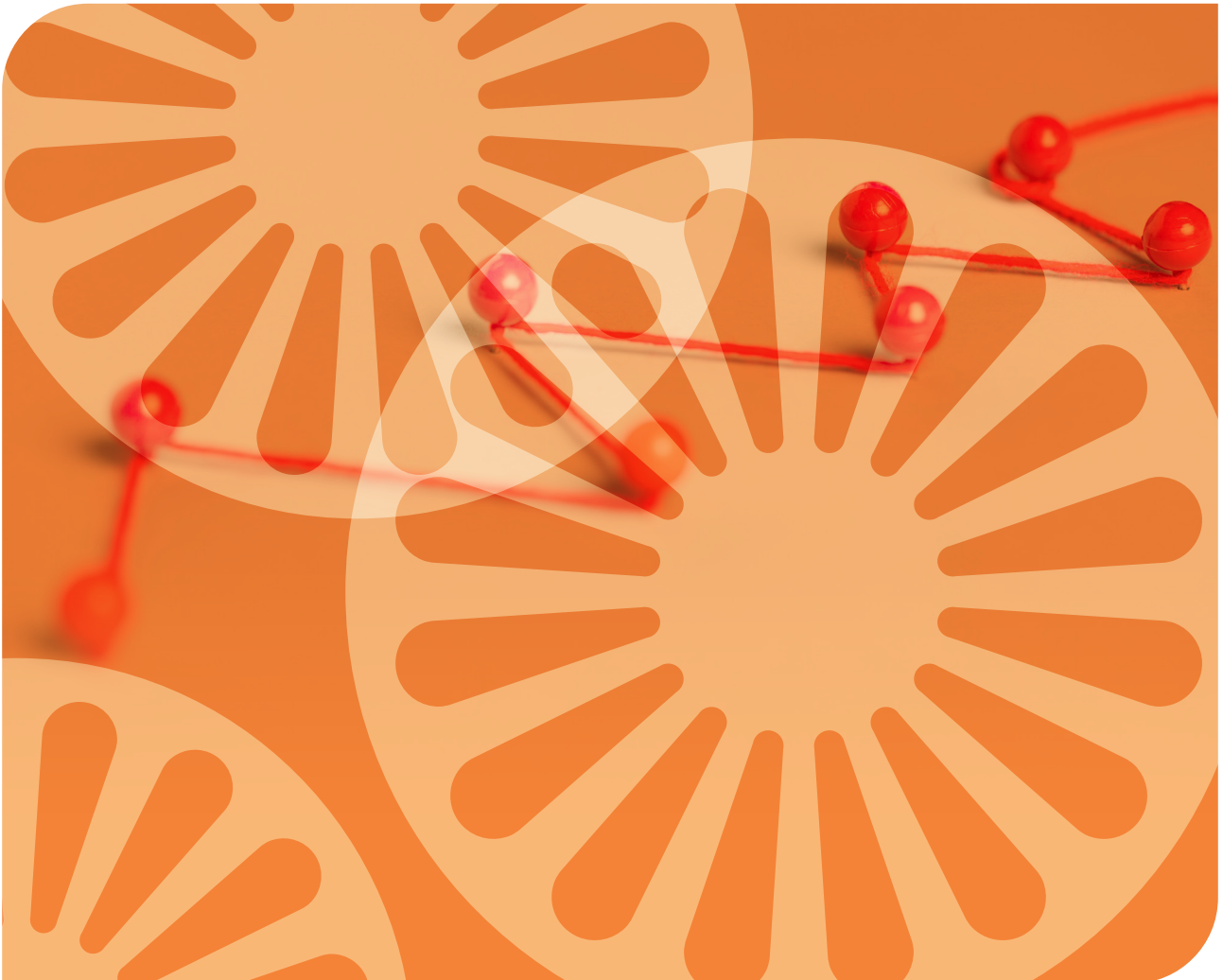




# ROMA WOMEN'S NETWORK „USPJEH”

# STRATEGY

## 2024-2027



**Publisher:**

Association of Roma Women „Bolja budućnost“ Tuzla

**For publisher:**

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**Design:**

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**Printing:**

Coloris Sarajevo

Number of copies: 50

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This publication was made possible thanks to the strategic support of Sweden to the activities of UN Women in Bosnia and Herzegovina. The views expressed in this publication reflect the opinions of the authors and do not necessarily represent the views of UN Women, the United Nations, or Sweden.





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Tuzla, May 2024

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## 1. BACKGROUND

The Roma Women's Network "Uspjeh" (translation: Success) is an informal network of women's associations and activists joining forces in collaboration and support for Roma women in Bosnia and Herzegovina. Following on the initiative of the Tuzla-based Roma women's association *Bolja budućnost* (translation: Better future), the network formally commenced its work at the founding assembly held in Zenica on June 13, 2010, as the Roma Women's Network "Uspjeh" (hereinafter: the Network), now operating continuously for nearly 14 years.

The Network has come a long way in its development and has become a recognisable resource in the Roma community thanks to its commitment to advocating improved protection of human rights for Roma women and girls in Bosnia and Herzegovina. It boosted its performance and visibility by adopting the Platform of the Roma Women's Network "Uspjeh", which outlines its strategic framework of action and defines priority issues on which the members of the Network work together. The goals from the Platform have been translated into objectives and measures defined within the 2021-2023 Strategy of the Roma Women's Network "Uspjeh".

Activities of the Network from 2021 to 2023 focused on the implementation of 19 strategic goals and 50 activities. Based on the available capacities, the members of the Network carried out a series of activities to advance the protection of fundamental human rights of Roma women and girls. They primarily sought to improve the institutional capacity of the Network itself, help reduce discrimination and antigypsyism, implement concrete actions and advocate improved approaches to local, cantonal, entity, and state authorities in health, social protection, social housing, employment, and education of Roma women.

Previously and currently, the Network has been successfully operating and advocating the implementation of measures related to the protection of Roma women and girls in terms of their safety, i.e. protection from domestic violence and violence in everyday life, from exposure to economic exploitation, panhandling and human trafficking and other forms of exclusions. The members of the Network continuously worked to improve the access of Roma women to social support services and to encourage Roma women to initiate changes in the community and to take part in stronger political engagement.

According to a number of assessments, results of the Network have been acknowledged, visible in the media and the public, and among Roma women in communities, mostly due to its activism and engagement almost throughout Bosnia and Herzegovina, even in areas where there are no established Roma associations.

With the support of Sweden and UN Women, members of the Network had the opportunity to organise strategic workshops and, with expert assistance, jointly review the framework of the Network's activities, review previous strategic decisions, analyse the available research and reports, and opt for new ideas, as well as realistically assess organisations' capacities and agree a secure and more realistic strategic plan of the Network for the period 2024 - 2027.

The Network based the process of the new strategic planning cycle on the results of its own research and recommendations of the "Report on the State of Rights and Position of Roma Women in Bosnia and Herzegovina", developed by the Tuzla-based Roma women's association "Bolja budućnost" in 2023 (hereinafter: the Red Report), prepared based on a survey conducted entirely by members of the Network.

The Red Report was prepared based on a thematic gender analysis and results of a survey that included 734 Roma women, on how they see their rights and position, including a survey with 30 representatives of various government institutions. The results of the survey confirmed the premise that "Roma women face twofold

discrimination, on the grounds of being Roma women and of being women". That report also contains a brief analysis of the most recent non-governmental and governmental reports (plans) whose findings and recommendations coincide with the findings of the survey.

For this strategic document, in line with the referenced sources, the main guiding point was derived based on the official assessment of the position of Roma men and women, as stated in the 2021 – 2025 Action Plan of Bosnia and Herzegovina for Social Inclusion of Roma men and women.<sup>1</sup> This Plan covered all the goals outlined in the Poznań Declaration for the countries of the Western Balkans. Among others, the National Action Plan reads the following: "... the position of the Roma in BiH is more difficult compared to other minority communities, due to the unemployment rate, low enrolment rate of children in primary school, low level of adult education, poor housing and infrastructural conditions and insufficient coverage of health and social services, so that to a greater or lesser extent the Roma are marginalised in economic, spatial, cultural and political terms ...".

In the described process of development of this strategic document, members of the Network relied on the cited sources and selected key priorities for the coming period, and drafted a new text of the 2024 – 2027 Strategy of the Roma Women's Network "Uspjeh" (hereinafter: 2024 - 2027 Strategy).

### **Guiding Strategic Goal:**

**In the coming period, the Network seeks to continue encouraging a safer, more equal and non-discriminatory environment in the communities of Roma women and men in Bosnia and Herzegovina and beyond.**

In line with the available resources, the Network plans to deliver on this goal through four objectives of:

- ▶ Advancing institutional capacities and visibility of the Network;
- ▶ Achieving more effective protection against discrimination with a focus on overcoming prejudices against the Roma minority and changing the attitudes of the majority and Roma communities;
- ▶ Improving access to health and social protection, social housing, employment, education and special forms of protection, and
- ▶ Encouraging Roma women to greater political engagement.

The Strategy has eight chapters: I - Background, II - Vision, mission and operating principles of the Network, III - Description of the Network's setup, IV - Description of the Network's activities to date, V - Expected trends and strategic services of the Network, VI - Strategic goals, objectives and measures, VII - Monitoring and evaluation of the Network's Strategy, VIII - Action Plan of the Roma Women's Network 2024-2027 Strategy.

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1 2021-2025 Action Plan of Bosnia and Herzegovina for Social Inclusion of Roma Men and Women (Official Gazette of Bosnia and Herzegovina, No. 40/22)

## 2. VISION, MISSION AND OPERATING PRINCIPLES OF THE NETWORK

### 2.1 Vision

Members of the Network strive to build a non-discriminatory, safe, and equal environment in their communities and beyond through the engagement of Roma women.

### 2.2 Mission

**The Network focused its mission on activities that:**

- a) Promote and encourage education in the Roma community, i.e. all processes for training of individuals to assume control of their own development and potential through continuous social information and learning;
- b) Encourage Roma women and men to find and/or engage resources in building and strengthening the capacities of their communities;
- c) Empower Roma activists and young Roma in decision-making and implementing actions in the community;
- d) Continuously identify problems and propose ways to solve them;
- e) Members of the Network encourage networking and joining other networks and projects to improve and strengthen the safety of Roma women and men in their communities.

### 2.3 Operating principles of the Network

The Network bases its strategic activities on *transparent action for the common good and democratic decision-making*. The main operating principles of the Network are based on the responsible and solidary work of members who rely on recommendations from the *Platform for Advancing the Rights and Position of Roma Women in Bosnia and Herzegovina*, and now on the goals and objectives from this Strategy, acting based on the following five principles:

- 1. Voluntary activities:** Voluntary participation in the work and membership in the Network is expressed by members with a clear declaration of accession, as provided for in the agreed strategic, programmatic, and acts on membership and the Network's operating modalities.
- 2. Ethics:** All members undertake and acknowledge the application of ethics in work as regulated by the adopted Code of Ethics of the Network.
- 3. Joint action:** Manifested through joint representation in the public and media and towards other networks and organisations.
- 4. The principle of pooling of funds:** Used by members according to the available resources of their organisation (project's possibilities) and regulated by an agreement between the members of the Network.
- 5. Agreeing work priorities by consensus:** Ensured through the acceptance of acts that serve as the basis for the adoption of strategic documents and other acts of the members of the Network and other programmatic and planning documents used to plan for joint engagement.

### 3. DESCRIPTION OF THE NETWORK'S SETUP

The Network "Uspjeh" is a non-profit, non-governmental, independent, voluntary, and non-partisan association gathering several registered women's associations from Bosnia and Herzegovina and women activists who primarily operate in Roma communities in Bosnia and Herzegovina.

#### The Network operates:

- a) As a compact representative body of several associations and prominent individuals;
- b) With the support of recognisable advocates for improving the rights and position of Roma women in Bosnia and Herzegovina;
- c) Through joint engagement and initiation of dialogue with governmental and international organisations and institutions;
- d) As an organised network for the exchange and collection of information about the challenges faced by Roma women;
- e) As an organised network for the exchange of information about the process of European integration and dissemination of information to its grassroots members and all other Roma organisations;
- f) As a network of advocates of actions against discrimination and antigypsyism<sup>2</sup> in Bosnia and Herzegovina.

#### The Network brings together members from both entities and comprises of:

1. Roma Women's Association "Bolja budućnost", Tuzla;
2. Roma Women's Association "Romani ćej", Prnjavor;
3. Association Centre for Mothers "Nada", Kakanj;
4. Roma Association "Bolje sutra", Visoko;
5. "Madara" Association, Doboj;
6. Young Roma Association, Travnik;
7. Association for the Inclusion of Roma boys and girls "Terni Zor", Modriča;
8. Activist Aida Mehdić, Travnik.

In order to facilitate improved networking and functioning, the Coordination Board of the Network was established. The Board meets twice a year and holds an assembly of all members of the Network at least once a year.

Associations are involved in the work of the Network, have their own grassroots membership, and classify as participatory associations working on the principle of active membership.

<sup>2</sup> According to the definition of the European Commission against Racism and Intolerance (ECRI, European Commission against Racism and Intolerance) from 2011, antigypsyism is a specific form of racism, an ideology based on racial superiority, a form of dehumanizing and institutional racism bred by historical discrimination, which, among others, expresses itself through violence, hate speech, exploitation, stigmatisation and the most obvious type of discrimination.



**In the past period, the Network adopted the following documents to facilitate organised operations:**

1. Decision on the establishment of the Roma Women's Network "Uspjeh", adopted at the assembly of members held in Zenica on June 13, 2010;
2. Decision on adopting the Network's logo;
3. Regulations on the work of the Network;
4. Code of Ethics of the Network, adopted in 2018;
5. The Network "Uspjeh" platform was adopted in 2020;
6. The Network "Uspjeh" 2020-2023 Strategy;
7. 2020-2030 Media Plan of the Network;
8. 2021-2023 Advocacy strategy towards the EU;
9. Programme of joint promotional and educational activities of the Network "Uspjeh".

## 4. DESCRIPTION OF THE NETWORK'S PREVIOUS ACTIVITIES

Based on the earlier 2021 – 2023 Strategy, the Network implemented a great deal of activities aimed at advancing the position of Roma women. The key challenge in the work of the Network concerns the lack of resources and the dependence of certain activities on various projects, which often lack understanding of government institutions and individual donors to allocate a specific resource or a part of the budget for the operation of the Network, and strengthen the capacities of the Network in its further development.

Grassroots associations and women activists cover several municipalities. Members lack sufficient experience and expertise in more complex activities, while also facing difficulties in securing additional resources for the work of the Network from their own sources. Most local associations struggle with the sustainability of their own work, and it is a challenge for them to undertake specific financial engagement for the Network. Members jointly estimated that the sustainable operation of the Network requires earmarking an amount of up to 20,000 euros annually.

Despite scarce funding, the Network managed to maintain its work and in all the past years continuously carried out sustainable activities such as, for example, every year Women's activism week and marking important dates, assemblies of the Network, etc. on an annual basis.

**Members of the Network jointly carried out the following activities:**

**In 2021:**

1. Month of Roma Women's Activism campaign, 8 March - 8 April;
2. Development of the 2021-2023 Advocacy Strategy towards the EU;
3. 16 Days of Activism against Gender-Based Violence campaign, 25 November - 10 December;

4. Organisation of Youth Camp;
5. Organisation of workshops "Self-care and other relaxation techniques";
6. Organisation of the visit of a large group of young Roma men and women to Donja Gradina Memorial Area – Commemoration of the International Day of Remembrance of Roma Victims of the Holocaust;
7. Marking of the World Roma Day;
8. Commemoration of the World Day of Romani Language.

**In 2022:**

1. Month of Roma Women's Activism campaign, 8 March - 8 April;
2. Signing of the Memorandum on Cooperation with media outlets during the Month of Roma Women's Activism campaign;
3. Organisation of networking meetings with other women's organisations and networks;
4. Development of the methodology for the first national report on the state of rights and position of Roma women in Bosnia and Herzegovina, known as the Red Report;
5. Organisation of advocacy meetings with representatives of institutions in BiH and representatives of embassies in BiH;
6. Organisation of a study visit to the Memorial and Museum in Auschwitz-Birkenau;
7. Organisation of Forum Theatre in Roma communities on underage arranged marriages "Do not want, do not have to and will not";
8. Marking of the World Roma Day;
9. Marking of the World Day of Romani Language;
10. 16 Days of Activism against Gender-Based Violence campaign, 25 November - 10 December;
11. Organisation of public debates "Defending women, defending rights" and "What can we do to bring Roma women out of slavery?".

**In 2023:**

1. Month of Roma Women's Activism campaign, 8 March - 8 April;
2. Awareness-raising campaigns through various digital communication tools to inform the wider public on the Sofia Declaration, the Green Agenda for the Western Balkans, and the importance of environmental protection, sustainable development, and the role of women in the green transition;
3. Organisation of the visit of a large group of young Roma men and women to Donja Gradina Memorial Area – Commemoration of the International Day of Remembrance of Roma Victims of the Holocaust;

4. Marking of World Roma Day in cooperation with the Ministry of Human Rights and Refugees of BiH and the OSCE Mission to BiH;
5. Marking of the World Day of Romani Language at the Faculty of Philosophy of the University of Sarajevo;
6. Launch of the Report on the State of Rights and the Position of Roma Women in Bosnia and Herzegovina known as the Red Report;
7. Organisation of surveys in Roma communities for the purposes of drafting a Report on the actions of institutions in the process of protection and support for Roma women victims of domestic violence;
8. 16 Days of Activism against Gender-Based Violence campaign, 25 November - 10 December.

## 5. EXPECTED TRENDS AND STRATEGIC SERVICES

In line with the recommendations from the Red Report, and trends that show the type of problems faced by Roma women in various areas of life (health, social protection, housing, employment, education, and special forms of protection), including the lack of governmental and non-governmental capacities for continuous and targeted work with Roma women in the community, the Network, in accordance with the selected key priorities, planned the services that the members of the Network could provide in the coming period.

**The main tools that the Network plans to utilise in the coming period include:**

- a) Various advocacy interventions;
- b) Media and public showcasing of specific problems, needs, and potential actions;
- c) Organising and implementing a campaign to increase the visibility of problems faced by Roma women in the public through media and information technologies;
- d) Conducting various thematic research with members of the Roma community on a representative sample;
- e) Organising various marking events, trainings, and roundtables together with representatives of government institutions and international organisations;
- f) Strengthening the partnership by expanding contacts with other networks in BiH and the region and encouraging further wider cooperation;
- g) Strengthening the rating of the Network relying on the proven support of international and national organisations and institutions and projects supporting the Network;
- h) Joint use of existing membership capacities in collecting data and information from the field;
- i) Making use of the experiences in specific community work, and the potential of the Network members for tailored fieldwork with trained activists.

The value of the Network lies in the perseverance and encouragement of members and activists in the community to address specific problems faced by Roma women and propose acceptable solutions on their behalf. The Network taps into the connections of its members and works together with government institutions, following the relevance and sustainability of the changes they seek to achieve. More experienced

associations ensure tailored support for members and activists, and additional training through alliances with donors and competent institutions at all levels, depending on the thematic problem.

With these services, the Network is well-positioned to respond to highly complex tasks in a short period of time, especially in terms of collecting information from the field, advocating changes in the community, etc.

The expected change foreseen by the Network's 2024 - 2027 Strategy benefits further development of the organisation and strengthening the visibility of the Network, establishing a system for better focus, realistic approach according to selected priorities, and fostering conditions for easier and more effective operational activities of its members.

The Network aims to attract as many young Roma women as possible, to build their capacities, advance engagement and generate new grassroots organisations.

An important segment is the collaboration on overcoming prejudices towards the Roma minority and changing the attitudes of the majority and Roma community, thereby ensuring greater changes in the communities where the members operate and beyond.

It is expected that the Network will maintain the interest of the government and international organisations and institutions for further actions and concrete support for the Network, and Roma women as a multifaceted marginalised group of women in Bosnia and Herzegovina.

In the implementation of the 2024 - 2027 Strategy, the Network collaborates with institutions at all levels (local governments, cantonal, entity, state), embassies, international organisations, grassroots women's civil society organisations, media, prominent public figures, academia and researchers to promote its activities and attract the necessary resources for further work.

## 6. STRATEGIC GOALS AND OBJECTIVES OF THE NETWORK FOR 2024-2027

The leading commitment of the Network has been translated into a single:

### STRATEGIC GOAL

**The Network "Uspjeh" will continue promoting the creation of a safer, more equal, and non-discriminatory environment in the communities where Roma women and men live in Bosnia and Herzegovina and beyond.**

In accordance with the challenges indicated in the previous sections of the Network's 2024 - 2027 Strategy, implementation of the specified goal is to be achieved based on four defined objectives:

### **Objective 1 Strengthening the institutional capacity and visibility of the Network**

Despite the Network's major contribution in the past in advocating for a more equal and non-discriminatory environment in the communities where Roma women and men live in Bosnia and Herzegovina and beyond, the trend in the past 14 years has shown that most of the support of the Network was achieved with the help of international institutions and organisation. The Network received a limited form of support through grants from the Ministry of Human Rights and Refugees of BiH and the Gender Equality Agency of BiH, but no sustainable support was offered for the continued operations of the Network. As a result, there is still a strong need for a sustainable model of support and the establishment of an improved partnership with

relevant institutions that should recognise the genuine quality of the Network's activities. Therefore, the plan is to continue advocacy with the competent institutions to ensure sustainable capacities for the Network. The plan is to strengthen partnerships with non-Roma organisations and, among others, seek political and professional support from institutions and their representatives, including international organisations and institutions. The Network is committed to the concept of advocacy and building a partnership with institutions and organisations, and to that end, it is necessary to agree on a minimum of resources for sustainable and continuous operation and visibility of the Network.

## **Objective 2 Achieving more effective protection against discrimination with a focus on overcoming prejudices against the Roma minority and changing attitudes of the majority and Roma community**

Discrimination takes several forms. It can be direct or indirect, it can take place as a form of harassment or sexual harassment, through segregation or victimization. Through the analysis of responses of Roma women in the survey, which was carried out and presented as part of the Red Report, on the type of discrimination, a key challenge identified is the existence of prejudices expressed by the majority population and Roma men and women themselves. Primary reasons noted included racial differences, gender-based and economic discrimination through difficult access to public support services and fundamental rights. Another issue raised is the lack of information to be provided by government institutions and the use of capacities of Roma associations for improved outreach on rights and obligations, which is why Roma women in communities often remain isolated, underinformed, and have difficulties in accessing institutions and exercising their rights.

The Network opted for more realistic key interventions with which it will try to present positive examples of Roma women in the coming period and encourage its members to positive change.

The plan is to conduct research on the attitudes of Roma women to forms of discrimination on a sample of up to 750 members, to improve the understanding of antigypsyism, and look into the attitudes of the majority population on an approximate sample. The Network plans to strongly advocate that a special section (annex) dealing with thematic forms of discrimination against Roma men and women be included in the National Report on Manifest Forms of Discrimination.

To reduce prejudices, the Network plans to carry out activities to get to know the culture and traditions of the Roma in the community and beyond (media and online) and to collect resources for public presentations of cultural content about the traditions of the Roma, especially when marking important dates and holidays, to bring Roma culture and tradition closer to the community. The priority action is related to education with the aim to hold panels and lectures in primary and secondary schools, faculties of humanities and museums, on important dates for Roma and human rights, and present the history, culture, and tradition of the Roma. The Network will create a calendar and offer the media to do broadcasts and other cultural and media content that promote the culture and tradition of the Roma and thematically deal with the prevention of discrimination against the Roma.

## **Objective 3 Improving access to health and social care, social housing, employment, education and special forms of protection**

Roma women and their families face daily challenges related to access to health and social protection, social housing, employment, education, and special forms of protection. It is difficult for them to exercise their rights due to a lack of resources (funds and programmes, especially at the local level) for the implementation of affirmative measures that specifically target this minority community.

When it comes to healthcare, the priority is on the issue of reproductive rights of Roma women: the focus is on preventive gynaecological examinations, and access to these services, especially during pregnancy. The results of the survey from the Red Report show that only half of Roma women had information about preventive gynaecological examinations. The fact that 90% of Roma women have never had a gynaecological examination is worrying. When it comes to examinations during pregnancy, the situation is somewhat more favourable, but approximately 25% of women still remain outside the system. Roma women state that there are prejudices regarding the exercise of this right by Roma women themselves and medical personnel. They themselves state the following reasons for not going to the doctor, such as being unmarried, giving birth at home, being ashamed, having no possibilities to maintain personal hygiene, having no place of residence.

Regarding ensuring the medical needs of children, the survey from the Red Report showed that all Roma children lack regular medical assistance. There is a large number of unvaccinated Roma children. Roma children with disabilities do not receive the necessary support. When it comes to dental health, more than half of Roma children did not have the opportunity to use dental services. Roma women believe that Roma communities are bypassed in the implementation of health programmes, and that the medical personnel has prejudices when it comes to these communities. In the Federation of Bosnia and Herzegovina, many Roma women are outside the health care system, with no insurance.

When it comes to employability, the Network was guided by the following indicators from the Red Report. The rate of unemployed Roma women is high. Very few Roma women were included in existing employment and retraining programmes. Roma women do not have enough work experience, which takes away from their competitiveness on the labour market. Employers have no interest in keeping them after they have exhausted the co-financing employment grants, as they do not have sufficient funds to employ Roma women, or because they lack experience in running an independent business. In the existing programmes, Roma women believe they are discriminated against and excluded on the grounds of being women, that they are not qualified, and many of them believe that the majority of Roma women do not work for traditional reasons. They also do not have or do not receive tailored and accurate information about employment opportunities. The jobs offered to them are for the unskilled, so they get the opportunity for the following jobs: seasonal work, collection of secondary raw materials, work in the farmers market, work in non-governmental organisations, cleaners, daily wage work, utility workers, work in agriculture, selling second-hand shoes and clothes, panhandling, and working in the hospitality industry.

In the field of education, the Network considered indicators from the Red Report, whereby 55% of Roma women do not have primary education, and only 24% have completed primary school, 89% have confirmed that they have no occupation, and have not received secondary education. It is indicative that they do not have enough support for education, especially for additional qualifications and adapted programmes and financial support while studying. In case of children's regular education, the problem of regular school attendance and the high rate of children dropouts or irregular class attendance is noted. Roma children are seldom included in preschool education, there are no programmes to support parents and children, children do not acquire enough knowledge and skills, and when they do attend school, they do not have IT equipment, sufficient supplies, or the conditions in the family are such that they do not have space for learning. They marry early or are forced to work in the streets.

In terms of special forms of protection, the priority issues relate to gender-based violence against Roma women. When it comes to the setting or environment in which violence against women takes place, it mostly happens in the immediate family, by a known perpetrator and in the extended family, and the least in the community. Vast majority of Roma women avoided speaking openly about violence. Most women are exposed to combined violence, psychological and physical, followed by economic violence. Sexual violence was mentioned by only 7% of Roma women, while digital violence was mentioned by 4% of Roma women. In

general, Roma women had no help from the community, and there is a high degree of mistrust since when they did ask for help, none was received, nor were they guaranteed personal safety when reporting violence.

When it comes to early marriages, some 23% of Roma women confirmed that they have children who entered an early marriage, and in twice as many cases these were daughters. However, the trend of arranged marriages is much more widespread and we can see this from the percentage of women who got married before coming of age - more than 50% of them - and the fact that around 30% of women had one child before coming of age. Child labour on the street is still identified as a widespread phenomenon.

The Network also took into account the views of representatives of institutions who stressed that most institutions do not have a person in charge of cooperation and support for Roma. Access to information and informing Roma women about their rights is conditioned by the lack of information about how to exercise their rights, and the most important obstacle is their level of education. Resources, especially in local communities, generally support all vulnerable groups, but there are no active measures depending on the degree of vulnerability. Representatives of institutions are not familiar with the reasons why Roma women do not get an education, nor have they noticed that there are not enough adequate programmes to support Roma women to get an education. When it comes to health care, they did not have a proposal on how to solve it, nor are they aware of whether they have such specific support programmes at all.

The Network will focus its actions in the field of health on advocating programmes that will improve access to health care, and ensure the introduction of uninsured Roma women into the health insurance system, advocating programmes on increased access to women's health examinations, as well as programmes for better dental care for children.

In the area of social protection, the focus will be on exercising social rights by providing the necessary information and assistance in collecting documentation.

In the area of employment, the focus will be on mapping the needs for education and further training, campaigns for the employment of Roma women and men, and providing the necessary information on employment opportunities.

In the field of education, the focus will be on conducting research on children dropouts, advocating programmes with institutions to combat this phenomenon, designing programmes for working with parents in the community and providing opportunities for scholarships for children, and specific programmes to increase the inclusion of Roma children in preschool education.

In the area of social housing, the focus will be on mapping women heads of households who are homeless and who live in collective centres and advocate for a programme for their housing.

In the area of special forms of protection and access to support services, the focus will be on monitoring and regular reporting on the occurrence of violence, human trafficking, arranged marriages, and labour exploitation of children. Advocacy interventions will focus on educational programmes for work in the community and educational institutions with a focus on risks in Roma communities, to be regularly implemented with institutions. Continuous cooperation is foreseen with monitoring teams for the fight against human trafficking and cooperation with competent institutions, specialised organisations, and safe houses. Campaigns will be implemented, and forms of social support that are most needed by Roma women and girls will be researched.

#### **Objective 4 Encouraging Roma women for greater political engagement**

When it comes to political participation, it can be concluded that a relatively large number of Roma women vote, but believe that their vote does not count. Very few Roma women are members of a political party,

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and when it comes to the decision to vote for a representative from the Roma minority, 60% would vote for them, because they think they can contribute to the community. When it comes to the participation of Roma women in elections, most believe that it is extremely good and that Roma women can help more than men. They believe that Roma women set a good example for other Roma women and will be more respected in society if they participate in the elections. To encourage the largest possible political participation of Roma women, the Network intends to conduct an information campaign for the upcoming local elections in order to familiarise Roma women in the community with the electoral processes and to explain to them the role, importance of elections and the functions of different levels of government.

## 7. MONITORING AND EVALUATION OF THE NETWORK STRATEGY

Members of the Network, or rather their Coordination Team, will be in charge of monitoring and evaluation.

**Monitoring** in a strategic context requires the Coordination Team of the Network to, based on the Action Plan of the Strategy, prepare a special plan for systematic and continuous collection, analysis, and use of data and indicators to measure the progress of achieving the defined goals/priorities/measures, as well as progress in the use of available funds and undertaking appropriate activities with the aim to report to the members on the success of the implementation of the goals and measures from the Strategy.

**Monitoring will have a dual function:**

1. Checking whether the actual performance is in accordance with the plan and achieving the desired progress, and
2. Signalling the need for corrections in case progress is lacking.

Monitoring is based on the appropriate sections of the Strategy and the Action Plan (e.g. the description of the activity of the measure or project and the defined indicators) and on the data and information collected in this regard (what was done, when, how, with what resources, and whether it is reflected on the state of the indicator).

This activity is carried out annually and includes the preparation of the Annual Progress Report for the Network's Strategy, which is discussed and adopted at the Network Assembly.

Evaluation builds on monitoring and assesses the success, effectiveness, progress, and impact achieved by the implementation of the strategic document, based on the collected and analysed data, and knowledge obtained through the procedure of regular monitoring and additional data collection during the evaluation preparation process. The evaluation is usually done on relevance, efficiency, effectiveness, impact, and sustainability halfway into the implementation period (mid-term) of the Strategy.

The evaluation fosters better conditions for the revision of the Strategy, and for this activity, the Network can provide professional assistance for the preparation of the Evaluation Report after two years of implementation by early 2026.



## 8. ACTION PLAN FOR IMPLEMENTING THE GOALS AND MEASURES OF THE NETWORK'S 2024 – 2027 STRATEGY

The Action Plan for the implementation of the goals and measures of the Network's 2024-2027 Strategy was developed to deliver on the leading goal, which is:

*The Network "Uspjeh" will continue promoting the creation of a safer, more equal, and non-discriminatory environment in the communities where Roma women and men live in Bosnia and Herzegovina and beyond.*

- ▶ The Network has combined operational measures into 4 objectives. Its implementation aims to improve the equality of Roma women in situations that have been assessed as a challenge and require concrete action as follows:

OBJECTIVE 1					
STRENGTHENING INSTITUTIONAL CAPACITIES AND VISIBILITY OF THE NETWORK					
MEASURE	PARTICIPATING TEAM	DESCRIPTION OF ACTIVITIES	INDICATORS	DEADLINE	FINANCING (estimate amount)
<b>1.1 Offer protocols on cooperation between the Network and international organisations and institutions and/or request a general letter of support for the work of the Network</b>	Lobbying team of the Network members	Create a framework plan for cooperation and offer: a) protocol b) letters of support	Number of signed protocols List of supporting organisations	continuously	Own funds
<b>1.2 Offer protocols on the Network's cooperation with ministries, agencies and other public bodies, and/or request a general letter of support for the Network's operations</b>	Lobbying team of the Network members	Create a framework plan for cooperation and offer: a) agreement c) letters of support	Number of signed protocols List of supporting institutions	continuously	Own funds

<p><b>1.3 Establish cooperation between the Network and representatives of public printed and electronic media</b></p>	<p>Lobbying team of the Network members</p>	<p>Exchange and deliver important information and materials to the media, invite them to events and campaigns of the Network, initiate shows about minorities and challenging topics</p>	<p>Indicators on realized media materials (number of minutes and number of shows: recorded features and shows about the Network's activities) Press analysis</p>	<p>continuously</p>	<p>Own funds Donor funding</p>
<p><b>1.4 Start the process of awarding certificates of appreciation for honorary members of the Network</b></p>	<p>Coordination Body of the Network</p>	<p>Define the framework on how to initiate honorary membership - procedures Design and create certificates of appreciation for honorary members Regularly publish news about honorary membership on the website and social networks and media coverage, especially during the campaign of Roma Women's Activism</p>	<p>Defined procedures Layout of Certificates of appreciation developed List of honorary members</p>	<p>continuously</p>	<p>Own funds Donor funding</p>
<p><b>1.5 Create elements for media appearance for the presentation of activities by members of the Network</b></p>	<p>Coordination Body of the Network</p>	<p>Ensure uniform presentation in the public and media for the purpose of better recognition Require members of the association to promote joint activities at all times and comply with the <b>Network's Media Strategy</b></p>	<p>Information on the analysis of the media appearances of members of the Network</p>	<p>continuously</p>	<p>Own funds Donor funding</p>
<p><b>1.6 Updating the campaign programme annually</b></p>	<p>Coordination Body of the Network</p>	<p>Agree on joint participation in promotional, educational activities, and campaigns based on the <b>Programme of joint promotional and educational activities of the Network</b></p>	<p>Number of campaigns Information on the success of implemented Network campaigns</p>	<p>continuously</p>	<p>Own funds Donor funding</p>

<b>1.7 Create a portfolio<sup>3</sup> of the Network for the joint appearance of members of the Network in relation to other networks or potential donors</b>	Coordination Body of the Network	Consolidate and develop a uniform format of material that showcases the activities of the Network in order for all members to indicate the main successes of the Network during public presentations	Number of donor projects implemented by the Network Highlighting the most important achievements	continuously	Own funds Donor funding
<b>1.8 Ensure continuity in the work of the Network - organising at least six meetings of all members of the Network</b>	Coordination Body of the Network	Organise annual meetings of the Network, organise meetings of the Coordinating Body and thematic meetings of members of the Network	Number of meetings List of topics and materials discussed at the meetings	continuously	Own funds Donor funding
<b>1.9 Use the campaign of the month of Roma women's activism for greater visibility of the Network</b>	Coordination Body of the Network	Monitor the dynamics of campaigns and thematic units and use every platform to promote the Network, especially by including the media	Annual list of campaigns Thematic list of campaigns	continuously	Own funds Donor funding
<b>1.10 Record videos for online presentations of the Network's activities - Twitter, TikTok, YouTube</b>	Coordination Body of the Network	In accordance with the priorities of the Strategy, select the most important topics and record the appropriate content/videos	Number of views Analysis of comments	continuously	Own funds Donor funding

**OBJECTIVE 2** **ACHIEVING MORE EFFECTIVE PROTECTION AGAINST DISCRIMINATION WITH A FOCUS ON OVERCOMING PREJUDICE AGAINST THE ROMA MINORITY AND CHANGING THE ATTITUDES OF THE MAJORITY AND ROMA COMMUNITIES**

MEASURE	PARTICIPATING TEAM	DESCRIPTION OF ACTIVITIES	INDICATORS	DEADLINE	FINANCING
<b>2.1 Design a system for the presentation of positive examples of successful Roma women and young Roma men and women</b>	All members of the Network The Coordination Board of the Network will appoint the activity coordinator	Collect indicators on potential stories and develop a synopsis to write stories about these examples	Number of recorded stories	2025 2026 2027	Own funds Donor funding

<sup>3</sup> A tool that shows capabilities and achievements - a collection of documents that show progress and development.

<b>2.2 Survey of attitudes about Roma in the community on a sample of up to 750 respondents</b>	Coordination Board of the Network and engagement of consultants	Prepare a plan to carry out the survey and select a topic Conduct survey	Report on the conducted research Public presentation of reports	2025	Donor funding
<b>2.3 Advocate for the inclusion of a special segment on discrimination against Roma men and women in the national report on the forms of discrimination</b>	Coordination Board of the Network	Develop an advocacy plan and hold advocacy meetings Suggest priority topics	Reports from advocacy meetings Publishing the report on the Network's website	2025	Donor funding
<b>2.4 Provide resources for the presentation of Roma culture and traditions and the celebration of important dates and holidays</b>	Coordination Board of the Network The engagement of experts is needed	Develop a plan of significant dates, propose content and programmes for marking	List of dates Programme content	continuously	Own funds Donor funding
<b>2.5 Initiate forums and lectures to be held in primary and secondary schools on the occasion of significant dates and present Roma traditions</b>	Coordination Board of the Network The engagement of experts is needed	Select schools and propose topics for forums Select experts for the implementation of topics	Number of lectures held List of topics	continuously	Donor funding
<b>2.6 Create a calendar and offer the media to broadcast programmes and content that promotes the culture and tradition of the Roma and thematically deals with the prevention of discrimination against the Roma</b>	Coordination Board of the Network The engagement of experts is needed	Based on the developed calendar, define the content for recording, develop the concept of the shows	Number of shows held Information about promoted content	continuously	Donor funding

**OBJECTIVE 3**
**IMPROVING ACCESS TO HEALTH AND SOCIAL PROTECTION, SOCIAL HOUSING, EMPLOYMENT, EDUCATION AND SPECIAL FORMS OF PROTECTION**

MEASURE	PARTICIPATING TEAM	DESCRIPTION OF ACTIVITIES	INDICATORS	DEADLINE	FINANCING
<b>3.1 Provide support to the members of the Network for the distribution of materials and information packages that contain information on how to regulate health care and exercise other rights</b>	Coordination Board of the Network The engagement of experts is necessary	Prepare an action plan in the Roma community and create promotional material for community work (leaflets, info-materials and resource information in online format)	Plan developed Promotional material developed Material distributed (number and locations) Published information	continuously	Donor funding
<b>3.2 Implement advocacy actions to address access to health care - introduction into the system in the Federation of Bosnia and Herzegovina</b>	All members of the Network The engagement of experts is needed	Design advocacy actions Develop an action plan in cooperation with members of the Network, develop a list of institutions to lobby to solve the problem of uninsured women Organise advocacy meetings	Action plan developed List of institutions developed Feedback from advocacy meetings	continuously	Donor funding
<b>3.3 Provide support in the exercise of social rights by providing the necessary information and assistance in collecting documentation</b>	All members of the Network	Develop material with the necessary information and update it annually	Created and distributed material (number and locations)	continuously	Donor funding
<b>3.4 Map the needs for education and retraining of Roma women in the communities where members of the Network operate and create an annual action and advocacy plan</b>	All members of the Network The engagement of experts is needed	Create a mapping plan and jointly devise a plan of action towards the competent institutions for the initiation of adult education and retraining programmes	Mapping plan made List of institutions developed Feedback from advocacy meetings	continuously	Donor funding

<b>3.5 Design and implement a campaign to encourage the employment of Roma women by potential employers</b>	All members of the Network The engagement of experts is needed	Professionally prepare material for the campaign and analyse how the campaign will be directed and towards which potential employers	A well thought out campaign Campaign implemented Success indicators (number)	continuously	Donor funding
<b>3.6 Launch a simpler and more direct way to provide information on employment opportunities for Roma women (potential employers and institutes)</b>	All members of the Network The engagement of experts is needed	Use the possibilities of information technologies and create a resource package with an explanation of how Roma women can find and use information	Resource package developed Track number of users	continuously	Donor funding
<b>3.7 Conduct research on children who drop out of education</b>	All members of the Network The engagement of experts is needed	Draw up a plan for carrying out the research, determine the sample, and draw up a list of questions	Plan developed Survey conducted Report prepared	2024 2025 2025	Donor funding
<b>3.8 Advocacy of programmes with educational institutions to combat this phenomenon and encourage more extensive scholarships for children</b>	All members of the Network The engagement of experts is needed	Develop an advocacy plan based on survey results and determine locations and a list of institutions with which action is advocated	Plan developed List of institutions developed Feedback from advocacy meetings	2025 2026 2027	Donor funding
<b>3.9 Prepare a programme for the work of members of the Network with parents in the community - preventing dropout</b>	All members of the Network The engagement of experts is needed	Develop a programme based on the results of the survey and determine the locations and action plans in the communities where the members of the Network operate	Developed programme Contact meetings with parents held Indicators on included and excluded children	2025 2026 2027	Donor funding
<b>3.10 Map the needs of Roma women heads of households (homeless women, living in collective centres) and advocate programmes for their housing</b>	All members of the Network The engagement of experts is needed	Develop a mapping programme and determine the locations and plan of action in the communities where members of the Network operate	Mapping of homeless women and those in collective centres Developed programme Touched base with the representatives of local governments	2025 2026 2027	Donor funding

<b>3.11 Participation of members of the Network in education about the prevention of violence in the Roma community, human trafficking, and child panhandling</b>	Members of the Network in partnership with different organisations	In order to prevent violence, human trafficking, and arranged marriages, as well as labour exploitation of children, the members of the Network will improve cooperation with the institutions responsible for the prevention of these phenomena by participating in trainings and cooperating in the process of data collection	List of trainings attended by members	2024 2025 2026 2027	Donor funding
<b>3.12 Continuous cooperation with monitoring teams for the fight against human trafficking (MIT) and cooperation with competent institutions and specialised organisations and safe houses</b>	Members of the Network in partnership with various organisations and institutions	Through continuous cooperation, the members of the Network will ensure their specific contribution in the exchange of information about the situation and problems in their communities	Number of assistances and meetings with competent institutions and organisations	2024 2025 2026 2027	Donor funding
<b>3.13 Implementation of a campaign to combat all forms of exploitation</b>	Members of the Network in partnership with various organisations and institutions	Designing the campaign according to the possibilities of the Network and implementing it in as many communities as possible	Campaign implemented Information on performance and impact	2024 2025 2026 2027	Donor funding
<b>3.14 Lobbying for better and more efficient support of social services and mental health centres for Roma women and girls</b>	Members of the Network in partnership with various organisations and institutions	Develop a specific lobbying campaign to launch a support programme for Roma women and monitor the success of the implementation of such programmes in case these are put in place	Lobbying meetings held List of institutions and locations where lobbying is done Information on performance and impact	2025 2027	Donor funding
<b>3.15 Campaign on the harmfulness of the use of intoxicants, alcohol, and smoking among young people, independently or in partnership with specialised organisations</b>	Members of the Network in partnership with various organisations and institutions	Designing the campaign according to the possibilities of the Network and its implementation in as many communities as possible in which the members of the Network are active and among young people	Campaign implemented Information about the success and impact in the communities where the campaign was placed	2025 2027	Donor funding

<b>OBJECTIVE 4 ENCOURAGING ROMA WOMEN FOR GREATER POLITICAL ENGAGEMENT</b>					
<b>MEASURE</b>	<b>PARTICIPATING TEAM</b>	<b>DESCRIPTION OF ACTIVITIES</b>	<b>INDICATORS</b>	<b>DEADLINE</b>	<b>FINANCING</b>
<b>4.1 Development of grassroots informative training programme for Roma women on electoral processes</b>	Working group of the Network for carrying out trainings and campaigns	Training programme is informative in nature and aims to familiarise Roma women in the community with election processes and to explain to them the role, importance of elections and the functions of different levels of government	Developed a joint training programme for women in the community	2024	Donor project
			Number of trainings held and the number of participants	2026	Own resources of members of the Network
<b>4.2 Implementation of grassroots information campaign - motivation for the participation of Roma women in local elections</b>	Working group of the Network for carrying out trainings and campaigns	During local and general elections, organise campaigns (online) via Twitter, TikTok and Viber to motivate Roma women to participate in the voting process – to exercise their right to vote	Designed and implemented campaign	2024	Donor project
			Performance indicators Number of views	2026	Own resources of members of the Network