatelje, pratitelje... :-). Nadam se da je moje pisanje spriječilo neke ljude da postanu nacionalisti ili homofobi, nekima je pomoglo da saznaju “istine” o ratu u BiH, nadam se da sam neke ohrabrio da budu ljudi, a ne samo Srbi, Hrvati i Bošnjaci. U jedno sam sasvim siguran, a to je da sam nekima svojim pisanjem izmamio osmijeh, a nekima podigao pritisak jer sam razbio stereotipe i predrasude koje su gradili godinama. Idemo dalje.

For years, I have been presented in the media as a sociologist, but I am, in fact, a psychologist working on political and social psychology and social research. I blog on different topics, some of my readers say I do it to provoke, some wonder why I bother, so I often find myself asking the same question, but it seems like I just can't resist the social networks.

My cooperation with USAID started even before it officially began – my writing got me the title of a foreign mercenary! And then I received a grant from USAID to write blogs – luckily, they recognized my value, and thanks to that grant, over the course of two years I wrote over 100 blogs on different local topics. At the same time, I was working on some important research, for example, about Salafi community in Bosnia and Herzegovina, or about the level of satisfaction of citizens with the quality of life in Bosnia and Herzegovina. USAID's support helped me stay afloat, so I could live a normal life and enjoy freedom of thought and freedom to express myself while still living here.

I have seen it all, from praises to threats. It is not easy in a society where everything is networked with politics. It is difficult to stay who you are and be self-sustainable. If employment and the behavior of employees were less affected by politics - self-sustainability would be possible. If public procurements were fair and transparent - self-sustainability would be possible. If politicians were not controlling what businessmen can be advertised in the media - self-sustainability would be possible. If citizens were willing to pay for quality information - self-sustainability of the media would be possible.

So, yes, I love social media, and besides blogging, I often post on Facebook and Twitter – I admit it, I'm hooked, I'm all about the number of friends, followers... :-). I hope my writing has prevented some from becoming homophobes or haters of those of a different ethnic background, that it helped people understand some “truths” about the war in Bosnia and Herzegovina. Maybe I even encouraged some to be humans and not only Serbs, Croats, or Bosniaks. One thing I know for sure – my words have brought smiles to some, and hypertension to others, since I crushed stereotypes and prejudices they had built for years. So, let's keep on rolling.

# Željka Mihaljević

NOVINARKA, LIVNO • JOURNALIST, LIVNO



Poslije rata, 1998. godine, uz nesebičnu pomoć USAID-a, s dvojicom kolega osnovala sam Radio Studio N Livno. Time su moj grad kao i šire područje Hercegbosanske županije dobili neovisnu medijsku kuću i istinitu i pravodobnu informaciju, bez političkog ili kakvog drugog utjecaja.

After the war, in 1998, with generous help from USAID, me and my two colleagues started a radio station called Radio Studio N Livno. This gave my city, as well as the wider area of the Hercegbosna Canton, an independent media station and true and timely information, free of political or any other influence.

Devedesetih godina prošlog stoljeća, u periodu urušavanja uspješnih poduzeća i institucija, ostala sam bez posla. Kako je novinarstvo, premda sam diplomirana politologinja, bilo moja velika ljubav, postala sam honorarna dopisnica iz Livna za zagrebački Večernji list. Poslije rata, 1998. godine, uz nesebičnu pomoć USAID-a, s dvojicom kolega osnovala sam Radio Studio N Livno. Time su moj grad kao i šire područje Hercegbosanske županije dobili neovisnu medijsku kuću i istinitu i pravodobnu informaciju, bez političkog ili kakvog drugog utjecaja.

Bili smo zastupnici obespravljenih jer smo omogućavali slušateljima, radnicima, sindikatima – svima koji su imali problema da ostvare osnovna ljudska prava – da govore o tome i dođu do onih koji im mogu pomoći. Unatoč brojnim pritiscima tadašnjih vladajućih struktura i verbalnim i fizičkim napadima, na zadovoljstvo velikog broja naših sugrađana i zahvaljujući potpori USAID-a, radio je opstao i 22 godine služi javnosti. Sve ostvareno i naučeno kroz suradnju s USAID-om pratilo je, a i danas prati moju karijeru novinarkе, volonterke u nevladinom sektoru, koordinatorice Koalicije za borbu protiv mržnje “Uvažavanje”, članice županijskog Koordinacijskog tijela za prevenciju i borbu protiv obiteljskog i nasilja nad ženama.

Da bismo ispunili preuzete obveze na putu ka EU, treba nam poštenije i profesionalnije pravosuđe i javni sustav. Trebaju nam političari koji bi radili u interesu građana i države, a ne svom osobnom. No, trebaju nam i građani s dovoljno hrabrosti da preuzmu svoju odgovornost i na izborima kazne one koji nisu opravdali njihovo povjerenje.

Sve ostalo imamo: zemlju prelijepu i prebogatu prirodnim resursima, poljoprivrednim zemljištem, vodom, obnovljivim izvorima energije, rudnim bogatstvom, ali i vrijednim i radišnim ljudima. Svemu tome treba dati šansu!

In the 1990s, at a time when successful companies and institutions were collapsing, I lost my job. Although I am a political scientist, journalism was my great love, so I became a part-time correspondent from Livno for Zagreb’s daily newspaper Večernji list. After the war, in 1998, with generous help from USAID, me and my two colleagues started a radio station called Radio Studio N Livno. This gave my city, as well as the wider area of the Hercegbosna Canton, an independent media station and true and timely information, free of political or any other influence.

We were advocates for the marginalized because we enabled our audience, workers, unions - all those who faced challenges in exercising their basic human rights - to talk about it, and to reach out to those who could help. Despite all the pressure from the then governing structures and verbal and physical attacks, to the satisfaction of a large number of our fellow citizens and thanks to the USAID support, the radio has survived and served the public for 22 years. Everything achieved and learned through cooperation with USAID followed, and still follows, my career as a journalist, volunteer in the non-governmental sector, coordinator of the Coalition against Hate called “Respect”, and a member of the Cantonal Coordinating Body for Prevention and Fight against Domestic Violence and Violence against Women.

In order to meet our commitments on the road to the EU, we need a fairer and more professional judiciary and public system. We need politicians who would protect the interests of the citizens and the country, not their own. But we also need citizens brave enough to vote at elections and punish those who have failed them.

As far as other things are concerned, we have it all: a beautiful country rich in natural resources, agricultural land, water, renewable energy sources, minerals, but also hardworking people. All of that deserves a chance!

# Bekir Omerović

HEROJ POVRATKA, ZVORNIK · HERO OF RETURN, ZVORNIK



*Profesionalni rad, topla i prijateljska podrška zaposlenika USAID-a, ali i novo znanje koje su nam pružali vraćali su nadu u bolje sutra i donosili samopouzdanje da možemo ponovno oživjeti naš kraj. Da možemo zajedno graditi mjesto u kojem će svi dobri ljudi biti dobrodošli.*

*The professional approach, warm and kind support from the USAID staff, and also the new know-how they provided, brought us hope for a better future and gave us confidence that we can bring life back to our homeland. It made us believe that we could work together to build a place where all good-hearted people are welcome.*

Kraj rata u Bosni i Hercegovini dočekujem kao izbjeglica, nezaposlen, sa suprugom i dvoje male djece. Sanjam o povratku u svoje mjesto Kamenica, u općini Zvornik. Plašim se da će to ostati samo želja. Tokom rata, 80 posto kuća u mjestu je devastirano. Uništeni su lokalni putevi, vodovod te kompletna elektromreža. U okolici Kamenice je poslije rata otkopano petnaestak masovnih grobnica žrtava genocida u Srebrenici i ekshumirano preko 5.000 tijela. Činilo mi se da se život nikad neće vratiti u tu dolinu grobnica...

Ipak, koncem 1999. godine mukotrpan proces povratka ipak započinje. Nekolicina nas odlučuje ponovno započeti život u sablasnom mjestu, uz još uvijek prisutnu politiku da drugi i drugačiji nisu dobrodošli. Strah, nepovjerenje, siromaštvo i apatija obilježili su prve godine povratničkog života.

Srećom, USAID je bio uz nas. Na desetine infrastrukturnih projekata i oko 4,2 miliona dolara uloženi su u obnovu i podršku povratnicima u ovaj dio BiH – od obnovljene elektromreže, preko puteva, do moderne zdravstvene ambulante. Gotovo jednako poput obnovljene infrastrukture, USAID-ova psihološka i moralna podrška izuzetno nam je značila. Iskreno, mnogi su povratnici svoju odluku o povratku donijeli ne samo zbog obnovljene infrastrukture već i zbog prisustva USAID-a i sigurnosti koju su donosili sa sobom.

Profesionalni rad, topla i prijateljska podrška zaposlenika USAID-a, ali i novo znanje koje su nam pružali vraćali su nadu u bolje sutra i donosili samopouzdanje da možemo ponovno oživjeti naš kraj. Da možemo zajedno graditi mjesto u kojem će svi dobri ljudi biti dobrodošli. Da krenemo u izgradnju stabilnog mira, međureligijske tolerancije i međusobnog poštivanja. USAID je u svim tim naporima bio uz nas.

Danas je naša sredina privlačna i povratnicima iz dijaspore – Švedske ili SAD-a. Poduzetnici se vraćaju i ulažu u ekonomski razvoj regije i otvaranje novih radnih mjesta. A naša današnja zajednička obaveza je borba protiv korupcije i organiziranog kriminala, te razvoj društva u kojem će prednost imati obrazovani i sposobni ljudi, a ne partijski poslušnici.

I welcomed the end of the war in Bosnia and Herzegovina as a refugee, unemployed, with a wife and two small children. I dreamed of going back to my village, Kamenica, in the municipality of Zvornik. I was afraid it would never become reality. About 80 percent of houses in my village were destroyed in the war. The same happened to local roads, water and the power supply infrastructure. In the area surrounding Kamenica, about fifteen mass graves of genocide victims were discovered, and more than 5,000 bodies were exhumed. It seemed like life would never return to the valley of graveyards...

Against the odds, in late 1999, the hard process of return began. A few of us decided to start life again in that ghostly place, with the still present policy that “others” are not welcome. Fear, mistrust, poverty and apathy marked the first years of the returnee’s life.

Luckily, we had USAID by our side. Dozens of infrastructural projects and about 4.2 million dollars were invested in reconstruction and support to returnees in this part of Bosnia and Herzegovina – from reconstructing the power supply and roads, to a modern health clinic. The psychological and moral support provided by USAID meant almost as much as the reconstructed infrastructure. To be honest, many returnees decided to come back not only because of the reconstructed infrastructure, but because of the presence of USAID and the sense of security it brought.

The professional approach, warm and kind support from the USAID staff, and also the new know-how they provided, brought us hope for a better future and gave us confidence that we can bring life back to our homeland. It made us believe that we could work together to build a place where all good-hearted people are welcome. To start building a lasting peace, interreligious tolerance and mutual respect. USAID was by our side in all those endeavors.

Today, our community is attracting people from abroad to return from Sweden or the USA. Entrepreneurs are returning and investing in the economy of the region and creation of jobs. Our common duty now is to fight corruption and organized crime, and to build a society that favors the educated and the capable instead of those whose only mission is to serve their political party.

# Rajko Čosić

HEROJ POVRATKA, LUKAVAC · HERO OF RETURN, LUKAVAC



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*Ono što posebno pamtim iz tog perioda nije samo nesebična pomoć USAID-a i obnova infrastrukture u našem kraju. To je prije svega veliki trud i upornost zaposlenika USAID-a koji su nam ulijevali dodatnu snagu da na zgarištima ponovno izgradimo lijepa domaćinstva, a u selo vratimo normalan život.*

*One thing from that period that I will never forget is not only the generous help from USAID and the renewal of infrastructure in this area, but, above all, the great effort and dedication of USAID employees who gave us that extra boost of strength to transform the burnt ruins into beautiful households and bring normal life back to the village.*

Sva moja imovina tokom rata je opljačkana, spaljena i uništena, a šume koje su bile moje veliko bogatstvo – posječene. Sa šesteročlanom porodicom, uključujući dvoje male djece, našao sam se u izbjeglištvu. Ipak, nakon potpisivanja Dejtonskog mirovnog sporazuma, počeo sam da čistim zgarište kuće, kako bih obezbijedio povratak porodice u Krtove, u blizini Lukavca. Živeći u “skrpljenoj” kući, sa najlonima umjesto stakala na prozorima, počeo sam obrađivati zemlju od koje i danas živimo. Srećom, ubrzo su u mjesto došli predstavnici USAID-a i počeli obnovu infrastrukture neophodne za život povratnika.

Odmah sam znao – povratak raseljenih na njihova ognjišta sigurno će uspjeti jer imamo prijatelje uz sebe, dobijamo podršku američkog naroda. Zahvaljujući USAID-u, uskoro su u sve kuće stigle i struja i voda. Obnovljena je osnovna škola, dom kulture, ambulanta, poljoprivredna apoteka, izgrađena hladnjača za voće i povrće kapaciteta 100 tona, te izgrađen put ka susjednom mjestu. Povratak je postao održiv – djeca su imala obezbijeđeno školovanje, lokalna zajednica se razvijala i stanovništvo je ostajalo na svojim ognjištima.

Ono što posebno pamtim iz tog perioda nije samo nesebična pomoć USAID-a i obnova infrastrukture u našem kraju. To je prije svega veliki trud i upornost zaposlenika USAID-a koji su nam ulijevali dodatnu snagu da na zgarištima ponovno izgradimo lijepa domaćinstva, a u selo vratimo normalan život.

Kako bi nastavila ići putem samoodrživosti, Bosna i Hercegovina treba raditi na razvoju ruralnog područja i otvaranju novih radnih mjesta, kroz podsticaje poljoprivredne proizvodnje, seoskog turizma, te kroz očuvanje tradicije i prirodnih ljepota kojima naša država obiluje.

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Everything I owned was stolen, burnt or destroyed in the war, and all the forests I owned were cut down. With a family of six, two of them being small children, I became a refugee. Still, after the Dayton Peace Accord was signed, I started cleaning up the place that used to be my family home, so I could bring my family back to Krtove, a village near Lukavac. Living in a “patched” house, with windows made of nylon instead of glass, I began to work the land from which we still live today. Fortunately, USAID representatives soon arrived and began rebuilding the infrastructure necessary for the lives of returnees.

I knew it right away – the people will return to their homes because we have friends to support us, the American people. Thanks to USAID, almost every house got power and water supply. Reconstruction brought back our elementary school, community center, health clinic, agricultural pharmacy, a new cold storage for fruit and vegetables with a capacity of 100 metric tons was built, as well as a road to the nearby village. The return became sustainable – children had a school to go to, the local community was growing, and people were staying on their land.

One thing from that period that I will never forget is not only the generous help from USAID and the renewal of infrastructure in this area, but, above all, the great effort and dedication of USAID employees who gave us that extra boost of strength to transform the burnt ruins into beautiful households and bring normal life back to the village.

In order to stay on the path of self-sustainability, Bosnia and Herzegovina needs to develop rural areas and create jobs, through incentives for agricultural production, rural tourism, and by preserving traditions and natural beauty that is so abundant in our country.



## Amar Alagić

**UNA KAYAK SAFARI, BIHAĆ**  
UNA KAYAK SAFARI, BIHAĆ

Prije samo nekoliko godina, sa tek napunjenih dvadeset godina, bio sam spreman napustiti zemlju u potrazi za boljim mogućnostima. Srce mi se stezalo pri svakoj pomisli da ću uskoro otići. Volim BiH, volim svoj rodni Bihać – na obali Une, na sjeverozapadu zemlje. Ova je zemlja tako bogata prirodnim ljepotama, ali nije nudila puno mogućnosti za pristojan život.

Iznenadna prijateljska pomoć preokrenula je moju budućnost. Moja se obitelj prijavila i dobila grant USAID-ovog projekta Via Dinarica za proširenje našeg malog porodičnog raftinga. Uz finansijsku potporu kupili smo novu, sigurnu opremu na vodi, i od tada smo u mogućnosti ponuditi nekoliko kajakaških i rafting tura, u rasponu od blagih do brzih voda. Naša mala turistička firma počela je rasti, a već prvi pozitivni rezultati pokazali su mi da nisam pogriješio – odlučio sam ostati i iskoristiti šansu da ovdje radim ono što volim.

Da, razmišljao sam jednom da će mi sigurno biti bolje negdje drugdje, ali moje je srce ovdje, pored ove prekrasne rijeke Une i prirode koja je okružuje. Sada znam da sam na dobrom putu i vjerujem u razvoj svoje kompanije Una Kayak Safari. Bosna i Hercegovina ima jedinstvene turističke mogućnosti. Na nama je da ih razvijemo čuvajući prirodu i poštujući najviše ekološke norme.

*Iznenadna prijateljska pomoć preokrenula je moju budućnost.*

*Sudden friendly help completely changed my perspective.*

Only a couple of years ago, when I turned twenty, I was ready to leave the country and look for something better. But the very thought of leaving would give me a heartache. I love Bosnia and Herzegovina, I love my hometown Bihać – on the Una River, in the north-western part of the country. The nature in this country is abundant and beautiful, but it doesn't offer many possibilities for decent living.

Sudden friendly help completely changed my perspective. My family applied and received a grant from the USAID Via Dinarica project to expand our small family rafting business. With financial support, we bought new, safe water equipment, and ever since we have been able to offer several kayaking and rafting tours, ranging from slow to fast waters. Our small tourist business started to grow, and the first positive results have proven that I made the right decision when I decided to stay here and do what I love.

Yes, I used to think I would be better off someplace else, but my heart is here, next to this gorgeous river and the nature that surrounds it. Now I know I am on the right path and I believe that my company Una Kayak Safari will continue to grow. Bosnia and Herzegovina has unique potential when it comes to tourism. It is up to us to exploit it while preserving nature in line with the highest environmental standards.

# Zulka Baljak

**CENTAR ZA GRAĐANSKU SURADNJU, LIVNO**  
CIVIL COOPERATION CENTER, LIVNO



*U deset općina kreirane su obrazovne emisije o tekovinama civilnog društva kao stupovima demokracije i ljudskih prava, a razvili smo i vlastiti program aktivnosti koji u velikom dijelu traje i danas. U svim ovim aktivnostima, srećom, USAID je bio uz nas.*

*In 10 municipalities, we started educational shows to promote the legacy of civil societies as pillars of democracy and human rights, and we developed our own program of activities which, for the most part, are still in use. Fortunately, USAID was by our side in all these activities.*

Centar za građansku suradnju iz Livna osnovan je u siječnju 1996. godine. U to vrijeme, neposredno nakon rata, niti je bilo organizacija civilnog društva, niti su građani poznavali šta je cilj i svrha ovakvih udruženja. Slično je bilo i sa zaposlenima u Centru – morali smo brzo učiti o svrsi i mogućnostima udruživanja, izradi prijedloga projekata i pronalasku sredstava za njihovu provedbu.

Naš ozbiljan rad je počeo savjetom iz USAID-a da pitamo građane Livna šta oni misle da im je najpotrebnije u gradu. Počeli smo s grantom od 487 dolara, proveli istraživanje, izradili upitnik i anketirali 400 građana Livna. Dugo smo koristili rezultate, ne samo u Livnu nego i drugim općinama Zapadnohercegovačke i Hercegbosanske županije. Zahvaljujući tom istraživanju, uvedeno je centralno grijanje u Gimnaziji Livno, nabavljene i instalirane pumpe za vodovod u obližnjoj ruralnoj zajednici, pokrenute učeničke novine Gimnazije Livno, osnovan niz drugih organizacija u Livnu, među kojima i neovisni radio Studio N. U deset općina kreirane su obrazovne emisije o tekovinama civilnog društva kao stupovima demokracije i ljudskih prava, a razvili smo i vlastiti program aktivnosti koji u velikom dijelu traje i danas. U svim ovim aktivnostima, srećom, USAID je bio uz nas.

Pred organizacijama civilnog društva u Bosni i Hercegovini, posebno lokalnim organizacijama koje rade za dobrobit društva u cjelini, stalni je veliki izazov – kako opstati i postati samoodrživ? Rješenje je društveno poduzetništvo, no podrška lokalnih izvora je još uvijek, nažalost, nedostatna. U ovoj oblasti, i u poduzetništvu općenito, nalaze se prilike za mlade ljude Bosne i Hercegovine.

The Civil Cooperation Center was established in January 1996. At that time, immediately after the war, there were no civil society organizations, and citizens did not know anything about the purpose and function of such associations. Employees of the Center were not much different – we had to learn on our feet about the purpose and potentials of associations, how to design a project and how to find funds to implement it.

Our first real work started when USAID advised us to ask the people of Livno what they believed was the most important thing missing in town. We started with a grant of 487 USD, did the research, created a questionnaire and surveyed 400 citizens of Livno. We used the results for quite some time, not only in Livno, but in other municipalities of West Herzegovina Canton and Canton 10. Thanks to that research, the high school in Livno got central heating, a nearby rural community got water pumps, a high school newspaper was established, as well as several other organizations in Livno, including independent radio Studio N. In 10 municipalities, we started educational shows to promote the legacy of civil societies as pillars of democracy and human rights, and we developed our own program of activities which, for the most part, are still in use. Fortunately, USAID was by our side in all these activities.

Civil society organizations in Bosnia and Herzegovina, especially local organizations working for the benefit of society as a whole, constantly face a great challenge - how can we survive and become self-sustainable? The solution is social entrepreneurship, but support from local sources is still, unfortunately, insufficient. In this area, and in entrepreneurship in general, there are opportunities for young people in Bosnia and Herzegovina.

# Dragana Jovanović

**PRIJATELJI SREBRENICE, SREBRENICA**  
**FRIENDS OF SREBRENICA, SREBRENICA**



*Imali smo sreću da 2008. budemo izabrani da implementiramo USAID-ov Internship Program Srebrenica. To je bila prekretnica i u mom i u profesionalnom djelovanju udruženja.*

*We were lucky to get chosen in 2008 to implement USAID's Internship Program Srebrenica. It was a turning point in my personal life as well as in the life of the association.*

Kada smo 2005. godine osnovali udruženje Prijatelji Srebrenice, usmjerili smo svoje djelovanje na mlade i ranjive kategorije, posebno u oblastima informisanja i zapošljavanja. Imali smo nekoliko dobrih inicijativa i skrenuli pažnju na sebe netipičnim aktivnostima koje su dale dobre rezultate, pa smo i ciljeve postavili prilično visoko – osnivanje omladinskog RTV studija u Srebrenici, zatim Fonda za razvoj omladinskog preduzetništva... Pokazali smo da imamo dobru volju, ideje, da smo proaktivni i ozbiljni u svojim naporima, ali iz ove perspektive gledano – nedostajalo je iskustva, znanja i alata, te ozbiljnih partnera.

Imali smo sreću da 2008. budemo izabrani da implementiramo USAID-ov Internship Program Srebrenica. To je bila prekretnica i u mom i u profesionalnom djelovanju udruženja. Naša inicijativa za zapošljavanje mladih je prepoznata kao najinovativnija, i taj projekat je donio mogućnost da radimo s odličnim mentorima, te da izazove s kojima se susreću mladi razmotrimo na drugačiji način, izvan okvira poražavajuće realnosti u BiH, pogotovo u Srebrenici. Podrška koju smo dobili ohrabrila nas je da djelujemo i da svjedočimo da saradnja na konkretnim aktivnostima s lokalnim vlastima, poslovnim sektorom i medijima daje rezultate.

Istovremeno je i moj lični razvoj osnažen uz podršku USAID-a, jer sam 2012. otišla u tronedeljnu studijsku posjetu SAD-u. To je imalo presudan uticaj na moje shvatanje tema kojima se bavimo – preduzetništva, slobode medija i aktivizma. Dobila sam dodatno znanje i ohrabrenje za naredne akcije.

Mislim da su za budućnost Bosne i Hercegovine, ali najprije za mlade, najvažniji stalni rad, učenje i prioritiziranje ličnog razvoja. Pored toga, potrebna je reinencija odnosa pojedinca i zajednice. Mladi moraju znati: “Koliko daješ, toliko i dobiješ.” Oni ne mogu očekivati da dobiju bilo šta od svoje zajednice ako je ne izgrade po svojoj mjeri, ako se ne aktiviraju, ne učestvuju i ako ne traže da se njihov glas čuje.

When we founded the association Friends of Srebrenica in 2005, we focused our activities on young and vulnerable categories, especially in the fields of information and employment. We had several good initiatives and drew attention to ourselves with unusual activities that gave good results, so we set our goals quite high – to establish a youth broadcasting studio in Srebrenica, the Fund for Youth Entrepreneurship Development. We showed that we were willing and that we had ideas, that we were proactive and serious in our efforts. But looking back from this point of view – we were lacking experience, knowledge, tools, and serious partners.

We were lucky to get chosen in 2008 to implement USAID's Internship Program Srebrenica. It was a turning point in my personal life as well as in the life of the association. Our initiative for youth employment was recognized as the most innovative, and the project gave us the opportunity to work with excellent mentors, to see the challenges faced by the young people from a different perspective, outside the depressing Bosnia and Herzegovina reality, especially in Srebrenica. The support has encouraged us to act and to see first-hand that cooperation with local authorities, businesses and the media concerning specific activities actually yields results.

At the same time, my personal development was boosted thanks to the support from USAID, because in 2012 I went to the USA for a three-week study trip. That experience completely changed my understanding of the topics we deal with – entrepreneurship, the freedom of the media, and activism. That additional knowledge and encouragement are an inspiration for my future activities.

I think that the key to the future of Bosnia and Herzegovina, but primarily of its youth, are continuous work, learning, and putting your personal growth first. In addition to that, the relationship between an individual and the community needs to be reinvented. Young people need to know this: “What you give is what you get.” They cannot expect anything from a community if they don't put in any effort to make it suit their needs; if they don't engage, take a stand and have their voices heard.

# Adnan Družić

**UČESNIK PROGRAMA OMLADINSKE BANKE, BOSANSKI PETROVAC**  
MEMBER OF THE YOUTH BANK PROGRAM, BOSANSKI PETROVAC



*Onda je 2012. godine u moj život, zahvaljujući USAID-u, ušao program Omladinske banke. Počeo sam pohađati različite seminare. Stečene vještine, koje nisam mogao dobiti redovnim školovanjem, bile su presudne za moj daljnji razvoj i karijeru.*

*Then, in 2012, thanks to USAID, I came across the Youth Bank program. I started attending different seminars. The skills I acquired, which would not have been available to me through regular education, were key to my future growth and career.*

Prije susreta s projektima USAID-a u BiH, bio sam obični srednjoškolac koji je imao formalno obrazovanje, ali ne i mogućnosti da ga proširim. Trebao sam da steknem dodatno znanje i vještine koje bi mi koristili u životu i pri zaposlenju.

Onda je 2012. godine u moj život, zahvaljujući USAID-u, ušao program Omladinske banke. Počeo sam pohađati različite seminare. Stečene vještine, koje nisam mogao dobiti redovnim školovanjem, bile su presudne za moj daljnji razvoj i karijeru. Danas sam službenik za mlade u Općini Bosanski Petrovac i moj osnovni zadatak je rad s mladima i kreiranje okruženja u kojem mladi žele ostati i graditi zajednicu u kojoj će se čuti i njihov glas.

Želim biti primjer mladim ljudima i pokazati im da se rad i trud za zajednicu može cijeliti, a nadam se i da ćemo zajedničkim radom napraviti bolje i ljepše društvo za sve.

Smatram da Bosna i Hercegovina treba dati šansu mladim ljudima koji mogu svojim znanjem, trudom i zalaganjem državu učiniti puno boljom nego što je danas. Potrebno je da radimo na razvoju novih privrednih grana koje mogu biti ključ razvoja naše države, a tu prije svega mislim na turizam i kreativnu industriju.

Svojim ličnim radom u budućnosti ću se truditi da stvaram prilike za mlade ljude, za nova radna mjesta i prosperitet, jer mi je nezamislivo da mladi iz Bosne i Hercegovine lakše dobiju priliku van granica, nego unutar svoje vlastite države.

Before I came across USAID projects in Bosnia and Herzegovina, I was just a regular high school guy with formal education, but with no opportunities to expand it. I needed additional knowledge and skills to use in life and to get a job.

Then, in 2012, thanks to USAID, I came across the Youth Bank program. I started attending different seminars. The skills I acquired, which would not have been available to me through regular education, were key to my future growth and career. Today, I work as a civil servant at the Bosanski Petrovac municipality. I work with the youth, and my main task is to help create a youth-friendly environment that makes young people want to stay here and build a community in which their voices will be heard.

I want to serve as a role model for young people and show them that hard work and dedication invested in the community can be appreciated. I hope that by working together, we can build a better society for all of us.

I believe that Bosnia and Herzegovina needs to give a chance to young people who can use their knowledge, hard work and dedication to make this country much better than it is today. We need to work on developing new industries that can be key to the country's growth, primarily tourism and creative industries.

I will continue to invest myself into creating new opportunities for young people, new jobs and prosperity, since I cannot understand why young people from Bosnia and Herzegovina should have less trouble getting opportunities abroad than in their own country.





# Emina Bošnjak

SARAJEVSKI OTVORENI CENTAR,  
SARAJEVO  
SARAJEVO OPEN CENTER,  
SARAJEVO

*Kroz saradnju s USAID-om, mi osnažujemo LGBTIQ zajednicu i naše podržavatelje/ke, te širimo relevantne i provjerene informacije zasnovane na istraživanjima i potrebama LGBTIQ zajednice. S druge strane – radimo i na institucionalnom nivou: zagovaramo izmjene javnih politika i zakona, prevashodno u oblasti prepoznavanja istospolnih zajednica, prava i položaja transrodnih osoba, te jačamo kapacitete institucija da odgovore na potrebe LGBTIQ osoba.*

Moje ime je Emina Bošnjak i ja sam žena, izvršna direktorica Sarajevskog otvorenog centra, lezbejka. Ja sam osoba koja voli Bosnu i Hercegovinu i duboko vjeruje u to da Bosna i Hercegovina ima i može imati dovoljno ljubavi i za mene i cijelu LGBTIQ zajednicu.

Uz već dugogodišnju podršku, između ostalih i USAID-a, naša zajednica – koju čine lezbejke, gej, biseksualne, transrodne, interspolne i queer osobe, ali i naše porodice, prijatelji/ce i podržavatelji/ce – razgovara slobodnije, jasnije i glasnije. Zahtijevamo promjene i mijenjamo postavke u našem društvu koje su diskriminirajuće i nasilne. Vjerujem da su mnoge osobe, zahvaljujući toj podršci, slobodnije da sebe i druge prihvate onakvim kakve jesu. Iako pred nama ostaje još dug put do toga da možemo reći da smo dosegli/e ravnopravnost LGBTIQ osoba u bh. društvu, LGBTIQ pitanja više nisu tabu – otvorili/e smo prostor da se problemi koji su dugo bili skrivani pod tepih, a vezani su za pitanja nasilja i diskriminacije prema drugačijoj seksualnosti, spolu, rodu i seksualnoj orijentaciji, počnu ozbiljno rješavati.

Kroz saradnju s USAID-om, mi osnažujemo LGBTIQ zajednicu i naše podržavatelje/ke, te širimo relevantne i provjerene informacije zasnovane na istraživanjima i potrebama LGBTIQ zajednice. S druge strane – radimo i na institucionalnom nivou: zagovaramo izmjene javnih politika i zakona, prevashodno u oblasti prepoznavanja istospolnih zajednica, prava i položaja transrodnih osoba, te jačamo kapacitete institucija da odgovore na potrebe LGBTIQ osoba.

Pored napretka u zakonima i politikama koje se tiču pitanja ljudskih prava i ravnopravnosti, između ostalih i LGBTIQ osoba, vjerujem da nam je prijeko potrebna i stvarna institucionalna volja, znanje i sredstva da ravnopravnost postane naša stvarnost, da se svako kršenje ljudskih prava osudi i adekvatno procesuiru. Efikasnost izvršne vlasti, a pogotovo pravosuđa, moraće biti na vrlo visokom nivou, od kojeg je danas, nažalost, još uvijek daleko.

*Through cooperation with USAID, we empower the LGBTIQ community and our supporters, and share relevant and reliable information based on research and actual needs of the LGBTIQ community. On the other hand – we work on the institutional level as well: we advocate for changes in public policies and laws, primarily in the field of recognizing same-sex unions, rights and status of transgender persons, and we build capacities of institutions to respond to the needs of LGBTIQ persons.*

My name is Emina Bošnjak, and I am a woman, executive manager of the Sarajevo Open Centre, and a lesbian. I am a person who loves Bosnia and Herzegovina and I am deeply convinced that Bosnia and Herzegovina does have and can have enough of love for me and the entire LGBTIQ community.

Thanks to many years of support received from USAID, among others, our community – made up of not only lesbian, gay, bisexual, transgender, intersex, and queer persons, but our families, friends, and supporters as well – has more freedom to speak, louder and clearer. We demand change, and we are changing the settings in our society that are discriminatory and violent. I believe that many people, thanks to that help, feel more confident to accept themselves and others just as they are. Although we have a long road ahead of us, we can say that we have reached that level of equality of LGBTIQ persons in the Bosnia and Herzegovina society so that LGBTIQ issues are no longer taboo. We have created a space for serious consideration of issues that have been swept under the rug for so long such as matters of violence and discrimination of persons because of their sexuality, gender, sex, and sexual orientation.

Through cooperation with USAID, we empower the LGBTIQ community and our supporters, and share relevant and reliable information based on research and actual needs of the LGBTIQ community. On the other hand – we work on the institutional level as well: we advocate for changes in public policies and laws, primarily in the field of recognizing same-sex unions, rights and status of transgender persons, and we build capacities of institutions to respond to the needs of LGBTIQ persons.

I believe that besides the progress made in the field of laws and policies addressing the issues of human rights and equality of all people, including LGBTIQ persons, one of our main needs is to see true institutional will, knowledge and means to make them our reality, and to see that every case of breach of human rights is sanctioned and properly processed. The efficiency of law enforcement and primarily the judiciary system, will need to be significantly improved, and that, unfortunately, is something that will not be happening any time soon.

# Anica Ramić

STOP MOBBING, TREBINJE · STOP MOBBING, TREBINJE



*Uz podršku USAID-a, radila sam na brojnim projektima, pogotovo o korupciji u zdravstvu, pomažući građanima da prepoznaju korupciju i suprotstave joj se. Time zajedno gradimo bolju državu u kojoj su ljudski resursi najveća blagodat.*

*With support from USAID, I have worked on many projects, especially related to corruption in healthcare, helping my fellow citizens recognize corruption and stand against it. That is how we can join our efforts and build a country that recognizes human resources as its greatest benefit.*

Živimo u dinamičnom društvu, okruženi stalnim rokovima, zahtjevima i pritiscima. Tako je i moj život, kao i većine stanovnika BiH, bio pod svakodnevnim stresom. Uz to sam, kao zdravstvena radnica, svjedočila korupciji i kriminalu u Domu zdravlja u Trebinju, gdje sam radila dugi niz godina. Korupcija u bh. zdravstvu je “javna tajna” i brojni pacijenti tvrde da im već samo nerazumno duga lista čekanja na dijagnostičke tretmane može ozbiljno ugroziti život.

Odlučila sam biti odgovorna građanka i 2007. godine prijavila sam korupciju. Nakon toga, nažalost, počinem doživljavati strašni mobing, istinski psihoteror na radnom mjestu. Nije me to obeshrabilo. Naprotiv. Ubrzo osnivam udruženje građana “Stop mobbing” i ono danas ima preko 5.000 registrovanih članova iz cijele BiH. Epilog moje borbe je smjena korumpiranog direktora te pokretanje istraga za otuđenje šest stomatoloških ordinacija, dvije zubne tehnike i nezakonit prijem radnika u Dom zdravlja.

Srećom, u svojoj borbi protiv korupcije nisam bila sama. Moj se život, iz stanja mraka i gorčine, promijenio iz temelja – USAID mi je pružio podršku! Osjetila sam ushićenje i nevjerovatnu želju da svoja iskustva prijavitelja korupcije, ali i stečena znanja i vještine u borbi protiv korupcije i mobinga, podijelim sa onima koji se nalaze u sličnoj situaciji. Uz podršku USAID-a, radila sam na brojnim projektima, pogotovo o korupciji u zdravstvu, pomažući građanima da prepoznaju korupciju i suprotstave joj se. Time zajedno gradimo bolju državu u kojoj su ljudski resursi najveća blagodat.

Bosni i Hercegovini je potrebna vlast koja svoj posao neće obavljati radi lične koristi, već radi građana. Većinu običnih ljudi u Bosni i Hercegovini ne zanimaju podjele, nacionalizam ili nasilje, već prevashodno njihova obitelj, zaposlenje i pristojan život od vlastitog rada. Nažalost, “virus korupcije” je sveprisutan i frustrirajući za građane, posebno za mlade koji odrastaju u društvu opterećenom zaostavštinom rata, gospodarstvenom krizom i pogrešnim upravljanjem. Mladi moraju “prevrnuti list” – aktivnije se uključiti u građanski život, pokazati otpor prema nedoličnom upravljanju zemljom, i prijaviti korupciju. Boreći se protiv korupcije borite se za svoju budućnost!

We live in a dynamic society, surrounded by deadlines, requests, and pressure. My life, just like the lives of the majority of people in Bosnia and Herzegovina, was under constant stress. In addition to that, as a healthcare professional, I witnessed corruption and crime at the Healthcare Center in Trebinje, where I used to work for many years. Corruption in healthcare in Bosnia and Herzegovina is something everyone is aware of, but nobody talks about. There are many patients claiming that the unrealistically long waiting list for diagnostic treatments may pose a serious threat to their lives.

I decided to act as a responsible citizen and in 2007, I reported corruption. Unfortunately, it turned me into a victim of mobbing, a true psychological terror at my workplace. But I wasn't discouraged. On the contrary. Soon after, I founded a civil society organization Stop mobbing, and today it has more than 5,000 registered members from all over Bosnia and Herzegovina. The epilogue to my struggle was discharge of the corrupted general manager and the initiation of the investigation of appropriation of 6 dental offices, 2 dental laboratories, and illegal employment of staff in the Trebinje Healthcare Center.

Fortunately, I was not alone in my fight. My life, which was an agony of darkness and bitterness, transformed completely - USAID supported me! I was thrilled, feeling such a strong desire to share my story as a whistleblower, and everything I had learned fighting against corruption and mobbing, with those who are going through similar experiences. With support from USAID, I have worked on many projects, especially related to corruption in healthcare, helping my fellow citizens recognize corruption and stand against it. That is how we can join our efforts and build a country that recognizes human resources as its greatest benefit.

Bosnia and Herzegovina needs to be governed by those who will not work for their own personal benefit, but for the benefit of the society. The majority of common people in Bosnia and Herzegovina are not interested in what makes us different from each other, in our ethnic backgrounds, or in violence in general; their priority is their family, having a job, and earning a decent living. Unfortunately, the “virus of corruption” is omnipresent and frustrating to all of us, especially the young people who are growing up in a society contaminated by the remnants of war, economic crisis, and poor management. The youth need to break the vicious cycle, take a proactive role in the civil life, stand up to all the wrong ways of running our country, and to report corruption. By fighting corruption - you fight for your future!



# Kemija Hodžić

ISTRAŽIVAČICA, TUZLA  
RESEARCHER, TUZLA

*Kako bi Bosna i Hercegovina išla putem istinske samoodrživosti, oslobodila se korumpirane vlasti ili ispolitiziranog obrazovnog i zdravstvenog sistema, moramo se prevashodno suočiti sa prošlošću. Moramo prihvatiti činjenice, moramo osuditi sve zločince.*

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Od novinarstva sam odustala kada mi je urednik izbacio dio teksta o bh. političaru – govoreći da “moramo znati o kome smijemo, a o kome ne smijemo pisati”. Bila sam primorana da ljubav prema pisanju iskazujem na društvenim mrežama.

No, tu sam umjesto jednog urednika koji mi je izbacio dio teksta dobila stotine branitelja “svega i svačega” kojima su prijete jedini argumenti. Par godina sam se borila primjenjujući asertivnu komunikaciju kojoj su me učili na fakultetu, no ubrzo sam odustala od takve diskusije. Vjerujem da su “činjenice svete, a komentar proizvoljan”. Pišem o tranzicijskoj pravdi, ratnim zločinima i zločincima, dakle o svemu onome što je dokazano, no trebat će mnogo godina da bh. građani prihvate činjenice i odustanu od mitova na koje su navikli.

Prije nešto više od godinu dana, uz podršku USAID-a, uspješno sam realizovala projekat “Dijalog za budućnost”, pišući upravo o tranzicijskoj pravdi. Već nakon prvog teksta imala sam više od 50.000 pregleda, ali i stotine prijetećih poruka. Upravo su me one ponukale da uradim naredno istraživanje “Govor mržnje na društvenim mrežama: Studija slučaja Facebook”, čija je evaluacija pokazala više od milion i po pregleda. Vjerujem da je toliko čitanost uspjela promijeniti nečije stavove nabolje. To ne bi bilo moguće bez podrške USAID-a i sjajnog tima USAID-ovog medijskog projekta.

Kako bi Bosna i Hercegovina išla putem istinske samoodrživosti, oslobodila se korumpirane vlasti ili ispolitiziranog obrazovnog i zdravstvenog sistema, moramo se prevashodno suočiti sa prošlošću. Moramo prihvatiti činjenice, moramo osuditi sve zločince. U protivnom, nove će generacije učiti o tome kako su osuđeni ratni zločinci, ustvari, heroji jednog naroda. Iza svake nevine žrtve stoji ime i prezime koje mora odgovarati za svoje zločine. Sve dok se to ne dogodi, djeca će nam snositi teret kolektivne krivice koju smo im mi nametnuli.

*For Bosnia and Herzegovina to progress on the path of true self-sustainability and free itself from a corrupt government and an education and healthcare contaminated with politics, the first thing to do is to face the past. We must accept the facts and bring all the criminals to justice.*

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I gave up on journalism when my editor cut out a part of an article about a local politician with an explanation that “we must know who we can, a who we cannot write about”. I was forced to express my love of writing on social media.

But there, instead of one editor, I faced hundreds of defenders of “this and that” whose only arguments were threats. For several years, I fought using assertive communication I learned in college, but after a while, I gave up. I believe that “facts are sacred, and comments arbitrary”. I write about transitional justice, war crimes and criminals, about everything that has been proven, but many years will have to pass for citizens of Bosnia and Herzegovina to accept the facts and discard the myths they are so used to.

A bit over a year ago, with support from USAID, I successfully implemented a project called “A Dialogue for Future”, writing about transitional justice. The first article brought me more than 50,000 views and hundreds of threat messages. Those messages made me want to do my next research “Hate speech on social media: Facebook Case Study”, and the evaluation showed more than a million and a half views. I believe that such a popularity must have changed someone’s opinion for the better. It would not have been possible without the support from USAID, and the great team of the USAID Media Project.

For Bosnia and Herzegovina to progress on the path of true self-sustainability and free itself from a corrupt government and an education and healthcare contaminated with politics, the first thing to do is to face the past. We must accept the facts and bring all the criminals to justice. Otherwise, future generations will learn about those convicted war criminals as heroes of their people. For every victim, there is a person, with a first and a last name, who is responsible, and they must be held accountable for their crime. Until that happens, our children will bear the weight of collective responsibility which we will impose upon them.

# Aleksandar Jegdić

**REGULATORNA KOMISIJA ZA ENERGETIKU REPUBLIKE SRPSKE, TREBINJE**  
REPUBLIKA SRPSKA ENERGY REGULATORY COMMISSION, TREBINJE



*Godinama kasnije ću, surađujući s USAID-om, potvrditi upravo to – znanje se ne prenosi pukim predavanjima ili luksuznim prezentacijama, već zajedničkim aktivnostima i stručnim razmjenama mišljenja i dobre prakse.*

*Years later, working with USAID, I will confirm just that – knowledge is not transferred by mere lecturing or luxurious presentations, but by joint activities and exchange of opinions and good practice among experts.*

Moja profesionalna karijera, kao i većine mladih ljudi početkom 2000-ih, obilježena je traženjem posla u kome bih se mogao profesionalno najbolje iskazati. Jedno vrijeme radim u obrazovnom sistemu i prvi put shvaćam razliku između predavanja, prostog učenja napamet i nečega što se zove istinski prenos znanja. Godinama kasnije ću, surađujući s USAID-om, potvrditi upravo to – znanje se ne prenosi pukim predavanjima ili luksuznim prezentacijama, već zajedničkim aktivnostima i stručnim razmjenama mišljenja i dobre prakse.

Krajem 2005. godine započinjem raditi u Regulatornoj komisiji za energetiku Republike Srpske, organizaciji koja je predstavljala nešto sasvim novo za cijeli energetski sektor. Sve je odisalo onim što sam priželjkivao – rad, profesionalizam, stručnost i velika spremnost rukovodstva i zaposlenih da se što prije priviknem na nove uslove rada i dam svoj doprinos uspješnom radu institucije. Počeci tog mog profesionalnog rada usko su povezani sa USAID-om, budući da sam veoma brzo imao priliku da prisustvujem jednoj od mnogobrojnih radionica u sklopu tehničke podrške regulatornim komisijama. Kao proizvod te saradnje nastao je veći broj radnih materijala, podzakonskih akata, pregleda usklađenosti dokumentacije ili pak različitih uputstava ili preporuka za sektor. USAID-ova ekspertiza bila je dragocjena. Imajući u vidu da je regulacija energetskog sektora bila pionirski projekat u našoj zemlji, pružena stručna pomoć, usaglašena sa specifičnim kontekstom zajednice u kojoj živimo i radimo, od neprocjenjive je važnosti za uspostavljanje regulatornog okvira.

Kada je riječ o energetskom sektoru u našoj državi, njegova samoodrživost zahtijeva dvije stvari: obezbjeđenje efikasnog funkcionisanja institucija nadležnih za regulaciju i tržište, te kontrolisanu tranziciju iz sistema u kome dominiraju konvencionalni izvori energije ka sistemu primarno zasnovanom na obnovljivim izvorima. Naravno, sastavni dio kontrolisane tranzicije jeste i potpuna integracija sa regionalnim tržištima. Radujem se budućem radu upravo na tom procesu.

My professional career, similar to many young people in the early 2000s, was marked by looking for a job that would enable me to show just how professional I am. I spent some time working in education, and that was when I first realized the difference between lecturing, simple memorizing, and something called true transfer of knowledge. Years later, working with USAID, I will confirm just that – knowledge is not transferred by mere lecturing or luxurious presentations, but by joint activities and exchange of opinions and good practice among experts.

In late 2005, I started working in the Republika Srpska Energy Regulatory Commission, an organization that was something completely new in the energy sector in general. It was everything I could hope for – hard work, professionalism, expertise, and dedication among the management and the staff to help me adapt and contribute to the success of the institution. My early days of professional work were closely related to USAID, since early on I had an opportunity to attend one of many workshops provided as a part of the technical assistance to regulatory commissions. As a result of that cooperation, a significant number of working materials, bylaws, documentation harmonization overviews, instructions and sector-related recommendations were produced. USAID's expertise was precious. Having in mind that energy sector regulation was a pioneering project in our country, the expert assistance adapted to the specific context of the community in which we live and work, was immensely important for the establishment of the regulatory framework.

When it comes to the energy sector in our country, its self-sustainability requires two things: to provide for efficient functioning of institutions responsible for regulation and the market, and controlled transition from the system dominated by conventional sources of energy into a system primarily based on renewable sources of energy. Such controlled transition includes full integration with regional markets, of course. I am looking forward to that process.

# Vladan Galijašević

ALPINO, PALE · ALPINO, PALE



*Iznenadna prijateljska pomoć preokrenula je moju budućnost.*

*Sudden friendly help completely changed my perspective.*

Kada sam 2013. godine kupio tridesetak kozlića i zemljište u Rogoušićima kod Pala – o kozarstvu nisam znao ništa. Iskreno, koze sam do tada vidio samo na televiziji ili na livadi, iz daljine. Ipak, želio sam napraviti farmu i osjećao sam da ću u tome uspjeti. Čuo sam da USAID pomaže poljoprivrednike u Bosni i Hercegovini i prijavio sam se na natječaj, ne vjerujući da će pomoć uistinu i stići. Mislio sam da se u životu ništa ne može dobiti a da se nešto ne da zauzvrat, jer sam sve što sam imao napravio sam ili kupio na kredit.

No, pomoć USAID-a ubrzo je stigla. Bio sam presretan. Proizvodnja kozjeg sira na farmi Alpino se povećala pa smo uveli i nove vrste – mladi, sa srijemušom ili paprikom, dimljeni, odležani u maslinovom ulju. Ubrzo je moja supruga, inače hemijska tehničarka, došla na ideju da pravimo sapun od kozjeg mlijeka. Tako smo počeli s proizvodnjom sapuna u tri varijante – klasik, med i cimet.

Čist i prirodan, od mlijeka sa naše farme, meda sa Paprikovca, pčelinjeg voska iz Goražda, kamilice s naših livada – Alpino sapun je postao prepoznatljiv i tražen brend koji se prodaje u svim DM drogerijama diljem Bosne i Hercegovine i Hrvatske, a uskoro će biti dostupan i u Srbiji i Sloveniji.

Već razmišljam o novim poslovnim idejama – iskoristiti đubrivo sa kozje farme i proizvoditi humus od kalifornijskih glisti. Dobra poslovna ideja, upornost i podrška prijatelja formula su za uspjeh svugdje, pa i u Bosni i Hercegovini.

In 2013, when I bought about 30 goat kids and some land in Rogoušići near Pale – I did not know the first thing about goatkeeping. Honestly, my only contact with goats until then was on the TV screen or from afar. Still, I wanted to build a farm and I felt I would succeed. I heard about USAID helping farmers in Bosnia and Herzegovina, so I applied, not really expecting to get anything. I used to think that nothing in life comes without a price tag, since everything I had was either built with my own hands, or bought with a loan.

To my surprise, and soon enough, assistance from USAID came. I was over the moon. I increased the production of goat cheese in the Alpino farm, so we introduced new types of cheese – cottage cheese, cheese with wild garlic or pepper, smoked cheese, aged cheese in olive oil. My wife, chemist by trade, soon came to an idea to produce soap with goat milk. So, we started making three types of soap – classic, honey, and cinnamon.

Pure and natural, made of milk from our farm, honey from Paprikovac, beeswax from Goražde, chamomile from our meadows - Alpino soap became a renowned and popular brand sold in DM drugstores across Bosnia and Herzegovina and Croatia, soon expected to hit the shelves in Serbia and Slovenia as well.

I am already thinking about new business ideas – how to use the manure from the goat farm and compost with manure worms. A sound business idea, dedication and support from friends is what makes success possible anywhere, even in Bosnia and Herzegovina.



# Marin Mamuza

CONTINENTAL ADVENTURE, LIVNO  
CONTINENTAL ADVENTURE, LIVNO

*Želim ostati u svom gradu, želim ovdje živjeti.*

*I want to stay here, in my home town, live here.*

Rođen sam u Livnu, ratne 1992. godine. Nakon srednje škole odlučujem upisati školu filma u Zagrebu i nakon pet godina završavam studij filmskog rada i fotografije. No, nisam se pronašao u velikom gradu. Nedostajalo mi je moje Livno, pa se vraćam kući i nastavljam s očevim obiteljskim poslom – fotografijom.

Još sam kao srednjoškolac pomagao ocu. Želio sam kupiti neku skupu gitaru, a otac mi je rekao da mi neće dati toliki novac, ali će mi dati priliku da ga zaradim. Tako sam se počeo baviti fotografijom.

Promatrajući svakodnevno predivni livanjski kraj s očaravajućim krajolicima i iznimnim jezerima, rijekama i planinama, razmišljao sam i o mogućem turističkom izazovu. Pogotovo zbog jedinstvenih livanjskih divljih konja. Drugi možda imaju sjajne krajolike i jezera, ali nitko drugi nema gotovo 1.000 divljih konja na svojim proplancima.

Počeo sam ih fotografirati. Objavio sam na Facebooku i Instagramu pregršt fotografija divljih konja, pa su moji brojni prijatelji odlučili doći ovamo i vidjeti ih. Prvo sam radio privatno za svoje prijatelje, a onda sam 2018. pokrenuo tvrtku Continental Adventure u tehnološkom parku Linnovate. Prva podrška našim fotosafarijima divljih konja stigla nam je iz USAID-a.

Potom sam osnivaču tehnološkog parka Linnovate, Mati Rimcu, predložio da nabavi e-bicikle u Livnu. No, vidjevši poslovni plan za Continental Adventure, rekao nam je: “Zašto samo e-bicikli? Izgradimo odmaralište u Livnu, obogatimo ponudu paraglajdingom i smještajem za posjetitelje.” Tako sam počeo razvijati novi poslovni model, ovaj put s odmaralištem. Istovremeno dobijamo novu podršku od USAID-a i sada smo spremni za realizaciju projekta. Upravo kupujemo e-bicikle i gradimo odmaralište. Sve bi trebalo biti spremno sljedeće godine.

Želim ostati u svom gradu, želim ovdje živjeti. Moj poslovni partner i ja planiramo proširiti kompaniju i djelovanje jer želimo zaposliti više ljudi i omogućiti našim sugrađanima da ostanu u Livnu i ovdje pristojno žive.

I was born in Livno during the war, in 1992. After high school, I decided to go to Zagreb and study filmmaking. Five years later, I graduated in film production and photography. However, I didn't see myself in a big city. I missed my Livno, so I returned home and joined my father's family trade – photography.

Even as a teenager I used to assist my father. I wanted to buy myself an expensive guitar, and he told me that instead of giving me the money, he would give me an opportunity to earn it. That is how my career in photography started.

Watching the beautiful region of Livno every day, its enchanting scenery and exceptional lakes, rivers, and mountains, I was thinking about a possible tourist challenge. Especially the unique wild horses of Livno. Others may have beautiful scenery and lakes, but only Livno has almost a thousand wild horses on its glades.

I began taking photos of them. I published many pictures of those wild horses on Facebook and Instagram, so many of my friends decided to come and see them. At first, I did private tours for my friends, but in 2018, I started a company called Continental Adventure in the Linnovate tech park. The first support for the photo-safaris with wild horses came from USAID.

Then I approached the founder of the Linnovate tech park, Mate Rimac, and suggested he should bring some e-bicycles to Livno. When he saw the business plan for Continental Adventure, he said: “Why stop there? We should build a resort in Livno, add paragliding to the offer, and accommodation for visitors.” So, I started working on a new business model to include the resort. At the same time, we received new help from USAID and we are now ready to implement the project. We are in the process of procuring e-bicycles and building the resort. Everything should be ready next year.

I want to stay here, in my home town, live here. My business partner and I plan to expand the company and our business activity to create new jobs and help other stay in Livno and earn a decent living.

# Šefika Skorupan

SPORTISTKINJA, SARAJEVO · SPORTSWOMAN, SARAJEVO



*Meni i mojim suigračicama iz udruženja za žensku košarku u kolicima “Bambi” pomogao je američki narod putem USAID-a: dobile smo svu neophodnu opremu, sportska invalidska kolica, dresove, trenerke, lopte... Sve što nam treba za trening, osobni napredak i uspješno uključivanje u normalan život iznenada je bilo tu!*

*Me and my teammates from our women’s wheelchair basketball association “Bambi” were helped by the American people through USAID. We received all the necessary equipment, special wheelchairs, dresses, sweatsuits, balls ... everything we needed to train, progress, and reintegrate into normal life was suddenly available!*

Nakon ranjavanja granatom, ratne 1993. godine u Sarajevu, moj svakodnevni život postaje izuzetno bremenit. Žene, pri tome još i osobe s invaliditetom, teško se mogu izboriti za svoja prava u našem okruženju. Ja sam, kao predratna sportašica, sanjala o povratku na sportske terene. Sanjala sam treninge, takmičenja, pobjede, suigračice....

Pokucala sam na stotinu vrata, obraćala se svim mogućim domaćim instancama kako bih dobila podršku za žensku košarku u kolicima. Bezuspješno. Niko nije imao sluha za djevojke i žene u invalidskim kolicima koje maštaju da su pokretne, da se kreću terenom i zabijaju koševе. A mi kada igramo, kada se takmičimo u bilo kojem sportu, mi više nismo samo osobe s invaliditetom. Mi smo žene koje “lete” terenom, bore se, trude, pobjeđuju! Tu prestaju svi stereotipi o osobama s invaliditetom. Ponovo postajemo slobodne.

Naša država nam, nažalost, nije pomogla da se vratimo na sportske terene. Meni i mojim suigračicama iz udruženja za žensku košarku u kolicima “Bambi” pomogao je američki narod putem USAID-a: dobile smo svu neophodnu opremu, sportska invalidska kolica, dresove, trenerke, lopte... Sve što nam treba za trening, osobni napredak i uspješno uključivanje u normalan život iznenada je bilo tu! Snovi su se počeli ostvarivati. Kao jedini takav ženski klub u Bosni i Hercegovini, takmičimo se s muškim klubovima u košarci u kolicima. Znale smo ih dobro nadjačati.

Iako sam u to vrijeme, pet godina zaredom, proglašavana najboljom sportistkinjom s poteškoćama u Kantonu Sarajevo, zbog pogoršanja zdravstvenog stanja prestala sam igrati košarku u kolicima. No, sporta se ne odričem. Danas nagrade osvajam u atletici, streljaštvu i pikadu.

Bosna i Hercegovina mora više podržati sve svoje sportiste, pogotovo osobe s invaliditetom. Aktivni život, treninzi i takmičenja, druženje i razmjena mišljenja sa suigračicama i prijateljima najbolji su način inkluzije osoba s poteškoćama u svakodnevni život. Tada stereotipi najbrže izbljede, a naše se povrede, rane i bolovi nakratko povuku.

In 1993, during the war, I was wounded in Sarajevo, and my daily life became extremely difficult. Women, especially persons with disability, have to fight for their rights in our society. As a woman who used to be in sports, I dreamed of going back to the sports field. I dreamed about trainings, competitions, winnings and teammates.

I knocked on so many doors, spoke to anybody and everybody who could support women in wheelchair playing basketball, but without any success. Nobody was willing to listen to girls and women in wheelchairs dreaming of being mobile, working their way on to the field and slamming scores. But when we play, when we compete in any type of sport, we are more than persons with disabilities. We are women that “fly the field”, women that fight, sweat, and win! That is where all the stereotypes of persons with disabilities disappear. We become free again.

Our country, unfortunately, did not help us go back to the sports field. Me and my teammates from our women’s wheelchair basketball association “Bambi” were helped by the American people through USAID. We received all the necessary equipment, special wheelchairs, dresses, sweatsuits, balls ... everything we needed to train, progress, and reintegrate into normal life was suddenly available! Our dreams started to come true. As the only women’s sports club of that kind in Bosnia and Herzegovina, we compete with men’s wheelchair basketball clubs. We sure know how to slam them good.

Although at that time, for five years in a row, I was declared the best sportswoman with a disability in the Sarajevo Canton. Due to my health deteriorating, I stopped playing wheelchair basketball, but I am not giving up on sports. Now I compete and collect awards in athletics, shooting, and darts.

Bosnia and Herzegovina needs to do more to support its sportspersons, especially those with disabilities. Active life, trainings and competitions, socializing and exchange of opinions with teammates and friends is the best way to include persons with disabilities into daily life. That tends to break down the stereotypes the best. Our wounds, pain and suffering seem to fade for a while.

# Dragana Savić

ZAVARIVAČICA, BANJA LUKA · WELDER, BANJA LUKA



Slučajno sam ugledala USAID-ov konkurs za dokvalifikaciju odraslih s fokusom na nezaposlene mlade i žene. Pisalo je da kandidati nakon specijalizirane obuke imaju i mogućnost zapošljavanja. Obradovala sam se. Tek sam onda vidjela da se radi o zavarivačima aluminija. “Čuj, žena varilac!? Kako to može?” – pomislim. A onda se nešto pobuni u meni: “Kad mogu sama odgajati dijete, pobrinuti se da na stolu uvijek bude dovoljno, a što ne bih mogla i aluminij zavarivati?”

Kao mala, maštala sam da ću postati odgajateljica i raditi s djecom u vrtiću. A, pogledajte me danas – ja sam Dragana Savić i ja sam zavarivačica aluminijuma!

Možda na prvi pogled izgleda čudno vidjeti ženu kako električnim lukom i elektrodom spaja aluminijske dijelove, ali to je tako zanimljiv i dinamičan posao u kojem ja uistinu uživam.

Prije ovoga posla, radila sam u ugostiteljskim objektima, najčešće noćnu smjenu koja je znala trajati i po dvanaest sati. Bila sam izmorena, mizerno plaćena i jedva sam, kao samohrana majka, uspijevala odgajati svoju četverogodišnju kćer. Stalno sam razmišljala kako da nešto promijenim i svojoj kćerci i sebi obezbijedim bolji život.

Slučajno sam ugledala USAID-ov konkurs za dokvalifikaciju odraslih s fokusom na nezaposlene mlade i žene. Pisalo je da kandidati nakon specijalizirane obuke imaju i mogućnost zapošljavanja. Obradovala sam se. Tek sam onda vidjela da se radi o zavarivačima aluminija. “Čuj, žena varilac!? Kako to može?” – pomislim. A onda se nešto pobuni u meni: “Kad mogu sama odgajati dijete, pobrinuti se da na stolu uvijek bude dovoljno, a što ne bih mogla i aluminij zavarivati?”

Prijavila sam se na konkurs i primili su me. U maju ove godine završila sam obuku za varioca, za šta inače treba dobro zdravlje, koordinacija pokreta, mirnoća ruke i oštrina vida. I odmah sam dobila posao u ELAS Metalexpertu! Pristojno plaćen, sa dobrim uvjetima rada, odnosno zaštitom na radu koja je variocima jako bitna, te normalnim radnim vremenom. Osjećam se cijenjenom radnicom koja konačno ima život dostojan čovjeka.

Uz dodatni trud i prekvalifikaciju, moglo bi se pristojno živjeti i u našoj zemlji. Samo treba vjerovati u sebe i u svoj rad. Žao mi je kad vidim mlade ljude kako nakon godina čekanja na birou za nezaposlene uzimaju svoje diplome i napuštaju zemlju. Vlast u Bosni i Hercegovini mora učiniti daleko više da zadrži mlade, da ih preusmjeri ka nekom novom poslu, nekom zanatu za koji se možda nisu prvobitno školovali. Jer dobrog radnika je teško steći, a naši svakodnevno odlaze.

*It was by accident that I saw USAID’s call for applications for the education of adults who wanted to change careers, focused on unemployed youth and women. It said that candidates would be offered a job once they complete the specialized training. I was so excited. And then I saw that it was about aluminum welding. “A female welder!? Are they for real?” – that was my thinking. And then something changed in me: “If I can be a single mother and bring food to the table, why wouldn’t I be able to weld some aluminum?”*

When I was little, I dreamed of becoming and kindergarten teacher and working with preschool children. Look at me now – I am Dragana Savić, and I weld aluminum!

At first glance, it may seem odd that a woman with an arc and an electrode welds together aluminum pieces, but it is such an interesting and dynamic job I truly enjoy.

Before this, I used to work in hospitality, mostly night shifts which would sometimes last as much as 12 hours. I was exhausted and underpaid. As a single mom, I was barely able to take care of my four-year daughter. I was constantly thinking of the ways to change something and provide a better life to my daughter and myself.

It was by accident that I saw USAID’s call for applications for the education of adults who wanted to change careers, focused on unemployed youth and women. It said that candidates would be offered a job once they complete the specialized training. I was so excited. And then I saw that it was about aluminum welding. “A female welder!? Are they for real?” – that was my thinking. And then something changed in me: “If I can be a single mother and bring food to the table, why wouldn’t I be able to weld some aluminum?”

I applied and I got in. In May this year, I finished my training for a welder, which requires good health, good coordination, calm hands, and good sight. I was immediately offered a job in ELAS Metalexpert! The salary is good, working conditions are good, especially safety protocols which is very important for welders, and the working hours are regular. I feel appreciated as a worker, and as a person – I finally feel I live a decent life.

With some extra efforts and additional training, it is possible to have a decent life in our country. You just need to believe in yourself and your work. I feel sorry when I see young people wasting years at the employment bureau, then taking their diplomas and leaving the country. The authorities in Bosnia and Herzegovina need to do much more to keep the youth from leaving, to redirect them to something viable, a trade that maybe wasn’t their first choice and something they studied for. Because good workers are hard to find, and ours are leaving every day.



# Sara Tuševljak

**EKOLOŠKA AKTIVISTICA, ISTOČNO SARAJEVO**  
**ENVIRONMENTAL ACTIVIST, ISTOČNO SARAJEVO**



*Zahvaljujući podršci USAID-ovog projekta “Podrška građanima u borbi protiv korupcije” i lokalnog Centra civilnih inicijativa pripremamo svakodnevne akcije, komuniciramo s građanima i medijima i proizvodimo brendirane materijale – sve preko bilborda i videa do postera i majica. Ljudi nas počinju prepoznavati i pridruživati se našoj inicijativi.*

*Thanks to the support from the USAID’s project “Assistance to Citizens in the Fight against Corruption” and the local Center of Civil Initiatives, we organized daily activities, communicated with citizens and produced branded material – billboards, videos, posters, and t-shirts. People started to recognize us and join our initiative.*

Do prije godinu dana bila sam poput svake druge studentice – išla sam na predavanja, učila i spremala ispite, a slobodno vrijeme provodila s porodicom i prijateljima. Iznenada se to promijenilo – sve sam podredila borbi za zaštitu Kasindolske rijeke od izgradnje mini hidroelektrana.

Naime, na potezu od desetak kilometara, kroz nekoliko opština Istočnog Sarajeva, gradila se prva od tri planirane mini hidroelektrane – usprkos evidentno lošem stanju životne sredine na terenu, malom kapacitetu rijeke za takav poduhvat, te nepostojanju mHE u Prostornom planu grada Istočno Sarajevo.

Prijetnja da će zbog koristi pojedinca biti uništen biljni i životinjski svijet naše sredine natjerala me da se sa ostalim zgroženim i zabrinutim sugrađanima udružim u neformalnu grupu “Stop izgradnji mHE na Kasindolskoj rijeci”. Započinjemo istrajnu borbu za zaustavljanje izgradnji mHE i pokretanje procedure o zaštiti Kasindolske rijeke.

Naš glas se ubrzo čuo. Zahvaljujući podršci USAID-ovog projekta “Podrška građanima u borbi protiv korupcije” i lokalnog Centra civilnih inicijativa pripremamo svakodnevne akcije, komuniciramo s građanima i medijima i proizvodimo brendirane materijale – sve preko bilborda i videa do postera i majica. Ljudi nas počinju prepoznavati i pridruživati se našoj inicijativi. Ubrzo postajemo relevantan glas javnosti na koji se lokalne vlasti više nisu mogle oglasiti. Mišljenje građana, bar u slučaju izgradnje mHE na Kasindolskoj rijeci, postalo je presudno.

Uspjeli smo na sudu zaustaviti gradnju druge dvije i pred kraj septembra, stigla nam je i treća presuda – poništena je ekološka dozvola i za već izgrađenu mHE Podvič! Dobili smo i obećanje iz Skupštine Grada da će dati negativno mišljenje za gradnju ovih mini hidroelektrana. Nastavljamo s našom borbom da se čuje i uvažava mišljenje građana. U protivnom, čemu i kome onda služi vlast?

Zaštita okoliša i ekološka borba trebali bi biti važni svima, svi moramo dati svoj doprinos – nemamo rezervnu planetu i zajedno trebamo očuvati ono što je ostalo od ove. Sve se može ukoliko ste uporni. Imajte vjere u sebe i u svoje ciljeve!

Until a year ago, I was just like any other student – I was taking classes, studying for exams, and spending my free time with family and friends. It changed suddenly – I put it all aside and started fighting to protect the Kasindolska River from being used for a mini hydro power plant.

A construction of a mini hydro power plant was started on a ten-kilometer section of the river that passes through several municipalities of Istočno Sarajevo, the first power plant of three – despite evidently poor status of the environment of the field, low capacity of the river for such type of project, and the fact that a small-scale hydro power plant was not foreseen in the Spatial Plan of Istočno Sarajevo.

The threat of the river ecosystem being destroyed for the benefit of an individual made me and my fellow citizens act out of concern and disbelief, so we formed an informal group called “Stop Construction of Mini Hydro Power Plant on the Kasindolska River”. We started a long and dedicated fight to stop the construction of the power plant and to initiate the procedure to formally protect the Kasindolska River.

Our voices were soon heard. Thanks to the support from the USAID’s project “Assistance to Citizens in the Fight against Corruption” and the local Center of Civil Initiatives, we organized daily activities, communicated with citizens and produced branded material – billboards, videos, posters, and t-shirts. People started to recognize us and join our initiative. We soon became a relevant voice of the public that could not be ignored by the local authorities. What people think, at least concerning the construction of the power plant on the Kasindolska River, became the determining factor regarding the destiny of the project.

We have succeeded in having the court halt construction of the other two power plants, and in late September, we received the third decision from the court – the environmental permit for the already built mini hydro power plant Podvič was revoked! The City Council promised us they would give a negative review on construction of these power plants. We will continue fighting for the opinions of the citizens to be heard and considered. Otherwise, what is the purpose of government and who would they be serving?

Environmental protection and ecology should matter to everyone, and we all have to do our part – we do not have a backup planet and we must preserve what is left of this one. Anything is possible if you don’t give up. Believe in yourself and your goals!

# Đani Rahimić

PARK FORTICA, MOSTAR · PARK FORTICA, MOSTAR



*Markiraju se i unose u mape kilometri i kilometri zelene, bijele i plave staze Via Dinarice, a stiže i prva USAID-ova financijska pomoć za poboljšanje turističkih kapaciteta na Via Dinarici.*

*Miles and miles of green, white and blue trails of Via Dinarica were marked and mapped, and the first financial assistance from USAID came to improve tourist facilities on Via Dinarica.*

Gdje god pogledaš na Podveležje, dah ti zastane od ljepote. S prijateljima iz mostarskog Udruženja brdskih biciklista svakodnevno sam na dva točka krstarilo po nestvarno lijepim predjelima Hercegovine. Uvijek sam razmišljao kako da tu ljepotu približimo i pokažemo našim građanima, kako da je očuvamo i zaštitimo, ali i kako da privučemo turiste i otvorimo nova radna mjesta.

Radili smo u to vrijeme neke manje projekte, no, iskreno, nismo imali baš neki upečatljiv uticaj na zajednicu. Udruženje brdskih biciklista nije bilo ozbiljno shvaćeno čak ni u našoj zajednici, pa ne čudi što smo imali pregršt poteškoća u ostvarenju svojih ciljeva.

No, prije nekih pet-šest godina, zahvaljujući USAID-ovoj dalekovidnosti za razvoj turističkih potencijala u Bosni i Hercegovini, staza Via Dinarica, čiji je i Podveležje dio, dolazi u fokus turističkih učesnika na Balkanu. Markiraju se i unose u mape kilometri i kilometri zelene, bijele i plave staze Via Dinarice, a stiže i prva USAID-ova financijska pomoć za poboljšanje turističkih kapaciteta na Via Dinarici.

Ubrzo obnavljamo planinski dom na Fortici koji gostima danas omogućava smještaj uz toplu i hladnu vodu iz ugrađenog rezervoara, potom uvodimo solarno grijanje i svu drugu neophodnu infrastrukturu. Veći kvalitet usluge smještaja privlačio je i više gostiju, pa se investicija počela isplaćivati. Stoga ostvarujemo još jedan san – pravimo najduži zipline u BiH, a uz pomoć USAID-a koncem prošle godine gradimo i jedinstvenu šetnicu – skywalk Fortica. Na rezultate ovog projekta nismo dugo čekali – već ove sezone Park Fortica iznad Mostara doživljava pravi turistički boom. Postali smo primjer mladima kako se upornost i rad isplate i u Bosni i Hercegovini.

Mladi ljudi u Bosni i Hercegovini trebaju da preuzmu inicijativu i da se što više uključe u javni život i politiku, kako bi se napravila smjena generacija i okončao proces tranzicije u istinsko demokratsko društvo. Paralelno s tim, mladi trebaju razvijati osjećaj pripadnosti i ljubavi prema domovini, kako bi svi građani prihvatili državu kao svoju i vjerovali u njene institucije i pravdu, čime bi se smanjili korupcija, nepotizam i slične malverzacije.

Whenever you look at Podveležje, it just takes your breath away. With my friends from the Mostar association of mountain bikers, I used to go on daily cycling tours exploring the surreal beauty of Herzegovina. I would always wonder how to show that beauty to our fellow citizens, how to keep it safe and protect it, but at the same time, attract tourists and create new jobs.

We worked on some minor projects at that time, but to be honest, they didn't have much effect on the community. The association of mountain bikers was not taken all that seriously even in our own community, so no wonder we faced many obstacles in trying to reach our goals.

But then, five or six years ago, thanks to USAID and their ability to see far into the future when it comes to development of tourism potentials in Bosnia and Herzegovina, the Via Dinarica trail, which includes Podveležje, became the focus of touring actors in the Balkans. Miles and miles of green, white and blue trails of Via Dinarica were marked and mapped, and the first financial assistance from USAID came to improve tourist facilities on Via Dinarica.

Soon, we reconstructed the mountain lodge on Fortica which now offers accommodations with hot and cold water from our own water tank. Then, we installed solar heating and other necessary infrastructures, which improved the quality of accommodations and attracted more guests. Soon we started seeing a return on our investment. That is how we can see another one of our dreams come true – we are building the longest zipline in Bosnia and Herzegovina, and with assistance from USAID, in late 2021, we started building a unique skywalk Fortica. We did not have to wait long to see the results of this project. This season, Park Fortica overseeing Mostar saw a real tourist boom. We became an example for young people in Bosnia and Herzegovina proving that hard work and persistence pay off.

The youth in Bosnia and Herzegovina need to take initiative and participate in public life and politics, to enable the change of generations and finalize the transition into a truly democratic society. At the same time, young people need to develop their sense of belonging and ownership over their homeland, so that every citizen can see this country as their own and trust in its institutions and justice, thus reducing corruption, nepotism, and other similar malversations.



# Vlado Tomić

TEHNIČKA ŠKOLA GRADIŠKA,  
GRADIŠKA  
TECHNICAL SCHOOL GRADIŠKA,  
GRADIŠKA

*Uz podršku USAID-a nabavili smo softver za edukaciju učenika te alate i repromaterijale koje smo koristili u besplatnoj obuci za 30 polaznika.*

Godinama čujemo da transfer znanja ne postoji i da edukacija u školama nije dovoljna. Stoga su glavni izazovi sa kojima se danas suočavaju privrednici u Bosni i Hercegovini – kvalitet i dostupnost radne snage.

Ono što očekuje svjetsku, pa i našu ekonomiju, jeste da će neke industrije nestati, a neke nove nastati. Zato će edukacija radne snage iz dana u dan sve više dobivati na važnosti. Kao direktor Tehničke škole u Gradišci, svjestan sam značaja usklađenosti obrazovnog sistema sa zahtjevima tržišta i potrebama poslodavaca.

Nastojao sam da poboljšam i osavremenim nastavni proces u našoj školi uvođenjem novih zanimanja traženih na tržištu rada poput tehničara CNC tehnologije za obradu drveta i metala. Pokrenuli smo i inicijativu za uvođenje dva nova zanimanja u obrazovni sistem Republike Srpske: tehničar za robotiku i CNC operater. Uz sve to, nastojali smo da edukujemo nastavni kadar i nabavimo odgovarajuća učila i mašine kako bismo našim đacima obezbijedili što kvalitetniju nastavu.

Naša škola organizuje certifikovane obuke u trajanju od šest mjeseci i sastoji se od teoretske i praktične nastave, i u skladu je sa nastavnim planom i programom propisanim od strane Zavoda za obrazovanje odraslih RS. Uz podršku USAID-a nabavili smo softver za edukaciju učenika te alate i repromaterijale koje smo koristili u besplatnoj obuci za 30 polaznika. Neki od njih su već pronašli posao.

*With support from USAID, we have procured educational software, tools and materials to be used in free training for 30 students.*

For years we have been hearing that transfer of knowledge does not exist and that education provided in schools is insufficient. So, the main challenges business owners in Bosnia and Herzegovina are facing concern availability and the quality of the work force.

The future of world economy, and therefore our economy, is disappearing for some industries with the birth of new ones. That is why educating the work force will be more important than ever. As the principal of the Technical School in Gradiška, I am well aware of how important it is to harmonize education with market demands and the needs of employers.

I have been trying to improve and modernize the teaching process in our school by introducing new vocations as demanded by the market, such as CNC operators for wood and metal processing. We have launched an initiative to introduce two new vocations in the Republika Srpska education system: Robotics Technician and CNC Operator. In addition to that, we invested our efforts in educating the faculty and procuring adequate teaching aids and machines to provide our students with quality education.

Our school organizes certified six-month trainings consisting of both theory and practice, in line with the curriculum defined by the Institute for Adult Education of RS. With support from USAID, we have procured educational software, tools and materials to be used in free training for 30 students. Some of them have already found jobs.

# Jelena Vilotić

TRAČAK NADE, FOČA · A GLIMPSE OF HOPE, FOČA



*“Servisni centar razvija se u pravom smjeru, ali se istovremeno razvijam i ja, kao osoba i kao menadžerica. I sama sam roditelj djeteta s poteškoćama, i dobila sam priliku da upoznam divne ljude koji su radili s nama na različitim aktivnostima.*”

*The service center is developing in the right direction, but so am I, as a person and as a manager. I myself am a parent of a disabled child, and I have been blessed to meet beautiful people who worked with us on many different activities.*”

Moj život činile su svakodnevne kućne aktivnosti i posao, te mnogo beznađa i straha. Radila sam u centru “Tračak nade” koji je jedva opstajao zbog nedostatka odgovarajuće pomoći. Svakodnevno sam otključavala i zaključavala vrata centra razmišljajući da prestanem raditi. Mislila sam da kod kuće već imam dovoljno obaveza, i da imam obitelj koja mi je u svemu podrška. No, sama pomisao da će neka porodica i dijete s poteškoćama u razvoju zateći zatvorena vrata svog centra činila me tužnom i nesretnom.

Srećom, 2016. godine USAID počinje podržavati rad našeg Servisnog centra za pomoć porodicama osoba i djece s poteškoćama u razvoju u Foči. Danas smo centar sa šestoro zaposlenih i 126 korisnika, dobi od dvije do preko 50 godina, koji dolaze iz gradova iz cijele regije – Foče, Ustikoline, Višegrada, Čajniča, Goražda, Ljubinja, Bileće, Gacka ili Kalinovika. Servisni centar “Tračak nade” postao je prepoznatljiv i nezamjenjiv kako u lokalnoj zajednici tako i šire.

Servisni centar razvija se u pravom smjeru, ali se istovremeno razvijam i ja, kao osoba i kao menadžerica. I sama sam roditelj djeteta s poteškoćama, i dobila sam priliku da upoznam divne ljude koji su radili s nama na različitim aktivnostima.

Vlasti u Bosni i Hercegovini samo trebaju da poštuju i primjenjuju zakone i konvencije koje su potpisale. Već bi time populacija najranjivijih imala bolji život i ne bi dolazili u teške situacije koje nerijetko dovode do neželjenih ishoda.

Voljela bih da mladi ljudi u Bosni i Hercegovini posjete bilo koji servisni centar poput našeg – da vide koliko ljubavi pružaju djeca s poteškoćama, ali i da se upoznaju sa zahtjevnim radom i konstantnom borbom nevladinog sektora. Sigurno će postati bolji ljudi!

My life was all about daily chores and going to work, with a lot of hopelessness and fear. I used to work at the “Tračak nade” (A Glimpse of Hope) center which was barely surviving due to lacking support. Every day, as I was unlocking and locking the door of the center, I was thinking about quitting. I thought I already had enough to do at home, and my family supporting me in everything I do. But the very thought of a family or a disabled child finding the door locked would make me sad and unhappy.

Fortunately, in 2016, USAID started supporting the work of our Service Center for families and children with disabilities in Foča. Today, we are a center that has six employees and 126 beneficiaries, age 2 to over 50, coming from all over the region – Foča, Ustikolina, Višegrad, Čajniče, Goražde, Ljubinja, Bileća, Gacko, or Kalinovik. The Tračak nade service center has become well known and irreplaceable in the local community and beyond.

The service center is developing in the right direction, but so am I, as a person and as a manager. I myself am a parent of a disabled child, and I have been blessed to meet beautiful people who worked with us on many different activities.

Authorities in Bosnia and Herzegovina just need to respect and enforce laws and conventions they have already signed. That alone would be enough for the most vulnerable population to have a better life and avoid difficult situations that often lead to undesirable outcomes.

I would like to see young people in Bosnia and Herzegovina visit any service center such as ours – to see how much love children with disability have to offer, but also to understand how demanding and constant the fight of the NGO sector is. It will surely help them become better people!

*Svaka je vjera u svom temelju mirotvorna, a teologija nudi odgovore na vječna, ali i savremena pitanja. Tri dekana teoloških fakulteta u Bosni i Hercegovini – islamskog, pravoslavnog i katoličkog – uključili su izgradnju mira u teološke studije i već petu godinu studenti redovito pohađaju zajednički master program “Međureligijski studiji i izgradnja mira”, jedinstven u ovom dijelu svijeta.*

*Every religion is rooted in peacemaking, and theology offers answers to eternal, but also modern questions. Three deans of theology faculties in BiH – Islamic, Orthodox and Catholic – have included peacebuilding in theology studies and it is already the fifth year of our students attending the common master studies called “Interreligious studies and peace building”, unique in this part of the world.*



## Prof. dr. Darko Tomašević

**DEKAN KATOLIČKOG  
BOGOSLOVNOG FAKULTETA,  
SARAJEVO · DEAN OF THE  
FACULTY OF CATHOLIC  
THEOLOGY, SARAJEVO**

Naš zajednički master program “Međureligijski studiji i izgradnja mira” ulaganje je u budućnost BiH, prije svega kroz mirovne napore i obrazovanje mladih ljudi koji će biti motor mirovnih aktivnosti u BiH. Ovo je jedinstven studij koji okuplja profesore sa sva tri teološka fakulteta, kao i profesore koji se bave tematikom izgradnje mira na društvenim fakultetima, te ulažu svoje napore da studentima koji se upišu, a koji dolaze kako sa teoloških, tako i sa društvenih nauka, pruže svoje znanje i vještine, ohrabrujući i educirajući ih za izgradnju bolje budućnosti BiH. Uz podršku USAID-a, barem za ovu akademsku godinu, imamo kakvu-takvu sigurnost da će se program nastaviti. Mi svakako razmišljamo o dugoročnoj suradnji, te se nadamo nastavku suradnje koja bi nam davala sigurnost da će se master program u budućnosti moći ostvarivati, kao i o drugim projektima na kojima bismo potencijalno mogli surađivati. Bosna i Hercegovina je zemlja koja je u razvoju i trenutno je teško očekivati da bi sama, bez pomoći drugih, mogla nastaviti napredak prema boljoj budućnosti. **Ono što mislimo i što ovim programom želimo pokazati jeste da je bolja budućnost moguća jedino kroz obrazovanje, i to prije svega onih dobronamjernih ljudi koji će Bosnu i Hercegovinu voditi prema svjetlijoj perspektivi.**

Our joint master program called “Interreligious Studies and Peacebuilding” is an investment in the future of Bosnia and Herzegovina, since it is efforts in conflict resolution and education of the youth that will drive the peacebuilding activities here. This unique study program gathers professors from all three schools of theology who work on the topics of peacebuilding in social studies. They invest themselves in providing knowledge and skills to students who enroll, coming from theology studies or some other sociology studies, encouraging them and educating them so they could build a better future in Bosnia and Herzegovina. With support from USAID, for this academic year at least, we are at least somewhat certain that the program will continue. We are surely thinking about long-term cooperation, hoping to ensure continuance of the master program, but also other projects in which we could potentially cooperate. Bosnia and Herzegovina is a developing country, and it is hard to expect that it could continue going towards a better future on its own and without any assistance. **What we think and what we want to prove with this program is that a better future is possible only by educating those with good intentions to lead Bosnia and Herzegovina to a brighter perspective.**



## Prof. dr. Vladislav Topalović

**DEKAN PRAVOSLAVNOG  
BOGOSLOVNOG FAKULTETA,  
FOČA · DEAN OF THE FACULTY  
OF ORTHODOX THEOLOGY, FOČA**

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Profesor sam Starog zavjeta na Pravoslavnom bogoslovnom fakultetu, ali i na interreligijskom studijskom programu. Moja iskustva sa zajedničkim mirovnim master programom su veoma pozitivna. Već četvrtu godinu zaredom, doprinosimo što boljem i kvalitetnijem obrazovanju mladih ljudi koji će biti lideri u ovoj zemlji. Mnogo toga se promijenilo nabolje. Najveća promjena ogleda se u kontinuiranom unapređenju samog programa koji se oslikava i na veći uspjeh studenata. **Saradnja sa USAID-om omogućila je izgradnju akademskog okvira međureligijskog dijaloga kao osnove izgradnje mira u BiH i pružila kontinuiranu i snažnu podršku master programu, ali i studentima, kroz dodjelu stipendija za studiranje.** Za nastavak puta prema samoodrživosti i oslanjanju na vlastite snage, ulaganja u inicijative i projekte međureligijske saradnje su izuzetno bitna, s tim da su potencijali Bosne i Hercegovine još uvijek nedovoljno iskorišteni.

I teach the Old Testament at the Faculty of Orthodox Theology, and the interreligious study program. My experience with the common peacebuilding program is very positive. For the fourth year in a row, we have been contributing to the quality of young people who are expected to become leaders in this country. A lot has changed for the better. The greatest change is seen in the continuous improvement of the program, which is then reflected on improved academic performance of the students. **Cooperation with USAID has helped us create an academic framework for interreligious dialogue as a basis for peacebuilding in BiH, and it provided us with continuous and strong support to our master program, but also students, by providing scholarships.** To stay on the path to self-sustainability and self-reliance, it is extremely important to invest in initiatives and projects of interreligious cooperation, but Bosnia and Herzegovina has a lot more to offer which is still to be recognized.



## Prof. dr. Zuhdija Hasanović

**DEKAN FAKULTETA ISLAMSKIH  
NAUKA, SARAJEVO · DEAN  
OF THE FACULTY OF ISLAMIC  
SCIENCES, SARAJEVO**

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Kroz ulaganje u naše studente, najviše ulažemo u bolju budućnost Bosne i Hercegovine. Na našem studiju se, za razliku od drugih mirovnih programa koji se realiziraju u Bosni i Hercegovini, o temeljnim pitanjima konflikta i prevazilaženja konflikta govori iz teološke i sociološke perspektive. Doprinos USAID-a otvaranju tih pitanja i pronalaženju odgovora kroz master program od neizmjerne je važnosti. Naime, uz pomoć USAID-a, naši studenti su dobili prilike za studij kroz stipendije, dodatni angažman kroz iniciranje i realizaciju mnogobrojnih aktivnosti. Također, konstantno se radi na unapređenju projekta kako bi studenti sticali što više znanja i vještina kroz program, te se obrazovali u akademske građane i lidere koji će sutra raditi za korist Bosni i Hercegovini. **Kako bismo osigurali zdravo društvo i uspostavili funkcionalnu i samoodrživu Bosnu i Hercegovinu, potrebno je da osiguramo kontinuiran rad na uspostavljanju porušenog povjerenja, te da gradimo trajni i pozitivni mir koji će počivati na univerzalnim vrijednostima pravednosti, istine i ljudskih prava kao izraza temeljnih sloboda i ravnopravnosti.**

By investing in our students, we mostly invest in the better future of Bosnia and Herzegovina. Unlike other peacebuilding programs implemented in Bosnia and Herzegovina, ours deals with fundamental issues of conflict and overcoming conflict from a theological and sociological perspective. The USAID's contribution through the master program is immensely important in terms of posing such questions and finding the right answers. It was the support from USAID that gave our students opportunities to study with scholarships, or to engage in additional activities by initiating and implementing numerous activities. Additionally, we are constantly working on improving the project so our students can acquire as much knowledge and skills as possible, and become intellectuals and leaders that will work for the greater good of Bosnia and Herzegovina. **To ensure a healthy society and establish a functional and self-sustainable Bosnia and Herzegovina, we need to ensure continuous work on reestablishing trust, and building long-lasting and positive peace rooted in universal values of justice, truth, and human rights as expressions of fundamental freedoms and equality.**

# Malik Sakić

EDYN AMBASADOR, SARAJEVO · EDYN AMBASSADOR, SARAJEVO



*Najvećim dostignućem smatram sve veći broj osnaženih mladih ljudi koji šire zajedničke, pozitivne vrijednosti u državnim institucijama u više od 20 država Evrope.*

*I believe our greatest achievement is the number of empowered young people who spread common, positive values in government institutions in more than 20 countries of Europe.*

Moja priča o ideji i želji za promjenom počela je zaista u ranoj fazi mog života, a veliki broj želja nije bilo moguće implementirati bez podrške i pomoći okruženja.

Priča sa EDYN-om počinje 2019. godine, kada sam odlučio da apliciram za poziciju ambasadora unutar mreže, tražeći dodatne opcije za razvijanje i implementiranje ideja koje u konačnici imaju cilj poboljšanje društva u kojem živimo. Trenutno obavljam funkciju predsjednika mreže European Democracy Youth Network.

Motiv za osnivanjem i širenjem mreže bio je networking mladih iz posttotalitarnih režima, kako bi zajedno učili o principima i vrijednostima demokratije i moći zajedničkog odlučivanja. Dodatni motiv vidio sam u činjenici da većina mladih u regiji i dalje živi u državama koje decenijama prolaze kroz tranziciju i čija je budućnost zarobljena u okovima vječnih političara koji ne mare o njihovim pravima. Tu se rodila ideja zajedničke mreže mladih evropskih lidera koji će imati priliku za osnaživanje i koji će iste vrijednosti i mogućnosti prenositi na mlade u svom okruženju.

Mnogo je izazova sa kojima smo se susretali, a većina ih je vezana za institucije država u kojima se nalazimo. Činjenica je da veliki broj visokopozicioniranih političara ne smatra mlade ljude kompetentnim da budu donosioci odluka, pa čak ni da predlažu potencijalne promjene. To je nešto sa čime se svakodnevno borimo i ponekad se čini kao borba sa vjetrenjačama. No, sve veći broj izabranih mladih lidera i mladih političara u državama članicama EDYN-a govori da ta borba nije uzaludna, da je konstantno treba nastavljati i nikada ne odustajati.

To je ono na što sam najviše ponosan. Najvećim dostignućem smatram sve veći broj osnaženih mladih ljudi koji šire zajedničke, pozitivne vrijednosti u državnim institucijama u više od 20 država Evrope. Zajedničko djelovanje tih mladih osoba za uspostavljanje što boljih diplomatskih i političkih odnosa između država posttotalitarnih režima, što veća suradnja sa civilnim sektorom kao nosiocem promjena, te aktivno uključivanje mladih ljudi u društveno-politički život – to su ciljevi od kojih ne odustajem.

Kada bih imao priliku poslati jednu poruku mladima u Bosni i Hercegovini, ona bi glasila upravo tako: lako može izgledati kao uzaludna, važno je nastaviti borbu za istinske i prave vrijednosti.

My story about an idea and a wish to change something started quite early in my life, and it was not possible to make so many wishes come true without support and help from those around me.

The story about European Democracy Youth Network began in 2019, when I decided to apply for the ambassador within the network, seeking additional possibilities to develop and implement ideas that strive to improve our society. I currently serve as the President of EDYN.

My motive to establish and grow the network was derived from the youth of post-totalitarian regimes, so we could learn together about democratic principles and value and the power of joint decision-making. Another motive was the fact that the majority of youth in the region still lives in countries that have been in transition for decades, and their future has been suppressed by everlasting politicians who couldn't care less about their rights. That is how the idea of a common network of European leaders came to life, to empower them and provide them with the same values and possibilities that would be passed on to their peers in their communities.

We have faced many challenges, and a majority of those concerned the institutions of our countries. Such a huge number of high-level politicians do not believe that young people are competent enough to make decisions or even propose possible changes. That is something we have to fight on daily basis, and sometimes the fight seems to be pointless. Still, the number of young leaders and young politicians in member countries of EDYN says the fight is not in vain, that we should continue and never give up.

That is what I am proud of most. I believe our greatest achievement is the number of empowered young people who spread common, positive values in government institutions in more than 20 countries of Europe. Common actions of those young people striving to establish better diplomatic and political relations between the post-totalitarian countries, to improve cooperation with the civil sector as the driver of change, and the active involvement of young people in social and political life – those are the goals I cannot give up on.

If I had a chance to send a message to the young people of Bosnia and Herzegovina, it would be this: Your fight may seem futile, but it is important to continue fighting for what you feel are true and universal values.

# Suad Bešlić

SU-DO, ŽIVINICE · SU-DO, ŽIVINICE



S podrškom koju sam dobio od USAID-a zaposlio sam deset dodatnih radnika i kupio osnovne mašine – aparate za varenje koji su nam bili jako potrebni. Krenuli smo sa poslom.

With the support I received from USAID, I employed ten new workers and bought basic tools – welding machines that were essential to the business. And we started off.

Kada sam se prije pet godina vratio iz Njemačke s namjerom da u Živinicama osnujem preduzeće – fabriku vatrogasnih vozila – bio sam sasvim usamljen u svojoj ideji. Banke nisu spremne da podrže ovakve projekte, uslovi su im vrlo strogi i mislim da ih niko ne može ispoštovati na početku razvoja poslovne ideje. No, USAID srećom prepoznaje važnost investiranja dijaspore u Bosnu i Hercegovinu.

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Prije pandemije COVID-19 imali smo snažnu proizvodnju i veliki broj zaposlenih radnika. Danas zapošljavamo 16 ljudi. Ipak, otvorili smo svoja vrata za srednjoškolce na obuci i stipendiji i oni, ako žele, mogu nakon školovanja i odrađene prakse ostati kod nas da rade. Trenutno je nekoliko naših praktikanata u Sloveniji i Austriji, ali kada nam posao ponovo bolje krene, a dogovori su u toku – svi će se vratiti.

Siguran sam da bi bilo i više povratnika iz zapadnih zemalja u Bosnu i Hercegovinu i više uspješnih poslovnih ulaganja kada bi država stala iza njih i bar u prvim godinama poslovanja smanjila doprinose i podržala investitore. Zapravo – ne mora nam država davati, samo neka manje uzima. A mladim ljudima bih volio poručiti da ne odlaze iz naše domovine. Ja sam bio u Njemačkoj, školovao sam se tamo, pa i karijeru izgradio. Dakle, bio sam uspješan, ali se nisam osjećao dobro, nisam bio sretan. Nigdje nije lako, pa ni na zapadu, a ovdje si barem na svom i, što je najvažnije – u Bosni i Hercegovini je moguće uspjeti!

Five years ago, when I returned from Germany to Živinice with the intention to start a business – a factory of firefighting vehicles – I felt lonely with my idea. The banks were not ready to support my project, and their requirements were so demanding, I believed no one who was just starting could possibly meet them. Fortunately, USAID recognized the importance of having returnees from abroad invest in Bosnia and Herzegovina.

With the support I received from USAID, I employed ten new workers and bought basic tools – welding machines that were essential to the business. And we started off. We worked in three shifts, there was already 46 of us, and the business was gaining momentum. My factory of firefighting vehicles is one of three in Europe and one of a kind in Bosnia and Herzegovina, but the region as well. We have a rare set of skills – actually, not many companies in Europe have the necessary skills and knowledge to do aluminum add-ons to these types of vehicles.

Before the COVID-19 pandemic, our production was strong and we had a significant number of employees. Today we employ 16 people. Still, we welcomed high-school students for practice and scholarships, and if they choose to, they can stay here and get a job. We have several trainees in Slovenia and Austria at the moment, but when we get back to full working capacity, which is to be expected soon judging by the negotiations that are underway – they will come back.

I am convinced that more people would return from western countries to Bosnia and Herzegovina, and more successful business investments would be made if this country was willing to support them, at least in the beginning, by reducing the contributions and providing benefits to investors. To be honest, the country does not need to give us anything, just refrain from taking so much. My message to young people is to stay here. I was in Germany, I got educated there, even built my career. So, I succeeded there, but it didn't feel right, I was not happy. It's not easy anywhere in world, or in the West, but when you are here, at least you are home and most importantly – it is possible to succeed in Bosnia and Herzegovina!



# Mateo Banović

**NASTAVNIK INFORMATIKE, BRČKO**  
COMPUTER SCIENCE TEACHER, BRČKO



*Neprocjenjivo je kad ti netko pruži radno okruženje, uvjete i sredstva za osobni rast i time odredi tvoje stručno i profesionalno usmjerenje. Rad na projektima obrazovne reforme u Bosni i Hercegovini, uz podršku USAID-a, meni je to omogućio, potaknuo me i usmjerio prema doktorskom studiju, znanstvenom i istraživačkom angažmanu na obrazovanju i obrazovnoj reformi BiH.*

*It is priceless when someone provides you with a working environment, everything you need for personal growth, and sets the ground for your professional development. For me, working on projects of reform of education in Bosnia and Herzegovina did just that. With support from USAID, I was enabled, stimulated and directed to earn my PhD degree, and engage in scientific and research work dedicated to education and education reform in Bosnia and Herzegovina.*

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“Škola za život” treba da bude misija svih obrazovnih institucija. STEM (Science, Technology, Engineering, Mathematics) pristup, odnosno ishodi učenja znanosti, tehnologije, inženjerstva i matematike, trebao bi osigurati kontinuiranu izgradnju učeničkih kompetencija. Jedino tako možemo osposobiti učenike na kraju obrazovnog puta i učiniti ih kompetentnim za današnje, ali i izazove koje ih očekuju u budućnosti. Vrijednost STEM obrazovnog pristupa jeste usvajanje, održavanje i širenje naučenog, ali i stalna prilagodba na promjene u sve intenzivnijim sferama života. U biti, to je priprema za cjeloživotno učenje bez kojeg se ne može opstati niti u jednoj profesiji.

Učenici i studenti koji su se odlučili za škole i fakultete koji su primarno usmjereni na javni sektor, primjerice, nakon školovanja izlaze na natječaje gdje zbog hiperprodukcije kadrova usmjerenih prema budžetskom sektoru na jednu poziciju aplicira njih pedeset. Tu nema puno optimizma i prostora za zaposlenje.

Viši standard ćemo dosegnuti tek kada se realni sektor izdigne iznad budžetskog. Isključivo obrazovanjem, izgradnjom stručnih kompetencija koje su tražene na tržištu rada, prevashodno u realnom sektoru, mladi ljudi mogu osigurati radnu i egzistencijalnu slobodu i neovisnost. Privatni sektor je “gladan” sposobnih kadrova.

Obrazovanje je temelj svakog društva. Svojim svakodnevnim radom nastojim potaći djecu i mlade ljude da teže samoizgradnji, da prepoznaju vlastitu perspektivu, te da spoznaju da njihova radna i stručna afirmacija, ako je usmjerena prema profilima traženim na tržištu rada, ovisi samo o njima.

It is priceless when someone provides you with a working environment, everything you need for personal growth, and sets the ground for your professional development. For me, working on projects of reform of education in Bosnia and Herzegovina did just that. With support from USAID, I was enabled, stimulated and directed to earn my PhD degree, and engage in scientific and research work dedicated to education and education reform in Bosnia and Herzegovina.

“The School of Life” should be the mission of all educational institutions. The STEM (Science, Technology, Engineering, Mathematics) approach, that is, outcome of learning science, technology, engineering and mathematics should ensure continuous building of students’ competencies. That is the only way to train and enable students to become competent once they finish education, and prepare them for current and future challenges. The value of the STEM approach is adopting, maintaining and expanding of lessons learned, but also constant adapting to changes in ever more intense areas of life. Essentially, it prepares you for a lifelong learning which is essential in any industry.

Students who have chosen schools that primarily produce “public sector material” face great competition every time they apply for a job due to hyperproduction of qualified candidates aiming to work in the public sector. The chances of them getting the job are not great.

Our standard will improve once the real sector surpasses the public sector. It is only by education and the building of competence popular on the market, primarily real sector, that young people will be able to ensure working, existential freedom and independence for themselves. The private sector is desperate for competent workers.

Education is the foundation of every society. In my daily work, I try to encourage children and youth to build themselves, to recognize their own perspective, and understand that their professional affirmation, if directed towards profiles in demand, does not depend on anybody but them.

# Admir Softić

**MINISTARSTVO VANJSKE TRGOVINE I EKONOMSKIH ODNOSA BIH, SARAJEVO** · **MINISTRY OF FOREIGN TRADE AND ECONOMIC RELATIONS OF BIH, SARAJEVO**



*Proaktivna uloga USAID-a omogućila je institucijama na nivou Bosne i Hercegovine, oba entiteta i Brčko distrikta izuzetno kvalitetne edukacije, te je pružila uspješnu tehničku asistenciju u rješavanju veoma zahtjevnih i složenih zadataka.*

*The proactive role of USAID enabled institutions in Bosnia and Herzegovina, both entities and of Brčko District to participate in quality trainings, and provided successful technical assistance in dealing with extremely challenging and complex tasks.*

Kada sam davne 2008. godine došao da radim u Ministarstvo vanjske trgovine i ekonomskih poslova Bosne i Hercegovine na poziciji stručnog savjetnika za razvoj energetske politike, prvi radni sastanak imao sam upravo sa timom USAID-a. Razgovarali smo o definiranju energetske politike i implementaciji obaveza iz Ugovora za uspostavljanje Energetske zajednice. Tada me već zadivio jedinstven i sistematičan pristup te jasna vizija razvoja i budućnosti energetskega sektora Bosne i Hercegovine.

Proaktivna uloga USAID-a omogućila je institucijama na nivou Bosne i Hercegovine, oba entiteta i Brčko distrikta izuzetno kvalitetne edukacije, te je pružila uspješnu tehničku asistenciju u rješavanju veoma zahtjevnih i složenih zadataka.

Kao pomoćnik ministra u Sektoru za energetiku u Ministarstvu vanjske trgovine i ekonomskih odnosa BiH, izuzetno cijenim partnerski odnos i odličnu, interaktivnu i svakodnevnu saradnju sa razvojnom agencijom američke vlade. Radeći zajedno na konkretnim predmetima, dolazimo do prihvatljivih rješenja baziranih na transparentnom i studioznom pristupu.

Pitanje dekarbonizacije i održive tranzicije energetskega sektora Bosne i Hercegovine ključno je za budućnost energetskega sektora. Prvi korak na ovom putu je izrada desetogodišnjeg Integriranog energetskega i klimatskega plana Bosne i Hercegovine (NECP BiH). Dugogodišnja edukacija i stečene vještine zaposlenih u institucijama Bosne i Hercegovine, entiteta i Brčko distrikta omogućavaju nam rješavanje najslabijih problema u energetskega sektoru.

Moje obrazovanje, dostignuti nivo znanja i stečeni kompetencija u energetskega sektoru omogućava mi da uspješno, u suradnji sa kolegama na svim nivoima u Bosni i Hercegovini, vodim procese reforme bh. energetskega sektora, gdje mi poseban izazov predstavlja vođenje Radne grupe za izradu Integriranog energetskega i klimatskega plana Bosne i Hercegovine. Upravo će to pokazati da energetika Bosne i Hercegovine ima svijetlu budućnost.

Back in 2008, when I came to work at the Ministry of Foreign Trade and Economic Relations of Bosnia and Herzegovina as an Expert Advisor for Energy Policy Development, the first working meeting was with the USAID team. We talked about defining energy policies and implementation of our duties and responsibilities resulting from the Treaty Establishing the Energy Community. I remember being impressed by the unique and systematic approach, and the clear vision for the future development of the energy sector in Bosnia and Herzegovina.

The proactive role of USAID enabled institutions in Bosnia and Herzegovina, both entities and of Brčko District to participate in quality trainings, and provided successful technical assistance in dealing with extremely challenging and complex tasks.

As Assistant Minister of Energy Sector at the Foreign Trade and Economic Relations of Bosnia and Herzegovina, I greatly appreciated the partnership and excellent interactive and daily cooperation with USAID. Working together on specific tasks, we came up with acceptable solutions based on a transparent and studious approach.

The issue of decarbonization and the sustainable transition of the energy sector of Bosnia and Herzegovina is key to the future of the energy sector. The first step is developing od a ten-year National Energy and Climate Plan of Bosnia and Herzegovina (NECP BiH). Years of education and skills acquired by the staff of institutions of Bosnia and Herzegovina, both entities and the Brčko District enabled us to solve even the most complex problems in the energy sector.

My education, the level of expertise and competence in this field, and cooperation with colleagues from all levels of government in Bosnia and Herzegovina, put me in a position to successfully lead the process of reform of the energy sector in Bosnia and Herzegovina. I find it particularly challenging to lead the Working Group in charge of preparation of the National Energy and Climate Plan. That will be the proof that the future of the energy sector in Bosnia and Herzegovina is looking bright.

# Vedran Zubić

PROFESOR GEOGRAFIJE, SARAJEVO · GEOGRAPHY TEACHER,  
SARAJEVO



*Vječna poruka mojim učenicima, ali i svim drugim ljudima, jeste da samo rade svoj posao najbolje što mogu i budu koristan dio društvene zajednice.*

*My universal message to my students, and people in general is to do your job, do it the best you can, and be a useful member of your community.*

Da biste radili svoj posao “kako treba”, morate u njemu uživati i biti sretni. Upravo to osjećam kada radim u školi sa djecom. Kada sam prvi put kao nastavnik ušao u razred, osjetio tu strast i emociju, ljubav djece i njihove osmijehe, postao sam svjestan da je to posao koji želim raditi do mirovine. Kroz moju učionicu je u protekle 22 godine prošlo više od 3.500 učenika, a otprilike njih 500 je radilo maturalni rad iz geografije, predmeta koji predajem.

Profesorski posao je psihički iznimno naporan. Zahtijeva duboku koncentraciju jer je odgovornost na najvišem stupnju. Odgoj i obrazovanje budućih naraštaja, školovanje budućih ljekara, profesora, inženjera te drugih radnika svih profila je stub svake države i njene društvene zajednice. Bez obrazovanja društvo je osuđeno na propadanje.

Sa djecom vremenom postajem prijatelj, razgovaramo o brojnim društvenim problemima; oni me pitaju za savjete i sve druge stvari koje ne ulaze u domen klasičnog profesorskog posla. No, samo na taj način, uz vaše znanje i adekvatan znanstveni rad, stičete njihovo povjerenje.

Ovakav rad mi je donio i brojna priznanja i nagrade, od one za najinovativnijeg profesora Step by Step-a, preko najboljeg profesora po izboru Mreže vijeća učenika BiH, pa do predstavnika Bosne i Hercegovine među 200 najboljih nastavnika na planeti, već četvrtu godinu. No, svaki nastavnik će vam reći da je najveća nagrada osmijeh i zadovoljstvo djeteta kada je na njegovom nastavnom satu.

Moja nagrada je to što svaki dan zagrlim na desetine mojih bivših učenika i što mi svakodnevno dolaze, i desetak godina nakon što završe, da me vide i prisustvuju nekom mom času geografije. Kroz te stvari i uspjeh “moje djece” (tako zovem bivše učenike) ja vidim kvalitet nastavnčkog rada. Pa zar može čovjek biti ponosniji nego kada se probudi u tri ujutru da gleda nastup svog učenika na Olimpijadi u Tokiju?

Vječna poruka mojim učenicima, ali i svim drugim ljudima, jeste da samo rade svoj posao najbolje što mogu i budu koristan dio društvene zajednice. Već tada su oni veliki HEROJI!

If you want to do this job right, you have to enjoy it and be happy. That is exactly how I feel when I work with my students. The first time I entered a classroom, I felt passion and emotion, the love of the children and their smiles, and it dawned on me – this is my forever job. Over the course of 22 years, more than 3,500 students went through my classroom, and about 500 chose geography as the topic for their graduation papers.

This job drains you mentally. It requires deep concentration because of such a great responsibility. To educate and cultivate the future generation, to school future physicians, teachers, engineers, and other professionals is the foundation of any country and its community. Without education, society is doomed.

My students and I, we become friends. We talk about different social issues; they ask me for advice and other things outside the typical job description of a teacher. That is how you gain their trust. Besides all of the knowledge you share and science work you do, that trust is the most important thing in any line of work.

This kind of approach has brought me many recognitions and awards. I was pronounced the most innovative Step by Step teacher, the best teacher according to the Student Council Network of Bosnia and Herzegovina, and I represent Bosnia and Herzegovina among top 200 teachers of the world for the fourth year in a row. However, every teacher will agree that the greatest award is a smile on a student's face, and when you see them happy in your class.

My reward is to hug dozens of my former students every day. Every day they visit me, even if they left my classroom ten years ago, they want to see me or attend one of my classes. That, and the success of “my kids” (that is how I call my former students), is how I perceive quality of teaching. When you wake up at three in the morning to watch your student compete at the Olympic Games in Tokyo – that is as proud as you can possibly get!

My universal message to my students, and people in general is to do your job, do it the best you can, and be a useful member of your community. That alone makes you a HERO!

# Omer Hujdur

**JER NAS SE TIČE, MOSTAR** · BECAUSE WE CARE, MOSTAR



*Stoga molim mlade ljude – ne napuštajte ovu našu lijepu Bosnu i Hercegovinu! Uključite se u procese, borite se za bolju domovinu, jer ovo je vaša zemlja i niko nema više prava na nju od vas samih.*

*I am begging the youth – do not leave this beautiful country of ours! Get involved, fight for a better homeland, for this is your country and nobody is more entitled to enjoy it than you!*

Jednog skromnog i tihog čovjeka su nepravda, korupcija i bezvlašće natjerali da izađe iz mirnog života, okupi ljude, stane pred TV kamere i započne neizvjesnu borbu za bolji život. Jednostavno, nisam više mogao gledati da uz naše domove raste i truje nas i našu djecu jedna ogromna, nelegalna deponija Uborak. Ta je deponija omča oko vrata grada Mostara, za mene najljepšeg grada na svijetu. Ja toliko volim ovaj grad, ovu zemlju i ove ljude, da bih se usprotivio cijelom svijetu samo za trunku dobra za njih.

Tako sam ušao u avanturu, borbu za koju neki kažu da je borba sa vjetrenjačama – borbu sa vlastima koje vode ovaj grad, naš kanton i državu. U jednom momentu su gradske vlasti Mostara čak tužile građane jer su se usudili zahtijevati poštovanje osnovnih ljudskih prava. Naravno, odlukom suda morale su bezuvjetno povući tužbu.

U ovoj borbi nisam bio sam. U udruzi građana “Jer nas se tiče” su moje komšije svih nacionalnosti i mnogi prijatelji koje sam tokom ove borbe stekao. Ujedinila nas je želja za zajedničkim dobrom i postali smo prijatelji za sva vremena. Svako od njih je istinski heroj otpora prema nepravdi i korupciji, i heroj građanske borbe za pravo na siguran i zdrav život.

Veliki trogodišnji trud i žrtvovanje slobodnog vremena počeli su konačno davati rezultate. Zahvaljujući našem otporu i javnom pritisku, Gradska uprava Grada Mostara prinuđena je naći rješenje za nelegalnu deponiju Uborak, koja je sada označena kao prioritetni gradski problem za rješavanje.

Niti jednog momenta nisam požalio što sam tri godine života posvetio borbi protiv divlje deponije koja utječe na zdravlje svih stanovnika doline rijeke Neretve. Ne samo da ćemo očuvati svoje zdravlje i ovaj predivni dio planeta na kojem živimo, nego svojom borbom pokazujemo mlađim generacijama da se može i mora boriti protiv nepravde, bez obzira ko je sa druge strane te priče.

Stoga molim mlade ljude – ne napuštajte ovu našu lijepu Bosnu i Hercegovinu!

A modest and quiet man was forced by injustice, corruption and chaos to step out of his comfort zone, gather people around him, stand in front of reporters and begin to fight for a better life. I could simply no longer sit and watch this huge illegal landfill called Uborak grow next to our homes, poisoning our families and our children. That landfill is like a rope around Mostar’s neck, and Mostar is the most beautiful city in the world, if you ask me. I love this city, this country and these people so much, I would fight the entire world if that would benefit them even a tiny bit.

That is how my adventure began, my struggle which is, according to some, pointless – for I am fighting the authorities that run this town, our canton and our country. There was a point when the city authorities even sued citizens for daring to demand their fundamental human rights to be respected. Of course, the court made them drop the lawsuit unconditionally.

I was not alone in this struggle. The association called “Jer nas se tiče” (Because We Care) gathers my neighbors of all ethnicities and many others who have become my friends during this fight. We are brought together by our common wish to do good, and we have become friends forever. Each one of them is a true hero of resistance to injustice and corruption, and a hero of the civil fight for safe and healthy living.

After three years of great efforts and sacrifice, we finally saw some results. Our resistance and public pressure made the city authorities of Mostar find a solution for the Uborak illegal landfill, which is now a priority issue for the city to handle.

I have never regretted, not a bit, those three years of my life, because I fought against the illegal landfill that affects the health of the entire population in the valley of the Neretva River. Not only will this preserve our health and this beautiful part of the planet, but our struggle also serves as an example to young generations that you can and you must fight the wrong, whoever the opponent might be.

I am begging the youth – do not leave this beautiful country of ours!

# Ljubomir Todorović

DIZAJNER I AKTIVISTA, SARAJEVO · DESIGNER AND ACTIVIST, SARAJEVO



*Moja želja je da zabilježim dobre momente iz naše zajedničke istorije ili naših privatnih života kako bi nas stalno podsjećali da smo u biti dobri ljudi, a ova vidljiva i dominantna platforma je jako dobra za to.*

*I wanted to capture good times from our common history and our private lives as a constant reminder that we are good at heart. This visible and dominant platform serves the purpose really well.*

Više od dvadeset godina bavim se umjetnošću. Magistar sam likovnih umjetnosti iz oblasti grafičkog dizajna i univerzitetski profesor, docent na Odsjeku za grafički dizajn i multimediju na Internacionalnom Burč univerzitetu. Profesionalno sam orijentisan ka oblastima vizuelne komunikacije dok strastveno istražujem vizuelne umjetnosti, naročito oslikavanje murala.

Prošle, 2020. godine, u sarajevskom naselju Čengić Vila, u okviru Fasada festivala koji je podržao USAID, naslikao sam mural "Srak" koji ilustruje naš lijepi običaj ispijanja kafe. Mural sam radio četiri dana i zahvalan sam organizatorima na gostoprimstvu, ali i sponzorima jer su nam omogućili dobre uslove rada.

Murali mogu poslužiti za slanje poruka jer su veliki i izuzetno vidljivi, a obično se nalaze na prominentnim ili prometnim mjestima gdje ih može vidjeti mnogo ljudi. Stoga se murali mogu koristiti kao platforma za bilo šta, a mi umjetnici ih koristimo u pozitivne društvene svrhe – to je odluka umjetnika ponaosob i njihov lični odabir.

Moja želja je da zabilježim dobre momente iz naše zajedničke istorije ili naših privatnih života kako bi nas stalno podsjećali da smo u biti dobri ljudi, a ova vidljiva i dominantna platforma je jako dobra za to. Osim toga, siguran sam da oni koji se bave kulturom i umjetnošću nemaju vremena za učešće u destruktivnim postupcima i procesima, jer kultura i umjetnost oplemenjuju naše lijepe i dobre strane, one nas povezuju i ujedinjuju.

Mladima bih poručio da se fokusiraju na svoje vrline i da se opsesivno predaju onome u čemu su dobri. U tome možda pronađu spas.

I have been doing art for more than 20 years. I have a master's degree in fine arts – graphic design, and I work as a lecturer at the university where I teach at the Department of Graphic Design and Multimedia at International Burch University. My professional orientation is visual communication, so I am very passionate about visual arts, murals in particular.

In 2020, as a part of the festival supported by USAID, I painted a mural in Sarajevo, in the neighborhood of Čengić Vila, called "A sip" to depict our traditional coffee ritual. It took me four days, and I am very grateful to the people who organized it for their hospitality, but also to the sponsors for providing us with excellent working conditions.

Murals are a good way to send a message because of their visibility, and they usually occupy prominent, busy public spaces, meaning great visibility. Therefore, they can be used as a platform to promote pretty much anything. But artists, such as myself, use it to send positive messages – it is something every artist decides by themselves and their personal choice.

I wanted to capture good times from our common history and our private lives as a constant reminder that we are good at heart. This visible and dominant platform serves the purpose really well. In addition to that, I am sure that anyone who is into culture and arts does not have time to take part in destruction. Culture and arts cultivate our good, noble side. They bring us closer together, unite us.

My message to young people is to focus on their virtues and to commit themselves obsessively to things they are good at. They may find their salvation there.

## Post mortem



# Goran Bubalo

**HEROJ MIRA**  
HERO OF PEACE

Godina je prošla otkako nas je napustio Goran, čovjek velikog srca, mirovni aktivista i istinski borac za ljudska prava.

Svojom neprestanom borbom za naše zajedničko sutra uspijevao je otopiti otpore i animozitete koje su ljudi u prvim susretima pokazivali prema zajedničkoj budućnosti na ovim prostorima. Izgradnju mira nikad nije shvaćao kao posao ili zadatak, već kao misiju svog života. Kada neko ima misiju onda nema radnog vremena i nastoji biti na raspolaganju svima kojima je potreban. Goran je upravo tako živio, kao pravi misionar mira.

Njegovi najbliži prijatelji vele da Goran nije gradio mir prema pravilima mirovnih priručnika ili čitanki, iako je o mirovnim teorijskim pristupima znao mnogo i tome podučio veliki broj aktivista. Goran je smatrao da ljude ne pokreću lijepo sročene konvencije i deklaracije, već otvoreno srce i um. Vjerovao je da su ljudi spremni čuti, uvažiti i prihvatiti drugog i drugačijeg, neovisno o tome slažu li se s njim.

Goran je mir živio i mirom je zračio. Svaki njegov razgovor, svaki nastup, svaka gesta bili su nota u kompoziciji mira koju je neumorno izvodio među etnički podijeljenom publikom. Bio je svjestan da svaki korak koji učini jeste jedan kamenčić u mozaiku mira koji je mukotrpno gradio zajedno s drugim mirotvorcima i mirotvorkama.

Nenametljivo, kroz svoj rad i zalaganje na putu mira, njegovo je ime postalo sinonim za Mrežu mira i za izgradnju mira u Bosni i Hercegovini. USAID je s ponosom podržavao njegov rad.

Odamo priznanje Goranu, istinskom heroju mira.

It has been a year since Goran left us, a man who was a pure soul, a peace activist, and a true fighter for human rights.

With his constant efforts to build a future for all of us living together, he managed to dissolve the resistance and animosities that people used to show in the first meetings. He never understood peacebuilding as a job or a task, but as his life mission. When you have a mission, you are never on the clock, but always available to those who need you. That is exactly how Goran lived - as a true missionary of peace.

His closest friends say that Goran did not build peace by following manuals or textbooks, although he knew a lot about theory of peacebuilding and taught many activists. Goran believed that people are not driven by nicely worded conventions and declarations, but by an open heart and an open mind. He believed that people are willing to hear, appreciate and accept those who are different, whether they agree with each other or not.

Every conversation, every performance, every gesture, was a note in a composition of peace that he tirelessly performed among the ethnically divided audience. He was aware that every step he took was one stone in the mosaic of peace that he painstakingly built together with other peacekeepers.

Modestly and without much fuss, through his work and commitment to peacebuilding, his name has become synonymous with the Peace Network and peacebuilding in Bosnia and Herzegovina. USAID proudly supported his work.

This is a tribute to Goran, a true hero of peace.



# Radmila Rangelov Jusović

**LIDERICA REFORME KULTURE U OBRAZOVANJU**  
**LEADER OF CULTURAL REFORM IN EDUCATION**

“If there is a brighter future in the distance in which the history of education in Bosnia and Herzegovina is to be written, a chapter about the turn of the millennium will be dedicated to the presence and work of Radmila Rangelov Jusović, who has recently passed away. It is not often that you see someone shining so bright in photographs, and her eyes seemed to be sending a clear message: giving up is the only failure! Her energy was electric. By devoting herself fully and completely to creating a space for children’s freedom and happiness in a devastated and neglected education system, strongly believing in hard work and knowledge, she supported and defended a vision for a better future with her optimism as well as with scientific arguments.” With these words Nenad Veličković begins his text Giving up is the only failure, dedicated to Radmila Rangelov Jusović and her PhD thesis on contribution of the NGO sector to professional education of teachers. “Recommendations in the final chapter of the thesis will serve as a guide for years to come”, Veličković believes, adding that it provides “the best and concise reflection of Rada’s interest, the scope of her engagement, and how immersed she was in the reality.”

“Nastavnici su važni”, uvijek bi ponavljala. Osim djece u čije ime nije odustajala od borbe za bolje obrazovanje u BiH, nastavnici su jedina svijetla tačka i credo njenog životnog djelovanja jeste da nema dobre škole bez dobrog nastavnika.

“Ali”, kako piše Veličković, “biti dobar nastavnik nije lako; niti se biti dobar nastavnik uči na fakultetu, niti se šteta studiranjem popravlja tzv. stručnim usavršavanjima.” Zato je Rada u svom doktoratu zagovarala uvođenje “koncepta ‘profesionalnog razvoja’, za koji potencijal da ga provode imaju samo nevladine organizacije.”

Sa svojim snažnim uvjerenjem u profesionalizam učitelja i velikim poštovanjem prema ovoj profesiji, Rada je kreirala godišnju nagradu za najbolje učitelje u BiH, od predškolskog do srednjoškolskog obrazovanja. Jer, tvrdila je, upravo su oni najvažniji protagonisti reforme obrazovanja i pokretači promjena.

“Mijenjajmo način na koji govorimo o obrazovanju - umjesto da kritiziramo ili se usredotočujemo na negativno, pokažimo svima kakve izvrsne učitelje imamo”, poručivala je.

Rada će ostati nezamjenjiva zbog svoje neiscrpne energije, predanosti, velikodušnosti, vizije i moći da dovede i mobilizira umove i duše oko snažnih vrijednosti koje slave umjetnost obrazovanja, umjetnost učenja i poučavanja, umjetnost čovjeka veze. USAID je i ponosan i privilegovan što je godinama podržavao realizaciju Radinih neizmjerljivo važnih ideja i projekta.

“Teachers matter,” she would often say. Apart from children, on whose behalf she persistently fought for better education in Bosnia and Herzegovina, teachers are the only hope. Rada’s motto was that there is no good school without a good teacher.

“However”, Veličković writes, “being a good teacher is not easy; nor is it something that you can master at school, and the damage caused by studying cannot be remedied by so-called “professional development”, potential for implementation of which is only in the hands of NGOs.”

Strongly believing in the professionalism of teachers and greatly respecting this calling, Rada established an annual award for the best teacher in Bosnia and Herzegovina, from preschool to high-school level. She claimed that they are the most important protagonists of reform in education and vehicles of change.

“We need to change the way we speak about education – instead of criticizing and focusing on the negative, we need to show everyone the excellent teachers we have,” Rada used to say.

Rada will be remembered as unique for her endless energy, devotion, generosity, vision, and power to gather and mobilize minds and souls around the values that celebrate the art of education, the art of learning and teaching, the art of connection. USAID was proud and privileged to have supported Rada’s immensely important ideas and projects for many years.



### *Bilješka o autoru predgovora*

Nenad Veličković je bosanskohercegovački književnik i kolumnista. Rođen je 2. maja 1962. godine u Sarajevu. Autor je priča, drama, eseja i romana, od kojih je nekoliko prevedeno na talijanski, njemački, mađarski, makedonski, bugarski, engleski, poljski i slovenački jezik.

Kao suvlasnik Književne radionice Omnibus, uredio je preko 20 knjiga domaćih i stranih autora. Pokretač je i/ili urednik više listova i časopisa: Vizija, Alčak, FAN, Književni žurnal, Školegijum, Textura, Riječ i smisao, te biblioteke Lektira narodu.

Profesionalno se bavi analizom i kritikom obrazovnih praksi i politika u Bosni i Hercegovini i ulogom književnosti u procesima indoktrinacije.

Profesor je na Filozofskom fakultetu Univerziteta u Sarajevu i član P.E.N. Centra BiH.

### *About the Author of the Foreword*

Nenad Veličković is a writer and a columnist from Bosnia and Herzegovina. He was born on May 2nd, 1962 in Sarajevo. His works include stories, dramas, essays, and novels - some of which have been translated into Italian, German, Hungarian, Macedonian, Bulgarian, English, Polish, and Slovak language.

As a co-owner of the Omnibus Literary Workshop, he edited the works of more than 20 national and foreign authors. He is the founder and/or editor of several magazines: Vizija, Alčak, FAN, Književni žurnal, Školegijum, Textura, Riječ i smisao, Lektira narodu.

His professional work includes analyzing and commenting on education practice and policies in Bosnia and Herzegovina, and the role of literature in indoctrination processes.

He is a lecturer at the Faculty of Philosophy of the Sarajevo University, and a member of the P.E.N. Center in BiH.

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