

STRATEGIC PLAN

The Srebrenica Genocide, 30 Years After:
Global Invitation for Remembrance,
Justice and Peace (2025-2030)



MEMORIJALNI CENTAR
SREBRENICA
MEMORIAL CENTER



British Embassy
Sarajevo



**UK International
Development**

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Introduction

The Srebrenica-Potočari Memorial Center, a memorial and cemetery for the victims of the 1995 genocide (hereinafter: the Memorial Center), was established to preserve the memory of the victims of the genocide and promote education about genocide, human rights, and the prevention of similar crimes in the future.

This Strategic Plan covers the period from 2025 to 2030. Through its implementation, the Memorial Center continues to fulfill its mission of honoring the victims of the 1995 genocide, preserving the memory and raising public awareness about the genocide in Srebrenica – not only in Bosnia and Herzegovina and the region but on a global level, too. The strategy focuses on combating genocide denial, confronting the past, truth-based reconciliation, and international cooperation.

In the global community of memorials, the Srebrenica Memorial Center is notable for the personal connection of its employees with the essence of what the Center represents. Since many of them are survivors and family members of genocide victims, their daily work becomes an expression of enduring resilience. This strong connection brings inner strength, but also challenges in an environment that seeks to suppress or deny historical facts. However, thanks to this very persistence and commitment to truth, the Memorial Center goes beyond the usual role of a memorial and acts as a living bearer of memory while contributing to the building and restoration of communities and the healing of society as a whole.

Fundamentals of the Srebrenica Memorial Center Operation

Mission

The mission of the Memorial Center is to honor the victims, preserve the collective memory, and raise awareness about the genocide from July 1995 through creating and presenting the museum and educational contents. Dedicated to its mission, the Center systematically collects, researches, and represents facts about the genocide.

Vision

Apart from providing burials for the victims of the 1995 genocide, the construction and maintenance of the sacral part, the vision of the Memorial Center is to develop a memorial section that preserves collective memory and pays tribute to the victims of the genocide through museum-educational content. In the future, the Memorial Center plans to expand its work through the establishment of a research and documentation center and the development of modern educational programs dedicated to the Srebrenica genocide, contributing to global efforts in peace-building.

The thematic focus of the work of the Memorial Center recognized through key values:

- a) Raising awareness on the importance of the prevention of genocide, hate-speech and prejudice based on ethnic, religious, racial or basis.
- b) Transferring the memories through various mechanisms, including cultural and educational contents in public and social fields of narrativization, visualization, genocide documenting, war crimes, and crimes against humanity.
- c) Building space for dialogue among citizens, with a special focus on the younger generations in Bosnia and Herzegovina, the region, and the world.
- d) Building trust among people, human trust protection and freedom and active participation in the process of building a sustainable model of dealing with the past on the individual and collective level.

Acting principles

Commitment to truth and truthfulness

Commitment to documenting and presenting historical, scientific, and judicially determined facts about the Srebrenica genocide is its primary mission. Through educational programs, scientific research projects, and public engagement, the Center promotes a process of confronting the past and reconciliation based on truth.

Orientation toward a better future

The work of the Memorial Center focuses on building a better future. The lessons of the Srebrenica genocide serve as important guidelines on the path to mutual respect and understanding, reconciliation based on truth and justice, and dealing with the past.

Facing the past as the path towards building peace and reconciliation based on truth.

Contribution to global peacebuilding efforts is an important aspect of the work of the Memorial Center. With an emphasis on the promotion of the recovery and healing of communities and societies affected by violence and conflict through facing the facts, accepting them, and honestly reflecting on the events of the recent past.

Integrity and respect toward victims and survivors

Maintaining the highest standards of integrity is essential to the work of the Memorial Center. All decisions and actions are based on respect for the victims, their families, and all those affected by the genocide.

Resistance and bravery

Resistance and bravery are important values in the domain of memorialization, facing the past and reconciliation based on truth, taking into consideration challenges such as denial and open animosity. Dedication, persistence, and consistency in determining, documenting, and presenting the truth about the Srebrenica genocide is of essential significance for fulfilling the Memorial Center's mission.

Strategic aims of the Memorial Center in the period 2025–2030

Strategic aims rely on the existing activities of the Memorial Center, and they enable its sustainability and updating through a clear and sustainable framework. Through clearly described measures and activities, the Memorial Center increases its visibility and ensures a precisely defined and efficient implementation of its mission. By such an approach, the Center improves its current work, equips itself for future challenges, and strengthens its role and recognition on the international scene, together with other memorials engaged in preserving the memory of genocide.

1. Preservation, protection, and improvement of the memorial infrastructure

Strategic aim 1: Long-term preservation, protection, and maintenance of the sacral part (burial places, religious buildings, and tombs in the cemetery) and the museum infrastructure (facilities and surfaces of the former Dutch UNPROFOR base, museum-archival materials) with continuous improvement of the infrastructure of the Memorial Center.

1.1 Preservation and maintenance of locations

- Conduct regular maintenance of the sacral and memorial areas, the cemetery, and all buildings and premises in the complex of the former Dutch UNPROFOR base.
- Conduct conservation and restoration activities to protect buildings and premises from damage and deterioration.
- Catalog all buildings and premises with architectural, photo, and video documentation.
- Create a historical narrative for each room and building.

1.2 Infrastructural improvements

- Improve infrastructure around burial grounds and historical sites for easier access for the visitors.
- With maximum preservation measures of the authentic historical appearance, continue working on the restoration of buildings and premises to provide their structural stability.
- Install security systems to protect locations from vandalism, fire, or other threats and natural disasters.

1.3 Preservation and protection of the museum-archive materials

- Digitalize and archive museum-archive materials to provide long-term protection and availability for future generations.
- Establish backup copies of digitalized museum archive materials and store them in two separate locations (inside Bosnia and Herzegovina and with international collaboration).
- Organize regular checking and updating of digital and physical copies of archival materials to ensure that they are up to date and have maintained technical functionality.
- Establish specialized educational programs for personnel responsible for the management and maintenance of archives, including security protocols and modern archiving technologies.

1.4 Education and raising public awareness

- Create and post explanatory signs and educational materials that explain the significance of these historical sites to visitors.
- Develop a program to guide interested groups to historically important sites outside the Memorial Center complex in the context of remembering the Srebrenica genocide while organizing lectures on the ground.

2. Development and Expansion of Oral History Programs

Strategic aim 2: Improve the existing archive of testimonies of survivors, witnesses of genocide, and members of victims' families and enable their availability for scientific research and educational purposes. The oral history program includes the recording and processing, and presentation of interviews on various platforms, serving as a valuable educational tool for a deeper understanding of the genocide.

2.1. Collecting oral testimonies

- Continue recording interviews with survivors, witnesses, and family members of the victims.
- Document these testimonies in audio, video, and written form.
- Do video-processing, transcription, translation into English, titling and indexing.
- Establish cooperation with organizations in the country and the world to provide access to a larger number of respondents.

2.2. Archiving and storing

- Create a digital archive to store and organize collected testimonies.
- Take measures of preserving the original recordings and materials, make copies and dislocate them to alternative locations (in the country and abroad).
- Develop a visual oral history platform for controlled online access to a selected collection of oral testimonies.

2.3. Increasing visibility and wider social engagement

Organize public exhibitions and other events for education and engagement of the target audiences.

Expand cooperation with educational institutions to integrate oral history archives into regular classes.

Promote the oral history program through social media, publications, and conferences.

3. Development of educational and pedagogical programs

Strategic aim 3: Continue the development of educational programs that engage the reflection and critical thinking about genocide, human rights, and peacebuilding, inspiring the active public participation.

3.1 Curriculum development and implementation of educational programs

- Create and implement educational programs and curricula adapted for different age groups and educational profiles.
- Develop and implement program activities for summer schools through intensive education programs for students and teachers.
- Develop and implement interactive education modules with a focus on knowledge gained through personal experience.
- Create a corner for children with a specially adapted narrative.
- Cooperate with domestic and foreign educators for high standards and interest among audiences of diverse profiles.

3.2. Training and support for lecturers

- Organize workshops on the topic of studying genocide, human rights, and peacebuilding.
- Create a support center with resources that include teaching materials, lesson plans, and various multimedia resources.
- Establish a network of teachers/lecturers that enables the exchange of experiences and education initiatives.

3.3. Public engagement in oral history for education

- Organize public lectures, panel discussions, and seminars with the participation of experts.
- Develop mobile exhibitions and traveling educational programs for a wide community.
- Create digital museum-education content (online courses, webinars, virtual visits)

4. International collaboration and partnership continuation with other institutions and organizations

Strategic aim 4: Strengthen the position and visibility of the Srebrenica Memorial Center through strategic partnerships and initiatives in the region, contributing to global efforts in genocide prevention, human rights advocacy, and peacebuilding.

4.1. Strategic partnerships

- Strengthen existing partnerships and establish new partnerships with memorials in the region and around the world, universities, and human rights organizations.
- Participate in global networks and forums that focus on genocide prevention and transitional justice.
- Continue joint research projects, exhibitions, and educational programs with international partners.

4.2. Acting and visibility on a global scale

- Raise awareness about the genocide in Srebrenica and the work of the Srebrenica Memorial Center through international campaigns.
- Strengthen cooperation with the international media for promotion of the Center's mission.
- Organize international conferences and symposia, gathering experts, decision-makers, and families of victims.

4.3. Capacity building and exchange of knowledge

- Organize exchange programs for employees and Center's volunteers with other memorials.
- Provide training and advisory services in institutions active in commemoration and genocide education.
- Develop programs of scholarships for scientific-research projects, encouraging the work of the Center.

Commemoration of the 11th of July

The annual commemoration of the Srebrenica genocide is a central event, attracting tens of thousands of people, including survivors, victims' families, officials, and the general public, on the 11th of July each year. This commemoration symbolizes both mourning for the victims and a warning for the future. In the post-Dayton political context, the Memorial Centre strives to highlight the essential messages of remembrance and crime prevention.

The thirtieth anniversary of the genocide is of particular significance and will be commemorated at the United Nations headquarters in 2025. The resolution declaring 11 July as the International Day of Reflection and Commemoration of the Srebrenica Genocide reinforces the global obligation to remember and act against the denial of the truth and the glorification of war criminals.

Thirtieth anniversary of the Srebrenica genocide at United Nations headquarters

In the first half of 2025, the Memorial Center plans to commemorate the 30th anniversary of the Srebrenica genocide, at the United Nations Headquarters. Additional significance is given to the UN General Assembly Resolution (A/78/L.67/Rev.1) adopted on 23 May 2024, which declared 11 July as the International Day of Reflection and Commemoration of the 1995 Srebrenica Genocide. The resolution condemns the denial of the genocide and the glorification of those convicted of war crimes and envisages the implementation of the "Srebrenica Genocide and the United Nations" program, including the commemoration of the 30th anniversary.

This event at UN headquarters represents an important historical moment for global reflection on victims, genocide prevention, and countering denial and revisionism. Addresses by world leaders, testimonies from survivors, and presentations of research on genocide prevention are planned, and the Memorial Center plays a key role in coordinating the event. Activities are carried out in cooperation with UN officials, associations of victims' families, institutions in BiH, and numerous international organizations and civil society. This emphasizes the continuous work on preserving collective memory, fighting impunity, and affirming a culture of remembrance as a foundation for building a more lasting peace.

Increasing visibility through adjusted narrative and strategic communication

The Srebrenica Memorial Center seeks to increase the visibility and understanding of the truth about the genocide by adjusting messages to different target groups. Younger audiences should be reached through interactive and dynamic formats on social networks and through digital platforms that enable virtual tours and learning applications. For older generations, it is important to establish a deeper connection through documentaries, public lectures, and published texts in traditional media. On the international scene, the narrative is shaped with a focus on universal values and the importance of global solidarity in the prevention of genocide, which implies multiple language accessibility and cooperation with international institutions. In parallel, continuous work on strengthening its presence on the Internet and social networks includes the creation of regular updates and the development of interactive exhibitions, which facilitate access to information about the topic and mission of the Center.

Collaboration with civil society organizations and strategic partnerships

Through close cooperation with the associations of families of genocide victims, the Memorial Center strengthens the authenticity and relevance of its work because their testimonies, experiences, and decade-long struggle for truth and justice are the foundation of understanding the Srebrenica tragedy. Cooperation with civil society organizations and associations of victims' families is of key importance for fulfilling the mission of the Srebrenica Memorial Center. Cooperation with these organizations enables the Memorial Center to closely and inseparably link its work with the actors who, through their actions, enabled the establishment and existence of the Memorial Center in its current form. In this way, and at the same time, the museum-educational content is improved, and the collective awareness of the importance of preserving the memory of the genocide is strengthened.

The following associations that represent the families of genocide victims participate in the work of the Advisory Working Group of the Memorial Center as an integral part of the institution:

The Movement “Mothers of the Srebrenica and Žepa Enclaves”, “Mothers of Srebrenica”, “Women of Srebrenica”, “Women of Podrinje” and the Organization of Families of Martyrs and Fallen Soldiers of the Srebrenica Municipality.

Apart from forming an important part of its official structure, these associations and individuals, and above all, the mothers of genocide victims, provide close cooperation and support to the Memorial Center, which is of invaluable importance for its work.

At the same time, cooperation with other non-government organizations focused on the protection of human rights, democratization, and dealing with the past enables the expansion and improvement of educational programs. The Memorial Center maintains and develops strategic partnerships with international organizations to expand access to resources and expertise, as well as with the academic community, whose scientific and research work contributes to the further documentation and interpretation of the events of July 1995. In this way, a strong network of support and knowledge exchange is created, which contributes to global efforts to prevent genocide, affirm human rights, and constantly remind people of the importance of remembrance.

Gender context within the strategic plan of the Srebrenica Memorial Center

The gender perspective in the work of the Srebrenica Memorial Center is not limited to the formal inclusion of women in program documents, but is seen as a key dimension that connects the specific experiences of men and women and the profound changes in the social structure caused by the genocide. The Center collects and records the stories of surviving women and men, aware that they are the foundation for understanding all forms of resilience and rebuilding of affected communities. Also, internal work relies on equal representation and appreciation of gender-sensitive experiences, whereby equality in management and in teams is considered one of the key indicators of true commitment to gender equality. All educational and research programs carefully consider these different aspects of the traumas experienced so that each story is equally recognized and valued in the collective memory.

Culture as an important dimension in preserving memory and building lasting peace

Culture plays an extremely important role in efforts to keep the truth about genocide alive and to pay lasting tribute to the victims. Art installations, film, music, and literature offer a universal language that can overcome barriers, stir emotions, and build bridges between divided communities. At the same time, cultural cooperation with artists and organizations at the local, regional, and international levels deepens the global dialogue on dealing with the past and reconciliation. In educational terms, the integration of cultural elements into school curricula allows young people to become familiar with the topic of genocide in a way that is close to their affinities, developing empathy and critical thinking. Despite the necessary financial investments, experience so far shows that cultural projects, such as exhibitions, performances and publications, have the power to shape public awareness far beyond national borders. In this way, culture becomes a powerful tool for the continuous cultivation of the memory of genocide and as a permanent reminder to humanity of the importance of preventing similar crimes in the future.

The Strategic Plan of the Srebrenica-Potočari Memorial Center for the period 2025-2030 represents a continuous effort to confront the difficult legacy of genocide, promote truth and advocate for education. Through the preservation and improvement of memorial infrastructure, the collection and publication of oral history, the development of educational programs, international cooperation and the strengthening of human resources, the Memorial Centre continues to strengthen its role in the prevention of crimes against humanity. In this way, it contributes to recovery and peace, while preserving the memory of the victims and teaching future generations that such a crime should never be repeated.

Conclusion

The Strategic Plan of the Srebrenica-Potočari Memorial Center for the period 2025-2030 is based at its core on the idea of preserving the truth about the genocide, strengthening collective memory, and promoting the universal values of human rights and peace. It explicitly opposes attempts to deny and relativize historically and judicially determined facts, emphasizing the moral and social obligation to never forget the victims.

On this ideological basis, practical aims include continuing to build solid financial sustainability, intensifying the Center's digital and online presence, providing more diverse and effective education tailored to the younger generation, and systematically strengthening cooperation with local, regional, and international partners. Through this dual focus, the Memorial Center simultaneously protects the authenticity of its mission and builds a sustainable foundation for its future development.

