

# REPORT OF WORK

## BELGRADE OPEN SCHOOL

YEAR 2020



**BOS**  
BELGRADE  
OPEN  
SCHOOL

# **REPORT ON WORK OF THE BELGRADE OPEN SCHOOL, 2020**

**BETTER SOCIETY BASED ON  
FREEDOM, KNOWLEDGE AND  
INNOVATION**

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# MISSION, VISION AND VALUES OF BOS

## MISSION

Belgrade Open School (BOS) is a non-profit, educational civil society organization founded in 1993. BOS develops human resources, improves public policies and strengthens the capacities of the civil, public and business sectors in order to develop a better society based on freedom, knowledge and innovation.

## VISION

A better society based on freedom, knowledge and innovation.

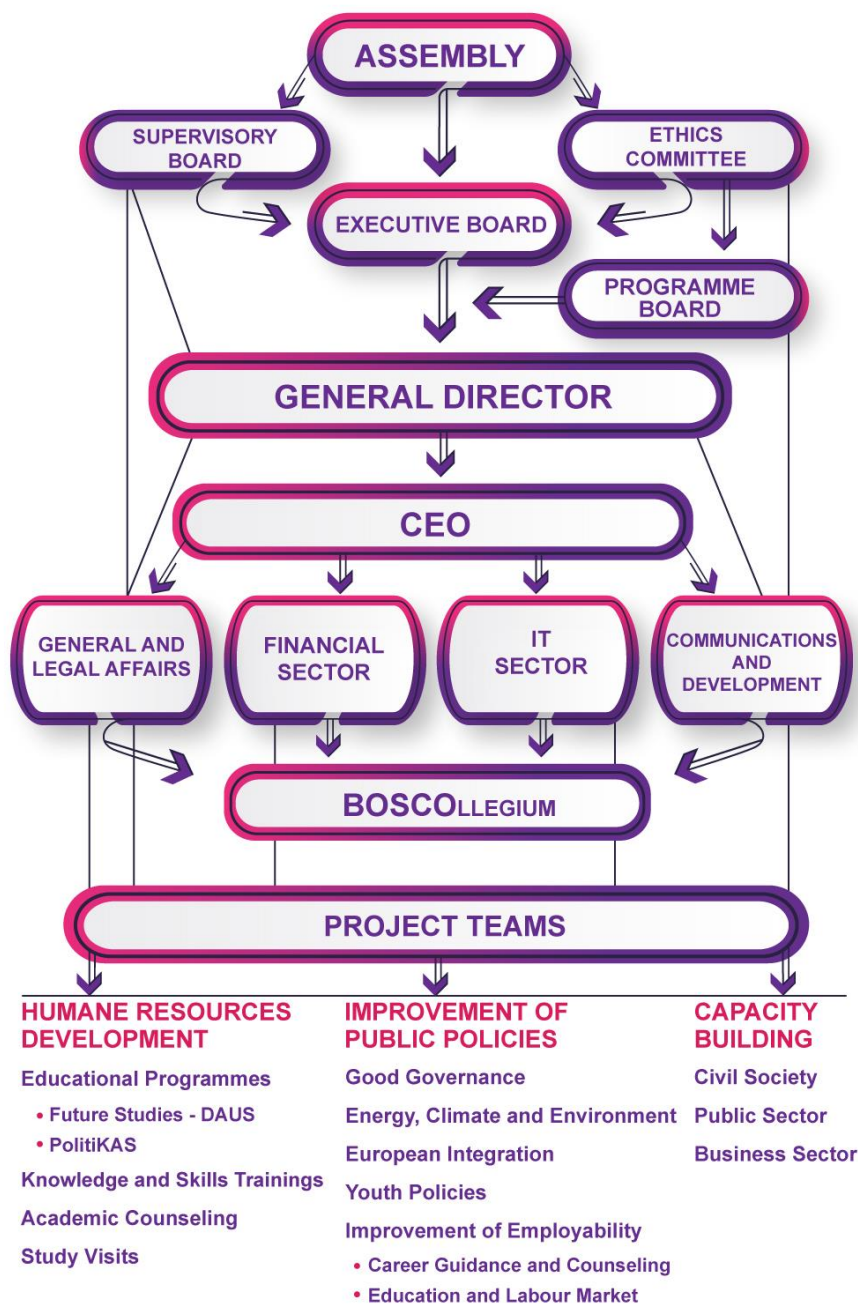
## BOS VALUES



*\*Belgrade Open School respects the principles of gender-inclusive language and thus strives to contribute to raising awareness of the importance of equality between women and men. In accordance with the orthographic norms of the language, the Annual report used gender-inclusive language whenever the practice allowed it, while nouns that remained in the generic masculine language gender include both women and men.*

# STRATEGIC DEVELOPMENT AND STRUCTURE OF BOS

## ORGANIZATIONAL STRUCTURE

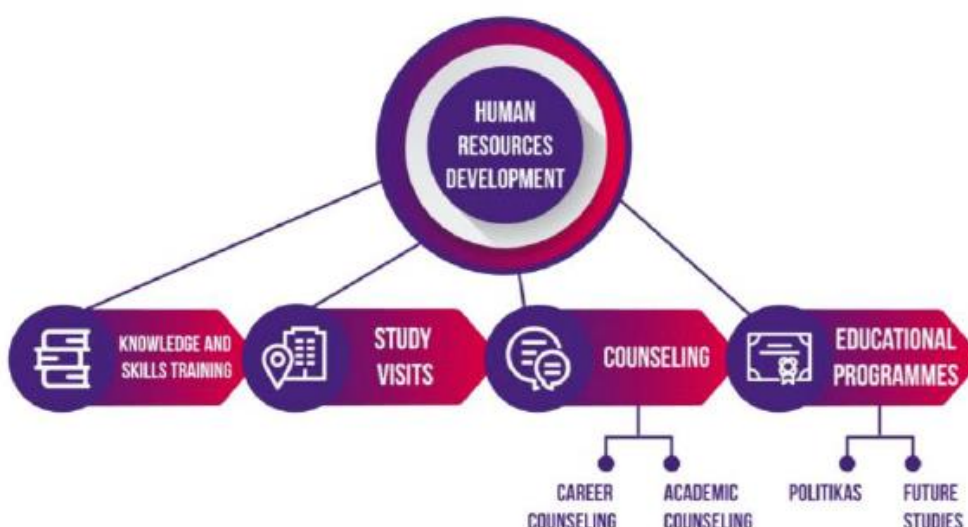


## STRATEGIC GOALS

The strategic goals of the Belgrade Open School are aimed at developing human resources, improving public policies and strengthening the capacities of civil, public and business organizations.

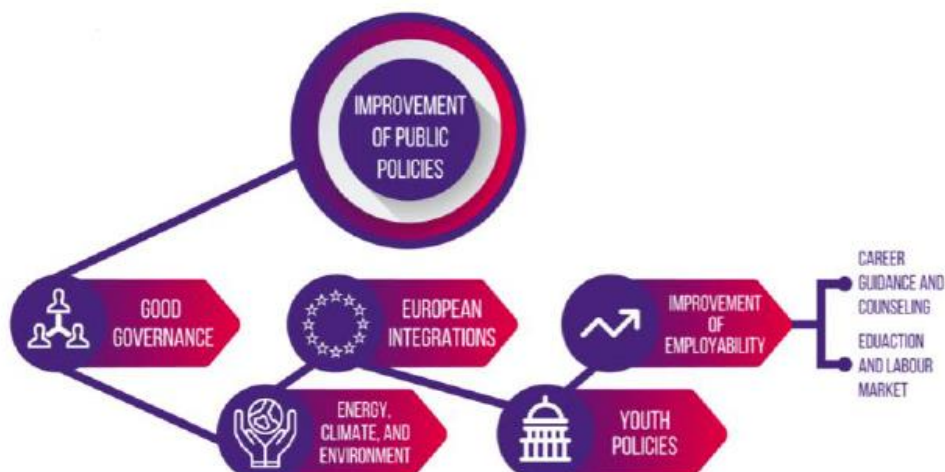
### SG1 – Human resources development

Contributing to the development of human resources of young people, representatives of public administration, civil society, education system and business sector.



### SG2 – Improving public policies

Improving the process of developing, implementing and improving the quality of public policies, based on facts and evidence in priority areas, through the creation, advocacy and support of implementation, monitoring and evaluation.



### SG3 – Capacity building

Building capacities of the civil, public and business sectors by providing professional, inovative and quality services.





## FUNCTIONING AND THE IMPROVEMENT OF ORGANIZATIONS' WORK

### BELGRADE OPEN SCHOOL HAS A NEW ADDRESS

In 2020, after 23 years of working on the 16th floor of Beograđanka building, Belgrade Open School moved to Bulevar Oslobođenja 177 in Voždovac. The new working space includes offices, a classroom, a podcast studio, a library and BOS club. Within the new, fully equipped office space of 650 square meters, there are offices, classroom, podcast studio, library, BOS club and archive space, as well as a garden and parking spaces. We owe a great deal of gratitude to the donations of the Delegation of the European Union to the Republic of Serbia, the United States Agency for International Development and the Konrad Adenauer Foundation for equipping the premises.



### COVID-19 PANDEMIC AND OUR WORK

Belgrade Open School has efficiently and quickly adapted to the conditions caused by the pandemic, respecting the highest safety standards and measures. Quality, knowledge and responsibility are core BOS values, so that professionalism in work with respect for interpersonal relations was imperative. Since the new normal affected mental health of people everywhere, BOS provided support of psychotherapists to its employees.

### BELGRADE OPEN SCHOOL ASSEMBLY

The Assembly of the Belgrade Open School consists of 10 eminent individuals from our society. The Assembly members met in 2020 to discuss about the proposal to amend the members of the Executive Board of the Belgrade Open School. The decision was made to propose Alumni of the Belgrade Open School as new members of the Executive Board. New members will be voted for the Assembly in June 2021.

### SUPERVISORY AND EXECUTIVE BOARD

During 2020, a session of the Supervisory Board was held, at which the Annual Report on Work and the financial report of BOS for 2019, the final account as well as the audit reports were discussed. During 2020, a session of the Executive Board of the Belgrade Open School was held. The decision was made to adopt the proposal for the introduction of new members of the Board, from the ranks of BOS alumni.

## STRATEGIC PLANNING FOR 2020

The strategic plan of the Belgrade Open School was created for the period 2019 - 2021. For each of the three strategic goals, the expected results and indicators of progress are set, while the target values of the indicators are set on an annual basis. A total of 171 target values of indicators of expected results have been set for 2020, and approximately three quarters of what was planned have been achieved. The following part of the text presents in more detail the progress in relation to the expected results of all three strategic goals. When analyzing the results, it should be borne in mind that the set goals within each area differ. Some targets were more affected by the consequences of the pandemic than others. The following part of the report presents in more detail the progress in relation to the expected results of all three strategic goals.

### **Strategic goal 1 - Contribute to the development of human resources and individuals through educational programs, training, informing, counseling and study visits**

Improving the level of **knowledge and skills of selected individuals through a unique, sustainable multidisciplinary program Future studies**. The average grade of lectures in the program was 4,5. The program enrolls individuals who come from 15 different faculties and one semester was funded from funds raised from an alumni donor party. Based on the evaluations, we have developed a system of selection of mentors for the A2S mentoring program. Also a new model of a workshop for meeting mentoring couples was introduced as well as new units on the Skills for the Future module and the additional content on the program.

A contribution was made to **improving the capacity of young leaders from Serbia and the region**, by engaging BOS team as part of the program team for the 12th generation of the PolitiKAS educational program.

**The improvement of employability and career development** of 552 young people was supported through online career counseling and workshops in high schools. In the Western Balkans region, through the activities of partner civil society organizations, the development of employability skills of 730 young people and the development of entrepreneurial skills of 576 young people were supported. Also, 50 migrants were empowered to look for work through career guidance and counseling workshops.

A contribution was made to the recognition of **BOS as a contact point for individuals interested in postgraduate studies abroad** - 190 individuals were informed about opportunities for postgraduate studies during the academic year. In addition, **cooperation with partners in the field of academic counseling** was improved: 20 universities were informed about the possibilities of cooperation in academic counseling.

**Strategic goal 2 - Improve the process of development, implementation and the quality of public policies, based on facts and evidence in priority areas. This goal is achieved through the creation, advocacy and support in implementation, monitoring and evaluation**

A contribution was made to the **improvement of public policies in the field of good governance, energy, climate and environment and employability**. This was achieved through participation in the work of five working groups for creating legal and strategic documents and drafting ten sets of comments on planning and normative documents.

BOS has contributed to the **better creation and management of youth policy** by participating in five strategic and advocacy initiatives of KOMS. Also, the **active advocacy role of the young was supported** - support was provided in the design of six youth advocacy initiatives. Also, partnerships were established and developed with 20 CSOs from Serbia and Europe.

BOS has **joined the international network** of CAN Europe and made contact with **representatives of two international institutions** relevant to energy, climate change and environmental issues.

Methodology for **monitoring the transposition and implementation of the EU Acquis** for Chapter 27 at the local level has been developed and is being implemented by 18 CSOs.

**A contribution was made to the improvement of the debate among the actors who follow the process of European integration and the development of European policies** through the organization of the regional conference Move.Link.Engage.

The **development of Mingle as a youth information service** was supported - the number of new Mingle users is close to 29,000.

The **number of citizens who have been informed about the process of accession negotiations through the content created by BOS** has increased. This is indicated by the increase in the number of visits by 15 percent on the portal Let's talk about negotiations. Also, an optimization has been done in order to make a more user friendly environment within portals Let's talk about negotiations and Transformer. A total of 52,800 visits have been recorded.

### Strategic goal 3 - Strengthen the capacity of the civil, public and business sectors by providing professional support and innovative services

BOS has contributed to **improving the sustainability of selected civil society organizations and media outlets in Serbia** - through BOS programs, 73 civil society organizations at the national and regional level, 21 informal groups at the national level and four media outlets have received financial support.

A total of 87 civil society organizations and four media outlets received continuous expert and mentoring support. A contribution was made to strengthening the capacity of civil society organizations and the media to participate in and monitor the European integration process in order to inform citizens about it. Civil society organizations are empowered to participate in the process of creating and amending regulations and taking on an advocacy role, as well as to act in the fields of energy, climate change and environmental protection.

During 2020, a contribution was made **to strengthening the capacity of the public sector in the fields of employment and youth policy**. A total of 15 high schools were strengthened through trainings, while 22 mayors were supported through the training of BOS for the development of youth policy at the local level.

**Partnership with the business sector has been improved.** Cooperation with four hubs/co-working and five companies has been established and improved. A total of 80 representatives of the business sector participated in the events and improved their knowledges in the fields of sustainable development and the process of European integration. BOS participated in the creation of an initiative in the cooperation with both business and civil sector. Also, the cooperation between the sectors was communicated and promoted.

## BOS COLLEGIUM (BOSCO)

The BOS Collegium, which began its work in 2014 with the aim of improving internal communication and the overall work of the Belgrade Open School. BOSco consists of elected representatives of teams from the areas that BOS works on. During 2020, it continued to actively work on the planning of ongoing activities of BOS, quality team collaboration and coordination goals of the organization. Special task was taking into consideration the pandemic situation and transition to more flexible forms of work, while ensuring the quality of all activities that BOS is involved in.

## FINANCES

In 2020, the financial sector of the Belgrade Open School successfully adapted to new business circumstances and implemented each task in accordance with the *Law on Accounting of the Republic of Serbia*, as well as the *Rulebook on Public Procurement and Financial Procedures of BOS*. This resulted in the disclosure of the financial report of BOS for 2020 publicly available on the Serbian Business Registry Agency, as well as on the official website of BOS. An audit of the entire business of BOS and the financial report for the same year was successfully performed, and three audits of financial reports of projects were conducted as an integral part of reporting to donors.

In 2020, the financial reporting of 30 projects was started and completed, which included work on processing, analysis and assessment of the financial statements of 69 partners and grantors, on a monthly, periodic and final level. Considering that Belgrade Open School also provides professional and innovative services, strengthening the capacities of the civil, public and business sectors, the financial sector, performed cost analysis, and issued and collected 150 various invoices.

The financial sector of BOS reacted quickly to the business challenges caused by the pandemic. The financial procedures have been revised and harmonized, enabling the smooth functioning of the entire business of BOS in the pandemic situation.

## COMMUNICATIONS

Communication strategy of Belgrade Open School has the long-term goal of establishing unified external communication through three strategic goals - development of human resources, improvement of public policies and strengthening the capacity of the civil, business and public sectors. Following the adopted strategy, the integration of existing pages and profiles on social networks ([Facebook](#), [Instagram](#), [LinkedIn](#) i [YouTube](#)), the changes of name, the description and the parameters also took place. Also, platforms for mailing campaigns, newsletters and publications, online portals have been established and a new structure of the organization's website has been set in order to facilitate SEO optimization. Throughout 2020, following this communication strategy, the BOS communication channels on social networks and website were strengthened with a constant increase in reach and engagement metrics, more followers and visibility of the BOS projects.

In addition, a clear system of data measurement and analysis has been put in place, with project teams as content creators that have mastered content creation through communication training. With the advent of unified communication, it is planned to develop a new communication strategy that will be based on the employer branding of BOS, improving cooperation with traditional media and strengthening new channels of communication. On the grounds of the unified communication and the evaluation of the communication strategy, a new communication plan for 2021 was created, based on greater measurability of results, improvement of cooperation with traditional media and strengthening of new communication channels. Within the Belgrade Open School, the area of communications was restructured. Until 2020, the field of communications included both communications and internal development, while in the coming period, communications will primarily be related to the policies and strategy of public advocacy of BOS.

*Overview of the communication channels of the Belgrade Open School on social networks in 2020*

Platform	Page	Number of followers
Facebook	<a href="#">Belgrade open school</a>	14,385
Instagram	<a href="#">Belgrade open school</a>	2,202
	<a href="#">Mingle</a>	3,230
Twitter	<a href="#">BOS Policy Lab</a>	1,866
LinkedIn	<a href="#">Belgrade open school</a>	1,666
YouTube	<a href="#">Belgrade open school</a>	114
<b>Total</b>		<b>23,463</b>

*Overview - Website and online portals of the Belgrade Open School in 2020*

Website/ Online portal	Number of visits
<a href="#">Belgrade open school</a>	180,406
<a href="#">BOS Career</a>	845,170
<a href="#">Mingle</a>	58,036
<a href="#">Let's talk about negotiations</a>	33,900
<a href="#">Public advocacy</a>	26,236
<a href="#">WEB4JOBS</a>	25,036
<a href="#">Transformator</a>	18,900
<b>Total</b>	<b>1,178,684</b>

## GENERAL AND LEGAL AFFAIRS

In addition to the obligatory, legally prescribed procedures, the Belgrade Open School has developed additional internal procedures and created a set of regulations, such as: Regulations on Public Procurement and Financial Procedures, Rulebook on Risk Management and Crisis Management, Rulebook on Internal Alarm. Also, a set of documents related to safety and health at work as well as fire protection has been created:

- Plan for the implementation of measures to prevent the occurrence and spread of an epidemic of infectious diseases;
- Rulebook on safety and health at work;
- Training program for employees for safe and healthy work;
- Site risk assessment and work environment;
- Fire protection rules;
- Basic training program for employees in the field of fire protection.

BOS is one of the few organizations that has adopted a Code of Ethics and a Code of Gender Equality. In 2021, it is planned to draft a Rulebook on the protection of personal data.

## IMPROVING RESOURCES

### People development

BOS is continuously investing in employee development, so during 2020 employees in Belgrade Open School participated in over 130 numerous seminars and conferences, trainings, webinars, workshops and other public

Belgrade Open School staff participated in more than 70 international conferences in the areas of career guidance and counseling, youth employability, civil society development, good governance, European integration and environment protection. Eight trainings for employees were also held, while the trainers were employed at the Belgrade Open School and passed on knowledge to their colleagues.

During the previous year, eight internal trainings, 67 external trainings, seminars and webinars and 44 public events were held. Trainings were held with the aim of strengthening the capacity of employees in the following areas: leadership and mentoring, creating content on social networks, financial project management, strategic planning, while during the state of emergency employees were provided with psychological support to adapt to new normality and working conditions.

### New set of value based competencies

In 2020, an innovated set of competencies based on values was developed. The document was created on the basis of a workshop which resulted in a list of indicators, ie a list of behaviors that employees can express, which are in line with the values of the Belgrade Open School (openness, innovation, responsibility, knowledge and quality).

Based on the results of the workshop and additional consultations with the members of the BOS team, a proposal of five competencies was compiled:

- We initiate and accept changes and bring new ideas
- We achieve our goals responsibly
- We actively listen and communicate openly
- We acquire and share knowledge
- We set high standards in our work

In addition, for each competence, indicators are listed - defined, specific behaviors and/or achieved results that confirm the existence of competence. The indicators are divided into two levels. The first level of behaviors are applicable to all employees, and the second level is an additional set of behaviors that are applicable to employees who also have the responsibility of leading a team.

### **Onboarding proces**

Belgrade Open School has actively developed internal procedures during 2020. The coronavirus-caused pandemic affected the way we work and do business, so the onboarding process was held entirely online.

Ten colleagues acquired new knowledge and skills through eight trainings within the basic rules and procedures of BOS, business communication, event organization and study visits. The process itself is designed to suit the organizational culture of the BOS, in order to be more integrated into the BOS team. An additional novelty is that all mandatory trainings are recorded and posted on an internal platform, so that colleagues have access to all the necessary content.

After the formally completed process and additional mentoring support, the new member of BOS team is fully trained to perform daily duties, regardless of the position and the team in which he or she is engaged.

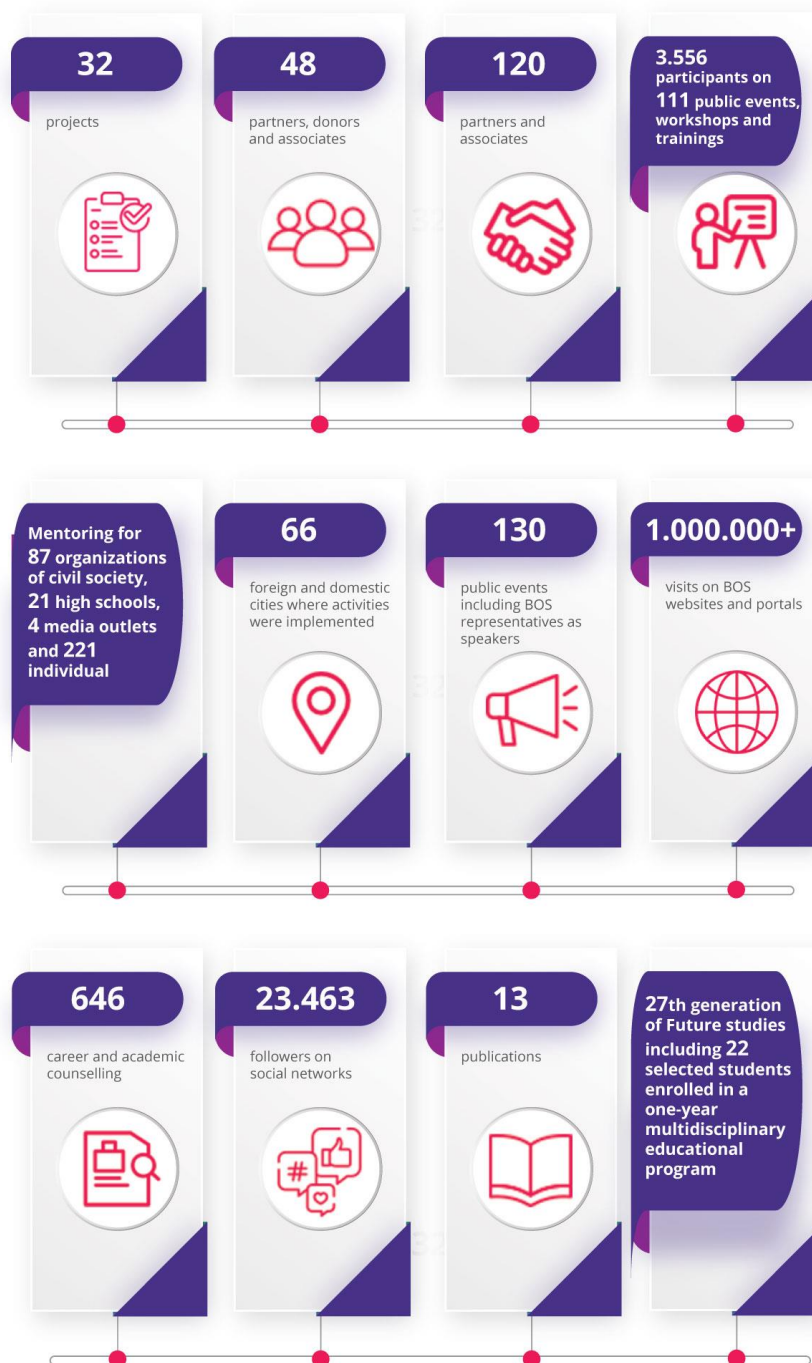
### **Technical support and library**

In 2020, BOS has invested in six new desktops and purchased equipment for live streaming, a full HD camera, a video mixer and two wireless microphones. Also, a green screen has been provided that facilitates the branding of sessions so the transmission of seminars has been raised to a professional level.

During 2020, the library of the Belgrade Open School received new premises and is part of the BOS club. As before, so during the pandemic, the library was available to former and current students, as well as lecturers and friends of BOS. The BOS library has included in its fund seven new editions, of which part of the new publications is a gift from former students, friends and associates of BOS. The purchased books, in addition to maintaining the topicality of the library fund, also benefit employees to perform their project assignments as expertly as possible and to improve knowledge in certain areas.



# BOS ACHIEVEMENTS



## PROJECTS AND DONORS

1. Project: *Active citizens – Better society: advocating towards cooperation ad democratic development*  
Donor: US Agency for International Development (USAID)



2. Project: *BOŠ Podcast – Fusing Futures: Light Them Up*  
Belgrade Open School



3. Project: *BOŠ Career*  
Belgrade Open School



4. Project: *Acceleration Of Labor Market Integration Of Immigrants Through Mapping Of Skills And Trainings – ALMIT*  
Donor: European Commission



5. Project: *Central European University - CEU*  
Donor: Central European University - CEU



6. Project: *Civil Society Scholar Awards Fondacije za otvoreno društvo*  
Donor: Open Society Foundations



7. Project: *SDG 2030 Local Monitor in Serbia*  
Donor: German Organization for International Cooperation



8. Project: *Society for the Advancement of Serbia's EU Accession Process (CS4EU)*

Donor: Swedish International Development Cooperation Agency (SIDA)



9. Project: *Connect! Connecting Career Counselling and Human Resource Development in Enterprises for Higher Education and Training in Practice*  
Donor: Erasmus +



10. Project: *Energy Transition in Serbia*  
Donor: European Climate Foundation



11. Project: *HORECACCESS –Accessibility of services in the HORECA sector*

Donor: Erasmus + Program of the strategic partnership in the field of vocational education and training



12. Project: *Western Balkan Civil Society Organisations for Youth Employment Support – WeB4YES*

Donor: European Commission



13. Project: *Rockefeller Brothers Fund to the Energy, Climate and Environment program area*

Donor: Rockefeller Brothers Foundation



14. Project: *Quality career guidance and counseling services for better youth employability - KviS 2020*

Donor: Solidar Suisse – Serbian office



15. Project: *Air quality, public health and COVID19: Research of the correlation between air pollution and the spread of COVID-19 in Serbia*

Donor: British Embassy Belgrade



16. Project: *Local Actors for Clean Energy and Air*  
 Donor: European Climate Foundation



17. Project: *Move.Link.Engage Conference*

Donor: TACSO – EU Technical Assistance to Civil Society Organisations in the Western Balkans and Turkey and SIDA



18. Project: *Educational program Future Studies*

Program is funded by Belgrade Open School or with the support of alumni donations



19. Project: *Educational program PolitiKAS*

Donor: Konrad Adenauer Foundation (KAS)



20. Project: *PolitiKAS debate: The New Normal*

Donor: Konrad Adenauer Foundation (KAS) and Eduardo Frei Foundation



21. Project: *Youth portal – Mingle*

Belgrade Open School



22. Project: *Public Finance Reform – Agenda 2030: Platform for Society Wide Dialogue “Sustainable Development Goals for All”*  
 Donator: United Nations Development Programme



23. Project: *Let’s talk about negotiations!*  
 Donor: SIDA



24. Project: *Public Finance Reform – Agenda 2030: Platform for Society Wide Dialogue “Sustainable Development Goals for All”*  
 Donor: German International Cooperation Organisation, Swiss Agency for Development and Cooperation



Schweizerische Eidgenossenschaft  
 Confédération suisse  
 Confederazione Svizzera  
 Confederaziun svizra

25. Project: *Serbian Air Watch (AW)*  
 Donor: Purpose Foundation



**PURPOSE**

26. Project: *Coal tracks - Documentary about Energy Transition*



27. Project: *Visible data for invisible air*  
 Donor: United Nations Development Programme



28. Project: *Youth2Business event*

Donor: Event organizers: Belgrade Open School and Serbian Vision

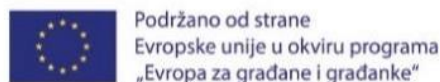
Youth2Business



29. Project: *YOU4EU –Citizen Participation 2.0*

Donor: European Union within Europe for Citizens program

YOU4EU



30. Project: *Green Incubator – The development of competent civil society organizations to support the implementation of the EU acquis in the field of environment*

Donor: European Union



31. Project: *Reclaiming privacy: A Tool to Fight Oppression*

Donor: European Union



32. Project: *50 ideas for Europe - New Leaders, New Opportunities*

Donor: Novi Sad, European Youth Capital – OPENS



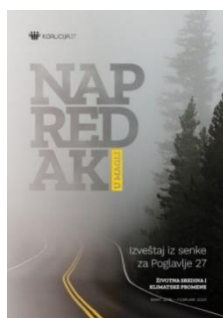
## BOS PUBLICATIONS IN 2020



*Collection of essays of students of Future studies, 2019/2020*



*Is it prudent to follow my dreams? – Analysis of questions asked within career counselling segment within BOS Career, including recommendations to conducting online services, 2020.*



*Seventh annual report of the Coalition 27 Chapter 27 in Serbia: Walking in the mist, 2020.*



*Serbia 2030: Readiness for implementation of the 2030 Agenda, 2020.*



*Serbia 2030: Development priorities – NGO sector report, 2020.*





***Air pollution and COVID-19, 2020.***



***Air quality in the Republic of Serbia - From measurement to measures, 2020.***



***Recommendations for improving transparency and civic participation, 2020.***



***Make Change – Travel more sustainable!, 2020.***



***Modern technology and inclusion: How to include better people with disabilities into schools?, 2020.***



***Seek your own EU opportunity, 2020.***



***Green Europe according to the needs of young, 2020.***



***Soft skills generation: The future is here, 2020.***

## BOS PORTALS

### BELGRADE OPEN SCHOOL

The website of the [Belgrade Open School](#) is the most important communication tool that contains all the information about the work of the organization, its vision, mission and structure, as well as relevant reports and documents. BOS website also contains segments about employees, current and accomplished projects, publications, achievements, partners and associates, while a simple overview provides access to other BOS portals. Based on the three strategic goals, the portal contains the three most important categories: human resource development, improvement of public policy and the capacity building. These segments help showcase the goals of each of the program areas, as well as individual activities and results in a more detailed manner. The site is updated on a daily basis, so that visitors have access to the latest information on current competitions and event announcements, as well as news related to the project activities of each team. The official website is designed to make all activities of the organization transparent and comprehensible to the general public. During 2020, the BOS portal recorded 180,406 visits and 67,092 new users. In addition to the Serbian, the English version of the site is also available.



### BOS CAREER

The web portal [BOŠ Karijera](#) (BOS Career) is the first free online Serbia for support and empowerment of students of secondary schools and other users for independent and planned career management, launched in 2011. So far the user groups include students of secondary schools, young individuals, teachers, parents and career counselors. In the past year, BOS Career recorded 49,306 registered users, who had the opportunity to take tests, chose occupations, create action plans and biographies. In 2020, the BOS Career portal got a new identity, with the help of redesign and improvement of the functionality, all in line with the needs of young people. The portal generated 845,170 visits. Also, the database of faculties and colleges has been updated. Occupations dataset was upgraded with newer content, while over 200 occupations have been updated with new information. Job descriptions have been adapted according to the current situation on the labor market. Around 31 articles were written and published about new occupations, opportunities for internships and volunteering, as well as current job vacancies.



### NETWORK OF GOOD ENERGY

The website of the [Network of Good Energy](#) was designed to be the main communication tool for all the activities of member organisations aimed at improving the energy policy framework. The website provides examples of good practice in local energy sectors, presents research on the implementation of energy policy at the local level and informs the interested stakeholders. The BOS updates and maintains the website together with RES Foundation and Pokret gorana Vojvodine.



## COALITION 27

The website of the [Coalition 27](#) was formed in order to unify the Coalition's activities in one place and thus provide better insights for the public into the work of the group. The website presents the publications that have been created during the seven years of joint work by member organisations. These include alternative reports on Serbia's progress in the EU accession process, as well as reactions to contemporary questions and issues in the areas of environment and climate change. The website provides information on each of the member organisations, their focus of work and the list of topics they address within the Coalition. The website also provides information about the Green Incubator project, as well as news about the activities that organizations carry out in the framework of their projects. During 2020, the portal recorded 11,094 visits, and the Report of Coalition 27 was downloaded from the site as many as 543 times.



## SDGs for ALL

Platform for Public Dialogue [SDGs for ALL](#) enables the establishment of a discussion among the most important non-state actors in Serbia such as civil society, corporate sector, academic and research community, professional associations, media and citizens on aligning Serbia's development priorities with the goals of the 2030 Agenda for Sustainable Development. The website shares information on the goals of sustainable development, information on the activities carried out by the members of the Platform, publications and related news.



## LET'S TALK ABOUT NEGOTIATIONS

Online portal [Let's talk about negotiations](#) was launched in 2013 within the initiative of the same name. Through the website, BOS aims to bring the process of the European integration closer to the citizens and to make it more understandable. Website is being updated daily with newest information about the status of European integration in Serbia and Western Balkans, negotiation chapters as well as other relevant topics placed within five categories – News, In focus, Interview, Analysis and It is important. Portal serves as a hub where citizens can find all of the documents related to the process – strategies, national plans, reports and many more papers. In 2020, website recorded as many as 33,900 visits.



BOS team also publishes a newsletter of the same name that provides a more detailed overview of current topics, issues and challenges of the process. Newsletter addresses the issues both Serbia and the EU are facing. During 2020, BOS has published 13 issues of the monthly newsletter.

## MINGLE

The [Mingle](#) portal was created in 2007, with the desire to provide secondary school students with an overview of information on academic studying, scholarships, volunteering, courses, workshops, seminars. The goal was to provide them with data based on which they can actively think about their education, professional development and career. Over the first 6 years, Mingle aimed at secondary school students, however, with time, it has grown along with its readers and started dealing with topics intended for young people in general. Mingle works with the Union of Secondary School Students of Serbia, portals Youth.rs and Youth Vibes, as well as with N1 television. In 2020, Mingle established media cooperation with the Metropolitan University, the KomunikArt agency, as well as with the National Youth Council of Serbia.

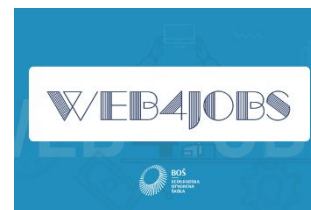


In 2020, the portal experienced a redesign and has been adapted to respond to the needs of its target group, as well as to the mobile version of the site. The portal now contains five categories: Home, Open calls, Announcements, Stay up to date and Who we are. Each of these categories contains its own subcategories, among which the Mingle Corner is the one that stands out. This part of the website is dedicated to authors' articles of Mingle editorial members as well as Mingle correspondents – the interview section is especially popular, since visitors enjoy reading about successful young people. The authors of the texts on Mingle are young people from all over the country, while the content is updated on a daily basis. The portal also has a Career Counseling segment, and a special educational channel Videopedia. Also, each visitor has the opportunity to participate in a survey related to current youth issues and events.

Mingle's editorial staff currently has more than 15 members - correspondents, photographers, proofreaders and editors. Mingle portal is a member and one of the founders of the Association of Online Media, the first association of its kind in the region, along with 20 other portals from all parts of the country. During 2020, Mingle recorded 28,981 users, over 500 posts in each category and a total of 58,036 visits. In 2020, Mingle was the media sponsor and a contributor to over 10 organizations and events. As young people spend most of their free time on social networks, Mingle also has its Instagram account with over 2,200 followers.

## WEB4JOBS

[Web4jobs](#) is a One-Stop-Shop platform launched in 2020, with the aim to connect young unemployed people from the Western Balkan Region and to improve their level of knowledge on national labor markets. The platform integrates and promotes the youth mobility in the region and aims to enable young people to exchange educational information and gain work experience in neighboring countries. With the help of Web4JOBS, it is possible



to search for job vacancies, but also to find relevant resources for starting a business, career development and educational opportunities. During 2020, the platform recorded 25,036 views, and 231 unique users received information on mobility in the Western Balkans. Also, 1,604 unique users received information on open vacancies in the Western Balkans, as well as on career development.

## CIVIL SOCIETY TRANSFORMER

The [Civil Society Transformer Platform](#), was developed within the project “Civil Society as a Force for a Change in the Serbia's EU Accession Process (CS4EU)“. The goal of this platform is to facilitate communication



and provide the necessary information to both program partners and civil society organizations interested in topics of civil society and European integration of Serbia.

The platform consists of two parts - public and intranet. The first part of the platform is public and can be accessed by any interested party - it contains information that is useful to program partners, but also to other civil society organizations and interested individuals. In addition to data indicating the goals, activities and results of the CS4EU project so far, the portal also serves to inform interested parties and it is being updated on a daily and weekly basis. In addition to the news, a significant section is the one dedicated to the calls for financial support to civil society organizations. This particular part of the website encourages organizations to seek additional funding sources. The portal also contains addresses of institutions and organizations relevant to civil society development, as well as different documents - laws, strategies and other.

The internal part of the platform is organized as an intranet for programme partners to communicate with each other as well as with BOS team. On this part of the site, users can find various materials and documents of importance for the implementation of their projects, as well as answers to frequently asked questions, while the calendar serves as a place to share their planned activities. Total number of visits in 2020 was 18,900.

## JAVNO ZAGOVARANJE

In order to respond to the needs of external communication with the public and the need for internal communication with partners on the project "Active citizens - Better Society: Advocating for Cooperation and Democratic Development", BOS has developed a platform [www.javnozagovaranje.bos.rs](http://www.javnozagovaranje.bos.rs). This platform is a hub for informing



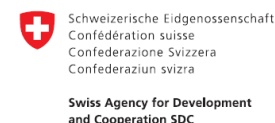
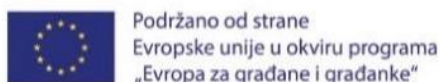
the public about project novelties, as well as about the work partners are doing on the implementation of their advocacy initiatives and their activities aimed at strengthening the capacity of partners in the public advocacy sector. In addition, one part of the portal was built as an intranet platform for internal communication on the project and is open only to partners. During 2020, the portal recorded 26,236 visits and 6,632 users.

## PARTNERS AND DONORS

- BOS Alumni network
- British Embassy Belgrade
- Bulgarian National Agency
- Central European University (CEU)
- Erasmus + Program in the field of capacity building in higher education
- Erasmus + Program of the strategic partnership in the field of vocational education and training
- Europe Beyond Coal
- European Climate Foundation
- EC, Education, Audiovisual and Culture Executive Agency, “Europe for Citizens” program
- European Union through the program: Civil Society Facility and Media Programme 2016-2017 Consolidating Regional Thematic Networks of Civil Society Organisations
- European Union
- Fridrih Ebert Foundation
- German Corporation for International Cooperation GmbH
- Government of Germany
- Government of Switzerland
- Institute for Democracy and Mediation, Tirana
- Internews
- Konrad Adenauer Foundation (KAS)
- Ministry of Youth and Sports
- Office for Cooperation with Civil Society of the Government of the Republic of Serbia
- Open Society Foundation
- Open Society Foundation, Serbia
- Purpose Foundation
- Rockefeller Brothers Foundation
- SIM Mentoring
- Social Inclusion and Poverty Reduction Team
- Sofia University EaSI
- Solidar Suisse
- Swedish International Development Cooperation Agency (SIDA)
- Swiss Agency for Development and Cooperation
- Tempus Foundation
- The European Union through the Employment and Social Innovation Program
- The Youth Capital of Europe Novi Sad
- United Nations Development Programme
- University of Applied Labour Studies
- US Agency for International Development (USAID)



Co-financed by  
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## CLIENTS

- British American Tobacco
- Confluence Property Management
- Delta Holding
- Ernst&Young
- Kuehne + Nagel International AG
- McCann marketing agency
- Mercator-S
- Nelt
- NLB bank in Serbia
- Nordic Business Alliance
- OTP bank in Serbia
- VIP mobile



BRITISH AMERICAN  
TOBACCO



CONFLUENCE  
PROPERTY MANAGEMENT

DELTA  
HOLDING



KUEHNE+NAGEL 

McCANN  
BEOGRAD



## PARTNERS AND ASSOCIATES

- A11 - Economic and Social Rights Initiative
- Access Info Europe
- Active Zone NGO
- Albanian National Orphans Association
- AllThingsTalk
- Alpha Albon Youth Association
- Ana and Vlade Divac Foundation
- Association Beyond Barriers
- Association for Democratic Prosperity ZID
- Association for Environmental Improvement E Group
- Association Leaders for Education, Activism and Development
- Association Mosaico
- Association of Citizens “Youth Can”
- Association of Citizens Novi put Kraljevo
- Association of Free Tenants and Owners of Private Buildings
- Association of Public Prosecutors and Deputy Public Prosecutors of Serbia
- Austrian Young Workers Movement – ÖJAB
- Balkan Green Foundation
- Balkan Investigative Reporting Network (BIRN)
- Belgrade Fund for Political Excellence (BFPE)
- Bird Protection and Study Society of Serbia
- Career and Youth Entrepreneurship Development Organization “Connecting“
- CEE Bankwatch Network
- Center for Advanced Economic Studies
- Center for Democracy Foundation
- Center for Ecology and Sustainable Development Subotica
- Center for Economic Prosperity and Freedom
- Center for Education and Transparency – CETRA
- Center for Educational and Development Initiatives “Innova Lab”
- Center for Investigative Journalism of Serbia
- Civic Alliance for Social Inclusion
- Climate Action Network
- Cluster Initiative NGO
- Committee for Human Rights Valjevo
- Consumer protection

- Creative and Entertaining Workshop for Youth “Urban Stream”
- Crime and Corruption Reporting Network (KRIK)
- Danube University Krems
- Deli – Space for Creativness
- Düzce Local Government
- Düzce Provincial Directorate of Education
- DW Academy
- Eco watch Belgrade
- Eco watch Sabac
- Ecology KM d.o.o, Bulgaria
- EcoNomic Expert Community Association
- Eduardo Frei Foundation (PolitiKAS)
- Educational Center Krusevac
- ENECA
- Environmental engineers
- European Western Balkan
- Go ahead and change
- GONG
- Health and Environment Alliance
- Horeca Partners
- Independent Journalists' Association of Serbia
- Institute Alternative
- Institute for Youth Development (KULT)
- International Center Olof Palme
- Internet Society of Serbia (ISOC)
- INTERPROJECTS
- ISON PSYCHOMETRICA
- Kaunas University of Technology
- Lawyers Association LEGAL Think
- Lens
- Maria Kiri Association
- Mental Disability Rights Initiative of Serbia (MDRI-S)
- Metropolitan University
- Municipality of Šid
- National Association of Professionals Working with People with Disabilities (NARHU)
- National Coalition for Decentralization
- National Youth Council of Macedonia
- National Youth Council of Moldova
- National Youth Council of Romania
- National Youth Council of Serbia

- National Youth Council of Slovenia
- New Paradigm Ventures (SB)
- NGO Atina
- Novi Sad Educational Center
- Novi Sad School of Journalism
- OAED - European Education, Consultancy and Coaching Services Istanbul
- Office for Cooperation with Civil Society of the Republic of Serbia
- Permanent Conference of Cities and Municipalities
- Philanthropy
- PhoenixKM BVBA
- PINA
- Podrinje Anti-Corruption Team
- Priboj Initiative for Youth and Civil Sector Association
- Protok21
- REDVET
- Renewables and Environmental Regulatory Institute (RERI)
- Republican Secretariat for Public Policy
- RES Foundation
- Res Publika Association, Kragujevac
- Saxion University of Applied Sciences
- SHARE Foundation
- SIM - Italian Mentoring School
- Social Help for Women Householders
- Sofia University
- South News
- Technical School Užice
- Tijana Juric Foundation
- Timocki Youth Center
- TV Forum
- University of Applied Labor Studies
- University of Padua
- University of Plovdiv "Paisii Hilendarski"
- Uzice Child Rights Center
- Vienna Association of Education Volunteers (VAEV)
- Vjosa Explorer
- Vojvodina Environmental Movement
- Volunteer Unit Plovdiv 112
- World Organization for Nature - WWF Adria
- You need to know

- Young Info
- Young Researchers of Serbia
- Younger Citizens
- Youth Communication Center
- Youth Economic Forum
- Zgura-M Lt, Bulgaria



**HUMAN  
RESOURCES  
DEVELOPMENT**

## EDUCATIONAL PROGRAM FUTURE STUDIES

Through a one-year multidisciplinary educational program for selected students of Belgrade universities, Belgrade Open School has been encouraging social change makers for 28 years. An indicator of the relevance of this programme reflects into a great alumni network. The BOS alumni members hold important positions in the public and business sector, in the local and global academic community, and are still involved in BOS's activities.

The program is intended for students that are at their final year of undergraduate studies and for master students at the Belgrade universities who are curious, active, ambitious, and eager for knowledge and continuous personal and professional development with a very clear feeling and need to change their communities for better. By affirming the role of additional and different type of education in acquiring and discovering new knowledge and skills, most of the Future Studies participants used this unique opportunity to enhance open-mindedness and to overcome existing barriers of traditional education. The permeation of different ideas and experiences has always been the highest value of the educational programs of the Belgrade Open School, which provides a special dynamic and the diversity to the educational process. The Future Studies program is constantly developing and harmonizing with the needs of students and modern trends in education.



*Activate the Future - promotional material for enrollment of the XXVIII generation in the educational programme Future Studies*



The one-year multidisciplinary program "Future Studies", intended for selected university students, consists of:

- Knowledge and Skills Modules:
  - **Future of the State and Society,**
  - **Skills for the Future,**
  - **Classroom 4.0,**
  - **Looking towards Europe;**
- Internship Program;
- Alumni2Students Mentoring Program;
- Final Project.

In 2020, two semesters of the educational program were carried out:

- Second semester of the academic year 2019/20 for 22 students of the 27th generation, which was implemented from January 20th to April 27th, 2020,
- First semester of the academic year 2020/21 year for 22 students of the 28th generation, which was implemented from October 3rd to December 30th, 2020.

During 2020, four modules were implemented for as many as 44 students of the Future Studies educational programme. During this period, 80 lectures and workshops were organized and 14 final projects (two academic essays, three policy papers, two case studies, and seven podcasts) were published in the collection of final papers of the 27th generation of students. The 27th generation is the first to have the opportunity to create podcasts as final projects. A total of 44 students participated in the implementation of internship programs and with the help of collaboration with partner organizations, have acquired knowledge and skills necessary for the labor market. The Alumni2Students mentoring program included 44 students.

## The second semester of the 27th Generation of the Future Studies Program (Academic year 2019/20)

Students of the 27th generation in 2020 had the opportunity to attend the lectures within the following modules:

- Classroom 4.0;
- Looking toward Europe.

### Module Classroom 4.0

The aim of the module is to familiarize students with the broader social implications of the new technological revolution. The module lectures highlight the key challenges, risks and benefits that Industrial Revolution 4.0 carries for both the individual and global society. The Classroom 4.0 lectures provided students with the opportunity to learn about the complex relations between technology and society and readily meet professional and personal challenges stemming from this technological revolution. Students have a unique opportunity to engage with eminent lecturers on topics in the fields of architecture, astronomy, new technologies, medicine, the information society and new media.

### Module Looking toward Europe

The aim of the module is to enable students to critically consider the future directions of development of the European Union (EU). Through a multidisciplinary approach to each of the topics during the module, students engage with discussions about the existing projections of EU development, including different scenarios of development of the most important practical and political processes in the EU.

The coronavirus pandemic in 2020 significantly affected the regular activities within the Future Studies. In accordance with the new situation, from the middle of March, all lectures and extracurricular activities were moved to an online format. Also, the promotion of the Future Studies within the campaign for enrollment of the 28th generation of students was fully realized online. In this way, teaching and promotional activities at Future Studies have maintained continuity and successfully adapted to the new conditions.

Through the implementation of the internship program, all students of the 27th generation have completed the internship in partner organizations and institutions, from November 2019 to July 2020.

In addition to the lectures within the Modules of Skills and Knowledge, a Winter School of Teamwork was organized for 14 students of the 27th generation. The Winter School of Teamwork was held on Gucevo Mountain, from March 5th to March 8th, 2020. Belgrade Open School coaches presented the importance of teamwork and roles within the team to the BOS students through workshops and interactive lectures, as well as a way to resolve conflict situations through negotiation simulations. By participating in the Winter School, the students became more acquainted and connected and thus became a team.



*XXVII generation on Gucevo Winter School*

Completed extracurricular activities in the second semester of 2019/20 academic year for 27th generation are:

- Social activities once a month;
- Movie marathons;
- Literary Club;
- Students2Students lectures;
- Course on financial modeling realized in cooperation with New Paradigm Ventures (Vienna, Austria).

The average grade of the Classroom 4.0 module is 4.73, and Looking towards Europe 4.59; while 91% of students would re-enroll in the programme.

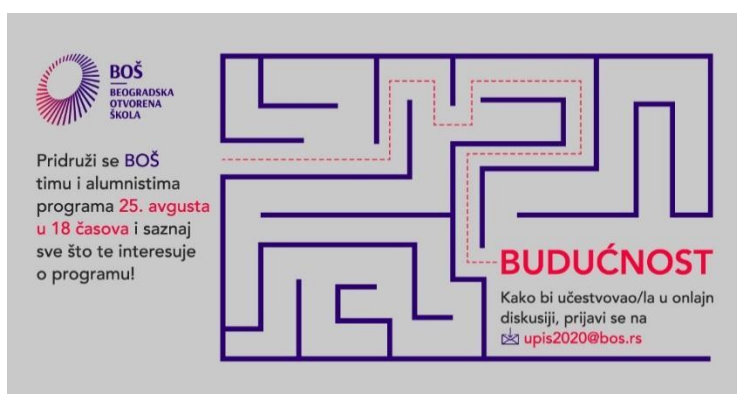
In the spring semester of 2020, BOS continued the organization of the unit Students2Students (S2S), so the students of the current generation are preparing a lecture for other participants in this program. The main idea of S2S is to give students the opportunity to exchange knowledge and skills in the form of interactive and carefully prepared lectures. Lectures can also be organized in pairs, to encourage interdisciplinarity when it comes to topics, lecture content and methods. The topics of the lectures can be based on the personal interests of the students, regardless of whether they come from academic, professional or some other field.

Within the S2S program, seven students of the XXVII generation proposed topics through short presentations. Two topics were selected, but only one was realized during the spring semester entitled “Behavioral Economics: Heuristics and Bias”.

In cooperation with New Paradigm Ventures (Vienna, Austria), a new course on financial modeling was introduced and conducted. In total 13 students attended the course. They acquired the basic skills needed for financial modeling through two seminars, on April 9th and 16th, 2020.

The students then applied the acquired knowledge through teamwork and developed financial plans for two start-ups, one from Uganda and one from Austria, with the support of New Paradigm Ventures team. The course ended with a workshop held on May 13th when the teams presented their results.

Students of the 27th generation participated in the realization of the annual presentations of the Future Studies programme. The first online presentation for interested students of Belgrade universities was held on June 11th, 2020, entitled “Conversations about the Future”. The second online presentation called “Zoom the Future” was held on August 25th, 2020. As part of the promotional campaign for enrollment of the 28th generation, Instagram *Ask Me Anything* Livestream was organized on July 24th, 2020.



“Zoom the Future”, a visual for the online presentation of the Future Studies

## The first semester of the 28th Generation of the Future Studies Program (Academic year 2020/21)

After the realized campaign in two stages in the period from May to September 2020 as well as after the process of candidate selection, 22 students of 28th generation were chosen. The students successfully completed the fall semester in the second half of 2020. Due to the pandemic, most of the activities in the semester were organized online while only the first three lectures on the Skills for the Future module were held in the BOS classroom, adhering to preventive measures. The fall semester lasted from October 3rd to December 30th, 2020.



*XXVIII generation of BOS students*

In 2020, students of the 28th generation, who come from 15 different faculties, had the opportunity to attend lectures within the modules The Future of the State and Society and Skills for the Future.

### **Module Future of the State and Society**

The aim of this module is to prepare students for changes and acquaint them with current events with an emphasis on social, economic, and political factors shaping state and society, including individual positions. Through interactive lectures, students gain knowledge on topics related to the development of the modern world, the processes of sustainable development and climate change, the relation between the state, society and social activism. This module aims to develop and strengthen critical thinking.

## Module Skills for the Future

The aim of the module is to provide students with the opportunity to acquire skills that will increase their employability and competitiveness in the labor market. Students will have the chance to further develop acquired skills during the internship program or within their first job. This module, in addition to offering the skills necessary for the 21st century, empowers students to become leaders of the change in their respective environments.

The following extra-curricular activities were realized in the fall semester:

- Movie marathon;
- Literary Club;
- Master Class on career development in the age of globalization held by Bojana Perišić, Sales Director, Vice Media Group Berlin. Through several hours of Master Class, the students talked about their careers, new career paths and participated together in workshops organized by the lecturer.

During the fall semester, the 28th generation of students started the Alumni2Students mentoring program. Out of 22 mentors participating in this year mentoring program, eight of them are taking the role of the mentor for the first time. The online introductory workshop was held on December 10th, 2020. Mentoring couples will organize eight mentoring sessions until August of 2021.

The average grade of the Future of the State and Society module is 4.43, while Skills for the Future module is 4.50.

During the fall semester, students of the 28th generation had the opportunity to participate in the implementation of other activities of the Belgrade Open School, such as participation in the preparation of the Bulletin on the process of negotiations on Serbia's accession to the European Union within the project "Let's Speak About Negotiations". In the fall semester, special lectures that attracted the most attention of current generation are "Fantastic School" held by the writer and director of the publishing house Fabrika knjiga, Dejan Ilić (November 3rd, 2020), "Where is the culture?" – a lecture on the engagement of street art held by Andrej Josifovski Pijanista (November 24th, 2020), and "On Anti-Intellectualism" – a lecture by BOS alumnus, Mile Misić (December 11th, 2020), and the lecture "Why do we (not) believe in science and why is it important?" held by Mile Mišić (December 18th, 2020).

## **Certificate Awarding Ceremony for Students of the 27th Generation**

Certificate awarding ceremony for students of the 27th generation was organized on September 21st, 2020, as a part of the Sixth Regional Conference Move.Link.Engage. On this occasion, 22 students of the 27th generation have joined the Alumni Network of the Belgrade Open School; thus, the network now has 1.291 alumni.

## **Internship Program**

During 2020, the cooperation with partner institutions and organizations from the previous academic year has continued, while new partnerships got inaugurated. In cooperation with a mentor from a given company or institution, students had the opportunity to complete an internship program in the following organizations and institutions, including the Belgrade Open School - A11 Initiative for Economic and Social Rights, Milosevic Law Office, Vidovic Andjelkovic Law Office, Black Box Agency, Olaf & McAteer Agency, Ovation BBDO Agency, British Council, Center for Advanced Economic Studies, Center for International and Security Affairs (ISAC Fund), Center for Education Policy, Center for Social Policy, Asylum Protection Centre, Da se zna !, Heinrich Bell Foundation, Ernst & Young Serbia, European Western Balkans, Konrad Adenauer Foundation, Institute of Economic Sciences, Impact Hub, Institute for European Studies, Kid Hub, Liceulice, Weekly newspaper Vreme, Nova iskra - design incubator, NewStartegy, OTP banka, Pausal, Portal Mladi, Commissioner for Information of Public Importance and Personal Data Protection, Commissioner for Protection of Equals service, Razlivaliste, Rooster production, StartIT, World Bank, Team for Social Inclusion and Poverty Reduction of the Government of the Republic of Serbia, Association KROKODIL, Byzantine Institute, Serbian Academy of Sciences and Arts, Protector of Citizens (Ombudsman).

## **Belgrade Open School Alumni Network**

In 2020, alumni of the Belgrade Open School were involved in several activities of the Future Studies. They are the lecturers on the programme, members of the program committee, mentors within the Alumni2Students mentoring program. In 2020, the A2S program was realized for the 27th and 28th generation of students. Mentoring program in the fall semester of the academic year 2020/21 includes 22 mentors, while eight of them are new to the program. For all mentors and mentees, an introductory workshop was organized with the aim of getting acquainted with the concept of mentoring. The already tested algorithm of the Belgrade Open School paired one student and one mentor. In 2020, in total 31 mentors participated in this program.

## Alumni Board

The Alumni Board is a separate body within the BOS alumni network, which consists of elected representatives of all generations and programs of the Belgrade Open School – in total 33 representatives during 2020. The Alumni Board meets on a monthly basis and in cooperation with the alumni organizing team and the elected presidency of the BOS alumni network equally contributes to the strategic and program development of the BOS alumni network. The Alumni Board met eight times during 2020. In accordance with the goals set in the Action Plan, the BOS Alumni Network organized a series of thematic or spontaneous gatherings for the purpose of entertainment and/or learning to make a better intergenerational and cross-sectoral cooperation between alumni. They organized and participated in the third donor party, one Tulumni party and five AlumniTalks.

Tulumni, which is an informal gathering initiated and designed by BOS generations, was successfully organized by the 18th BOS generation. Due to the change of the address of the Belgrade Open School, this party was organized in Belgrade Palace on February 27th as a farewell from the long-standing location of BOS. AlumniTalks, lectures for alumni, have been created to offer new perspectives on topics important to their personal development. In 2020, the following lectures were realized: “Internet art or art on the Internet?” (Ana Samardzic, held on April 16th), “Police violence, protests and riots in the United States in 2020” (Marko Zilovic, held on June 19th), “The Impact of the COVID-19 Pandemic on the Serbian Economy” (Lazar Sestovic, held on June 29th), “Why Montessori Now?” (Jovana Tripunovic and Sena Maric, held on October 23rd) and “Mental Health in the Pandemic Age” (Bojana Obradovic and Ivan Stanojevic, held on 21st November).

## The first BOS Political triptych

BOS initiated Political Triptych as a platform for discussion and reflection on important current political topics. Within the Political Triptych, three panels were realized: “How Has The Government in Montenegro Changed: Elections and Consequences” (Vladimir Pavicevic, Milan Sitarski and Branko Vucinic, held on October 9th), “US Elections: Return of the Conventional or Trump's Second Term?” (Vladimir Petrovic, Milan Mistic, Denis Kolundzija, and Milorad Bjeletic, held on November 6th) and “Quo Vadis: The Future of Kosovo Dialogue” (Dragisa Mijacic, Milos Kovic, and Mladen Mrdalj, held on December 4th).



## Alumni Podcast

The BOS alumni network carried out the first season of the podcast, which was awarded as one of the three most innovative ideas in the field of digital media in the region of the Western Balkans during 2019. The podcast “Fusing Futures: Light them Up” included eight audio episodes and one video lecture. The first season explored the interplay between technology and climate change and brought together alumni working on technological solutions in line with the sustainable development agenda. The episodes were listened to on all continents, while the five countries with the highest number of listenings are Serbia, the United States, Bosnia and Herzegovina, Germany and Turkey. The first season recorded more than 3,500 listenings.



*Alumni guests on the podcast*

## Alumni Donor Party

Alumni of the 26 generations of BOS's one-year educational programme participated in the online week from September 10th to 16th in order to support the realization of the main one-year multidisciplinary programme of the Belgrade Open School through the third donor party. The donor party was organized through the cooperation of the members of the Alumni Board with the organizational support of the BOS team in charge of relations with alumni.

As part of the donor week, a series of activities were organized for alumni: acoustic live stream by singer-songwriter FlukeT (held on September 10th), interview with regional writer Rumena Buzarovska (held on September 11th), lecture “Space Mapping, Mapping the Future: How to Understand Invisible Evolutions?” by astrophysicist Darko Donevski (held on September 15th) and BOS trivia night (held on September 16th). In addition, donors and participants received as a gift the book “Saloniki: City of Ghosts”, products of the company Servus and received discounts on the purchase of Moritz Eis and Organela products.

A total of 52 alumni donated and expressed their readiness to contribute to the financial sustainability of the programme and its further development. The donations provided funding for more than 30 lectures within the program.

The BOS Alumni Network has admitted 22 new members, students of the 27th generation, who successfully completed the program and acquired the conditions for admission to the BOS Alumni Network which increased the total number of network members to 1,291 members.

### Activities:

- 8 Alumni Boards were held;
- The third alumni donor party was held;
- 1 Tulumni, alumni's gathering was held;
- 5 AlumniTalks were held;
- BOS political triptych was held;
- Realized alumni audio podcast "Fusing Futures: Light them Up".

### Results:

- Financial support provided for the Future Studies program;
- Improved opportunities within and for alumni intergenerational networking.

### Contribution to the strategic goal achievement:

**The realization of the educational programme Future Studies contributes to the development of human resources of the young. Through this educational programme, BOS recognizes leaders in various fields, ready to change and improve themselves as well as their environment. The results of BOS's programs are best illustrated by the fact that the alumni network consists of close to 1,300 excellent individuals, who hold important positions across all the sectors in society. Alumni's continuous commitment and involvement in many other BOS activities, especially in the development and implementation of the Future Studies programme are of special value.**

## EDUCATIONAL PROGRAM POLITIKAS

Belgrade Open School and Konrad Adenauer Foundation (KAS) join forces to organize a two-semester long educational program "PolitiKAS" meant for selected young leaders with the aim of improving the political life of Serbia. In 2020, the 11th generation of students was enrolled in the spring semester of the programme, while the lectures were moved online in order to preserve the health safety of the participants in the times of the pandemic. Until now, more than 230 participants successfully enrolled the programme. The donor on this project is the Konrad Adenauer Foundation.

The educational programme "PolitiKAS" is intended for young people from Serbia, representatives of political parties and activists of civil society organizations who represent values of center-right and moderate right ideologies in their work. The aim of the programme is to provide additional knowledge in the field of contemporary political theory and practice that will contribute to the improvement of their political engagement, as well as to encourage networking and cooperation between them, which is important for successful representation of the ideas and values of their organizations.

The program is based on:

- Basic concepts of domestic and foreign policy, democratic political institutions and ideas, economic and social policy and European integration processes;
- The development of teamwork trainees, academic essay writing, presentation and public speaking skills, as well as related skills;
- Strengthening a network of young leaders from political parties and civil society organizations who represent the values and ideas of the right-center and the moderate right.

The "PolitiKAS" programme contains four modules:

### **Module Politics I**

The aim of the module is to inform participants about the meaning of politics, political order and political culture and their various social, cultural, historical and other manifestations. In addition, special attention is paid to discussing the values on which the modern democratic community rests.

### **Module Economic and Social Politics**

The aim of the module is to inform participants about the meaning of economic and social policies and the basic problems that Serbia is facing in these areas. Special attention is paid to the values of the right-center in the economic and social fields, as well as the concept of a social market economy.

## Module Politics II

This module is about the role of nations and national states in modern European and Balkan history, decentralized forms of organization of political communities and international relations in the modern era, with emphasis on Serbia and the Balkans, as well as civil and minority rights and mechanisms for their protection.

## Module European Integration

The aim of the module is to provide participants with the knowledge about the institutional and legal order of the European Union, practical ways to policy and decision making and about the most important aspects of the process of joining Serbia to the European Union. Considerable attention is paid to the issues of European identity and the development of a European idea in political thought.

In 2020, accomplished activities were:

- Second semester of the academic year 2020/21 for 19 participants of the 11th generation;
- A series of online debates "PolitiKAS: New Normality" opened for all interested parties, and the activity that managed to bring together over 170 participants.

The spring semester for the 11th generation lasted from February 25th to June 23, 2020. In the spring semester, 11 lectures were held within two modules: Politics II and European Integration for 19 students of the 11th generation. Due to the pandemic, after the spring semester of the 11th generation ended, a series of online debates "PolitiKAS: The New Normal" was held for the interested public, and lasted from October 6th to November 24th, 2020.

## Certificates Awarding Ceremony for the students of the 11th generation

Students of the 11th generation are representatives of political organizations, most of the right center, but also of those coming from other organizations: Serbian Progressive Party (13 participants), The Alliance of Vojvodina Hungarians (2 participants), and one participant from the following organizations: the Christian Democratic Movement, Active for the scientific young, National Avant-garde and Student Association for the International Cooperation. The program was attended by 14 participants aged 20 to 30 years. On July 7th, 2020 participants of the 11th generation of the educational programme "PolitiKAS" were awarded with the certificates for successfully completed programme. A special lecture on the topic "Religion and Democracy" was held by Marko Veković as the best voted lecturer in the entire program according to the votes of the participants. After the lecture, the best participants of the XI generation were announced - Miloš Vulić and Dušan Mitrović.



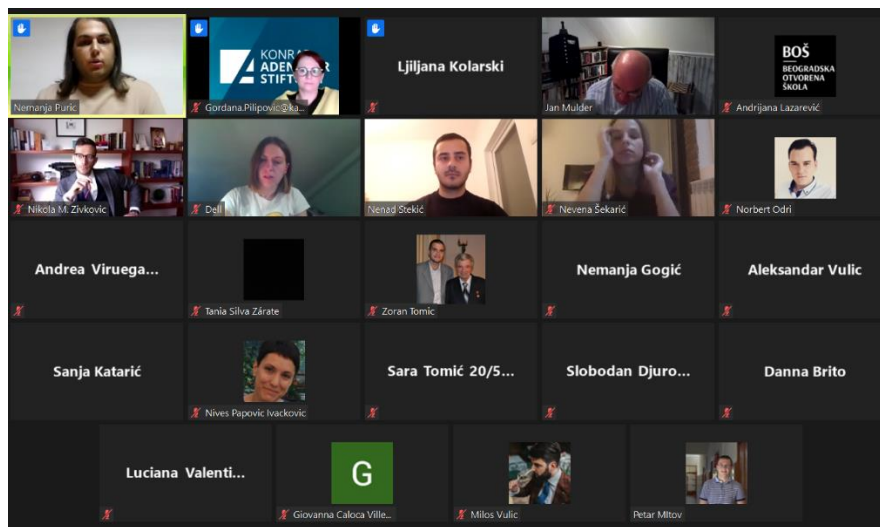
*PolitiKAS, 11th generation of participants, 2019/2020.*

### **PolitiKAS: The New Normal**

Konrad Adenauer Foundation (KAS), the Eduardo Frei Foundation and the Belgrade Open School recognized the importance of continuous dialogue in society and decided to replace the traditional enrollment of the new generation of students with a series of debates that lasted two months and were held online on the Zoom platform. The series of debates lasted from October 6th to November 24th, 2020 and included a total of eight lectures on the following topics:

- Creating public policies in the local community;
- Innovative society today: Opportunities and perspectives;
- The importance of citizen participation in democratic processes and the role of parliament as the highest representative body;
- What young people are being offered: EU perspective;
- Coronavirus and the new world order;
- Digital dictatorship;
- Orthodoxy and democracy;
- European Commission Report for Serbia and Investment Plan for the Western Balkans.

The debates included a wider community and professionals interested in these topics, while the main target group were the young, members of student organizations, non-governmental organizations or members of political parties. The program gathered over 170 young people, who actively participated in the discussions.



*PolitiKAS debates - The New Normal*

**Contribution to the strategic goal achievement:**

The realization of the educational programme "PolitiKAS" contributes to the achievement of the first strategic goal of BOS, which refers to the contribution to the development of human resources of individuals, representatives of political parties. Educating representatives of political parties in Serbia strengthens the network of young leaders from political parties and civil society organizations representing the values and ideas of the right-center and moderate right.

## KNOWLEDGE AND SKILLS TRAINING

Through knowledge and skills training, Belgrade Open School develops human resources of individuals from different sectors and areas. The goal is also for them to network in order to contribute to the working and living environment. Knowledge and skills training includes three types of training: skills training, public policy development training (writing policy proposals and advocacy) and education for democracy.

In the area of education for democracy, Belgrade Open School is working to strengthen the capacities of individuals with the aim of raising the awareness, skills and knowledge of young people, primarily from the Western Balkan countries. The aim is to motivate the young to participate actively and constructively in democratic processes. During more than two decades of work on educating individuals to participate in democratic processes and to understand democracy, Belgrade Open School has organized over 67 trainings, seminars and programs, attended by about 2,000 participants.

Due to the outbreak of the pandemic at the beginning of March, the Belgrade Open School set a modified training agenda, postponed some of the activities for the next period, or implemented them online.

## ACADEMIC COUNSELLING

The Belgrade Open School has been implementing academic counseling program since 2002. BOS informs and advises students on the possibilities of studying abroad, administers and promotes scholarship programs, with the aim of contributing to the development of human resources and higher education reforms in Serbia by increasing the academic mobility of young people.

Through the program of academic counseling, BOS strengthens the capacities of the academic community in Serbia through:

- Informing candidates about the possibilities of academic training and studying abroad;
- Individual and group counseling for choosing higher education institutions and study programs, as well as for improving applications for studies abroad;
- Presentation of study programs abroad at higher education institutions and educational fairs;
- Administration of scholarship programs for:
  - Bachelor, master and doctoral programs of the Central European University in Vienna,
  - The Civil Society Scholar Awards (CSSA) program of the Open Society Foundations (OSF), which is a form of additional financial assistance for doctoral studies in the country and abroad.

Unlike previous years, during 2020, due to the coronavirus pandemic, the above activities were carried out with the help of online platforms and digital tools.

BOS is the local coordination unit for the administration of the scholarship program of the Central European University (CEU), as well as the Scholarship Program of the Open Society Foundations (OSF). By presenting scholarship programs at faculties, within education fairs and through the organization of public scholarship presentations, BOS raises awareness among young people about abroad scholarship programs.

Through recruitment campaigns, and individual and group consultations on scholarships, BOS improves academic mobility and facilitates in the process of awarding scholarships to the best students from Serbia. Although the mobility is limited during the pandemic, students are still interested in pursuing their studies abroad.

In addition, BOS advocates strengthening the influence of the Academic Counselling alumni network who previously attended some of the academic training programs administered by BOS. The alumni network numbers more than 500 individuals who have participated in exchange programs, master or doctoral studies abroad.





The alumni network of the Academic Counseling Program consists of individuals who have studied at some of the most prestigious universities in Europe and the United States (Cambridge, Oxford, University College London, one-year graduate exchange in the United States). Many of them now work in the public, private and civil sectors on positions important for the society development.

Because of the social capital embodied in the alumni network, BOS seeks to include and strengthen its influence in the policy-making and decision-making processes in the Western Balkan region.

### Achievements:



- In total 151 students from Serbia expressed their interest to pursue studies at Central European University in the academic year 2020/2021;
- During the campaign carried out from October to December 2020, in total 123 students from Serbia expressed their interest to pursue studies at CEU in the academic year 2021/2022;
- In total four students from Serbia received financial support to continue their studies at Central European University in the academic year 2020/2021;
- During January 2020, an onsite presentation in Nis and webinar with CEU team carried out in order to promote the CEU programs and scholarships;
- Belgrade Open School's team participated in an online educational fair during which 33 students were informed about possibilities of studying at CEU;
- A pre-departure session was organized for students who would start their studies in the academic year 2020/2021. In total, seven students and four CEU alumni attended the session;
- A CEU promotional campaign was launched on Facebook and Instagram and has reached more than 400,000 users of these social media networks;
- A CSSA promotional campaign was launched on Facebook and has reached more than 80,000 users of this social network;
- More than 20 individual consultations were held with students interested to continue the studies at Central European University;
- More than 10 individual meetings and online consultations were held with young professionals in the process of applying for Civil Society Scholar Awards;
- In 2020, eight activities were organized for the alumni network stemming from the Open Society Foundations scholarships programs.
-  

During 2020, BOS participated in one online education fair in the field of academic counseling, BOS representatives held four online presentations, one in Nis, as well as one webinar in cooperation with the CEU team. Also, the team of the Belgrade Open School realized more than 20 individual consultations with students interested in continuing their education at CEU. BOS has administered the Civil Society Scholar Award for financial support of research conducted by doctoral students and employees of higher education institutions in Serbia and held more than 10 consultations with interested candidates.

## Central European University – CEU

In the past year, BOS, in cooperation with CEU, facilitated the administration of scholarships for four students from Serbia. They got the opportunity to continue their education at this university in the academic year 2020/21. In 2020, BOS conducted a campaign to promote undergraduate, master and doctoral studies at the Central European University. This campaign was completely carried out online in order to prevent the spread of coronavirus. For the first time ever, CEU has introduced a BA major in quantitative research in the social sciences. The goal of the cooperation with CEU is to inform interested high school students and students from Serbia about the scholarship programs, as well as to get help when applying for studies, and to provide adequate preparation before going to studies.



*Presentation of CEU in Nis, January 20th, 2020.*

By continuously implementing activities within this project, BOS managed to reach more than 250 students from Serbia interested in some of the programs for BA, MA, or PhD studies during 2020, while four students received a scholarship to study at CEU in the academic year 2020/2021. Thanks to the CEU alumni meetings held in Serbia, BOS gathered four alumni in 2020 so that they could contribute to the quality of the campaign and the overall CEU promotion. Alumni participated in both, preparatory sessions and in fairs or group conferences.

### **The following activities were implemented in 2020:**

- A joint webinar with CEU team was organized for five students interested in pursuing their studies at CEU, held on January 15th, 2020;
- A presentation about CEU programs and scholarships was organized on January 17th, 2020 in Nis;
- A pre-departure session was organized for students who have attended CEU in the academic year 2020/2021 on July 24th, 2020. As many as seven students and four CEU alumni attended the session;
- Participation at Study.Aboard.Fair in Belgrade (October 4th, 2020). In total 33 students were informed about possibilities of studying at CEU;
- Four presentations and info-sessions about studies at the CEU were organized in the period from November to December 2020 (two presentations about CEU held on November 17th, 2020; two presentations about business master programs and BA studies took place on December 21st, 2020). More than 30 students attended the presentations and info-sessions;
- More than 20 individual consultations were held with students interested to continue the studies at Central European University.

By carrying out above-mentioned activities in the cooperation with CEU, students' were informed about the possibilities of studying abroad, which contributed to students' interest in improving their own capacities through further academic training.

### **Scholarship Programs and Strengthening Alumni Network of the Open Society Foundations**

Call for the scholarships of the Open Society Foundations in the academic year 2019/2020 (Civil Society Scholarship Awards) was opened from May to July 2020. During this period, BOS designed and implemented a promotional campaign within which it shared all the relevant information related to the open call. In addition to social networks, information was forwarded to faculties, institutions and portals that cooperate with doctoral candidates and employees of higher education institutions in Serbia. Alumni of the Open Society Foundations scholarship program were also informed and involved in the campaign. The Belgrade Open School team conducted over 10 online individual consultations with interested candidates in CSSA scholarships. The team offered answers to questions related to the application processes and provided support in the preparation of documentation.

In addition to informing about the scholarship program, the team of the Belgrade Open School realized eight activities for alumni of the scholarship program of the Open Society Foundations during 2020: three research presentations (January 30th, 2020), three lectures (held on June 19th and 26th;. and December 30th, 2020) and two alumni panels (held on November 6th and December 4th, 2020). Alumni who participated in the realization of these activities are Dragan Stanojevic, Jane Bacevic, Biljana Djordjevic, experts in policy communication (Stevan Vujasinovic) as well as in using programming in social sciences (Tatjana Kecojevic).

### **Contribution to the strategic goal achievement:**

**Through the implementation of the above-mentioned activities in the field of academic counselling, BOS contributes to improving the capacity of interested students and young professionals to develop knowledge and skills through academic training at prestigious universities and research institutes abroad. In addition, the BOS actively monitors the development of higher education policies in Serbia, as well as at the European level, seeking to foster the exchange of educational resources and the mobility of young people. Likewise, BOS recognizes the social capital of the CEU and OSF alumni network in Serbia.**

## CAREER COUNSELLING

Career counseling aims to empower individuals to make quality career decisions. Online career counseling at BOS Career is a service for all visitors of the portal who have insecurities or questions regarding the further development of their career.

During 2020, the professional team answered the questions within the career counseling at BOS Career as follows:



- A total of 263 individual counseling sessions;
- The total number of registered members of the portal is 49,306 users;
- The total number of visits to the portal is 845,170, i.e, the number of users is 320,768.

Through online career counseling and informing individuals through the BOS Career portal, 263 online individual careers counseling were realized, i.e, 263 emails were sent containing information and counseling in response to questions asked by users. Also, 320,768 visitors to the BOS Career website received information regarding education, occupations, CV writing, and career management through 845,170 site visits.

**By implementing career counseling services, BOS contributes to the capacity building of those interested in improving career management skills.**

## STUDY VISITS

Due to the pandemic and the declaration of a state of emergency in the Republic of Serbia on March 15th, 2020, BOS postponed the organization of study visits until further notice. BOS project teams adapted project activities to the new situation and, in accordance with the recommended measures, moved events and networking to the online world due to the health safety of all employees and potential participants.



## RESEARCH ACTIVITIES

Belgrade Open School is involved in research, proposal of public policies and their improvement in the process of European integration in the fields of good governance, career guidance and counseling, harmonizing the education system and labour market, energy, climate and environment. Belgrade Open School uses research results as the support for its activities, and advocacy activities of partner organizations. Our goal is to find solutions through our research work, for improvement of public policies which are based on quality, reliable and innovative research and provide the basis for a sustainable and responsible process of policy-making and decision-making. Through its research, Belgrade Open School also monitors the implementation and provides solutions for improvement of public policies, taking into consideration their objectives and implementation framework. Through our research activities, we connect the actors in the public policy network (those who seek change, those who make decisions and those who are affected by the change), to provide extensive argumentation and different solutions to problems based on a social agreement, which further represents the base for public policy designs and decision-making processes.

### Transformation Index Biti 2020 – Case Serbia

Belgrade Open School was invited for the third time by Bertelsmann Stiftung to make a public policy analysis related to the index of transformation in Serbia, regarding its most important policies, using their methodology. Successfully conducted research was presented in the form of public policy analysis, which directly contributed to achieving the second strategic goal of Belgrade Open School, in the segment related to its research activities.

### A research study on difficulties reported by young people in online career counselling

In the circumstances of the pandemic, when the most of regular activities started taking place online, the question of online career guidance and counseling became more significant than ever. In the period from June to October 2020, the BOS team conducted qualitative research to determine what kind of difficulties do young people face when they contact online career counselors. Through the research, the team strived to find answers about the type of difficulties and how does the youth see these difficulties they face. The analysis of statistical data was conducted as well as the analysis of questions asked via web portal for the online career guidance and counseling called BOS Career. The research results served as a basis for the recommendations for conducting career guidance and counseling online services. Research results were presented in the publication *Is it smart to follow your dreams? Analysis of questions of young people in online career counseling with recommendations for conducting online career services*.

## **Literature review and survey of career practitioners and human resource professionals on providing career development support to employees**

In 2020, the analysis of literature, media, and other resources regarding practices and needs in the field of career guidance and counseling for the employees in companies was conducted. The research was conducted in six European countries (Austria, Greece, Italy, Germany, The Netherlands, and Serbia), and was coordinated by the Belgrade Open School. BOS team prepared guidelines for conducting the analysis and created a report with conclusions on the state of support for the career development of employees in six European countries. A survey was conducted, which included 11 career practitioners and 16 human resources employees on the topic of support for the career development of the employees, and the research results were shown in the national report.

### **Contribution to the strategic goal achievement:**

**During 2020, a contribution was made to establishing a system for the development of BOS team research competencies. A preliminary set of research skills has been defined, which is important for research work at BOS. There has been a progress in developing research competencies of the BOS team. Mentoring and presentation programs in this area have been implemented, while an initial resource base in this area has also been established.**



## ENERGY, CLIMATE AND ENVIRONMENT

Belgrade Open School contributes to the responsible environmental policy based on civic participation in the decision-making process and the partnership between civil society and public institutions. Our aims include a preserved environment and improved public health and quality of life, which we strive to achieve through the successful implementation of EU acquis and standards in the field of environment protection, improvement and preservation, low-carbon economy and the integration of environmental policy into other sectoral policies.

In the field of environmental protection and preservation, BOS actively advocates and supports:

- access to information and full participation of the citizens in decision-making processes;
- compliance with the Aarhus Convention and the adopted horizontal EU legislation in the field of environment;
- involvement of the public in the early stages of the decision-making process – the stages of defining the problem and selecting the most favorable options;
- local communities capable of meeting the challenges of climate change and protecting the environment and natural resources;
- decarbonization of the energy sector - energy production with low greenhouse gas emissions;
- affordable energy for the energy sector, businesses, and citizens;
- reliable and good quality energy supply that doesn't threaten the environment and the public health;
- creating local development policies in line with the specific needs of local communities, with full participation of citizens.

### **In the program area Energy, Climate and Environment in 2020, the following activities were implemented:**

- Organized more than 20 workshops, public events, trainings, webinars, conferences and round tables with more than 900 participants;
- Members of the team participated in more than 15 television and radio broadcasts;
- 21 articles were published in electronic and printed newspaper;
- 10 editions of the EKŽurnal newsletter and five publications were published;
- Participation in more than 40 public events (webinars, trainings, forums, conferences, round tables, panels) at national and international level;
- Participation in the decision-making of public policies and policy instruments in the field of environment, energy and climate change (writing comments to the planning documents, participation in public hearings, working groups, consultative meetings with the authorities, etc.).

During 2020, the activities in BOS within the program area Energy, Climate and Environment were implemented through 10 projects. The events organized by BOS within the program area Energy, Climate and Environment in 2020 were attended by over 900 representatives from the public sector, civil society, businesses, international partners, the media, academics and individuals.

As a member of Coalition 27, BOS participated in the preparation of the seventh annual shadow report for Chapter 27, which covers the area of environmental protection and climate change. The report, entitled *Chapter 27 in Serbia: Progress in the Mist*, was published in October 2020. BOS has contributed to the development of five chapters within this report - financing in the fields of environment and climate change, horizontal legislation, climate change, air quality and nature protection.

During 2020, the team members in the Energy, Climate and Environment program area took part in the following processes of public hearings by sending comments and/or participating in public presentations on:

- Draft Spatial Plan of the Republic of Serbia from 2021 to 2035 (early public insight);
- Environmental impact assessment of the reconstruction project within the complex “Eliksir Zorka”;
- Studies on the impact assessment of the legalization of the TENT A thermal power plant complex on the environment;
- Draft Plan for the special purpose of thermal power plant “Kolubara B” and the Report on strategic environmental assessment;
- Detailed Regulation Plan for construction in the “Avala Film” complex;
- Draft Plan for detailed regulation of the Makiško Polje part, with the Report on the strategic environmental assessment of the plan.

Two requests for access to information of public importance were sent. One appeal procedure was initiated to the Commissioner for access to information of public importance and personal data protection.

A representative of BOS participated in the public hearing of the Committee for Environmental Protection in the National Assembly of the Republic of Serbia, whose topic was related to air quality in Serbia. Representatives of BOS within the program area Energy, Climate and Environment held two lectures for representatives of civil society from the Eastern Partnership countries on the topic of monitoring public policies in the field of environmental protection and project management in these areas. The BOS team prepared contributions for the report on Serbia drafted by the Committee on Foreign Affairs of the European Parliament.

## **The Institutional support from the Rockefeller Brothers Fund to the Energy, Climate and Environment program area**

The program of institutional support from the Rockefeller Brothers Fund to the Energy, Climate and Environment program area of Belgrade Open School includes the support for a range of its activities, aimed at achieving the following goals: decarbonisation and decentralization of the energy sector, development of local communities resilient to the effects of climate change, achieving efficient and reliable supply of energy which does not endanger humans or the environment, the implementation of EU standards at the national and local level in the areas of energy, environmental protection and fight against climate change, data availability and public participation in decision-making processes, accessibility of data and involvement of public in the decision-making processes.

### **Belgrade Open School team is working to achieve these goals by implementing the following activities:**

- research in the field of public policies,
- monitoring and reporting on Serbia's progress in the European integration process in Chapter 27,
- public advocacy,
- education and capacity building of various stakeholders,
- improving cooperation between different stakeholders.

During 2020, Belgrade Open School team was primarily active in the processes of public discussions on relevant strategic and legal acts, informing the public about the latest developments in the areas of climate change, environmental protection and the climate change, as well as in monitoring the progress made by Serbia in the EU integration process, through the development of a monthly newsletter “Energy, Climate and Environment”, and supporting the activities of Coalition 27 in monitoring Serbia's progress in adopting and implementing the acquis communautaire covered under the Chapter 27 of EU negotiations process.

### **Visible data for invisible air**

The project “Visible data for invisible air“ was implemented with the aim of contributing to better air quality and availability of air quality data based on the open data principle. The project was implemented in cooperation with partners Internet Society of Serbia and IoT company AllThingsTalk. It was an initiative that deals with the involvement of citizens in the process of collecting and publishing data on air quality in Belgrade, and represents the expansion of the activities of Belgrade Open School on the establishment of a citizens' network for air quality monitoring. The project was based on the principle of citizen science, which expands the importance and improves citizens' awareness of the topic of air pollution. Through this project, a citizen air quality monitoring network with 43 participants was established. The collected data was shared on a common platform, and this data was open and accessible to everyone in an open format. The network of partners in the field of open air quality data was established through the organization of three thematic meetings and a final event where the project results were presented in the presence of donors, representatives of the domestic IT community, public sector, civil society, business, media and interested public.

**In 2020, the project was implemented during January, when the final project activities were implemented:**

- Establishment of a network of partners in the field of open air quality data through the organization of two events that brought together the domestic IT community, academic community, representatives of the public sector, civil society, business sector, media and the interested public.

**Results:**

- Organized event (meetup) on the topic of visualization of air quality data in cooperation with R Ladies;
- A multisectoral network of partners has been established through the organization of the final event where the results of the project were presented in the presence of donors, representatives of the domestic IT community, representatives of the public sector, civil society, business sector, media and interested public.
- The project contributed to raising awareness and improving citizens' awareness of air quality, as well as creating an adequate environment on the Internet for publishing, exchanging, collecting and using air quality data in a machine-readable format.

**Contribution to the strategic goal achievement:**

**The implementation of the project “Visible data for invisible air“ contributed to the achievement of the second strategic goal of Belgrade Open School: the improvement of public policies. This was achieved by gathering relevant stakeholders, initiating the dialogue on air quality, introducing representatives of the domestic IT community to the legislative, strategic and public policy frameworks in the field of air quality, thus creating an opportunity for better participation of interested public in the creation and supervision of public policies in the field of air quality.**

**SDG 2030 Local Monitor in Serbia**

The aim of this project is to support implementation and monitoring of the achievement of the United Nations sustainable development goals (2030 Agenda) in Serbia through development of the methodology for monitoring of the achievement of the sustainable development goals 6,7,11,12,13 and 15 at the local level in Serbia. Belgrade Open School tends to develop tools for encouraging primarily local self-governments, and also other non-governmental organizations, citizens and other stakeholders to monitor the improvement in achievement of the 2030 Agenda in individual municipalities, taking into account their obligations and specificities. Besides, the methodology document can be an auxiliary tool in development of local development plans for local self-governments.

### In 2020 following project activities were conducted:

- Workshop for experts – researchers on the principles of defining indicators and passports of indicators for monitoring of sustainable development goals;
- Defining a wider list of indicators and passports of indicators for monitoring of the implementation of sustainable development goals 6, 7, 11, 12, 13 and 15 at the local level in Serbia;
- Testing the applicability of defined indicators and passport indicators in 4 JLS and defining the final list of indicators by experts;
- A number of meetings and consultations with the representatives of 4 local self-governments (Bajina Bašta, Bor, Sombor, Surdulica) organized in order to test defined indicators.

These activities lead to the results to be achieved during 2021.



*Workshop for experts on monitoring the implementation of sustainable development goals, January 2020.*

### Contribution to the strategic goal achievement:

The implementation of this project contributes to the second strategic goal through development of the tools for monitoring the implementation of the sustainable development goals, as well as development of public policies in the sustainable development field.

## Local Actors for Clean Energy and Air 2

The Local Actors for Clean Energy and Air 2 project is a continuation of the previous project, with a long-term focus on the development of public policies that enable a just transition to clean energy and air. Through this project in previous years, BOS has established the first network for citizen air quality monitoring in Serbia.

The air quality sensors procured, assembled, and installed through this project have been developed on the model of the sensors used by the luftdaten.info platform, the largest European platform for civil air quality measurement. In total, more than 100 sensors have been installed throughout Serbia. The project also included various advocacy initiatives on air quality: the process of adoption of a new Air Quality Plan for the City of Belgrade; following the process of adoption of the measures by the Government of the Republic of Serbia with the aim of solving the problem of air pollution; transparency of air quality data.

The second group of project activities is related to conducting research on the possibility of developing regions that rely on coal, where the Kolubara region was used as an example. The points covered through this research are: what is the energy transition; energy transition at the level of the European Union; potentials for the alternative economic development of the municipality of Lazarevac.

### Activities:

- Conducting air advocacy campaigns;
- Expansion of the citizen air monitoring network;
- Conducting the research on alternative opportunities for socio-economic development in coal regions;
- Organizing a discussion on the topic of fair energy transition and potential options for sustainable development of coal-dependent regions.

### Results:

- More than 100 connected sensors for measuring air quality throughout Serbia, with an emphasis on the cities where there are no official measurement data;
- Public debate on the topic of the Air Quality Plan for the city of Belgrade organized;
- More than 40,000 signatures were collected in the petition for the reallocation of funds in the budget of the Ministry of Environmental Protection, from subsidizing the purchase of electric and hybrid cars to subsidizing the increase of energy efficiency in the homes of Serbian citizens;
- Decision makers at the EU level and civil society organizations from the EU and the region got familiar with the work done so far and the results of BOS in terms of a fair energy transition;
- Opportunities for sustainable socio-economic development and fair energy transition at the local level in Serbia mapped.



*Zelezara Smederevo, from the recording of video material on air pollution, February 18th, 2020, Smederevo.*

**Contribution to the strategic goal achievement:**

The Local Actors for Clean Energy and Air 2 project in 2020 contributed to the achievement of the second strategic goal of the Belgrade Open School: the improvement of public policies, through the improvement of knowledge and capacity building of local activists throughout Serbia in the fields of air quality and fair energy transition, as well as through the participation in the process of adoption of a new Air Quality Plan for the city of Belgrade.

**Green Incubator – The development of competent civil society organizations to support the implementation of the EU acquis in the field of environment**

Project Green Incubator is implemented in partnership with Young Researchers of Serbia and Environmental Engineering Group. The project aims to strengthen the capacity of civil society organizations dealing with environmental issues, in particular to monitor the European integration process of the Republic of Serbia, to foster initiatives of local informal groups, as well as to explore the potential and make recommendations for socio-economic development of local communities based on principles of green (circular) economy. The overall objective of the project is to develop a competent civil society that contributes to reform processes and Serbia’s EU integration. The specific objective is to strengthen the capacities and increase the efficiency of civil society in Serbia in addressing environmental and socio-economic challenges.

### Activities during the first year of the project:

- Developing a methodology for monitoring the implementation of environmental policies at local level;
- Publishing of Shadow reports of Coalition 27 and local civil society organizations;
- Organizing Green Talks as thematic discussions involving different stakeholders;
- Research on the potential for socio-economic development of local communities.

### Results after the first year of the project:

- Developed and presented the Methodology for monitoring public policies in the field of environment at local level;
- Developed and presented the Resource Hub of Coalition 27, a system of professional assistance and mentoring by Coalition members to selected organizations and informal groups in the field of environment;
- Two Green Talks held;
- Started conducting research on the potential for socio-economic development of local communities.

### Contribution to the strategic goal achievement:

**The project “Green Incubator – The development of competent civil society organizations to support the implementation of the EU acquis in the field of environment” in 2020 has contributed to achieving the second strategic goal of the Belgrade Open School, improving public policies, through public involvement in monitoring the implementation of the EU acquis in the field of environment and climate change and through increasing transparency and availability of environmental information at local level.**

### Coal tracks - Documentary about Energy Transition

The project “Coal Trails - Documentary about Energy Transition” was originally conceived as a study visit to Greece, in which representatives of various organizations, as well as representatives of local authorities from the Kolubara region, would travel to the region of Northern Macedonia, to learn about the concept of energy transition and ways in which this transition can take place in coal-dependent regions.

Due to the situation caused by the spread of the COVID-19 virus and the inability to travel during 2020, project activities had to be significantly changed. Instead of a study visit, a recording of the documentary show in cooperation with N1 television was carried out, on the topic of the current state of the energy sector in Serbia and the potential for implementing the energy transition at the state and the local level. During filming, interviews were organized with experts from various fields related to the topic of energy production and energy transition, as well as with residents from the Kolubara region, who live near coal mines and coal processing plants.



### Activities:

- Conducting recording of the documentary at five different locations on the topic of the current state of the energy sector in Serbia, and the potentials and obstacles for the implementation of energy transition at the state and local level;
- Interviews with 10 interlocutors (experts in the field of energy and climate change, representatives of energy production and distribution companies from the public and private sector; residents of Kolubara district).

### Results:

- Documentary show recorded in cooperation with N1 television, which will be shown on this television (most likely in March 2021).



*Recording of the TV announcement on energy transition, August 18, 2020, Kostolac.*

### Contribution to the strategic goal achievement:

The “Coal Trails - Documentary on Energy Transition” project in 2020 contributed to the achievement of the second strategic goal of the Belgrade Open School: the improvement of public policies, this was achieved by raising awareness of the importance, opportunities and obstacles to implementing the transition of the Serbian energy sector to greater participation of renewable energy sources, and meeting renewable energy targets in the energy sector.

## Serbian Air Watch (AW)

The “Serbian Air Watch” project was implemented with the aim of contributing to the improvement of air quality in Serbia, by raising public awareness about the problem of air pollution in our country, as well as by strengthening the capacity of local organizations from five cities in Serbia.

Within this project, the first group of activities included capacity building of local civil society organizations for air quality monitoring and public advocacy, through the implementation of five workshops and one joint training. The second group of activities on the project was related to raising awareness about air pollution, through the promotion of air quality measurement results obtained from the citizen network, as well as conducting an air pollution campaign, as part of the election campaign for parliamentary and local elections in Serbia.



*Workshop on organizing the community for local partners, from February 29th to March 1st, 2020, Belgrade.*

## Activities:

- Organizing five introductory workshops for activists in selected local communities, on the topic of air quality monitoring, assembling and use of sensors for civil air quality measurement;
- Conducting a two-day training for local partners from five local communities on the topic of community organization, development and implementation of air protection campaigns;
- Implementation of the campaign “From measurement to measures”, during the election campaign before the local and parliamentary elections, followed by sending letters to participants in the elections and the media, as well as the promotion of work on air quality monitoring;
- Organizing a final meeting with local partners.

## Results:

- 60 citizens and activists from five local communities were introduced to the basics of air protection policy at the local level and acquired basic knowledge for monitoring and interpreting air quality data;
- 25 local activists improved their capacity to plan and implement air protection campaigns;
- Representatives of 21 electoral lists in the national elections, as well as representatives of electoral lists in local elections in five cities were introduced to the problem of air pollution in Serbia.

## Contribution to the strategic goal achievement:

**The “Serbia Air Watch” project in 2020 contributed to the achievement of the second strategic goal of Belgrade Open School: the improvement of public policies, through the implementation of the campaign “From Measurement to Measures” and insisting that the public talk more about this problem and about the need for policies that will solve the issue. In addition, the project contributed to the third strategic goal of BOS (capacity building), through capacity building of representatives of local civil society organizations for air quality monitoring and public advocacy for clean air.**

## Public Finance Reform – Agenda 2030: Platform for Society Wide Dialogue “Sustainable Development Goals for All”

The project Public Finance Reform – Agenda 2030: Platform for Society Wide Dialogue “Sustainable Development Goals for All” is implemented with the aim of establishing dialogue between numerous members of society, representatives of various social groups, both from the non-governmental sector and decision-makers, on the implementation of the Agenda 2030 through the Platform “Sustainable Development for All”. This Platform strives to recognize the development priorities of society in relation to the Sustainable Development Goals through its work, map the shortcomings in Serbia’s readiness to implement the Agenda and actively advocate for better implementation of the Agenda in the coming period.

The platform is divided into three dimensions dealing with economic, social and environmental issues. The project partners are Belgrade Open School, Belgrade Fund for Political Excellence, Center for Higher Economic Studies, Ana and Vlade Divac Foundation, Center for Democracy Foundation and Timok Youth Center, while the implementing partner is the German Organization for International Cooperation.

### Activities:

- Research on Serbia's readiness to implement the 2030 Agenda in Serbia;
- Social prioritization of Sustainable Development Goals in Serbia;
- Strengthening the capacity of civil society organizations at the local level for monitoring the drafting of local development plans;
- Contribution to the drafting of local development plans;
- Implementation of E-learning program on Agenda 2030;
- Increasing public knowledge at the national and local level about the Sustainable Development Goals.

### Results:

- Publication Serbia 2030: Preparedness for the implementation of the 2030 Agenda was published;
- Publication Serbia 2030: Development Priorities - Non-Governmental Sector Report was published;
- Training on Agenda 2030 and prioritization of Sustainable Development Goals was held for 22 representatives of nine civil society organizations was organised;
- A panel on the implementation of the 2030 Agenda was held within the project conference “Sustainable Development for All”;
- Two webinars on Sustainable Development Goals 6 and 13 were held, with the participation of 188 spectators;
- Two workshops were held for 19 representatives of three civil society organizations on writing policy documents, the process of drafting local development plans and including Agenda 2030 in the formulation of these plans;
- Two round tables were held, in Sremski Karlovci and Priboj, in cooperation with local partners, on defining local development priorities, with the participation of 40 representatives of various stakeholders at the local level;
- 101 meetings were held with partner organizations.

**Contribution to the strategic goal achievement:**

The implementation of activities on this project contributed to the realization of the second strategic goal of BOS - the improvement of public policies, through mapping the shortcomings for the implementation of Agenda 2030, defining priorities and making recommendations for improving this process, intended for decision makers. Also, a contribution was made to the third strategic goal of BOS, through strengthening the capacity of civil society organizations for understanding and monitoring the implementation of the 2030 Agenda, as well as the inclusion of Sustainable Development Goals in public policy documents.



*Civil society organizations at the workshop on prioritization of sustainable development goals in the field of environmental protection, September 2020.*

## Air quality, public health and COVID19: Research of the correlation between air pollution and the spread of COVID-19 in Serbia

The project “Air Quality, Public Health and COVID19: Research on the correlation between air pollution and the spread of COVID-19 in Serbia” was implemented with the aim of raising awareness of air pollution in the Republic of Serbia, as well as research on the correlation between air pollution and incidence rates of COVID-19. During the project, research activities were carried out, as well as promotional activities of research results. Research activities included research on the state of air quality in Serbia, as well as the analysis of selected scientific papers on the relationship between exposure to air pollution and the incidence of COVID-19. Completion of research activities was accompanied by the promotion of research results, through the implementation of a promotional campaign on social networks, as well as through conventional media and the organization of a central promotional event, in the form of online panel discussion.

### Activities:

- Conducting an analysis of scientific papers on the relationship between exposure to air pollution and the prevalence of COVID-19 virus;
- Conducting an analysis of the Annual Report on Air Quality of the Environmental Protection Agency and research on the topic of air quality in Serbia;
- Organizing an online discussion with the aim of presenting research results;
- Conducting a communication campaign, with the aim of presenting the research results to the general public.

### Results:

- Publication *Air Pollution and COVID-19* was published;
- Publication *Air Quality in Serbia* was published;
- Online panel discussion *Air Pollution and COVID-19* was held;
- A communication campaign within which the results of the research were presented to the general public was conducted.



Conference “Air Pollution and COVID-19”, November 16th, 2020, Belgrade.

### Contribution to the strategic goal achievement:

The project “Air Quality, Public Health and COVID19: Research on the Correlation between Air Pollution and the Spread of COVID-19 in Serbia” in 2020 contributed to achieving the second strategic goal of the Belgrade Open School, the improvement of public policies, by raising awareness on the problem of air pollution, as well as the negative impact of air pollution on public health.

### Just Energy transition in Serbia

Project “Just Energy transition in Serbia”, represents a continuation of several previous projects, with a long-term focus on the development of public policies that enable a just transition to clean energy.

The central part of the project is monitoring and involvement in decision-making processes relevant to Serbia’s energy transition, research activities focused on various aspects of energy transition, stakeholder gathering and support for dialogue on just energy transition. A special line of activities within the project refers to the further expansion and maintenance of the civil network for measuring air quality, and raising awareness on air pollution as an introductory part of the talks on a just energy transition.

#### Activities:

In 2020, the following activities were accomplished on this project:

- Expanding the network for civil measurement of air quality in Serbia;
- The organization of public consultation on the Draft Air Quality Plan for the City of Belgrade;

#### Results:

- Civil air quality measurement network expanded to over 20 new local environments;
- Initiated the public dialogue on the Draft Air Quality Plan for the City of Belgrade.

### Contribution to the strategic goal achievement:

Project “Just Energy transition in Serbia” contributes to the achievement of the second strategic goal of the Belgrade Open School, the improvement of public policies, through raising awareness of air pollution in many local communities in Serbia.

## EUROPEAN INTEGRATION

Belgrade Open School (BOS) improves public policies in Serbia's accession to the European Union (EU) through strengthening the dialogue, building partnerships and educating social change leaders in order to adopt and implement European standards and values. Also, BOS encourages an argumentative and open dialogue on European integration, seeking to inform and educate citizens on their rights and obligations and to ensure a satisfactory level of public participation in policy making and implementation. In addition, BOS contributes to the involvement of local communities in Serbia's EU accession and advocates for a transparent and accountable attitude of public authorities in this regard.

European integration as a political topic lost its relevance in the Serbian public in 2020, due to the general fatigue of European integration at the EU level, a very slow reform process in Serbia, failure to open chapters, but also the Covid-19 pandemic which shifted public focus. By accepting the new accession methodology, the topic of European integration will have to be returned to the agenda in the coming period, and BOS team is working tirelessly in favour of that return.

During 2020, one phase of the “Let’s Talk About Negotiations” project was completed, while the second phase started. In addition, the first year of the “Reclaiming privacy: A Tool to Fight Oppression” project was realized.

### Let’s Talk About Negotiations

During 2020, the project “Let’s Talk About Negotiations” aimed to inform citizens about the process of Serbia’s European integration, about EU in general and the Western Balkans events. By collecting and publishing relevant documentation and current events, project has contributed to improved knowledge about the process, but also to education of narrow social groups. The long-term goal was to contribute to Europeanization of Serbia based on transparency, accountability of public authorities, dialogue with civil society, participation and partnership in the adoption and sustainable application of European standards and values. Considering that this project started in 2013, “Let’s Talk About Negotiations” is a very recognizable initiative in which BOS, through its activities, has profiled itself as a support to other civil society organizations, especially at the local level, but also as one of central places for informing citizens about the process of negotiations between Serbia and the EU. After integrating “Let’s Talk About Negotiations” into the project “Civil Society as a Force for Change in Serbia’s EU Accession Process”, initiative aims to provide civil society organizations with accurate insight and information on the status of the accession process and facilitate access to documentation and important information.



BOS's professional team engaged in this project is continuously developing the web portal "Let's Talk About Negotiations" and its content. Through various sections, it enabled easy finding of information, necessary documentation, but also insight into various reviews, critical analysis, additional sources of information, as well as tools for critical and objective perception and understanding of the accession negotiation process. During 2020, the portal recorded 32,900 visits.

As part of this initiative, in 2019, 13 monthly electronic newsletters "Let's Talk About Negotiations" were published, three of which were double issues. These newsletters were mainly focused on current topics related to the process of Serbia's accession to the EU, action during the Covid-19 pandemic and relations within EU and relations between EU and other international actors. The 60th issue of the newsletter was dedicated to civic activism and contained texts by BOS's partner organizations.

The newsletter consists of various columns, analysis, opinions, personal views, interviews, but also focuses on monitoring the process of European integration, not only at the national but also at the European level, as well as presenting projects, initiatives or platforms that contribute to this process. The newsletter is sent to more than 2,000 e-mail addresses every month and is suitable for sharing on social networks.

### **Reclaiming Privacy: A Tool to Fight Oppression**

At the beginning of 2020, Belgrade Open School started the implementation of two year project Reclaiming Privacy: A Tool to Fight Oppression in cooperation with Partners for Democratic Change Serbia (Partners Serbia), SHARE Foundation, Atina, and A11 Initiative - Initiative for Economic and Social Rights. The Project is implemented with the support of the Delegation of the European Union to Serbia through the European Instrument for Democracy and Human Rights (EIDHR).

The overall goal of the Project is to support human rights defenders, civil society organizations (CSOs) and vulnerable groups in protecting their right to privacy by documenting human rights and privacy violations, providing knowledge on privacy protection to human rights defenders, CSOs and teachers, as well as through the provision of legal aid and support. Within this project, BOS will focus on raising awareness of teachers and young people about the importance of privacy protection, as well as on strengthening their capacity to protect the right to privacy of personal data.

Thanks to the Law on Personal Data Protection, which was adopted in Serbia in 2018, and which is based on the General Data Protection Regulation of the European Union (GDPR), new standards were introduced in the field of privacy protection. Within this project, BOS strives to empower young people and teachers so they could better protect their personal data, and contribute to the reduction of digital violence.

The implementation of the Project began with the organization of the training on digital privacy protection for high school students and teachers. Due to the Covid-19 pandemic, initially planned training structure had to be adjusted.

Therefore, the training was divided into three parts - introductory module, mentoring assignment and final module. In November and December 2020, the introductory part of the training was held for two groups of participants from seven schools and cities (45 students and six teachers).

The trainings will continue in 2021 and will be accompanied with the development of the guide on protection of digital privacy, mentoring of high school students, case studies, as well as support for CSOs in advocating for the protection of privacy and personal data.

### Activities:

- Organization and implementation of training on digital privacy protection for high school students and teachers.

### Results:

- An introductory part of the training on digital privacy protection was held for 51 participants (45 students and six educators) from seven high schools from seven cities.



*Reclaiming Privacy: A Tool to Fight Oppression training for high school students in Serbia*

### Contribution to the strategic goal achievement:

In 2020, BOS initiated the project activities aimed at empowering young people in the field protection of the right to privacy, especially digital privacy. Although the legal framework in this area is harmonized with the standards of the European Union, the practice shows that young people are still not aware of their right to privacy protection, which leads to numerous privacy abuses and violations. The Project also contributes to the achievement of the second strategic goal through the education of social change makers about European values and standards in the field of privacy.

## YOUTH POLICIES

Since its establishment, the core target group and pillar of all BOS activities have been young people. BOS offers educational programmes and services, which empower young people to become active member of their society and an agent of social change. In addition to this, BOS actively works on advocacy for continuous support to the young that leads to improved employability and their economical independence as well as active participation in issues that concern them.

In line with this strategy, in 2020 BOS continued to advocate for a better position of young people in Serbia. Through systematic support for young people based on their needs, the long-term goal is to ensure youth participation in all aspects of social and political life and to improve their living conditions.

Through the first youth portal - Mingle, created in 2007, BOS has continued to work on youth information, fostering youth authorship and promoting and improving youth policy. Mingle is one of the founders and members of the Association of Online Media in Serbia, the first association of its kind in the region, together with 20 other online portals from different parts of the country.

### Achievements:



During 2020, the following achievements were realized within the program area of Youth Policy:

- Within the project “50 Ideas for Europe - New Leaders, New Opportunities“, seven young experts have created five publications/guidelines
- The final conference within the project “50 ideas for Europe - New leaders, New opportunities“, was held under the name “Changing Europe: New leaders on the move“. More than 3,500 people joined to watch the live broadcast of the conference
- In 2020, youth portal Mingle was redesigned, which has helped improve the sections and the content of the website in order to appeal the target group even more
- Mingle youth portal recorded 28,981 users, had over 500 posts in all categories and a total of 58,036 visits. The editorial staff has around 20 correspondents from all over the country
- Belgrade Open School has its representative in the Managing board of National Youth Council of Serbia, the Regional Youth Laboratory of the Regional Cooperation Council as well as in the Youth Council of the Government of the Republic of Serbia
- Young BOS representatives participated in a dialogue with the Prime Minister and the Minister of Youth and Sports, during which they got a chance to present and advocate the strategic goals of the Belgrade Open School.

During 2020, BOS has implemented the project “50 Ideas for Europe - New Leaders, New Opportunities“ within the Youth Policy area, published five guidelines prepared by seven young experts and held the final conference “Changing Europe: New Leaders on the Move“, while more than 3,500 people joined the live broadcast. Information about the publications and the final conference reached more than 250,000 young people via both social networks and online media.



Belgrade Open School got a representative in the Managing board of National Youth Council of Serbia - the highest independent representative body of youth in Serbia. On account of it, BOS has an opportunity to represent the interests of young people in Serbia for the next 2 years. On the redesigned youth portal Mingle, over 500 posts were created with a total of 28,981 users and 58,036 visits.

## 50 Ideas for Europe – New Leaders, New Opportunities

In 2020, Belgrade Open School realized the third and the final year of the project “50 Ideas for Europe - New Leaders, New Opportunities“ supported by the Youth Association – Novi Sad, European Youth Capital of 2019 – OPENS. BOS holds the role of project coordinator, while the partners are youth organizations from nine countries from the Danube region: Austria - Vienna Association of Educational Volunteers; Bosnia and Herzegovina - Youth Communication Center; Montenegro - Association for Democratic Prosperity - Zid; Slovenia - National Youth Council; Slovakia - Young info; Romania - National Youth Council; Moldova - National Youth Council; Croatia - Youth Association Alfa Albona and Czech Republic - Young Citizens.

The project contributes to the active participation of young people in the design and implementation of innovative ideas that bring together the countries of Europe in practice to solve problems affecting young people. Through the project, several **activities** were promoted, mainly the integration of youth and student organizations, informal groups and young leaders in process of problem - solving in Europe's youth policies, as well as young as initiators and creators of positive change in communities across Europe. Through project activities BOS and partner organizations have promoted and advocated the 50 selected ideas that address youth issues in 10 countries of the Danube Region. Within the third project year, the implemented activities were focused on the publications creation by the young, as well as on the promotion of publications and overall project results. The key activity in 2020 was the final conference “Changing Europe: New Leaders on the Move“- participants had the chance to acquaint the concept of the project itself as well as the implemented activities. The conference also served as a platform to presented publications written by the young on the topics of mobility, sustainable travel, technology and inclusion, employability and ecology. Young people also had the opportunity to get acquainted with young initiators of change who have undertaken significant projects in order to improve the position of young people in local communities, as well as with important actors involved in youth policy.

### Activities:

- Within the project "50 Ideas for Europe: New Leaders, New Opportunities" seven young experts were engaged with the aim of creating publications with previously held consultations with young people and a detailed analysis of awarded ideas;
- The methodology and program of the conference "Changing Europe: New Leaders on the Move" were created, while each organizational and promotional activity was implemented successfully before the Zoom Conference in Belgrade, on December 7th, 2020.

## Results: \_\_\_\_\_

- Within the project “50 Ideas for Europe: New Leaders of New Opportunities”, five publications/guidelines were created by seven young experts on the topics of mobility, sustainable travel, technology and inclusion, employability and ecology. The guidelines are the result of the work of young people from Serbia, Croatia, Montenegro, Bosnia and Herzegovina, Slovakia, Slovenia, the Czech Republic, Austria, Moldova and Romania who participated in the “50 Ideas for Europe” competition;
- The final conference within the project “50 Ideas for Europe: New Leaders of New Opportunities” was organized under the name “Changing Europe: New Leaders on the Move”. More than 3,500 people joined the livestream of the conference, improving the visibility of the topics concerning the young. The young were recognized as drivers of change in local communities.

### Contribution to the strategic goal achievement:

The “50 Ideas for Europe - New Leaders, New Opportunity” project created additional space for dialogue and cooperation among young people through its project activities, contributing to the implementation of European standards and values in addressing youth issues, in particular by contributing to the active participation of young people in the design and implementation of an innovative ideas. This project contributed to Youth Policy in the segment of the promotion of youth as motivators and creators of positive changes in communities across Europe, as well as the improvement of international cooperation and the further connecting youth organizations in the region.



*Final conference “Changing Europe: New Leaders on the Move”, December 7th, 2020*

## Western Balkan Civil Society Organisations for Youth Employment Support – WeB4YES

During 2020, activities on dialogue on youth employability policies continued and national public advocacy campaigns were created, based on developed recommendations including legal framework on internships, as well as career guidance system in Serbia; adoption of youth law including articles on youth employment in Albania; financing entrepreneurial initiatives led by youth from local government budgets in Bosnia and Herzegovina; improving terms for establishing businesses by youth in North Macedonia; an improving framework for active labor market measures in Montenegro and establishing legal body for cooperation which would include all interested sides responsible for career guidance services in Kosovo.

Beogradska otvorena škola i njeni partneri na projektu promovisali su preporuke za unapređivanje javnih politika u oblasti zapošljivosti i preduzetništva mladih, i na nacionalnom, regionalnom i EU nivou. Beogradska otvorena škola je obeležila Mesec kvalitetnih radnih praksi pod nazivom „Ne budi fikus! Pričajmo o praksama!“ u okviru koga su nagrađeni mladi koji su svojim radovima konkurisali na nagradni konkurs koji je imao za cilj da mladi predstavljaju svoje iskustvo u učestvovanju na radnim praksama, kao i javni dijalog sa mladima o demistifikaciji radnih praksi i potrebi za zakonskim rešenjima kada su kvalitetne radne prakse u pitanju.

Belgrade Open School joined forces with project partners to promote recommendations for improving public policies in the field of youth employability and entrepreneurship at national, regional and EU level. Belgrade Open School marked the Month of Quality Work Practices entitled “Don't be a ficus! Let's talk about internships”. BOS activities included awarding young people who enrolled in a competition that presented their internship experience. The goal of BOS was also to increase visibility on public dialogue with young people by debunking work practices and talking about the need for legal solutions when it comes to quality work practices.

## IMPROVEMENT OF EMPLOYABILITY

The mission of Belgrade Open School in the program area of Improvement of Employability is to support individuals in their development of creative answers to the challenges of finding, getting, and keeping a job and advancing in both their professional and personal lives. In the era of a dynamic global labor market, common economic and social crisis, we believe that it is important to affect the development of career management skills, lifelong learning, and as smooth a transition as possible from education onto the labor market (or vice versa when the career development demands it).

Starting from 2003, Belgrade Open School has been encouraging the individual's continuous development, lifelong learning, and overall economic development of our society by contributing to the establishment of the career guidance and counseling system and by strengthening the connection between education and the labor market.

BOS goals in this program area are:

- Further development and quality improvement of the career guidance and counseling system;
- Building the capacities of all participants in the career guidance and counseling process;
- Conceptualization, creation, and promotion of innovative career development models;
- Supporting education reforms which will enable acquiring competencies that are following the needs of the labor market;
- Promotion of the concept of quality traineeships;
- More effective employment and economic growth.

During 2020, BOS implemented five projects within the program area for improving employability, a two-day online regional conference with over 20 speakers, four two-day training courses for career development and counseling, a workshop for youth with disabilities, and an award competition for youth, as well as marked an International Interns Day.

## Achievements: ---



- Two researches were conducted;
- Three research reports were made;
- 36 CSOs with 18 projects regarding youth employability and youth unemployment were financially supported;
- A two-day regional conference “Western Balkan CSOs Initiative for Youth Employment Support” was held which gathered more than 20 speakers from Serbia, Kosovo\*, Albania, North Macedonia, Bosnia and Herzegovina, Montenegro, Italy, and Belgium with more than 240 attendees;
- Four workshops regarding career guidance and development were held for more than 50 participants;
- High-school Teams Fair for Career Guidance and Counseling was held which gathered more than 150 virtual attendees from high schools, government institutions, and the business sector
- 40 workshops for students were held regarding the development of career management in which 246 participants were directly involved in CGC activities (26 students were from vulnerable groups)
- A workshop for 8 young people with disabilities on support services was held
- 160 young people received direct support for career development via online career counseling system
- An International Interns Day was marked, named “Don’t be a Ficus! Let’s talk about internships!” which gathered more than 30 participants
- Over 845,170 young people visited the web portal BOS Career



## Quality career guidance and counseling services for better youth employability - KviS 2020

“Quality career guidance and counseling services for better youth employability” is an initiative that Belgrade Open School has been implementing for the fifth year in a row. With this initiative, BOS aims to advocate for the further development and sustainability of the system of career guidance and counseling for youth. During the project in 2020, BOS team provided support to improve the legal and institutional framework for the implementation of career guidance and counseling policy and worked on empowering youth for career management through services available in high schools and online services available on the BOS career platform.

This year, a particular highlight was put on supporting schools and empowering teachers to organize career guidance and counseling activities in the context of the COVID-19 pandemic.

The project was implemented from June 1st to November 30th, 2020, with the support of the Solidar Suisse/ Swiss Labor Assistance (SLA) office in Serbia.



One of the components of the project was aimed at improving the policy and institutional framework for the implementation of career guidance and counseling in Serbia and recommendations for further development of the career guidance and counseling system. In 2020, the emphasis in advocating for the quality of career guidance services was on the standards of career guidance and counseling.

As Belgrade Open School has its representative in the Council for the National Qualifications Framework (NOKS) - the highest state body that coordinates the development of qualifications, the process of advocating for the application of standards was imbued with intensive dialogue and consultative online and live meetings. The result of the productive communication was that BOS experts were entrusted with the task of creating an instrument for monitoring the Standard Implementation Plan. At the end of October, the Qualifications Agency adopted the instrument and launched the process of monitoring the Standard Implementation Plan, which was significantly supported by BOS. The project was also dedicated to the capacity building of high schools to provide career guidance and counseling services for youth. The BOS team realized a two-day accredited training by the Institute for the Advancement of Education entitled "One step further towards comprehensive and quality career guidance and counseling services in high schools." The training was conducted on August 22nd and 23rd and was attended by 19 teachers and professional associates from 10 high schools from Belgrade, Pancevo, Ruski Krstur, Vrnjaska Banja, Nis, Smederevska Palanka, Kragujevac, and Cuprija. Due to the more favorable epidemiological situation, the training was realized live, concerning all recommendations of the Government of the Republic of Serbia in the situation of a pandemic. As part of the project, the sixth Fair of school teams for career guidance and counseling was held on October 29th, 2020, via Zoom platform, with the partner support of the Solidar Foundation, the Serbian Chamber of Commerce, the Ministry of Youth and Sports and the Ministry of Education, Science and technological development.

At this year's Fair, 16 high school teams for career guidance and counseling presented their activities, in the form of presentations of the activities they provide in their schools to improve students' employability skills. In addition, the Fair was attended by over 150 virtual visitors from schools, government institutions, the business sector, civil society organizations, and other interested individuals. The first place and a cash prize of 40,000 dinars went to the Agricultural School from Bac, which in the previous school year realized various activities and included a large number of students with the entire program of career guidance and counseling. The second place was won by the high school "Branko Radicevic" from Stara Pazova, and the third place was shared by the School of Economics and Trade from Pozarevac and the School of Economics and Catering "Vuk Karadzic" from Velika Plana. In the previous period, these schools created innovative methods of working with students, ensured the quality of work during the COVID-19 pandemic, realized very significant cooperation with relevant stakeholders, and therefore achieved excellent success in the field of career guidance.

During the project, direct support was provided to young people through online career counseling via BOS Career, which empowered young people to make decisions about their professional development and career planning.

## Activities:

- Advocacy campaign for quality and continuity in the development of the CGC system through support for the work of the Qualifications Agency and Council for the National Qualifications Framework.
- Career guidance and counseling training for teachers and associates from high schools.
- Fair for career guidance and counseling.
- Career guidance and counseling workshops for students in schools.
- Research about challenges during career decision-making among youth who participate in online career counseling.
- Online career counseling for youth via BOS Career
- Redesign of the BOS Career portal.

## Results:

- Provided expert support to the work of the Council for the National Qualifications Framework and expert support to the Qualifications Agency in monitoring the Plan for the implementation of the Standards of Career Guidance and Counseling Services
- Conducted research about challenges during career decision-making among youth who participate in online career counseling
- Capacity building of 10 high schools and 19 teachers and associates from high schools in Serbia for the development of plans and programs and the provision of career guidance and counseling services through advanced training on career guidance and counseling
- 10 high schools suggested plans and programs for career guidance and counseling and reports on implemented career guidance and counseling activities
- An Online Fair of school teams for career guidance and counseling was held, and had over 150 visitors
- The portal for career information of young people BOS Career has been redesigned and improved
- 40 online and live workshops were held for students to develop career management skills
- 246 students directly involved in CGC activities, of which 26 students belong to a vulnerable group, while nine students are from the eighth grade of elementary school
- Developed and published an online research report entitled “Is it smart to follow my dreams”
- During the project, 246 young people received direct support in career development through online counseling
- Over 250,000 youth visited the BOS Career portal during the project



*Career guidance and counseling training for teachers and associates from high schools, 22nd and 23rd of August, Belgrade*

### **Contribution to the strategic goal achievement:**

The project has contributed to the second strategic goal through interventions in the field of education policies: through membership in the Working Group of the Council for the National Qualifications Framework and through continuous advocating for upgrading lifelong learning policy through improving the sustainability and quality of career guidance and counseling systems. In this way, a contribution was made to raise the awareness of the decision-makers, but also the general public about the importance of career guidance and counseling for the development of the individuals. In addition, the project also contributed to strengthening the human resources of youth who participated in online career counseling, as well as youth who took part in career management skills workshops organized in schools.

### **ALMIT - Acceleration Of Labor Market Integration Of Immigrants Through Mapping Of Skills And Trainings**

The Belgrade Open School within the Improving of employability area supported more accelerated integration of migrants into the labor market through mapping skills and training, by implementing the ALMIT project. The project aimed to find ways to facilitate the inclusion of migrants and asylum seekers in the labor market. During the project, several pieces of training of the Serbian language, civic and intercultural sessions were designed and piloted, as well as services for career information and career guidance and counseling.

The project is funded by the European Union, through the Employment and Social Innovation Program and lasted from January 1st, 2018. to December 31st, 2020.

Europe is facing unprecedented challenges due to the current refugee crisis which became emblematic of the strenuous efforts of the EU Member States, to cope with it.

The effective way to meet the challenges, in the long run, is responding to the needs of refugees and migrants, through their integration in the labor market thereby ensuring their right to work and live a dignified life. In light of that, the main goal of the project is to contribute to integration as a key element in ensuring the quality of life and the future of refugees and migrants.

During the project, several pieces of training were developed and piloted, as well as mechanisms that enable easier access of refugees to the labor market. The approach applied with the target group included mapping their competencies for civic integration, connecting with the local labor market, as well as informing about available career opportunities, and their rights and obligations.

The project includes the following activities: Preparation of training materials; Piloting of the integration courses; Training for trainers who work directly with the target group; Individual support; Mapping the education and work experience of the target group; Skills profiling; Consulting in the field of recognition and evaluation of acquired competencies; Collection of data on individual cases; Raising awareness of discrimination and violence, especially against women; Preparation of materials, etc.

The project was implemented by the University of Sofia (Bulgaria), in cooperation with Zgura-M Ltd (Bulgaria), the Austrian Youth Workers' Movement - ÖJAB (Austria), the Municipality of Sid (Serbia), Philanthropy (Serbia), Local Government and the Provincial Directorate for Education Düzce (Turkey) and the Belgrade Open School.

### **Target groups:**

- Legally staying refugees and immigrants in the so-called hot-border area of Bulgaria and Serbia;
- Accepted refugees and immigrants in the far neighboring area of megacities of Turkey, e.g. Istanbul and hence Duzce;
- Diffused refugees and immigrants within the partner countries who keep contacts with refugee organizations;
- Refugees who have obtained a status, but still are in the refugee camps or their surroundings.



*Training for trainers who conducted career guidance and counseling activities, February 2nd, 2020, Belgrade.*



*Career guidance and counseling workshops, October 1st, 2020, Belgrade.*

## Activities:

- Meetings of the National Advisory Board consisting of representatives of institutions that directly and indirectly deal with the issue of the immigrants in Serbia
- Project partner meetings
- Meetings with decision-makers, representatives of organizations working with the target group, and local entrepreneurs
- Providing the Handbook for trainers and workbook for participants, which were used during the process of piloting Serbian language courses and civic and intercultural sessions
- Creating working materials for career guidance and counseling workshops tailored to the target group
- Realization of a language course
- Realization of civic and intercultural sessions
- Workshops of mapping the skills needed in the labor market
- Career guidance and counseling workshops
- Dissemination of results

## Results:

- Materials have been created for participants involved in career guidance and counseling workshops
- Workshops on career guidance and counseling with migrants currently residing in AC Tutin, AC Banja Koviljača, PTC Sid were realized. More than 20 participants passed the workshop
- A meeting of the National Advisory Group was held, which brought together representatives of the Commissariat for Refugees, the Center for Social Work Sid, the Municipality of Sid, the Health Center Sid, the Red Cross, Sava Sumanovic High School, and the “Standard” company Sid.
- The third meeting of partners was held in Turkey
- Meetings were held with representatives of the Commissariat for Refugees of the Republic of Serbia
- Four meetings were held with representatives of organizations working with the migrant population
- Four meetings were held with representatives of local businesses interested in employing migrants.
- 

## Contribution to the strategic goal achievement:

**The project has contributed to the second strategic goal through the creation of tools for mapping ways to integrate migrants and refugees who have a legal residence permit into the labor market, through recognizing their competencies, empowering them to enter the labor market, and connecting their skills with the needs of the local labor market.**

## **Connect! – Connecting career counselling and human resource development in enterprises for higher education and training in practice**

Belgrade Open School in partnership with the University of Applied Labor Studies from Germany (Hochschule der Bundesagentur für Arbeit) (Germany), University in Padova (Italy), Danube University Krems (Austria), Saxion University of Applied Sciences (Netherlands), ISION PSYCHOMETRICA (Greece) and Kaunas University of Technology (Lithuania) is implementing a project “CONNECT! - Connecting Career Counselling and Human Resource Development in Enterprises for Higher Education and Training in Practice”. Activities on the project are being implemented in the period from September 1st, 2019, until August 31st, 2022 - a project supported through the Erasmus+ program.

CONNECT! The project connects knowledge acquired through research in the area of career guidance and counseling and the development of human resources. Based on the desk research and qualitative research, courses based on the groundbreaking and innovative findings will be developed in the area of career guidance and counseling and the development of human resources.

In 2020 research of literature, media, and other resources of promising practices and needs in the field of career guidance and counseling for employed in companies has been conducted. This research was carried out in all partner countries on the project, and it will be coordinated by the Belgrade Open School. BOS research team prepared guides for conducting the analysis and created a report with conclusions on the state of career development of employees in 6 European countries. A small-scale survey was conducted on the topic of employee career development, in which 11 career practitioners and 16 employees in the human resource sector took part, while the results were presented in the national report.

Based on the research results, the first proposal for a part of a curriculum for a course within higher education “Career Guidance and Employee Development” was created, regarding changes in the world of work.

### **Activities:**

- A research of literature, media, and other resources of promising practices and needs in the field of career guidance and counseling for employed in companies was conducted;
- A small-scale survey was conducted on the topic of employee career development;
- A part of the curriculum on the changes in the world of work for a higher education course was developed, called “Career Guidance and Employee Development.”

### **Results:**

- Guides for the analysis of the current state regarding employee career development support;
- A report with conclusions on the state of career development of employees in Serbia and six European countries;
- A report on survey results from career practitioners and human resource sector employees on the topic of employee career development support was created.



*Connect project partners meeting, April 30th, 2020.*

**Contribution to the strategic goal achievement:**

**This project contributed to the second strategic goal of Belgrade Open School – improving public policies regarding career guidance and counseling through conducting research that can be a basis for adoption and changing measures concerning youth and adult employees' career development support.**



## Horecaccess – Accessibility of services in the HORECA sector

Belgrade Open School in partnership with the University of St. Kliment Ohridski in Sofia (Bulgaria), OAED - European Education, Consulting Services and Coaching Services Istanbul (Turkey), Ecology KM Ltd., Brestovica (Bulgaria) and Horeca Partners, Antwerp Belgium) implemented a project *HORECACCESS – Accessibility of Services in the HORECA sector*.



The initial duration of the project was from November 1st, 2018, to October 31st, 2020, due to the COVID-19 pandemic the implementation period was extended to the 28th of February 2021. The project is supported within the Erasmus + Program of the Strategic Partnership for the Development of Innovation in Vocational Education and Training.

The goal of the project is to empower young people engaged in the HORECA industry to provide reliable and affordable services to clients with disabilities, but also to people who face some kind of barrier (people who are moving difficult, parents with children in wheelchairs, people with allergies and the like).

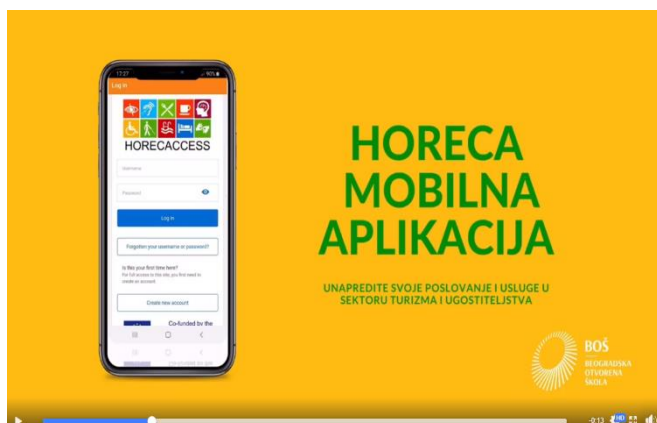
The key activity in 2020 was the process of piloting intellectual outputs developed through the project: the mobile app, a Guide for understanding disabilities, guidelines for providing adequate services, and a Handbook for *in-house* trainers and youth workers. Piloting was conducted in regards to availability and other Covid-19 measures. Numerous activities in the online format were organized, such as the webinar on the topic of “How to adjust activities and services to youth with disabilities – work tools”, individual online meetings with representatives of the National Advisory Council, consultations with the CSO representatives and schools which took part in piloting process. The project had a significant promotional campaign on the social media and BOS portals, such as BOS Career, Mingle, “Let’s talk about negotiations” Bulletin, to raise awareness in society on the importance and benefits of including persons with disabilities, and suggestions for HORECA sector recovery during the pandemic. Additionally, the project was disseminated in several events within HORECA industries.

### Activities:

- Organizing piloting process in Serbia;
- Designing a promotional campaign of the project;
- Consultations with the National Advisory Council members;
- Mentorship support for schools and CSOs in implementing the piloting process;
- Participating in an online partners meeting;
- Participating and speaking at the Project Conference in Sofia;
- Updating Facebook page and project website regularly;
- Promoting the project at relevant conferences and events.

## Results: \_\_\_\_\_

- A webinar “How to adjust activities and services for youth with disabilities – work tools” was carried out;
- 16 CSO representatives were included in the piloting process;
- Four tourism and catering high schools from Belgrade, Nis, Pancevo, and Vrnjacka Banja successfully implemented activities of simulating accessibility of services for their students;
- A workshop for eight young people with disabilities regarding support services was carried out;
- An Info Session on intellectual outputs of the project for 12 representatives of national services and employment agencies and organizations providing support for youth employment was carried out;
- Online consultations with the expert members of the National Advisory Board were organized;
- A mobile app was optimized for iOS users;
- Four online partner meetings were held;
- Project conference in Sofia was carried out;
- 34 relevant articles were posted on the project website;
- HORECACCESS project was disseminated on over 20 online and live events.



*Presentation of the HORECA mobile app*

## Contribution to the strategic goal achievement:

The project contributed to the human resource of youth workers development, HR staff in the HORECA sector, and young individuals engaged in the seasonal jobs in HORECA industries for services for clients with disabilities, as well as persons facing other types of barriers (people who are moving difficult, parents with children in wheelchairs, people with allergies and the like).

## Western Balkan civil society organizations for the youth employment support – WeB4YES

The WeB4YES project, which entered its' final stage of the three-year project duration in 2020, is one of the initiatives supported by the European Commission's "Civil Society Facility Program" as a regional initiative designed to provide innovative cross-sectoral approaches and to provide young unemployed citizens of the Western Balkans (WB) opportunities to improve employability and employment. The project deals with the existing challenges of insufficient cooperation between civil society actors and public authorities in the WB, in the process of policymaking and decision-making in the reform process related to youth unemployment.

WeB4YES Project Coordinator is the Belgrade Open School, and partners on the project are the Association for Democratic Prosperity - ZID (Montenegro), Lens (Kosovo\*), Association Beyond Barriers (Albania), Institute for Youth Development - KULT (Bosnia and Herzegovina), National the Youth Council of Macedonia and the International Center Olof Palme (Sweden).

Western Balkan countries need open, collaborative, and effective employment and entrepreneurship policies, to enable higher youth employment rates. This will have a long-term effect on the mobility of people in the region, enabling increasing workers mobility and enabling people and market connectedness in the region regarding European integration processes.

The project tends to:

- Facilitate the establishment of a structured dialogue on the WB level between key stakeholders from the region on employment policies.
- Contribute to the development of regional and national policy initiatives on active labor market measures for youth, youth employability boosting, entrepreneurial learning, and an enabling environment for youth entrepreneurship.
- Exchange know-how in pursuing feasible policies and practices for youth employment.
- Enable CSOs to influence the agenda-setting on youth employment policy.
- Improve the capacities of WB CSOs for advocacy of innovative policy measures in youth employment and entrepreneurship.
- Support grass-roots initiatives in the WB region to further engage in the development of local services for young unemployed citizens through a sub-granting regional scheme.
- Offer a comprehensive regional e-service platform for employment and labor mobility to enhance regional mobility in the WB.

The two-day Consortium meeting was held from 5th to 6th of March 2020 in Sarajevo. During this meeting, it was concluded that the ongoing project year will have a huge number of activities and challenges, brought by the current social-economic, political and health situation which affected young people, especially unemployed ones.



In 2020 in the Western Balkans the continuing of the public advocacy campaigns was planned, to change and adopt laws and measures concerning youth employment and entrepreneurship. During the meeting, a detailed Action Activity Plan was created and the consortium discussed the results achieved in 2019.

As a part of strengthening capacities for the development and advocacy in the field of youth employment, 36 CSOs from the WB region dedicated to working with young people, especially CSOs dedicated to entrepreneurship and youth unemployment were supported. Over 1,000 young people from the Western Balkans region used new skills and founded *start-ups* or were employed after participating in the supported CSOs projects.

In March, a portal for youth living in the Western Balkans was launched, called WeB4JOBS. Young people have improved and easier access to the employability information on the Internet. The platform has sections regarding training courses, education, job search skills, self-employment, career guidance, etc. The platform is two-fold, it has a part for youth mobility, exchanging ideas and acquiring work experience, as well as lifelong development, regarding training opportunities, career counseling, etc. WeB4JOBS is a unique website that integrated and promoted youth mobility in the Western Balkans, as well as accessing all networking services for better career development.

During 2020, activities on dialogue on youth employability policies continued and national public advocacy campaigns were created, based on developed recommendations including legal framework on internships, as well as, career guidance system in Serbia; adoption of youth law including articles on youth employment in Albania; financing entrepreneurial initiatives led by youth from local government budgets in Bosnia and Herzegovina; improving terms for establishing businesses by youth in North Macedonia; improving framework for active labor market measures in Montenegro and establishing legal body for cooperation which would include all interested sides responsible for career guidance services in Kosovo.

On the Move.Link.Engage Conference, organized on 23rd of September, a panel discussion was organized with the following keynote panelists: Project manager for employment and social issues from RCC Nand Sani, director of programs from RYCO Jan Zlatan Kulenovic, Project manager from SOS Pulse Maja Markovic, and program manager from Beyond Barriers Association Irena Topalli. Cooperation of business and civil society sectors can serve for solving some of the key challenges Western Balkan countries face – youth unemployment, insufficient entrepreneurial initiatives, and development of social entrepreneurship.

The public advocacy campaign continued in 2020 through numerous meetings with decision-makers (including the Prime Minister of the Government of Serbia), and youth. In partnership with the National Youth Council of Serbia (KOMS), a discussion with youth was held on the importance of internships and improving the legal framework which would regulate quality internships in Serbia. The most creative young people were awarded during the Month of Quality Internships called “Don’t be a Ficus! Let’s Talk about Internships!”

Belgrade Open School brought together more than 150 decision-makers, representatives of Western Balkan governments, the business sector, civil society organizations during the online regional conference "Western Balkan Civil Society Organisations for Youth Employment Support", held on December 17th and 18th, 2020.

The most important topics were related to the key challenges of public policies regarding youth employability in the Western Balkans, as well as the cooperation of civil society organizations and public administration. Speakers highlighted the main recommendations for youth employment, but also the challenges that young people will face due to the coronavirus pandemic in the employment context. Main challenges for youth entrepreneurship development were presented, as well as the influence of the Covid-19 pandemic in the context of employment, digitalization, creative industries development, and the role of formal education. In the end, participants were presented with the main results of public advocacy campaigns in the last three years.



*Conference “Western Balkan Civil Society Initiative for Youth Employment Support”, December 17th and 18th, 2020.*

### Activities:

- Consortium meeting in Sarajevo;
- WeB4JOBS portal as a unique resource for youth in WB launched;
- Mentorship support for 36 CSOs implementing 18 projects in the WB region;
- Awarding competition regarding Month of Quality Internships called “Don’t be a Ficus! Let’s Talk about Internships!”
- Discussion with youth on the importance of quality internships organized with the cooperation with National Youth Council of Serbia (KOMS);
- Meetings with decision-makers on the improvement of a legal framework that would regulate internships;
- Move.Link.Engage Regional Conference panel discussion called “Partnership for youth employment development” was organized;
- Two-day Regional Conference “Western Balkan Civil Society for Youth Employment Support”.

## Results: ---

- WeB4JOBS portal as a unique resource for youth in WB was launched;
- 36 CSOs implementing 18 projects in the Western Balkan region received financial and mentorship support for improving youth employability;
- Activities on dialogue on youth employability policies continued and national public advocacy campaigns were created, based on developed recommendations including legal framework on internships, as well as career guidance system in Serbia; adoption of youth law including articles on youth employment in Albania; financing entrepreneurial initiatives led by youth from local government budgets in Bosnia and Herzegovina; improving terms for establishing businesses by youth in North Macedonia; improving framework for active labor market measures in Montenegro and establishing legal body for cooperation which would include all interested sides responsible for career guidance services in Kosovo;
- Move.Link.Engage Regional Conference panel discussion called “Partnership for youth employment development” was organized with the speakers' representatives of RCC, RYCO, SOS Pulse from France and Beyond Barriers Association;
- Two-day Regional Conference “Western Balkan Civil Society for Youth Employment Support” gathered more than 20 speakers from Serbia, Kosovo, Albania, North Macedonia, Bosnia and Herzegovina, Montenegro, Italy, and Belgium with more than 240 participants. Speakers were representatives of the European Commission, European Training Foundation, Regional Cooperation Council, Regional Youth Cooperation Office, Junior Achievement, Southeastern European Youth Network, as well as representatives from six partner organizations.

## Contribution to the strategic goal achievement:

**The project contributed to the second strategic goal through public policy interventions: forming the National Forum for Youth Employment and Youth Entrepreneurship, as well as through continuing advocating for the improvement of employment policies and youth employability.**

## GOOD GOVERNANCE

Belgrade Open School contributes to the establishment of the concept of good governance in the Republic of Serbia, which is based on the principles of transparency, rule of law, availability, fairness, efficiency, effectiveness, and participation. In the area of good governance, BOS is primarily engaged in research and advocacy for accountability, transparency and participation. BOS advocates for citizen participation in the decision-making process, especially at the local level, as well as transparency in the decision-making process and the work of public administration. So far, BOS has researched participation and transparency in the areas of European integration, higher education, local government, regional development, energy and the environment. In the field of good governance, BOS actively advocates and supports:

- Improving the work of public administration in accordance with the principles of the European administrative process;
- Improving the system of strategic planning and coordination of public policies, as well as program budgeting;
- Improving the process of drafting regulations (legislative process);
- Increasing citizen participation, transparency and accountability in performing public administration tasks;
- Open Government Partnership.

During 2020, BOS participated in the work of two inter-ministerial groups and in the development of strategic documents for the improvement of good governance in Serbia:

- Inter-ministerial working group for drafting the Strategy for Public Administration Reform of the Republic of Serbia for the period 2021 – 2030;
- Inter-ministerial group for the development of the Action Plan for the implementation of the Open Government Partnership initiative in the Republic of Serbia for the period 2020 to 2022.

In the work of both inter-ministerial groups, the activities of BOS consisted of the following:

- Analysis of the legal framework and good governance practices, with a special focus on the work of public administration on the involvement of citizens and non-governmental sector in decision-making processes and policy development;
- Preparation of written contributions and participation in meetings of inter-ministerial groups (a total of four meetings of the Inter-Ministerial Group for the implementation of the Open Government Partnership initiative and eight meetings of the Inter-Ministerial Group for drafting the Public Administration Reform Strategy for the period 2021-2030).

### Results: \_\_\_\_\_

- Within both inter-ministerial groups, BOS, in cooperation with partners from the civil sector and the public administration sector, contributed to the development of parts of both strategic documents in the fields related to improving standards of good governance, participation of non-governmental sector in decision-making and improvement of design, implementation and policy coordination.

### **Participation in the work of the Weber 2.0 platform**

BOS participates in the work of the Weber 2.0 platform. The platform is an initiative to devise a comprehensive mechanism at the regional level (Western Balkans region) for the participation of organizations in the dialogue on public administration reform in the region. In 2020, BOS participated in consultations (two meetings and three workshops) between civil society, representatives of relevant state institutions, and regional and international organizations such as the European Commission, Regional School of Public Administration, Regional Cooperation Council (RCC).

As part of this project, BOS has developed its contribution to the PAR Monitor for 2020 - an alternative report for monitoring public administration reform in the Western Balkans.





## CIVIL SOCIETY

Although 2020 was a challenging year due to the pandemic, Belgrade Open School has managed to contribute to building and strengthening the capacities of civil society and the media. Also, BOS contributed to improving the quality of relations and channels of communication between civil society, decision makers and the media.

As previous year, our goal in 2020 was to encourage the representatives of the civil sector to contribute to social change through their expertise in various fields as well as to engage in democratic processes of importance to all citizens; that is, we improve practices for involving civil society in decision-making processes and community development, mobilizing citizens and strengthening civic activism. Furthermore, we sought to increase visibility and show the effects of changes we have made in together with our partners.

In accordance with BOS values, we see the process of European integration as the topic we need to involve civil society much more, as well as to inform citizens and encourage a transparent and responsible attitude of public authorities. In the program area dealing with the development of civil society, the BOS team, in relation to expertise and many years of experience, encouraged the strengthening of the capacity of civil society organizations and the media, with the aim of more active participation in the European integration process.

By directing efforts towards civil society organizations that seek to influence public authorities through public advocacy, in 2020 BOS continued to support advocacy initiatives. Also, mentoring work was organized in order to improve the practices of selected organizations and to enable them to engage in public advocacy. BOS has also designed ways to increase citizen involvement in CSO activities.

Through mentoring support, BOS supports civil society organizations and the media to build and strengthen their capacities, as well as leverage their activities to participate in the decision making processes and public policies development that are in accordance to the needs of local communities. BOS provides this type of support according to the principles of equality, partnership approach and through practical, joint work on the improvement of civil society organizations and the media as well as their development.

The BOS team also provides expert support to civil society organizations and the media through providing direct assistance and advice, in order to support the implementation of their projects, development of the documents, public policies or advocacy campaigns. Also, expert support is aimed at improving the capacity of civil society organizations and the media in financial management and administration.

**During 2020, Support Programs were implemented through four projects within which 84 organizations were supported and provided with mentoring, expert and financial support. In order to strengthen the capacity, 28 trainings and workshops were realized for 179 representatives of partner organizations and media. Also, two conferences, six info sessions and four consultative meetings were held for 911 participants.**

**In addition, four policy briefings were prepared on the topics of executive control by independent state bodies; local policies and air protection; improving the legal framework for preventing illegal construction and the participation of civil society organizations in the decision-making process.**

In 2020, the following projects were implemented: Civil society as a Force for Change in Serbia's EU Accession Process (CS4EU), Move.Link.Engage Conference "Development for real: Partnership, Solidarity and Responsibility in the Post-COVID-19 Era", Initiative of Western Balkan civil society organizations to support youth employment - WeB4YES, Active Citizens - Better Society and the Green Incubator.

### **Civil society as a Force for Change in Serbia's EU Accession Process (CS4EU)**

During the first half of 2020, Belgrade Open School has continued the implementation of the fourth year of the project "Civil Society as a Force for Change in Serbia's EU Accession Process", supported by the Swedish International Development Cooperation Agency (Sida). In the second half of the year, BOS has launched the fifth, extended, year of the project. The fifth project year will last from October 1st, 2020 to December 31st, 2021.

Within the current, fifth year of the project, BOS is providing support to CSOs and media organizations in the field of European integration. The overall objective of the project is to contribute to reform process within European integration process and democratic development in Serbia by strengthening the role of civil society and media.

The specific objectives of the project are:

- Strengthening the role of civil society as representatives of the interests of local communities in the process of Serbia's accession to the European Union (EU);
- Encouraging the democratic influence of civil society on public authorities, improving practices and the quality of public participation in the decision-making process;
- Improving the quality of public debate and citizens' awareness of the European integration process.

In order to ensure continuity and sustainability of the partner organizations, during the fourth and the fifth year of the project implementation, same 11 partner organizations were supported – seven CSOs and the four media outlets. They have conducted their activities in three different areas:

- 1) Rule of law, human rights, transparency and good governance;
- 2) Media freedoms and reporting on the EU;
- 3) Youth policy and improvement of the position of young people.

Initial Workshop will be organised at the beginning of the Fifth Programme year and will gather two representatives of each of the 11 Programme partner's organisations. This Workshop, in a form of 3-days meeting, will serve as a platform for setting the activities and timeline of the projects of each partner, including joint activities.

During this Workshop the focus will be directed to developing and creating new project, together with the mentors, selected during the Fourth Programme year. Working with mentors with whom they cooperated during the past 10 months will ensure the necessary continuity in the projects of partner organizations. In addition, another benefit is obtaining concrete inputs for the new project year from the experts who are already familiar with the main topics partners organisations are dealing with.

All 11 civil society organizations and the media have received support, as their project met all the selection criteria. The extended, fifth project year started on December 1st, 2020 and will last until November 30th, 2021.

Besides financial support provided to partner organizations, mentor support to CSOs and media outlets was also provided, all in order to create multiplier effect, continuity and sustainability. The support to CSOs consisted of improvement of their knowledge and skills and through mentoring and technical assistance in specific stages of their advocacy initiatives. Action plans, including timeline and appropriate strategies, will be drafted together with each of the partner, and will be further developed through mentoring process and on-line support that will follow. Media partners will receive tailor made hand on support and expertise in order to improve skills specific to media activities. The engaged mentors will be responsible for daily planning and implementing mentoring activities regarding partners' activities, and providing related content.

## Civil society as a Force for Change in Serbia’s EU Accession Process (CS4EU) – 2019/2020

During 2020, BOS has successfully completed the fourth year of the project “Civil society as a Force for Change in Serbia’s EU Accession Process”, which is supported by the Swedish International Development Cooperation Agency (Sida).

During the Fourth Programme year, direct financial support was provided to 11 selected CSOs and media organizations.



Besides financial support, Programme partners have received Programme support for the implementation of their envisaged activities and goals, all in line with organisations’ strategy and mission, as well as capacity building programme, which aimed to strengthen their capacities and to foster involvement in the decision-making process in Serbia and strengthen media independence and media freedoms.

In February 2020, training “Strengthening the internal capacities of civil society organizations and the media for advocacy campaigning” was held in Vrnjacka Banja and was focused on strengthening the internal capacities in the field of the advocacy campaigning, as well as building the effective relationships with the stakeholders, decision makers and media representatives. It has significantly contributed to the improvement of partner organizations’ advocacy skills, as well as their capacities to establish and maintain fruitful advocacy campaigns. In addition, it supported their skills and capacities not only in terms of the way their campaigns and messages are transferred to the public, but also in terms of the best methods for creating the content and messages for specific target audiences.

Within capacity building programme, BOS has conducted mentorship programme for partner CSOs and media outlets – each organization has been assigned to their own mentor. In accordance with specific needs and capacities of participating partner organizations, BOS engaged in provision of tailor-made support to each organization. Taking into account the specificity of the each of the partner organizations selected to receive the support, BOS team devised the individual approach as the most efficient way of the support under the Programme in order to maximize results.

Experts were engaged in provision of support to seven partner CSOs in accordance to their specific needs, helping them, through more than 40 meetings, to strengthen policy and advocacy capacities and skills, to define and develop the most effective advocacy models, approaches, as well as to define directions for advocacy strategic operations.

When it comes to media partners, BOS introduced the Media Peer learning programme as an innovative capacity building model, with an aim to support mutual exchange, learning from each other and launching the joint initiatives, which would multiply the potential for the broadest possible communication and outreach impact and effect of the media partners' initiatives. Within the Media Peer Programme, BOS team in partnership and with the support of the media partner organisations prepared and organized a total of four workshops/events:



**1) Workshop *Serbia towards the EU - what does the new methodology and reports the European Commission and the European Parliament bring us?***

A joint workshop with the European Western Balkans media partner was held on July 2nd to 3rd in Belgrade. The event focused thematically on enhancing the capacity of media and civil society partners to report on EU topics. Further, particular focus was placed on a new methodology for Serbia's accession to the European Union. The workshop contributed to a better understanding of main EU topics for the Programme partners to whom these topics are in focus and thus strengthened their internal capacities for the following period when the mentioned reports will be published and analysed in different areas of their activities. Along with the EU experts Vladimir Medjak, Nikola Burazer and Nemanja Todorovic Stiplija, 11 representatives of partner organisations had the opportunity to exchange the opinion with the experienced lecturers and to resolve a mail dilemma related with the new methodology and the consequences it will bring to Serbia EU path.

**2) Workshop *EU integration and local media - Advanced research and data collection techniques***

A joint workshop with the NGO Women`s Forum Prijepolje – TV Forum was held via Zoom, due to coronavirus outbreak, on July 16th to 17th.

European integration is not a topic that is widely covered in the local media. Ignorance of the matter and lack of information about Serbia's European path are common. Monitoring relevant data sources and creating reporting elements have proven to be a major shortcoming in local work.

Representatives of 10 local media were introduced with the important elements that need to be monitored and reported, regarding the European integration process. Further, the aim of the workshop was to familiarize the participants with the EU integration process, in order to raise the topic and its relevance.

In addition, the aim of the workshop was to provide local media representatives with the information and training on methods and techniques of investigative journalism and data collection, which we have defined as a necessary skill, especially for local media. In this way we encouraged networking among partner organizations, not only of the partner media on the project, but also more widely.

The workshop was also an important example of mutual cooperation between media partners on the project. The head trainers during the two-day workshop were colleagues from CINS (Teodora Curcic and Stefan Markovic) and KRIK (Stevan Dojcinovic). During the workshop, they managed to transfer their knowledge and experience on collection, processing and analysis of data to other participants, both project partners and other local media.

### **3) Social Media Training**

In line with its commitment to strengthen and grow the communication and outreach capacities of the partner's organisations and media partners, BOS team organised workshop dedicated to online communication and digital marketing.

Strategic priorities for development in this regard included digital marketing and online communication topics:

- Facebook advertising: Advanced targeting, Advanced fan creation, Audience targeting and optimization, Creating an ad, Facebook analytics;
- Instagram as strategic communication tool: Appearances Strategy, Understanding of Instagram position in organisation and project appearance on internet, Creating Instagram Content, Video Content - Features and Benefits, Good examples of Instagram profiles, Instagram Advertising - Features and Benefits;
- LinkedIn strategic use: Setting up the LinkedIn profile and page, Creating Content for LinkedIn, Community Building at LinkedIn, Search on LinkedIn, LinkedIn advertising, Account setup, Campaign types, Reports

Communication expert and consultant Strahinja Calovic was engaged in an ongoing communication and provision of support to organizations in accordance to their specific needs, helping them in strengthening communication and digital capacities and skills, defining and developing the most effective communication models, approaches and technical solutions, as well as defining directions for strategic communication.

Support and guidance proved by the expert were valuable not only for learning and strengthening communication skills and capacities of partner organizations, but also in reassessing their previous communication and outreach approaches and practices, and devising the most adequate and most effective solutions in reaching out to their specific target groups and audiences, and thus increasing their base of supporters.

This support provided a long-term contribution for furthering the organizations' influence and impact regarding specific issues within their programs in areas of the rule of law, democratic culture and media freedoms.

#### **4) Building internal capacities of the Programme partners for the advanced use of the online tools during the Covid-19 outbreak**

The Covid-19 outbreak and adaptation has brought many changes and innovations. One of them is adapting work and transferring activities from the offline world to the online platforms. A large number of the CSOs and the media were not fully prepared to work in the new circumstances.

One of the important tasks of the BOS team was to support work in new circumstances as well as to strengthen internal capacities of the partners' organizations in order to transfer their project activities in the online world using the innovative platform, such as Zoom, Teamwork, Menti, etc.

Together with the external expert and consultant Nenad Celarevic, BOS team developed agenda for the one-month long support program, in order to support and strengthen organization capacities for the purpose of advance use of the online tools during the coronavirus outbreak.



## Move.Link.Engage conference “Development for real: Partnership, Solidarity and Responsibility in the Post-COVID-19 Era”

The annual partner networking workshop was organized as part of the sixth annual conference Move.Link.Engage “Development for real: Partnership, Solidarity and Responsibility in the Post-COVID-19 Era”, from September 21st to September 23rd 2020 through the online platform Zoom. The conference was attended by over 180 participants, representatives of civil society organizations, the business sector, embassies, media and many other participants.



Sixth regional conference Move.Link.Engage was based on how we deal with the consequences of the crisis and whether regional partnership and solidarity are suitable answers.

The conference was opened on September 21st with a panel dedicated to the drivers of change - civil society organizations that deal with various local community issues and solutions to problems in the Western Balkans.

The challenges they face were presented, as well as their proposals for solving the problems, and examples of good practice from the country and the region. One of the main conclusions was that networking among civil society organizations, institutions and the economy is one of the main ways to maintain stability and overcome crises.

On the same day, a panel on the impact of the crisis and partnership through European integration prism was organized. The Head of the Office of the Council of Europe, Mr. Tobias Flessenkemper and the Member of the European Parliament, Mr. André De Munter, discussed whether civil society organizations and institutions in democracies are supportive to each other. They see the role of civil society, in Serbia’s weak democracy, in setting the framework for cooperation and partnership, as well as continuously sending requests for cooperation. They concluded that institutions should be responsive, transparent and accountable to their citizens.

The second day of the conference began with a discussion on institutional response in times of crisis. The head of the Brussels office of the German Institute for International Relations and Security in Berlin, Mr. Dušan Reljić and Member of the European Parliament, Mr. Vladimir Bilcik discussed on this topic. One of their conclusions was that after the pandemic Western Balkans are even further away from the European Union and there is no political will in the Western Balkans to dedicate itself completely to European integration. Speakers agreed that the EU needs to communicate messages more clearly.

They have also confirmed that the EU's response to the pandemic and cooperation with the Western Balkans has been slow, but that the EU will try to correct this when it comes to the procurement and distribution of coronavirus vaccines across Europe.

During the next panel the consequences of the virus on large, medium and small enterprises were discussed, as well as the predictions for the improvement and startup of the Serbian economy, which is greatly endangered by this circumstances and exposed to great losses. The business community had to change the ways of doing business, find ways to improve sustainability and amortize the huge consequences that will be seen in the coming period.



On the last day of the conference, September 23rd, we discussed on more specific, but no less important topics. The topic of the panel related to improving employability, especially when it comes to one of the most vulnerable groups such as young people, was how the pandemic has affected the labour market so far and how it will affect it in the future. We talked about the instruments within the EU - Youth Guarantees and how examples of good practice from the region can be implemented in Serbia. Also, as one of the ways for overcoming difficulties, the speakers saw in the cooperation and partnership between civil and business sectors, which would open new opportunities for youth employment, launching entrepreneurial initiatives and developing social entrepreneurship.

Move.Link.Engage conference was concluded with a panel on energy transition. How energy transition looks like at EU level, how this process can be made fair and what is the role of the NGO sector and local communities in all this was the topic of the last panel. It is important to involve all stakeholders in these processes and to connect local communities, as well as to provide them with support to look up to the examples of good practice. It is essential that the civil sector, especially in those countries where the energy transition process has not yet begun, influence institutions and decision-makers and advocate for reducing the use of coal for energy production. Speakers agreed that Western Balkans countries did not made any significant progress in the energy transition process and have a long way to go before switching to renewable energy sources.

Traditionally, as part of the annual conference, diplomas were awarded to students of the XXVII generation of the educational program Future Studies. Belgrade Open School team welcomed them to the alumni community of more than 1,200 people.

## Activities:

- Training “Strengthening the internal capacities of civil society organizations and the media for advocacy campaigning”, 17 representatives of partner CSOs and media, Vrnjacka banja, 19-21 February 2020;
- Workshop “Serbia towards the EU - what does the new methodology and reports the European Commission and the European Parliament bring us?”, 11 representatives of partner CSOs and media, Belgrade, 2-3 July 2020;
- Workshop “EU integration and local media - Advanced research and data collection techniques”, 13 participants – representatives of local media, Belgrade, 16-17 July 2020;
- Social Media training, 11 representatives of partner CSOs and media, Belgrade, 28-31 July 2020;
- Workshop “Building internal capacities of the Programme partners for the advanced use of the online tools during the Covid-19 outbreak”, 11 participants, Belgrade, August 2020;
- Annual regional conference “Move.Link.Engage”, 180 participants, Belgrade, 21-23 September 2020;
- Initial workshop for writing project proposals, 22 representatives of partner CSOs and media, 21-23 October 2020.

## Results:

- During 2020, BOS has provided 11 CSOs and media financial and programme support, contributing to active participation of civil society and media in decision making processes and monitoring the EU integration of Serbia;
- Strengthened capacities of more than 100 representatives of CSOs and media for monitoring of the Serbia’s EU accession process, active participation in decision making processes, conducting successful policy advocacy campaigns, as well as project implementation;
- Strengthened capacities of seven CSOs through mentorship programme;
- Strengthened capacities of four media through Media Peer programme;
- Citizens informed about activities conducted by CSOs and media within EU integration reform process through web portal Civil Society Transformer (85 published articles);
- Raised level of information of citizens about the EU integration process of Serbia and the activities of partners conducted within the CS4EU project.

### **Contribution to the strategic goal achievement:**

During 2020, the CS4EU programme contributed to the third strategic goal of the BOS by recognizing organizations that want to change and improve their practices and their local communities. BOS has provided CSOs and media with financial and expert support, which was followed by comprehensive capacity building programme, ultimately empowering them to timely respond to most of the challenges they face and to advocate for change. Having in mind pandemic of the Covid-19 and changes it brought, BOS has encouraged supported organizations to adapt more easily to new conditions and work. BOS has raised visibility to all relevant topics that emerged during 2020 regarding “the new normal”. The project “Let’s Talk About Negotiations” in 2020 aimed to improve the quality of public policies in the field of European integration through continuous monitoring of current events and developments at the Serbian, regional and at the level of EU. BOS has timely informed citizens about these issues and encouraged them to review decision-making processes and take part in them.

### **Active Citizens – A Better Society**

“Active Citizens – A Better Society: Advocating for Cooperation and Democratic Development” is a five year long project implemented by the Belgrade Open School together with the Belgrade Fund for Political Excellence (BFPE) and the Balkan Investigative Reporting Network (BIRN). The project is funded by the United States Agency for International Development (USAID).

The aim of the project is to contribute to the strengthening of a democratic society in Serbia, which is based on a culture of citizen participation in political processes and consistent democratic practice. The project activities are aimed at improving the practices of public advocacy in civil society, which represent the interests of local communities who are actively involved in the formulation of public advocacy goals.

Within this project, BOS will seek to:

- improve advocacy practices in civil society in Serbia;
- increase citizens' support for the activities of civil society organizations;
- improve the decision-making process and policy development;
- improve understanding of the advocacy role of civil society organizations among citizens, the media and the decision-makers.

During 2020, the Consortium gathered around BOS cooperated with 19 selected civil society organizations and through financial, mentoring and expert support strengthened their capacities for public advocacy.

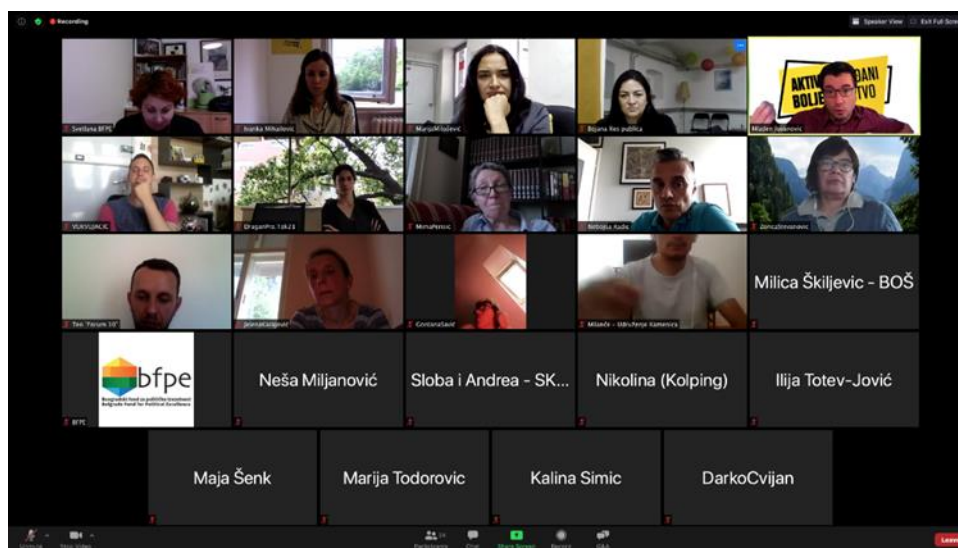
The civil society advocacy support program included three trainings and one blended learning program: an introductory training for program and financial project management, a blended learning program on developing effective advocacy strategies and planning innovative approaches to public advocacy, as well as communication training and training in application of design methodology in advocacy campaigns. Representatives from 19 selected organizations participated in the trainings.

1. **A kick-off training** was held immediately after the list of supported organizations was published. The introductory workshop enabled partners to get to know BOS, BFPE and BIRN, and provided additional information and clarifications on activities within the Program. The activities of the introductory workshop were also designed to provide additional support for project implementation and initiate platform for possible cooperation and future joint activities of the project partners.
2. **Blended Learning Program** - Given the new circumstances which arised from the Covid-19 pandemic, the capacity building training could not have been implemented according to the original plan. Therefore, from April to October, 19 partners took part in the online blended learning program on effective advocacy strategies and innovative planning approaches to public advocacy. The Program consisted of five compulsory modules and three elective modules, and its aim was to enable the strengthening of the capacity of CSOs in the development and implementation of public advocacy campaigns (timely planning, implementation of advocacy activities, strategic design). The Program was also dedicated to the concept of change, the importance of messages, research and data for the advocacy process. In addition, the organizations worked on creating communication plans, learned about communication in a strategic way, communication trends in the nonprofit sector, the basics and skills of communication on social networks, as well as their phenomenon and importance.

Also, one part of the Program was dedicated to the work of media, provided a review of the media scene in Serbia, as well as the formats that need to be used for successful communication.

3. **Communication training** - Through this training, the organizations improved skills in the following areas: a) communication in electronic and online media, b) building communication with the local community in order to gain public support and active involvement of citizens, c) building partnerships relevant to the effectiveness of advocacy initiatives.

4. **Training on planning innovative approaches to public advocacy** (*Design thinking as a concept in defining and solving problems in public advocacy*) - By applying the approach of innovative thinking in advocacy, the activists learnt how to be fully informed about the problems of the target group whose rights or needs are in the core of the advocacy action. In addition, activists were encouraged to create alternative approaches to addressing problems and think unconventionally in order to find strategies and solutions that can give positive results in the advocacy process. The activists were encouraged to try different approaches and to accept failure as a learning opportunity that can bring them closer to achieving the ultimate goal of advocacy.



*Online trainings for partners April - June 2020.*

The internal evaluation showed that thanks to the activities within the civil society advocacy support program, all supported CSOs improved certain aspects of their public advocacy, including defining advocacy goals, communication, monitoring and evaluation, as well as cooperation with decision-makers. The total of 18 out of 19 CSOs confirmed that they achieved the planned results despite unfavorable circumstances for the implementation of projects caused by the Covid-19 pandemic and parliamentary and local elections. Thanks to their activities, about 13,000 citizens were involved in the activities, while information about their advocacy initiatives reached around 325,000 citizens.

In 2020, for the second year in a row, the awards were given to the best change makers - active citizens who are devoted to the improvement of their lives and the lives of their fellow citizens. These awards are designed to highlight the most inspiring and successful advocacy campaigns and encourage others to work for positive change in their community.

Rewarding was organized in four categories: 1. Alliance of the Blind People Serbia - Cooperation for Change (the example of good practice and successful cooperation between public authorities and civil organizations); 2. The Cap for Smile - The first voice of the citizens (the initiative successfully gathered citizens as bearers of the message of public advocacy); 3. Informal group “Pakleštica uvek” and initiative Let's defend Tesla - Campaign for activism (initiatives of informal group); 4. Milja Vuković, Zero & Low Waste Serbia - The initiator of change. Also, special thanks were given to the following initiatives: Radmila Urošević for the initiative Volunteer Service of Zvezdara, High School Literary Festival from Užice for the initiative “Halfway”, Rural Cultural Center Markovac for gender equality and improvement of culture in rural communities and Kotež Group for community mobilization.



*Awards to the best change makers, November 25th, 2020, Belgrade.*

Also, in cooperation with the National Coalition for Decentralization, BOS conducted a consultation process with civil society organizations aimed at identifying directions for further action and the improvement of the supportive environment in four priority areas: Control of the executive by independent state authorities; Local policies and air protection; Improvement of the legal framework for the prevention of illegal construction; Participation of civil society organizations in decision-making process. All the information about the project can be found on the platform: [javnozagovaranje.bos.rs](http://javnozagovaranje.bos.rs).

### Activities:

- Civil Advocacy Support Program
  - Selection of project partners (10 local advocacy initiatives)
  - Selection of program partners (9 CSOs with advocacy potential)
- Advocacy capacity building trainings
- Advocacy clinic / mentoring and expert support
- Structured dialogue with decision-makers
- Annual Change Makers Award
- Annual Conference on Advocacy and Civic Activism

### Results:

- The total of 19 organizations were supported;
- Three trainings and one blended learning program were held for the representatives of 19 organizations;
- One public event dedicated to the presentation of supported advocacy initiatives in 2020 was organized and annual prizes for active citizens and dialogue between the Government and CSOs were awarded. The total of 705 representatives of institutions and civil society organizations attended the event.
- The film about the change makers from 2020 has been prepared and promoted.
- The total of 10 initiatives were awarded and the change makers in 2020 were promoted.

### Contribution to the strategic goal achievement:

The project “Active Citizens – A Better Society: Advocating for Cooperation and Democratic Development” contributed to the realization of the third strategic goal of BOS: improving the capacity of CSOs for public advocacy, strengthening civic activism and mobilization of citizens, as well as strengthening communication between civil society and public authorities.



## Green Incubator

The main component of the project “Green Incubator” is the Civil Society Support Program for Environmental Protection and Sustainable Development of Local Communities – the Green PowerUp. The program is intended for civil society organizations that need to recognize environmental issues in their local communities, bring the EU’s role in solving environmental problems closer to citizens, and encourage social change in their communities and actively involve citizens in decision-making processes related to the environment. During the three years of project implementation, 52 projects of civil society organizations and 60 initiatives of informal groups will be supported.

### Activities implemented in the first year of the project:

- Preparation and implementation of the Green PowerUp Support.
- Organization of the info session for interested civil society organizations.
- Organization of the three-day pre-selection training.
- Organization of two training for civil organization capacity building.
- Development and presentation of the platform partneri.bos.rs.

### Results after the first year of the project: \_\_\_\_\_

- 18 civil society organizations and 21 informal groups were supported.
- Organized online info session, which was attended by 27 participants.
- Organized three-day online pre-selection training for 60 participants.
- Organized two trainings with the aim of capacity building of civil society organizations.
- Developed and available platform partneri.bos.rs.

The first training for supported civil society organizations was organized in Novi Sad, in September, and it was divided into several thematic units. In addition to financial and program management sessions, a large part of the training was dedicated to presenting a new methodology for monitoring public policies at the local level and providing guidelines for its proper use. The contributions that organizations will make through the implementation of the methodology will be included in the Shadow Reports of Coalition 27 and thus deepen the content of these annual Reports, giving them a local component.

The second training was held online, on the topic of improving communication on social networks. The supported organizations were led through three days of training by an experienced expert in the field of digital marketing, who provided useful advice and presented tools for improving communication on digital platforms.



*The first training within the Green PowerUp program, 15th to 18th September 2020, Novi Sad.*

### **Contribution to the strategic goal achievement:**

**The project Green Incubator contributed to the third strategic goal of BOS, by strengthening the capacity of civil society organizations to monitor and participate in the implementation of Chapter 27 regulations at the local level, as well as by dealing with locally important topics in the field of environmental protection and climate change.**

### **Western Balkans Civil Society Organizations Initiative for Youth Employment Support – WeB4YES**

The Western Balkans Civil Society Organizations Initiative for Youth Employment Support - WeB4YES project aimed to increase the impact of civil society organizations in the Western Balkans on policy development and monitoring in line with the needs of young unemployed citizens. The project was being implemented from December 23rd 2017, to December 22nd 2020 with the support of the European Commission.

Within the call for Small Grants WeB4YES, a total of 125 project proposals were submitted from all parts of the Western Balkans. The Interregional Commission selected 18 projects that received financial support, involving 36 CSOs, based on pre-defined technical and program criteria. Over 1,000 young people from the Western Balkans have used new skills and started start-ups or been employed after participating in supported grant projects.

**The Western Balkans Civil Society Organizations Initiative for Youth Employment Support - WeB4YES project contributed to the third strategic goal by strengthening the capacity of supported civil society organizations in the Western Balkans with financial and mentoring support, as well as promoting good advocacy practices to improve youth employability.**

## **PUBLIC SECTOR**

### **Specialized training course for newly established leaders in local governments in Serbia**

BOS team took part in lecturing newly established leaders in local governments within specialized program course *Development of youth policies on the local level*, on the 17th and 18th of December, 2020.

A total of 22 mayors and local government representatives had an opportunity to find out in which ways they may improve public policies in their local community. The importance of Local youth offices, local action youth plans, as well as establishing local youth councils was especially emphasized, securing the highest standards of youth participation. Decision-makers were faced with information about youth centers and clubs. BOS team held a lecture on the topic of Career guidance and counseling for youth to improve their employability, and several benefits like preventing student dropouts, etc.

After the lectures, BOS experts made proposals to improve career guidance and counseling services in local communities like organizing courses for career counselors, promoting KViS services on the local level, organizing mentorship support and empowering career practitioners, and establishing cooperation with the education system on the local level.

### **Quality career guidance and counseling services for better youth employability - KviS 2020**

"Quality career guidance and counseling services for better youth employability" is an initiative that Belgrade Open School is implementing for the fifth year in a row. With this initiative, BOS aims to advocate for the further development and sustainability of the system of career guidance and counseling for youth. During the project in 2020, BOS team provided support to improve the legal and institutional framework for the implementation of career guidance and counseling policy and worked on empowering youth for career management through services available in high schools and online services available on the BOS career platform.

This year, a particular highlight was put on supporting schools and empowering teachers to organize career guidance and counseling activities in the context of the Covid-19 pandemic.

## **Training Career guidance and counseling as a mechanism for preventing student dropout**

On October 24th and 25th, a professional team of Belgrade Open School held a training within the Improving of Employability area called “Career guidance and counseling as a mechanism for preventing student dropout”, meant for 20 teachers and associates of the Economic trade school in Becej. During 2020, through projects of improvement of employability, 11 high schools received mentor support from BOS for the implementation of career guidance and counseling activities, while four schools received financial support for technical equipment, as awarded at the Fair of school teams for CGC activities. The realization of the training also contributed to the realization of the third strategic goal, due to the capacity building of the involved schools.

## **BUSINESS SECTOR – BOS BIZ**

In 2020, Belgrade Open School continued to provide services in order to support business sector. Belgrade Open School has recognized business sector as a relevant interlocutor for important social issues. In addition, BOS strives to connect all three relevant sectors - public, civil and business, in order to connect experts from different fields and to comprehensively address challenges in various areas.

Through various activities BOS has covered all three relevant sectors of society: public, civil and business. Through BOS business services in 2020, the following activities were realized and results were achieved:

- More than 80 representatives of the business and civil society sector participated in the event “New perspectives in the cooperation between business and civil society sector”;
- A strategic partnership and the first joint initiative between OTP Bank and Eneca Nis in the field of social entrepreneurship and promotion of entrepreneurial culture in Serbia have been established;
- A total of 40 business sector representatives participated in the regional Move.Link.Engage conference;
- A total of 30 individual meetings with over 60 representatives of the business and civil society sector were held;
- A cooperation with 13 companies and business associations has been established;
- Successful cooperation with the American Chamber of Commerce in Serbia and the Serbian Association of Managers has been realized, and the visibility of BOS in the business community has been strengthened through active work and contribution in these business associations.

Through the BOS business services in 2020, two events, 30 individual meetings and a joint initiative were realized. These activities gathered over 150 participants and informed over 500 representatives from both sectors about the possibilities and prospects of cooperation. In this regard, a new framework for cooperation and connection of the two sectors has been established in order to facilitate the adjustment and understanding of the Serbia's EU accession process.

## **Innovative frameworks for cooperation between the business and civil society and sector**

A framework for cooperation between representatives of business and civil society sector has been established within the new component of the CS4EU project. Monitoring and supporting the reforms brought by European integration process and working on the advancement of the United Nations Agenda 2030 are a necessary precondition for the sustainable socio-economic development of the society in general. The business sector is recognized as an important actor in socio-economic development, while the civil society sector is responsible for creating sustainable values. BOS has implemented a numerous of activities that have contributed to creating a positive climate for building strategic partnerships and establishing mutual cooperation. The aim is to provide the civil and business sectors with opportunities for cooperation that go beyond the usual forms such as donations and sponsorships. In addition, the goal is to motivate both sectors to raise cooperation to a higher level, using different approaches and creating initiatives that will have an impact on the European integration processes.

The Covid-19 pandemic has significantly affected the cooperation between representatives of the business and civil society sector and set a new agenda in the cooperation of these two sectors.

Through a series of activities in 2020, Belgrade Open School has established frameworks and improved intersectoral cooperation in order to launch new initiatives based on common values.

### **The event “New perspectives in the cooperation between business and civil sector”**

Within the new CS4EU project component “Intergation-Inovation”, the very first networking event was held on 12th of February 2020. The event brought together representatives of the business and civil sector to open up new opportunities and perspectives for cooperation. During the event new models of cooperation between the two sectors were presented. Furthermore, participants analyzed existing models of cooperation in Europe and the world that are applicable to our country. The participants agreed that the cooperation between the business and civil society sector is extremely necessary in order to create and improve public policies that will benefit the citizens the most, as shown by numerous european examples, especially when it comes to European integration.



*New perspectives in the cooperation of business and civil sector, February 12th 2020, Hotel Mona, Belgrade.*

### **Individual meetings between the business and civil society representatives**

Through individual meetings with the representatives of business and civil society sector, the importance of joint cooperation in the areas of sustainable development and European integration was recognized. During 2020, over 30 online meetings, attended by more than 60 representatives of both sectors were organized. The pandemic affected the representatives of both sectors, and the challenges they faced were numerous. The business community had to adapt faster than other sectors, but the cooperation between the civil, public and business sectors in these circumstances has become more than significant and necessary.

BOS has organized meetings with numerous companies such as: Delta Holding, OTP Bank, Nelt group, NLB Bank, the American Chamber of Commerce and many others. The focus of these meetings were on the following topics:

- Improving conditions and supporting the business community to recover from the Covid-19 pandemic (especially micro, small and medium enterprises);
- Environmental protection;
- Employability of young people;
- Implementation of new EU regulations (especially in the field of environmental protection).

As a result of the above mentioned meetings, Belgrade Open School participated in the drafting of the Agenda of the Environmental Protection Committee within the American Chamber of Commerce, for the period 2020 - 2022. BOS team provided comments and suggestions in the field of sustainable financing of the environment through transparent spending of collected funds. Additional contribution proposed by the BOS team was the development of solutions to mitigate the effects of air pollution and cooperation in this area with other relevant stakeholders.

Furthermore, representatives of civil society organizations from various fields were important stakeholders who provided knowledge and experience in initiating advocacy campaigns. Meetings were held with the representatives of: World Wild Fund in Serbia, Environmental Engineers, Association for Sustainable Development, Digital Serbia Initiative, ENECA Nis and others. The main goal of these meetings was to recognize the needs for this type of innovative cooperation in areas of common interest.

### **Strategic partnership and the first joint initiative between OTP bank in Serbia and ENECA Nis**

During 2020, the very first joint initiative between OTP Bank in Serbia and the civil society organization ENECA in the field of social entrepreneurship and promotion of entrepreneurial culture in Serbia was established. The main goal of the new established initiative was to raise public awareness in order to create a favorable business environment in their local communities, but also in Serbia.

A joint initiative with OTP Bank was developed in order to support innovation and the Generator - the Game Changer project, which aimed to support digital projects that will help SME`s to overcome the economic consequences of the pandemic in innovative ways. BOS and ENECA teams participated in the Commission for the final selection of winners, together with other relevant companies such as: Vojvodjanska bank, ICT hub, TeleGroup, Nova Iskra and Startit. After the selection of the finalists, BOS team developed a plan in order to support three start-up ideas: DR Agro, Your Pet World and Stari zanati. All three ideas were rewarded with a mentoring support program that consists of improving knowledge and skills in specific phases of development of their initiatives. Action plans and appropriate strategies will be further developed through the mentoring process and online support. Three training topics were defined, while one start-up initiative, Your Pet World, went through the online training “Sources of financing”, and successfully applied to two programs in order to raise additional funds for the development of new ideas. As an additional tool to be used in this process, the methodology created in the Guide for Cooperation between the Business and Civil Sector will be used as a guideline for the development of initiatives and the implementation of possible solutions.





Companies recognize the importance of dealing with social issues together with the active involvement of civil society organizations. The business sector is motivated to engage in partnerships with the civil society sector, but also seeks to develop new initiatives. The triangle of business, public and civil society sectors has shown how interdependent the sectors are and how they can contribute to positive change in society, especially when a particular change is initiated by the civil and business sector.

### **6th annual regional conference “Development4Real: Partnership, Solidarity and Responsibility in post Covid-19 Era”**

The 6th annual regional conference Move.Link.Engage was organized online via Zoom platform from September 21st to 23rd in Belgrade, under the title “Development for Real: Partnership, Solidarity and Responsibility in Post-COVID 19 era”. Within the conference, a panel discussion “Economic measures in times of crisis and their impact on future partnerships” was held and brought together more than 70 participants from both sectors.

The speakers who took part on the panel discussion were: Marija Desivojevic Cvetkovic, Senior Vice President for Strategy and Development at Delta Holding, Dusko Vasiljevic, World Bank Expert and Milivoje Jovanovic, President at Association of entrepreneurs “Start Up for Your Business”.

During the panel, the role of the European Union in times of crisis was discussed, as well as the new Recovery Plan for Europe. In addition, comparisons between the adoption of economic measures in order to mitigate the consequences of the pandemic in EU member states and in Serbia were made. An important element of the discussion was the economic measures taken by the Government of the Republic of Serbia, as well as the consequences of the new Recovery Plan for Europe and the Western Balkans. Regarding this, panellists concluded it is necessary for the states to take targeted measures of economic aid in order to eliminate the consequences of the crisis and help small and medium enterprises.

### **Future Studies Program**

The cooperation with the business sector achieved through the BOS business services was continued and deepened through Future Studies program, aiming to improve it. The BOS business team made its network of contacts available to the program and students, in order to connect with representatives of the business sector. Also, some experts from the business community were lecturers on topics such as public speaking, financial literacy and others. In addition to long-term participation in the final project of the program, the case study, members of the BOS business team contributed to its improvement and the design of case studies for 27th generation students

## NETWORK AND MEMBERSHIPS OF BOS IN 2020



**Coalition 27** - Network of civil society organizations dealing with environmental protection, established for the purpose of coordinated monitoring of the process of harmonization and implementation of policies and regulations of the Republic of Serbia with the acquis communautaire in Chapter 27. The mentioned chapter refers to the environment and climate change. Coalition 27 consists of nine organizations: Alternative for Safer Chemicals, Belgrade Open

School, Society for the Protection and Study of Birds of Serbia, European Climate Action Network (CAN Europe), Center for Environmental Improvement, Environmental Engineers, One Degree Serbia, Young Researchers Of Serbia and the World Nature Organization (WWF). The vision of Coalition 27 is a preserved environment for the benefit of people and nature, a low-carbon economy, efficient and fair use of natural resources in the Republic of Serbia. Through the work of Coalition 27, the Belgrade Open School contributes to its second strategic goal, the improvement of public policies in the field of environmental protection and the field of European integration. By working on the annual shadow report published by Coalition 27, BOS contributes to improving transparency and strengthening the accountability of administrative bodies in charge of working on the negotiating chapter 27 in the process of Serbia's accession to the European Union. Through its work in Coalition 27, BOS participated in working groups, consultative meetings and public discussions in the process of decision-making, improvement of public policies and adoption of public policy instruments in the field of environmental protection and climate change.

**Network of good energy** - A voluntary platform for connecting local governments and partners from the governmental, non-governmental and business sectors, who are committed and have ambitions to apply and disseminate good practices and solutions in local energy. The Good Energy Network brings together actors who show a greater degree of ambition in the implementation of local climate and energy policies, compared to the nationally set framework. The network currently consists of three cities and municipalities (Pilot, Sabac and Vrbas) and three civil society organizations (Belgrade Open School, RES Foundation and the Movement of Gorani of Vojvodina) that have decided to work on the development and implementation of ambitious energy and climate policies at the local level.

Through its work in the Good Energy Network, BOS contributes to its second strategic goal, the improvement of public policies at the local level. The work of the Good Energy Network also contributes to the third strategic goal, through improving the capacity of local government representatives to effectively implement instruments of sustainable and ambitious energy policy (establishing and improving energy management systems, improving energy efficiency, preparation and implementation of energy efficiency projects, sustainable implementation renewable energy sources, etc.)



**Mreža  
Dobre  
Energije**



**Europe Beyond Coal** – Initiative of civil society organizations from the European Union, the countries of the Western Balkans and Turkey in order to achieve the goals of the Paris Agreement, the transformation of Europe's energy sector into a low-carbon system and the abandonment of coal as an energy source. The initiative aims to eliminate the negative effects of coal on public health, social, economy and the environment. By participating in the Europe Beyond Coal initiative, BOS contributes to its

second strategic goal, through the improvement of public policies in the field of energy and climate change based on evidence of the negative effects of coal as an energy source and the availability and competitiveness of renewable energy technologies.



**Climate Action Network (CAN) Europe** - CAN Europe is the leading European coalition of organizations working to address climate change. With over 170 active member organizations, from 38 European countries, representing more than 1,500 NGOs and more than 47 million citizens, CAN Europe promotes a sustainable climate, energy and development policies throughout Europe. This network encourages civil society organizations to influence the design and development of effective policies related to climate

change in Europe, both in the countries of the European Union and in non-member countries. By participating in the work of the CAN Europe network, Belgrade Open School contributes to its second strategic goal, through the improvement of public policies in the field of energy and climate change.

Belgrade Open School has been a member of the **National Youth Council of Serbia** since 2011, and it is also one of the organizations that participated in the founding assembly of KOMS. BOS actively contributes to the work of this organization, which aims to represent the interests of young people by developing partnerships with the state, intersectoral and international cooperation and to encourage active participation of young people in the development of Serbian society. Also, in 2020, BOS became a part of the new Board of Directors of KOMS, and representatives of BOS participated in dialogues with government officials organized by KOMS.



**ASOCIJACIJA ONLINE MEDIJA** Belgrade open school has been a member of the **Online media association** since 2015 and is also one of the founders. The Online media association aims to develop and promote ethical standards of online reporting, affirmation of free, independent and professional work

of online media and promotion of ethical standards and public interest in the field of public information, as well as strengthening the role of online media in the democratization of society. Also, Belgrade Open School has its representative in the Supervisory Board of the association.



The Council for the **National Qualifications Framework** of the Republic of Serbia is an advisory body of the Government of the Republic of Serbia, which makes recommendations on the process of planning and development of human resources in accordance with public policies in the field of learning, employment, career guidance and counseling. At the public competition, the representative of BOS was elected for membership in the Council as the only representative of civil society. The Council is chaired by the Ministry of Education, Science and Technological Development

**American Chamber of Commerce (AmCham)** - In 2020, Belgrade Open School continued its partnership with AmCham through a range of activities, from linking education and the labour market, human resource development to improving the skills of young people and proven leaders. BOS participated in the drafting of the Agenda of the Committee for Environmental Protection of AmCham for the period 2020-2022, as well as in the initiation of numerous activities for cooperation between these two sectors.



**Serbian Association of Managers (SAM)** - During the five years of membership in the Serbian Association of Managers (SAM), BOS contributed to the work of the association. Belgrade Open School has improved its visibility in the business community and contributed to its development and intersectoral partnership through a series of activities, realization of two events, organization of 30 meetings as well as by informing over 500 representatives of business and civil sector.

### Regional Civil Society Network for Monitoring Public Administration Reform



Weber's Regional Civil Society Monitoring Network monitors public administration reform in the Western Balkans. Belgrade Open School has been a member of this network since 2016, and the overall goal of the Network is to emphasize the importance, increase participation and strengthen civil society in the Western Balkans.

### Serbian National Internet Domain Registry

Belgrade Open School is one of the founders of the Serbian National Internet Domain Registry and since 2007, BOS contributes to the development of internet in Serbia and provides support to the foundation.



## MEMBERSHIPS

Belgrade Open School has its representatives in the following working groups and bodies:

- Council for the professional development of local government employees
- Executive Board of National Youth Council of Serbia
- HR Forum of the American Chamber of Commerce in Serbia
- Inter-ministerial working group for drafting a new Strategy for Public Administration Reform in Serbia for the period 2021 to 2023
- Labor Task Force of the American Chamber of Commerce in Serbia
- Open Data Working Group
- Open Method of Coordination in Adult Education
- Serbian Council for National Qualifications Framework
- Special inter-ministerial working group for drafting the Action Plan for the implementation of the Open Government Partnership initiative in the Republic of Serbia for the period 2020 to 2022
- Special inter-ministerial working group for drafting the Strategy for Public Administration Reform of the Republic of Serbia for the period 2021 – 2030
- Working Group for creating Strategy of Climate Change with Action Plan
- Working group for drafting the proposal of the Employment Strategy in the Republic of Serbia for the period from 2021 to 2026 and the accompanying action plan for employment for the period from 2021 to 2023
- Working Group of the project for creating a Two-year updated report according to The United Nations Framework Convention on Climate Change and Measurement, Reporting and Verification (MRV) System in Climate Change context
- Youth Council of the Government of the Republic of Serbia
- Youth Policy Lab within the Regional Cooperation Council

## BOS TEAM IN 2020

1. Vesna Đukić, General Director
2. Milorad Bjeletić, Executive Director
3. Dragica Bakić-Vučinić, Financial Manager
4. Vladimir Pavlović, Public Policy Advisor
5. Davorka Tomanović Baralić, Office Manager
6. Vlado Vranešević, IT coordinator
7. Aleksandar Stankić, Programmer
8. Milica Škiljević, Project Manager, *Civil Society*
9. Mirjana Jovanović, Project Manager, *Energy, Climate, Environment*
10. Ivan Topalović, Project Manager, *Improvement of Employability*
11. Aleksandra Đurović, Research Coordinator
12. Nataša Pajović, Financial Coordinator
13. Dijana Nedić, Financial Coordinator
14. Aleksandra Zdravković, Client Service Coordinator, *BOS biz*
15. Jovana Božičković, Communications and Advocacy Coordinator
16. Ognjan Pantić, Project Coordinator, *Energy, Climate, Environment*
17. Milica Mijatović, Project Coordinator, *Energy, Climate, Environment*
18. Marija Todorović, Project Coordinator, *Civil Society*
19. Tamara Arsić, Project Coordinator, *European Integrations*
20. Jelena Šapić, Educational Programme Coordinator, *Future Studies and Academic Counseling*
21. Marina Lukić, Project Coordinator, *Improvement of Employability*
22. Milica Radanović, Project Coordinator, *Energy, Climate, Environment*
23. Bojana Džulović, Project Coordinator, *European Integrations*
24. Nina Cvetanović, Project Coordinator, *Energy, Climate, Environment*
25. Gordana Bojanić, Communications and Development Coordinator
26. Lazar Jovčić, Project Assistant, *Energy, Climate, Environment*
27. Jelena Dadić, Project Assistant, *Youth Policies*
28. Marija Milosavljević, Project Assistant, *Improvement of Employability*
29. Goran Radlovački, Project Assistant, *Improvement of Employability*
30. Pavle Nedić, Assistant, *Educational Program Future Studies*
31. Ilija Jovančević, Project Assistant, *Energy, Climate, Environment*
32. Natalija Stojiljković, Communications and Development Assistant
33. Sandra Predić, Communications and Development Assistant
34. Jelena Amzirkov, Project Assistant, *Improvement of Employability*
35. Tatjana Avramović, Assistant-trainee, *Energy, Climate, Environment*
36. Sanja Ilić, Assistant-trainee, *Energy, Climate, Environment*
37. Branislav Cvetković, Assistant-trainee, *European Integrations*
38. Milica Vukadinović, Assistant-trainee, *Educational Program Future Studies*
39. Marinko Vučinić, Programme Advisor, *Educational Program Future Studies*
40. Jelena Manić Radoičić, Programme Advisor, *Improvement of Employability*
41. Jelena Miljković, Financial Assistant
42. Jelena Đurić, Financial Assistant
43. Radinka Janjuš, Accountant

44. Aleksandar Gajić, Legal and General Affairs
45. Ana Jančec, *Web Developer*
46. Ivana Jeftić, Graphic Designer
47. Aleksandra Bakić, Graphic Designer
48. Miloš Stošić, Network and Computer Systems Administrator
49. Milica Matanović, Demonstrator, *Educational Program Future Studies*
50. Varvara Aleksić, Associate, *Energy, Climate, Environment*
51. Andrijana Lazarević, Intern
52. Ivona Rakita, Intern

## CITIES AND MUNICIPALITIES IN WHICH BOS ACTIVITIES WERE INCURRED IN 2020

