**SARAJEVO AS AN INTERNATIONAL CITY:**

**AN EXAMPLE OF THE TECHNOLOGY OF PARTICIPATION**

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May 12, 2004

A report on a demonstration in an undergraduate class at the Faculty of Economics

University of Sarajevo, Sarajevo, Bosnia and Herzegovina, May 12, 2004

**INTRODUCTION**

On May 12, 2004, Stuart Umpleby conducted a demonstration of the Participatory Strategic Planning procedure developed by the Institute of Cultural Affairs.  The participants were undergraduate students in Prof. Aziz Sunje's management class in the Faculty of Economics of the University of Sarajevo in Sarajevo, Bosnia-Herzegovina.  The Participatory Strategic

Planning (PSP) process involves five steps:

1. Operating Vision
2. Underlying Contradictions
3. Strategic Directions
4. Systematic Actions
5. Implementation Timeline

Each step of the PSP process uses the Consensus Workshop method. This method entails five steps:

1. Context
2. Brainstorm
3. Cluster
4. Name
5. Resolve

About 40 students participated in the exercise.  The exercise was conducted in English.  The purpose of the exercise was to demonstrate group facilitation methods, to learn what Bosnian students are thinking about the future of their country and to encourage the students to use such methods for improving the performance of organizations in Bosnia.

Five focus questions, all related to the future of Bosnia, were suggested.

1. How can we promote social, political, and economic integration in Bosnia?
2. How can we promote the economic development of Bosnia?
3. Sarajevo as an international city
4. How to create a common urban-rural culture?
5. How can Bosnian expatriates help Bosnia?

The students chose as a focus question, **Sarajevo as an international city.**

When a planning exercise is conducted with a business or government agency, usually it is conducted during a weekend, often in a "retreat" setting, when there is more time.  Ideally people from outside the organization are also involved particularly during the final parts of the planning activity.  These people can relate their experiences with similar problems, suggest alternative actions, and provide sources of needed materials or skills.  In addition outside observers may be impressed with the planning exercise and decide to conduct one in their organizations.

**RESULTS OF THE TOP EXERCISE, UNIVERSITY OF SARAJEVO, 5/12/2004**

**VISION**

**Sports and cultural center**

Olympic games again (5 cards)

Eurosong winner

Win MTV music awards

Final champions league in Sarajevo (soccer)

Soccer champion league

**Joining Europe**

No wars

Entering the EU

BiH in EU

Enter the EU

No foreigners in politics

No foreign influence

People from many countries in Sarajevo

International meetings held in Sarajevo

**Growing economy**

McDonald’s

Foreign investment

Buy domestic products

Decrease unemployment

Better economic situation

Improved living standards

Privatization

**Tourist Center**

Sarajevo as tourist center of Balkans

Legalize marihuana, Sarajevo = Amsterdam

Winter tourism

Development of tourism

**Improved infrastructure (particularly transportation)**

Finish 5 C highway

Highways

New highways

Metro

**Many academic institutes**

Sarajevo as an educational center

Student exchanges

International Institutes

**Safe and attractive environment**

Cleaner streets

Renovation of destroyed buildings

Removal of mines

**CONTRADICTIONS**

**Political system**(2)

Bad politics (2)

Strange politics

Politics based on ethnic groups

Politics (3)

Fascism

**Low economic growth rate**

Unemployment

Unemployment of youth

No jobs

Idleness

Low living standards

Bad economy

Bad economic situation

Weak economic situation

Unstable environment for foreign investors

**Too much corruption**

Corruption (8)

**Inappropriate Constitution and legal system**

Bad laws

Contradictions in government

Two entities – RS and Federation (2)

Internal borders

One country, three presidents

No sanctions for obstructing the law

**Low political consciousness**

No interest in politics and economy

Irresponsible citizens (lack of interest)

Passive youth

Political incompetence and lack of commitment to political situation

Skepticism and lack of optimism

**Inappropriate political judgments**

Wrong people in positions of power

Wrong people in power

Nepotism

Officials take advantage of their positions

**Foreign influence in government**

Too much foreign influence

Interests of foreigners in government

Foreign lobbies

**Lack of qualified management**

Wrong education, not relevant

Lack of professionalism

Lack of good management

**Lack of reconciliation**

Sense of injustice

War criminals are not in jail

**Consequences of the war**

Physical and emotional scars of war

Technologically behind other countries

**STRATEGIES**

**Restructure the government**

Reorganize the political system

Change (remove) government leaders

Politically unite BiH

Remove separate entities (RS and Federation) (2)

Create a united people in Bosnia

Conduct politics without foreign involvement

**Balance imports and exports**

Increase exports

Decrease imports and increase exports

Increase taxes on alcohol and cigarettes

Better control of imports

Higher customs duties

**Improve educational system**

Educate people

Higher educational standards

Better education

Acceptance of law concerning education

More practice in educational institutions

**Improve legal controls**

Punish corrupt officials

Control the government

Stronger sanctions for breaking the law

Put war criminals in jail

**Improve government management**

Decrease administration/ bureaucracy

Change some aspects of the law

Make political reforms

Make government more effective

**Encourage buying domestic products**

Increase government budget for buying domestic products

Better marketing of domestic products

Government support for SMEs

More jobs

**Improve economic environment**

Low interest rates

Reduce taxes

Obtain foreign investment

**Increase worker involvement**

Worker participation

Include workers in management

Invest in Human Resources Management

**Positive engagement in Sarajevo’s future**

Don’t worry, be happy

Deeper involvement of citizens

**Upgrade infrastructure**

More technologies

More investment in infrastructure

**Use local resources**

Use natural resources

Use domestic resources

**Define and promote the unique features of Sarajevo and BiH**

European promotion of BiH potentials

**Appropriate support for retired people**

**ACTIONS**

**Encourage students to become a member of a political party**

Create better communication between students and government

Increase participation of BiH youth in politics

Start student political organizations

**Start a student organization**

We need to help each other

Advertise student movement

**Adopt educational innovations**

Have practice in projects before finishing school

Increase ecology education

**Write articles about today’s Sarajevo**

**Start or revitalize student newspaper**

**Organize charity auctions to raise money**

**Show all people the real situation in Bosnia**

**IMPLEMENTATION TIMELINE**

|  |  |
| --- | --- |
|  Actions          | Quarter of the year |
|                                 | 2/ 04  | 3/ 04 | 4/ 04 | 1/ 05 |
|                     | Involve students in politics  | Recruit students for campaigns | Students work in campaigns | Work with officials to implement programs |
|                                     | Start student newspaper | Check into history of student newspapers | Create plan for starting or improv. | Find students for various jobs |
|                                            | Create or revitalize student govt                                             |  | Survey students to identify key issues | Organize around the key issues |

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