NATO Partnership for Peace

NATO-PERSPEKTIVA PROGRAMME
NATO Programme for Released Personnel of the Armed Forces of Bosnia and Herzegovina

IMPACT ANALYSIS OF SOCIAL, ECONOMIC AND INSTITUTIONAL CAPACITY BUILDING ASPECTS OF THE NATO-PERSPEKTIVA PROGRAMME FOR BOSNIA AND HERZEGOVINA

October 2010 – September 2013

Sarajevo, January 2014
Author: Aleksandra Ana Janković

Coordination and revision: Christian Bugnion (Subur Consulting), Danijela Torbica (IOM), Harry Smith (IOM), Mirza Omerhodžić (IOM)

Program Management: Gianluca Rocco, Sub-Regional Coordinator for Western Balkans

All rights reserved. No part of this publication may be reproduced, stored in a retrieval system or transmitted in any form or any means (electronic, mechanical, photocopying, recording or otherwise) without the prior written permission of the publisher.
Impacts analysis of social, economic and institutional capacity building aspects of NATO-PERSPEKTIVA Programme for BiH

Contents
LIST OF ACRONYMS AND ABBREVIATIONS ................................................................................ 4
PREFACE ..................................................................................................................................... 5
INTRODUCTION .......................................................................................................................... 6
   NATO-PERSPEKTIVA PROGRAMME ..................................................................................... 6
KEY STAKEHOLDERS ................................................................................................................... 8
   International Organization for Migration............................................................................. 8
   MoD Personnel Transition Support Unit (PTSU) ..................................................................... 9
NATO-PERSPEKTIVA PROGRAMME ACHIEVEMENTS ............................................................... 10
METHODOLOGY AND DATA COLLECTION AND SAMPLING ..................................................... 13
   Methodology overview......................................................................................................... 13
   Sample definition and data collection methodology ........................................................... 14
NPP GOALS AND ACHIEVEMENTS ............................................................................................ 16
   Local community benefit of the NPP Reintegration programme........................................... 17
IMPACT ANALYSIS .................................................................................................................... 21
   Results in regards to financial status of the beneficiaries..................................................... 21
   Results as regards to psycho-social wellbeing of the beneficiaries ...................................... 28
   Achievements in promotion of social and economic gender equality.................................... 33
   Capacity building of relevant institutions and Exit strategy.................................................. 35
   Field offices organization and geographic location.............................................................. 37
   Field work structure.............................................................................................................. 38
   Technical improvements ...................................................................................................... 38
      Refurbishing, IT equipment, PERSPEKTIVA database, VPN, data exchange and transportation .......................................................................................................................... 39
   Training ................................................................................................................................. 41
CONCLUSIONS .......................................................................................................................... 44
REFERENCES ............................................................................................................................. 48
LIST OF ACRONYMS AND ABBREVIATIONS

AF BiH  Armed Forces of Bosnia and Herzegovina
BS  Business Start Up
BE  Business Expansion
FBiH  Federation of Bosnia and Herzegovina
FC  Financing Criteria
FYROM  Former Yugoslav Republic of Macedonia
ICRS  Information, Counselling and Referral Services
IOM  International Organization for Migration
JRP  Joint Review Panel
KUP  Personnel Management Command
LN  Lead Nations
MHC  Mental Health Centre
MHTS  Mental Health and Traumatic Stress
MIS  Management Information System
MoD  Ministry of Defence
MoU  Memorandum of Understanding
NATO  North Atlantic Treaty Organization
NCO  Non-Commissioned Officer
NHQSa  NATO Head Quarter Sarajevo
NPP  NATO-PERSPEKTIVA Programme
NTF  NATO Trust Fund
PPP  Partnership for Peace
PMU  Project Management Unit
PRF  Project Results Framework
PSC  Project Steering Committee
PTSD  Post Traumatic Stress Disorder
PTSU  Personnel Transition Support Unit
RAPP  Reintegration Assistance Project Proposal
RTC  Recruitment and Transition Centre
RF  Results Framework
RS  Republic of Srpska
ToR  Terms of Reference
USAID  United States Agency for International Development
VPN  Virtual Private Network
PREFACE

This analysis has been prepared based on the request of the International Organization for Migration to Bosnia and Herzegovina (IOM), the implementing agency for the NATO Programme for Released Personnel of the Armed Forces of Bosnia and Herzegovina 2010-2013 (NATO-PERSPEKTIVA Programme). The purpose of this document is to assess the impact of the NATO-PERSPEKTIVA Programme in key Programme areas, as well as cooperation with the NPP team.

The document encompasses both theoretical and practical approaches. An extensive range of documents, reports, assessments and evaluations have been utilised, and an analysis of the survey conducted on stratified sample, that have been used as basis for the findings. The document analyses project achievements from the perspective of individual beneficiaries, and from the capacity building dimension of the host country institutions that are to enable further project self-sustainability.

This study is intended to be utilized by the NPP management, donors and other stakeholders in order to inform future programmes of a similar nature.
INTRODUCTION

The purpose of this section is to provide an overview of the Programme, key stakeholders, and the principal outcomes of the Programme that have provided a significant impact on the target population. Further, this section provides an overview of the methodology applied in analysing Programme impacts.

NATO-PERSPEKTIVA PROGRAMME

A key objective of BiH is joining the NATO Partnership for Peace and, ultimately, achieving full membership in the NATO and in the Euro-Atlantic security structures. This requires BiH to build professional and economically sustainable armed forces compatible and inter-operable with NATO’s forces.

The NPP was developed in partnership with the MoD. Its goal has been to support the defence sector reform in BiH, complementing activities already planned and implemented by the MoD. Furthermore, an overall project goal has been the strengthening of MoD capacities to enable it to independently manage its downsizing and reform activities subsequent to the conclusion of the Programme, as well as to support social and economic reintegration of discharged defence personnel into civilian life. In short, it sought to incorporate the discharge and reintegration of defence personnel into the standard human resources management cycle of MOD personnel.

The MoD has discharged professional soldiers over several phases between 2006 and 2009; however, a new release of Armed Forces (AF) Personnel was undertaken during the period 2010 – 2012. Furthermore, in January 2013, the MoD referred to IOM a further group of personnel to be discharged during 2013 in accordance with Article 101 of the Law on Service.

Traditionally, discharged personnel enjoyed more substantial social benefits, and those discharged since 1995 received severance pay upon the conclusion of their contract with the Armed Forces. However at present, personnel do not receive any form of benefit payment upon their discharge. With the high unemployment rate, this is a particularly vulnerable time for Bosnia and Herzegovina, both politically and economically, as release of defence personnel may have an impact on the overall stability of the country and the region.

It is in this context that the MoD pursued the development of a support Programme for assistance to redundant personnel in the defence reform process. This constitutes a

---

1 Final Report to NATO Trust Fund, pg. 4
The central element of efforts undertaken in the country to develop and conduct sustainable and affordable defence reform activities with minimal social consequences - PERSPEKTIVA. However, the financial resources available to support the Programme were not sufficient and the MoD consequently appealed to NATO member states and other donors for funding reintegration assistance. As a result, NATO and the US Government responded positively to the MoD request for assistance by setting up a NATO Partnership for Peace (PfP) Trust Fund and a USAID Programme, "Assistance Programme for the Resettlement of Discharged Ministry of Defence Personnel in Bosnia and Herzegovina" (hereinafter USAID Programme).

Because the two interventions were complementary and required close coordination at both the management and operational levels, synergies to facilitate cost effectiveness were introduced and the two Programmes were jointly implemented under the umbrella of NATO-PERSPEKTIVA. Within this report, activities specifically financed by the USAID Programme will be reported together with those actions jointly implemented through the NATO PfP Programme.

The NPP has targeted discharged defence personnel assisting them in their reintegration or transition to civilian life. The Programme, through individual counselling and financial support, contributed to economic and social reintegration of the NPP beneficiaries with the provision of assistance into four categories of economic activities: agriculture, business start-up and expansion, employment/job placement and education/training. The NPP Field Client Advisors in the Recruitment and Transition Centres (RTCs) provided one-on-one counselling to the NPP beneficiaries to help them select the most suitable path of the reintegration (that is, determining the most favourable form of assistance.)

The specific objectives identified in the original NPP document were:

- Approximately 3,000 released personnel assisted in their re-integration into civilian life through one-on-one counselling;
- Up to 2,301 released defence personnel integrated into the workforce through employment generation, capacity building and business support initiatives resulting in sustainable income generating activities;
- Up to 830 of the 2,301 released defence personnel assisted with further sustainability initiatives:
  - Communities of resettlement indirectly benefit from the reintegration by way of services provided and increased business activity at the micro-level;
  - Capacity of MoD/PERSPEKTIVA to conduct resettlement activities strengthened.

However, as a result of the First External Mid-Term Evaluation conducted in September 2011, the NATO-PERSPEKTIVA Programme reviewed the Results Framework (RF) and established a monitoring system in the second year of project
implementation to capture both quantitative and qualitative information on Programme implementation and ensure transparent reporting on results achieved. The new Results Framework became the **key monitoring and evaluation tool**, defining the modality for the evaluation of the updated strategic outcomes of the NPP, which were as follows:

- **Specific Objective 1**: Assist the beneficiaries who submitted their applications for reintegration into civilian life;
- **Specific Objective 2**: Assist up to 65 per cent of released defence personnel to integrate into the workforce through job placement, business start-up and expansion;
- **Specific Objective 3**: Enhanced potentials for socioeconomic development by way of services provided and increased business activity in the resettlement areas;
- **Specific Objective 4**: Increase the chances of self-sustainability through second grants of the business and activities of up to 15 per cent of beneficiaries;
- **Specific Objective 5**: Assist up to 25 per cent of beneficiaries in their socioeconomic integration into civilian life through psychosocial support;
- **Specific Objective 6**: Strengthen capacity of MoD/ PERSPEKTIVA to conduct reintegration activities.

In addition to this Results Framework, the NPP also incorporated the development of an Exit Strategy into its design to gradually handover all activities to the MoD/PTSU.

**KEY STAKEHOLDERS**

The key stakeholders of the Programme were the International Organization for Migration and the Ministry of Defence of BiH for implementation, and the Ministry was also the recipient of capacity building support. Other key stakeholders were the donors from the NATO PfP and USAID. Beneficiaries themselves, as well as their associations, were other key stakeholders of the programme.

*International Organization for Migration*

Traditionally, the International Organization for Migration (IOM) has focused on emergency, resettlement, return and reintegration of affected populations forced to move, assistance to refugees and internally displaced persons (IDPs) and similar emergency relief operations. IOM has supported the design and implementation of some of the largest and the most complex Disarmament Demobilization and Reintegration (DDR) operations in the world, in peace-keeping and non-peace-keeping contexts. The IOM has over 15 years of worldwide experience in the resettlement and reintegration of regular and irregular military and security sector personnel. It has implemented various programs that assist in the adjustment of the size of military personnel to defined levels and the reintegration of personnel them into civilian life, assisting over 270,000 former combatants and other regular and irregular military personnel in countries such as Afghanistan, Angola, Guatemala, Haiti, Mali, Mozambique, the Philippines, Tajikistan, East
Impacts analysis of social, economic and institutional capacity building aspects of NATO-PERSPEKTIVA Programme for BiH

Timor, and Colombia. The IOM has direct experience in BiH in the implementation of the two previous projects in the defence sector in BiH: Transitional Assistance to Former Soldiers (TAFS) and NATO Trust Fund (NTF1). IOM has, thus, previous and extensive experience, not only in the region but also in BiH.

IOM has gained a valuable worldwide experience in the field of resettlement and reintegration of regular and irregular military and security sector personnel; this is pertinent as the reintegration of military personnel presents particular challenges. These have led IOM to develop a core expertise capable of applying IOM reintegration methodologies to the unique situation of a given country. The IOM’s DDR/SSR related projects implemented in the Western Balkan region have attracted international community and donor interest, NATO in particular. NATO has paid special attention to Defence Reform initiatives in the Balkans and its diverse components: political, military, security and socio-economic dimensions, all of which are vital in the transition processes faced by countries that belonged to former Yugoslavia. This attention has continued to date to contribute to the development and overall recovery efforts of those countries.

Nevertheless, the projects implemented in the Western Balkan region should also be seen in the context of strengthening the stability of civilian society, rather than as a purely military or defence related project. The role of IOM has been critical in ensuring that the focus of those projects has been on human security and social and economic development. Furthermore, recognizing the importance of host nation cooperation and leadership, which could have been observed during the implementation process, the IOM has always linked its operations to the strategy and priorities of the host government, and duly tailored the program to the specific needs of each country. Another unique aspect of IOM in this area is its programme design, which incorporates an Exit Strategy from the inception of the program that is jointly developed between IOM and MoD stakeholders.

As mentioned above, IOM models its activities to the host government’s strategy, vision and priorities in order to achieve long lasting sustainable stability and security. Fostering partnership with host governments further enhances the existing capacities for administering and implementing such programmes, which often take place in adverse socio-economic realities, with the NPP being implemented during the ongoing economic crisis that started in 2008.

MoD Personnel Transition Support Unit (PTSU)

The military personnel reintegration support process in BiH was launched with the aim of providing necessary assistance in a systematic and organized manner. The Personnel Transition Support Unit (PTSU) was established within the MoD and tasked with implementing the MoD policy and strategy document on Reintegration for some 3,000 personnel. This is related to the Bosnia and Herzegovina’s, as well as some other Western Balkan Countries current status of the countries having agenda of joining the EU as well as Euro-Atlantic Integration. Further, the interest of NATO is obvious, given the country’s goal of becoming NATO full member state.

---

2 This is related to the Bosnia and Herzegovina’s, as well as some other Western Balkan Countries current status of the countries having agenda of joining the EU as well as Euro-Atlantic Integration. Further, the interest of NATO is obvious, given the country’s goal of becoming NATO full member state.
released personnel from the AF BiH with the aim of facilitating their social and economic reintegration. The PTSU oversees four Recruitment and Transition Centres (RTCs) and closely cooperates with the IOM as implementing agency of the NATO-PERSPEKTIVA Programme.

**NATO-PERSPEKTIVA PROGRAMME ACHIEVEMENTS**

The NATO-PERSPEKTIVA Programme constitutes the fifth international intervention to support demobilized military personnel in BiH since the country emerged from conflict almost twenty years ago. Previous projects were implemented in the context of immediate post-demobilization security concerns, such as the World Bank’s Emergency Demobilization and Reintegration Programme (EDRP) and Pilot Emergency Labour Redeployment Programme (PELRP), as well as IOM’s Transitional Assistance to Demobilized Soldiers (TADS) Programme.3

The first project which presented a need to establish models that can be replicable by national government was the NATO TRUST FUND Programme (NTF 1), implemented by the IOM in the period 2006-2009. This project marked a transition from basic livelihood support towards more comprehensive economic development assistance.

Whereas the previous assistance programmes aimed at dealing with mandatory downsizing of the AF BiH, in PERSPEKTIVA the MoD was faced with a standard reintegration process, but of a magnitude that far exceeded its financial and human capacities to manage in such a short timeframe.

The NPP should be viewed in the context of strengthening the stability of civil society, and not as a purely military or defence-related activity. In that sense, the role of the IOM has been essential in ensuring that the focus of the project is placed both on security and stability in BiH, as well as on social and economic development of beneficiaries, and indirectly, of communities. The NPP was implemented from October 2010 to September 2013 as a support to the MoD Policy and Strategy document ‘PERSPEKTIVA Programme’. As a contribution to reaching the Overall Objective, the NPP has offered the individual counselling, financial and psychological assistance to the NPP beneficiaries.

Despite the challenges the NPP faced throughout implementation, it managed not only to assist all released military personnel that enrolled in the Programme with financial

---

3 Final Report NATO/PfP Trust Fund (NTF) Programme for Assistance to Redundant Military Personnel in BiH, p.10
assistance of up to EUR 1,500 from one of four different Programme categories - agriculture, business start-up and expansion, employment/job placement and education/training - but as importantly, it has contributed towards social stability and security within communities and, more widely, to that of the country.

In addition to financial assistance to the NPP beneficiaries, the NPP incorporated psychosocial support in the transition process. The need for psychosocial assistance was identified as a critical gap in the transition and reintegration process of the redundant military personnel in the First External Independent Mid-Term Evaluation performed in September 2011.

A target was initially set of assisting 25 per cent of NPP beneficiaries with psychosocial assistance by the conclusion of the Programme; by the end of the Programme 56 per cent of all NPP beneficiaries visited by the Mental Health and Traumatic Stress (MHTS) counsellors. These counsellors were engaged by the NPP to assess the psycho-social wellbeing of the NPP beneficiaries and to provide psychosocial assistance.

Moreover, the importance of psychosocial assistance and training of the MoD staff to recognize when psycho-social assistance is needed, has been acknowledged by the donors and has resulted in the continuation of this activity until June 2014 as part of capacity building efforts targeting relevant staff of the MoD and mechanisms developed within the NATO-PERSPEKTIVA Programme.

The NPP included capacity building of the MoD and an Exit Strategy into its design; as stated above, this served to create both requisite expertise and technical preconditions for the MoD to independently plan and implement future transition of the MoD personnel, as part of the regular cycle of human resource management of the defence sector. The MoD has been trained both at headquarters and field levels, through coaching and learning-by-doing methodologies in order to provide the know-how and technical capacity to continue providing support in the framework of the PERSPEKTIVA PROGRAMME to beneficiaries. The MoD has also been technically equipped for future transition processes of redundant military personnel. In the second year of implementation, the NPP activities regarding the capacity building of the MoD PERSPEKTIVA Programme were incorporated into the Exit Strategy designed to ensure adequate hand-over of NPP activities to the MoD, as well as the transfer of knowledge and mechanisms developed through NPP activities.

The Exit Strategy was necessary in order to ensure a smooth transfer of Programme ownership to local counterparts (primarily the MoD), thus ensuring sustainability and
long-term impact of donor intervention. The first phase of the Exit Strategy covered the period October 2012 to March 2013, while the second phase ran from April 2013 to September 2013. As a result of a lack of funds, not all planned activities were conducted, particularly as regards the capacity building of the Personnel Transition Support Unit (PTSU). However, through bilateral agreements and financial support of the United Kingdom (UK), the Kingdom of Norway, and the United States of America (USA), capacity building for the MoD PTSU staff will continue until the end of June 2014.

The NPP used a different approach to procurement than was used in the past, whereby the most cost-effective company operating at the national level would be retained as a supplier. In this programme, the NPP built in the development of the local economy into its design in order to increase monetary injection into the local economy. This was done by allowing beneficiaries to choose from which service provider or company to purchase equipment or tools, in order that local businesses and thus the local economy could directly benefit from the NPP.

The NPP was designed for implementation from October 2010 to September 2012, but it was extended twice, until September 2013. A first six-month no-cost extension was approved by NATO Lead Nations on the basis of the remaining funds, while USAID provided additional funds allowing the Programme to continue until 31 March 2013. The second cost extension of the Programme after March 2013 was approved in May by NATO HQ Brussels, which enabled the Programme to assist the new caseload of 787 persons discharged during 2013. The NPP was therefore divided into two phases: during the first phase (October 2010-September 2012), the Programme assisted 1,847 persons out of 1,944 released military personnel, while during the second phase, the NPP assisted additional 787 persons out of 791 released military personnel during 2013, amounting to 2,634 discharged military personnel assisted overall.

In order to provide assistance in the transition and reintegration of redundant military personnel, the MoD established three Recruitment and Transition Centres, in Sarajevo, Banja Luka, and Mostar, to provide personalized guidance to the redundant military personnel in adjusting to the civilian life. An additional RTC in Tuzla was established in April 2012 in order to provide timely assistance to all beneficiaries that registered under the Programme.
METHODOLOGY AND DATA COLLECTION AND SAMPLING

Methodology overview

This assessment focuses on the impact of the NPP throughout the implementation period, from October 2010 – September 2013. This assessment builds upon previous assessments such as the External Mid-Term Formative Independent Evaluation (September 2011), Final External Independent Summative Evaluation (June 2013), as well as number of reports, studies, and assessments undertaken and drafted, as detailed below:

- IOM Monitoring Reports
- Final Report to the USAID for the Resettlement of Discharged Ministry of Defence Personnel in Bosnia and Herzegovina over the years 2010-2013
- Final Report to the NATO Trust Fund for the Resettlement of Discharged Ministry of Defence Personnel in Bosnia and Herzegovina over the years 2010-2013
- Analysis of the anonymous monitoring questionnaire
- First External Independent Mid-Term Formative Evaluation of NATO-PERSPEKTIVA PROGRAMME in Bosnia and Herzegovina
- Final External Independent Summative Evaluation of the NATO-PERSPEKTIVA PROGRAMME in Bosnia & Herzegovina
- Ex-Post Monitoring Report - reporting period: 01 October 2010 – 30 September 2013
- Report on the Second grant disbursement through the NATO-PERSPEKTIVA Programme
- Exit strategy (First Phase 01 October 2012 – 31 March 2013) to assist the remaining caseload of discharged defence personnel and hand over to the relevant staff of the Ministry of Defence of Bosnia and Herzegovina of the expertise and mechanisms developed within the NATO-PERSPEKTIVA Programme
- Report on the Impact of the NPP on the socio-economic development of service provided and business activities in the micro resettlement areas
- Report on the Promoting Socio-Economic Gender Equality Through The NATO-PERSPEKTIVA Programme
- Analysis of the registered and assisted caseload
- Analysis of transition and reintegration of woman discharged from the Armed Forces of Bosnia and Herzegovina
- Analysis of the stratified sample of 405 NPP beneficiaries
- Draft analysis of the implementation of the psychosocial component in the transition of the discharged military personnel

Further, the analysis has been based on the overview of program documentation and analysis of data collected through the survey, by using a stratified proportionate sample consisting of 405 NPP beneficiaries. Further definition of sample and data collection methodology is provided in the section below.
Sample definition and data collection methodology

In order to assess impact and provide aggregate impact estimates, a proportional and stratified sample was used, encompassing 405 NPP beneficiaries. This sample represents 15 per cent of the total assisted caseload (2,634 beneficiaries). The sample is stratified and proportionate; thus, the number of 405 NPP beneficiaries is representative of the total number of assisted NPP beneficiaries. However, it is important to emphasize that this sample will have a small bias as the unregistered target population (1 per cent) was not surveyed. Given the small percentage of population deciding not to register, it has been estimated that the corresponding portion within stratified sample would not affect the overall results.

<table>
<thead>
<tr>
<th>RTC</th>
<th>Sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sarajevo</td>
<td>97</td>
</tr>
<tr>
<td>Tuzla</td>
<td>114</td>
</tr>
<tr>
<td>Banja Luka</td>
<td>129</td>
</tr>
<tr>
<td>Čapljina</td>
<td>65</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>405</strong></td>
</tr>
</tbody>
</table>

Table 1: Breakdown by RTC  
Source: Stratified sample

<table>
<thead>
<tr>
<th>GENDER</th>
<th>Total</th>
<th>Sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>2,566</td>
<td>389</td>
</tr>
<tr>
<td>Female</td>
<td>68</td>
<td>16</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>2,634</strong></td>
<td><strong>405</strong></td>
</tr>
</tbody>
</table>

Table 2: Breakdown by Gender  
Source: Stratified sample

Further, in regards to data collection method, the data has been collected through anonymous questionnaires. Questionnaires represented the most suitable data collection method despite some inherent limitations (such as those related to non-response, difficulties of obtaining an equal number of responses in each question, possible incorrectly filled questionnaires, tendency of those who have an interest in the subject to be more likely to respond) given time constraints and the fact that this type of data collection is relatively easy to analyse and simply administered. It is a standardized information collection format. The stratified sample was used as representation of NPP
beneficiary group of discharged military personnel which share some of the following characteristics:

- Profiles/status categories of the targeted beneficiaries
  - Professional Soldiers
- Gender representation
  - Male, Female
- Types of assistance provided by the NPP
  - Business Start-up, Business Expansion, Agro-Business Start-up, Agro-Business Expansion, Education, Employment
- Geographical regions targeted by the NPP
  - Sarajevo, Tuzla, Banja Luka, Čapljina

Although the breakdown by types of assistance represents full population, the stratified sample is representative of the same breakdown.
NPP GOALS AND ACHIEVEMENTS

The overall goal of the NATO-PERSPEKTIVA Programme was to strengthen the MoD Policy and Strategy Document on Resettlement with technical assistance to facilitate socio-economic integration of up to 1,968 Armed Forces released personnel.

As mentioned earlier, the Programme engaged relevant state institutions and this proactive involvement was a critical factor in the success of the Programme. The engagement of the Ministry of Defence benefited both the MoD and the Programme. The commitment demonstrated by the MoD served to ensure that it has the requisite capacities and mechanisms in place to take over the activities, ensuring the sustainability and long-term impact of this donor-supported intervention. Furthermore, political commitment was crucial when issues arose concerning the need to proceed with permanent changes of the existing internal structures to respond to the gaps identified by the Programme, such as the establishment of an additional RTC at Tuzla and the relocation of the RTC from Mostar to Čapljina.

Even though initially planned to target some 2,300 military personnel released from 2010 to 2012, the NPP assisted 2,634 released military personnel, including 791 military personnel released in 2013. Through the assistance offered to 2,634 persons, the NPP assisted 97 per cent of total of 2,735 released military personnel over the period 2010 to 2013. Only 78 discharged military personnel, or 1 per cent, decided not to register for the Programme. In comparison with similar assistance programs previously implemented in BiH and in the Western Balkan region, almost 1,000 NPP beneficiaries assisted per year is an exceptional result. The Programme has also proved to be cost-effective with a very high proportion (76 per cent) of the budget being spent as direct assistance to NPP beneficiaries.

Following another recommendation from the First External Independent Mid-Term Evaluation to facilitate economic sustainability of the most vulnerable and most successful beneficiaries, the NPP also introduced the provision of second grants of up to EUR 1,500. The aim of this recommendation was to assist up to 15 per cent of all NPP beneficiaries among which were the most vulnerable categories and successful beneficiaries developing profitable business, in order to ensure that they receive tailored assistance for further development of their business, enhancing their scope for long-term socioeconomic integration. Within the available funds, the NPP assisted 198 NPP beneficiaries, constituting 7 per cent of the total assisted.

This approach proved to be very effective in allowing the Programme to cooperate and purchase equipment and tools from 381 local service providers and companies, providing a total 2,634 discharged military personnel with the equipment and tools for the development of their small business initiatives or self-employment.

As a result, the Programme spent approximately EUR 3,714,000 on direct reintegration, directly contributing towards the development of the local economy. The
purchases made through the NPP have contributed towards enhancing the operations of small and medium enterprises. The provision of financial support of up to EUR 1,500, as well as the reliable and timely payment by IOM, have positively contributed to the financial solvency of the companies supported.

**Local community benefit of the NPP Reintegration programme**

Unlike certain previous similar programs concerning discharged soldiers, in which the procurement process followed the rules of public procurement i.e. the least costly Company would be selected (operating at the national level), and all procurement of equipment and tools were made with that company, the NPP has been organized differently. The NPP included development of the local economy into its design. The aim was to increase monetary injection into the local economy by allowing beneficiaries to choose independently from which service provider or company to purchase equipment or tools. With this set up, the local businesses can directly benefit from the NPP.

During the three-year implementation of the NPP, the Programme has cooperated and purchased equipment and tools with 381 local service providers and companies from more than 100 municipalities. This provided 2,634 discharged military personnel with the equipment/tools in order to pursue with the development of their small business initiatives or self-employment, dispersing approximately EUR 3,714,000 on direct reintegration support for beneficiaries, positively contributing towards the wider BiH economy and supporting the sustainable operations of small and medium enterprises.

The companies claimed that “doing business with the NPP has helped them to secure reliable payments”, at a time when companies have difficulties in claiming money owed, and to secure and maintain working posts. Another very important element contributing towards the development and continued existence of the small companies is the higher willingness of financial institutions to grant loans to the companies due to an increase in annual turnover. Moreover, the certainty that the NPP was implemented over a certain period of time gave companies additional optimism in the scope to conduct further business with the NPP\(^5\).

By cooperating with the local small/medium companies, the IOM has shown a great deal of flexibility adapting to the socioeconomic needs of the country and directly contributing to local economic development. This approach will, however, most probably not remain subsequent to the conclusion of the Programme since future transition activities the MoD will have to respect procurement law procedures, which do not foresee such an approach.

In spite of these legislative constraints, the positive trend of enhancing the local economy by increased business activity at the micro-level should be continued in

---

\(^5\) Assessment “Impact of the NPP on the socio-economic development of service provided and business activities in the micro resettlement areas”, 2010-2013, p.5
The Programme has been relevant for both the discharged military personnel and the MoD/AF BiH in the transition process of military personnel. Some aspects of the Programme such as psychosocial assistance, capacity-building of the MoD/AF BiH, and development of the local economy are rather unique and should be expanded and pursued in future programmes.

In fact, the Programme demonstrated that, when provided with adequate support, discharged defence personnel are able to reintegrate into civilian life in a sustainable manner.

The following goals were achieved by the NPP:

a) **Goals achieved in relation to Beneficiaries**

   1. Compiled and maintained database – containing profiles of approx. 3,300 discharged military personnel
   2. Approximately 2,300 discharged personnel supported with information, counselling and referral services through the Recruitment and Transition Centres
   3. Approximately 2,300 discharged personnel supported with individual direct assistance
   4. 120 released personnel supported with second grant
   5. Approximately 25 per cent of discharged personnel supported with psycho-social assistance
   6. Promotion of social-economic gender equality
   7. Monitoring of beneficiaries’ progress

b) **Goals achieved in relation to capacity building of MoD**

   1. Capacity building of MoD in order to be able to provide information, counselling and guidance to beneficiaries
   2. Development of operational procedures and learning by doing approach
   3. Optimization of organizational structure of MoD
   4. Monitoring and evaluation of beneficiaries
Impacts analysis of social, economic and institutional capacity building aspects of NATO-PERSPEKTIVA Programme for BiH

Further **specific outcomes** achieved by NATO-PERSPEKTIVA Programme over the three-year period are detailed below:

- **2,634** discharged defence personnel **assisted** in their reintegration into civilian life through one-on-one counselling.
2,634 discharged defence personnel (1,870 during the first two years and 787 during the third year of activities) integrated into civilian life as a result of strengthening and reinforcing reintegration initiatives through capacity building and business support initiatives resulting in sustainable income generating activities,

Psychosocial assistance provided to 51 per cent of NPP beneficiaries,

Positive impact of the NPP on the socioeconomic development of services provided and business activities in the micro reintegration areas,

PERSPEKTIVA Program IT system updated and upgraded to match the future needs of the unit,

Recruitment and Transition Centres (RTCs) facilities upgraded,

Published NPP publications to capture and further publicize the NPP experience,

Exit Strategy implemented.
IMPACT ANALYSIS

Building on the Goals and Achievements of NPP, the analysis is structured in four major areas:

- Results achieved in regards to financial status of the beneficiaries
- Results achieved in regards to psycho-social wellbeing of the beneficiaries
- Promotion of social and economic gender equality
- Capacity building of relevant institutions and Exit Strategy

Starting with the key areas above, further analysis focuses on each of four major areas.

Results in regards to financial status of the beneficiaries

“The initial Programme goal has been approximately 2,300 discharged personnel supported with individual assistance such as equipment, business/self-employment, planning, education and training and/or job placement services.”

In regards to this goal, the Programme has significantly exceeded this goal, with 2,634 discharged defence personnel assisted in their reintegration into civilian life through one-on-one counselling, and the provision of a financial grant for reintegration assistance.

The MoD referred to IOM 1,948 discharged military personnel between 2010 and 2012, but after the revision of the caseload by the MoD, the number decreased to 1,944, with four persons having been returned to the service.

In January 2013, the MoD referred to IOM a group of 947 military personnel due to be discharged during 2013 in accordance with Article 101 of the Law on Service. However, by announcing that officer positions would be available, the MoD allowed all eligible personnel from this group to apply for a promotion in order to extend their contract with the Armed Forces. After the revision, 143 persons were promoted and remained in the Armed Forces, while it was confirmed that 791 would be discharged in 2013, including an additional 13 non-commissioned officers to be discharged. In total, 2,735 discharged defence personnel were referred by the MoD:

- 1,944 eligible personnel – October 2010- February 2013,
- 791 eligible personnel – March - September 2013,

In order to promote the NPP, increase the knowledge about the Programme, and ensure that all stakeholders were aware of the scope and purpose of the Programme throughout its implementation, as well as of the aims and goals set by the donors, the Programme
undertook a number of **visibility events**, encompassing workshops, seminars, and field presentations.

In addition, successful implementation of NPP outreach strategy allowed 97 per cent of all discharged personnel to register (*Table 3*). This programme has obtained greater achievements than past programmes implemented in the country. This leads us to observe that the following constitute contributing factors to the **exceptional results in regards to financial assistance to reintegration**:

- the experience of the IOM staff, combined with joint activities with the MoD at field office level;
- streamlining of processes;
- changes made to procurement process (local purchases); and
- the multi-level approach through counselling and information prior to opting for certain type of assistance.

### Table 3: Registration and assistance

<table>
<thead>
<tr>
<th></th>
<th>2010-2012</th>
<th>%</th>
<th>2013</th>
<th>%</th>
<th>Total</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Released</td>
<td>1,944</td>
<td></td>
<td>791</td>
<td></td>
<td>2,735</td>
<td></td>
</tr>
<tr>
<td>Registered</td>
<td>1,870</td>
<td>96.19</td>
<td>789</td>
<td>99.75</td>
<td>2,659</td>
<td>97.22</td>
</tr>
<tr>
<td>Assisted</td>
<td>1,847</td>
<td>98.77</td>
<td>787</td>
<td>99.75</td>
<td>2,634</td>
<td>99.06</td>
</tr>
</tbody>
</table>

*Source: IOM*

Another essential contribution was **Counselling** activities, within the framework of the Programme, which were based on a **beneficiary-orientated approach** throughout implementation. This approach enabled the field client advisors (both IOM and MoD staff) to support the beneficiaries in defining their individual paths towards a successful and self-sustainable reintegration into civilian life, which garnered very productive results. The one-to-one counselling process was tailored to each beneficiary, and followed a flexible procedure without a precise timeframe.

Given the **initial goal** of approximately 2,300 successfully assisted released personnel, the number of 2,634 assisted beneficiaries **shows that the goal has been exceeded, thus this represents one of major achievements of the Programme**, which was achieved through the efficient and coordinated activities of IOM and MoD.
Also, when viewed through perception of the financial support by beneficiaries, the same perceptions emerge. In order to obtain such feedback, data was used from a stratified sample that illustrates the importance of the NPP financial assistance in beneficiaries’ business development/income creation capacity (Table 4). The data shows that 54 beneficiaries (14 per cent) believed that without the assistance they would not have been able to start their business, whereas 112 beneficiaries (29 per cent) considered the assistance very useful as it helped them to start their business, while almost a half of the surveyed beneficiaries (182 beneficiaries or 46 per cent) considered the assistance as significant for their reintegration into the civilian life. Only 44 (11 per cent) of surveyed beneficiaries believed the assistance had no significant influence on their self-employment opportunities.

Based on the survey data, it can be concluded that for the great majority (85 per cent) of the NPP beneficiaries the assistance has made a difference to their income generating capacity.

Regarding the counselling provided to the NPP beneficiaries, 121 (or 37 per cent) of NPP beneficiaries believed that it motivated them in their entrepreneurship efforts, 74 or 22 per cent found it useful because of the administration, which CRT provided to the beneficiaries during the process of preparation of individual reintegration plans and collection of supporting documents (such as three offers, for example, etc.), 99 or 30 per cent found it useful in starting or expanding the business whilst 36 or 11 per cent of beneficiaries found adequate business ideas as a result of the counselling (Figure 2). What is rather interesting is that 37 per cent of the surveyed beneficiaries found the assistance to be something that motivated them, which pertained to all assistance provided in relation to allocation of individual grants, including both, counselling and preparation of reintegration plans and allocation of assistance defined in those plans. That motivation and support were the thing they required in order to continue towards income
generation capacity development. The analysis of the stratified sample revealed that 56 beneficiaries (14 per cent) considered the support very useful, while 307 assisted beneficiaries (77 per cent) considered the support useful whereas 38 beneficiaries (9 per cent) considered NPP support as not having had a major influence on their lives (Figure 3). This constitutes positive results for the Programme. The positive results illustrate that individual projects developed through the programme continue facilitating successful socio-economic reintegration of beneficiaries into a civilian environment.

Nevertheless, it is important also to mention that, when asked to make a comparison between the current situation and the period when they were still employed by the MoD, the great majority of the beneficiaries stated they were in a better socio-economic situation when being in the AF BiH. This is understandable, given that the employment in the AF BiH ensured a steady monthly income, which had been higher than the country average; however, when comparing their socio-economic situation before and after the assistance, the vast majority states that the assistance has made a difference.

Given the key objective of NPP, NPP Project Results Framework (PRF) strategically focuses on social reintegration of the discharged military personnel as the priority outcome for the NPP. Economic integration of the discharged military personnel is generally considered as a crucial precondition for the overall transition into civilian society. In that context, the employment status of beneficiaries (i.e. their ability to generate income in the civilian labour market) is regarded as the key success indicator.

When asked to assess their satisfaction with the amount (up to 1,500 EUR) of the assistance provided by the Programme, just over a half (52 per cent) of the surveyed NPP beneficiaries found the amount satisfactory, while 48 per cent of the NPP beneficiaries found the amount not to be satisfactory in their endeavours to reintegrate into the civilian life (Figure 4). The data below shows that the amount of the
NPP assistance has contributed towards the improvement of beneficiaries’ financial situation. Analysis of the stratified sample revealed that 234 beneficiaries (59 per cent) considered the NPP support to have somehow contributed to an improvement of their financial situation while 107 beneficiaries (27 per cent) consider the NPP support to have significantly contributed to their financial situation. Only 42 (10 per cent) considered the NPP support to not have any effects on their financial situation (Figure 5).

In terms of the importance of the NPP financial assistance in the income generation capacity of beneficiaries, 112 beneficiaries (29 per cent) believed that the NPP assistance had very significant impact in starting/expanding their business, 182 beneficiaries (46 per cent) believed the NPP assistance to be significant in their income generation capacity, while only 44 (11 per cent) believed the NPP assistance had no significance for their endeavours in income generation capacity (Figure 6).

<table>
<thead>
<tr>
<th>Requirement</th>
<th>Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Extra funds to expand my business</td>
<td>299</td>
</tr>
<tr>
<td>Extra funds to start new similar business activities</td>
<td>17</td>
</tr>
<tr>
<td>Further development and improvement</td>
<td>14</td>
</tr>
<tr>
<td>Training and information services</td>
<td>23</td>
</tr>
<tr>
<td>Other-please elaborate:</td>
<td>7</td>
</tr>
<tr>
<td>No answer</td>
<td>45</td>
</tr>
</tbody>
</table>

Table 5: Identified other support needed to improve business

The Table 5 shows how the beneficiaries included in the stratified sample responded as regards to what additional requirements may be required for them to improve their business activities. Considering the improvement of their business and their current financial situation, the NPP beneficiaries expressed the need for additional financial support.
support in order to improve and/or expand their businesses and thus increase their income.

Regarding pre and post discharge income levels, 98 per cent of the NPP beneficiaries surveyed find their current income lower. Such a high figure is not surprising as during the employment in the AF BiH, all NPP beneficiaries had a steady income above the average income in the country. Notwithstanding this feedback, the assessment of the financial situation of the NPP beneficiaries has to be seen with a long-term perspective and in the context of their transition from financially depending on a regular monthly income (salary) as opposed to the private entrepreneurship activities, which, particularly in agriculture and construction, are subject to seasonal fluctuations. (Figure 7).

When requested to compare their socio-economic status prior and subsequent to receiving NPP assistance, 202 assisted beneficiaries (51 per cent) considered their socio-economic status to have improved after receiving the assistance, 159 (40 per cent) believed that their status remained the same, while 35 beneficiaries (9 per cent) declared their status to be worse (Figure 8).

On the other hand, the figure of 40 per cent of the NPP beneficiaries finding the NPP assistance not having changed their socio-economic situation can be interpreted by a combination or either of the two following factors:

- The NPP beneficiaries have not yet been able to generate the immediate income from their prospective business;
- They lack the motivation combined with a rather unfavourable economic situation in the country.

However, regardless of the scenario, it should be noted that the real impact of the NPP assistance is not always immediate and is subject to economic and often climatic conditions, as the great majority of businesses supported operate in the sphere of agriculture, in
Impacts analysis of social, economic and institutional capacity building aspects of NATO-PERSPEKTIVA Programme for BiH

which changing weather patterns such as the 2011 droughts heavily impacted the harvest, which can significantly influence the prospect of income generation.

The contacts with the beneficiaries revealed that those NPP beneficiaries who were engaged in the agricultural activities during the service in the AF BiH experienced a less difficult transition than those living in more urban areas, who typically did not own any land and had not been previously engaged in agricultural activities.

On the other hand, the NPP beneficiaries living in urban areas, who were not engaged in farming, experience reintegration with more difficulties, given that their prevailing hope is one of employment in the public administration, although they are aware of their slim chances. However, some of these NPP beneficiaries have opted for educational assistance, i.e. additional education or prequalification offered through the Programme.

The comparison of the beneficiaries’ perception of their socio-economic situation is given in Figure 9, when compared to those who are currently employed in the AF BiH. Here, 88 per cent find their situation to be worse, 11 per cent stated it is the same, while 1 per cent responded that it is better. As already stated, these figures are to be expected since while working in the AF BiH the NPP beneficiaries had a steady income above the average income in the country.

Furthermore, should beneficiaries be provided with an opportunity to choose their profession, they would, again, opt for military (79 per cent). This figure attests to the beneficiaries’ ‘state of mind’ of yearning for a permanent and secure job, working under the strict chain of command and not yet being entirely capable of adopting to the new challenges in the new environment (Figure 10).
The overall picture, given by the stratified sample of 405 NPP beneficiaries targeted by the survey was that they were satisfied with the assistance received by the NATO-PERSPEKTIVA Programme. While a positive response from people that received material assistance was to be expected, the very high level of appreciation showed that the multi-level support received through the NPP went beyond simple service and goods delivery. The Programme offered support to existing livelihoods, which, generally, was not substantial enough to allow for the creation of entirely new businesses.

However, given the difficult socioeconomic situation in BiH, the long-term integration into the workforce through job placement, business start-up and/or expansion, remains a challenge not only for all NPP beneficiaries, but for all civilian job seekers.

When summarizing all of the aforementioned, the number of 2,634 assisted beneficiaries, of which – according to the data available on program beneficiaries – approximately 1,685 (64 per cent) are married with an average family consisting of 4 members, and, when accounting for the multiplier effect, it can be stated that there were approximately 5,000 indirect beneficiaries of the assistance provided, which demonstrates significant impact achieved by the project in regards to the financial status of the beneficiaries.

All of the achievements described in this section illustrate that the NPP significantly contributed to financial status of the beneficiaries. Should this type of assistance not have been provided, beneficiaries’ reintegration would have been seriously jeopardized. Also, given their negative attitude towards the MoD at the very beginning of the Programme, combined with misinformation in relation to their pension rights, the high percentage (97 per cent of total discharged population) of assisted beneficiaries would not have been achieved without unwavering commitment and dedication from the key stakeholders. In this regard, the efforts in counselling, information and outreach were essential.

It needs to be noted that not only beneficiaries’ livelihood situation affect also their families and dependants. Thus support to successful reintegration also affects the entire family. Also, without local purchases, and trainings that followed disbursement of the assistance, there would have not been such impact on local economies, or establishment of business related networks between the beneficiaries and local service/equipment providers and companies.

**Results as regards to psycho-social wellbeing of the beneficiaries**

Psychosocial support constituted one of the key components of the Programme introduced in the second year of Programme implementation. In line with the Programme decision to include the psychosocial component into its design, the Programme engaged Mental Health and Traumatic Stress (MHTS) counsellors in each of the four RTCs. The NPP has also engaged two international experts in mental health and traumatic stress from King’s College London, UK, who organized a number of meetings in May 2012 performing the initial assessment and designing the methodology, and organized
trainings for Mental Health and Traumatic Stress (MHTS) counsellors, as well as for the MoD/PTSU, AF BiH, and RTC staff.

MHTS counsellors contacted 2,363 beneficiaries by phone and visited 1,545, providing psychosocial assistance to 56 per cent of 2,634 registered beneficiaries, thus exceeding the planned target of 25 per cent (Table 6).

As mentioned in the NPP overview, the initial target for psycho-social assistance has been increased. The purpose of the visits of the Mental Health and Traumatic Stress (MHTS) counsellors was to assess the psychosocial wellbeing of the NPP beneficiaries and provide psychosocial assistance, and provide referrals where needed.

<table>
<thead>
<tr>
<th>RTC</th>
<th>Discharged</th>
<th>Assisted</th>
<th>Contacted by phone</th>
<th>First visit</th>
<th>Second visit</th>
<th>Third visit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuzla</td>
<td>785</td>
<td>767</td>
<td>681</td>
<td>450</td>
<td>54</td>
<td>14</td>
</tr>
<tr>
<td>Sarajevo</td>
<td>938</td>
<td>888</td>
<td>737</td>
<td>387</td>
<td>46</td>
<td>11</td>
</tr>
<tr>
<td>Čapljina</td>
<td>467</td>
<td>444</td>
<td>564</td>
<td>343</td>
<td>94</td>
<td>13</td>
</tr>
<tr>
<td>Banja Luka</td>
<td>545</td>
<td>536</td>
<td>381</td>
<td>365</td>
<td>38</td>
<td>17</td>
</tr>
<tr>
<td></td>
<td>2,735</td>
<td>2,634</td>
<td>2,363</td>
<td>1,545</td>
<td>232</td>
<td>55</td>
</tr>
</tbody>
</table>

Table 6: Total number of beneficiaries contacted and visited by MHTS counsellors

Source: IOM

Beneficiaries’ feedback highlighted that almost 100 per cent of the beneficiaries, contacted through monitoring process, stated that psychosocial assistance has been significant to them and emphasized their belief that such type of assistance should have been included in the Programme much earlier, with most beneficiaries agreeing that it should have been included over a period of at least six months prior to discharge, or immediately after.

Further, the Programme organised meetings and experiential workshops with the representatives of the discharged soldiers, who had a large influence over their fellow discharged colleagues. This approach enabled the Programme to provide additional information for the beneficiaries, as well as ensuring that the representatives engaged gained basic skills required to recognize behavioural changes amongst fellow colleagues who might be in need of psychosocial support. These workshops proved to be very useful since the representatives of discharged soldiers expressed a need for continued support from the MHTS counsellors, recognizing psychosocial assistance as a crucial element in the well-being of the NPP beneficiaries.

Given the specific needs of female NPP beneficiaries the Programme also organized educational-motivating workshops for female beneficiaries. The aim of these workshops was to empower female beneficiaries in their endeavours to successfully reintegrate into civilian life. The workshops targeting female beneficiaries were structured to target four areas:
Anger management – through discussion and learning of anger management techniques, focusing onto own examples of beneficiaries and how to solve challenges within oneself not by external change;

Section titled “Living at present moment” – which had focus on how to establish control over one’s own life and, through the discussion to analyse human behaviour and emotions. The goal of this particular exercise was to achieve better coping mechanisms and the release of emotions;

Positive thinking and affirmations – this mainly focused onto teaching the beneficiaries to embrace positive attitude towards the situations they face;

Fourth part of the workshop was application of general stress text and learning techniques of progressive muscle relaxation.

All of these topics targeted the overall enhancement of the psychological status of the beneficiary, and by achieving that, gaining positive attitude towards the everyday activities and environment, particularly in the context of assisting them in re-adjustment to their new primary role of a mother and housewife/ small entrepreneur which is replacing the role of a soldier.

The workshops also facilitated the provision of information concerning the civilian health system and how to access available support. This was particularly relevant since many beneficiaries were not fully aware of available health services or how to access them. In this regard, the Programme coordinated with the MHTS counsellors the preparation of three brochures and distributed them among NPP beneficiaries. The brochures contained basic information on depression, anxiety, and Post-Traumatic Stress Disorder (PTSD), and included contact information of all Mental Health Centres in BiH.

The Programme established contacts with Mental Health Centres (MHCs) in BiH, which resulted in better information of the beneficiaries in regards to their rights and services available to them.

Further, development of psycho-social component resulted also in development of a methodology that can be used by MoD in further activities related to psycho-social support.

Positive feedback and appreciation from the NPP beneficiaries to introduction of psychosocial assistance and the number of contacted beneficiaries (exceeding initially planned target) confirm the importance of the psychosocial in the reintegration process of all discharged military personnel. The additional testimony of this is the
willingness of a number of beneficiaries to continue with the contact with MHTS counsellors and seek their assistance, when feeling positive effects of their engagement. It is important to emphasize that the beneficiaries, particularly approximately 300 of those who met with the MHTS counsellors more than once, were voluntarily requesting such assistance and that this entire component was based on the voluntary response of beneficiaries. Although most of the NPP beneficiaries emphasized that this assistance should have been made available prior or immediately after their discharge, great majority of beneficiaries responded very positively to the psycho-social component. Assisted beneficiaries emphasized the importance of including this support as a permanent component of the project.

The introduction of psychosocial assistance and a very positive response from beneficiaries to visits and conversations with the MTHS counsellors had a positive impact on their motivation. This is particularly important in the general social context of BiH, in which contacting psychologists or psychiatrists has been stigmatized and viewed amongst general population as a sign of weakness and mental disability. The fact that this assistance was not a precondition for any financial assistance and that the beneficiaries voluntarily opted for it, highlights its importance in their future endeavours to reintegrate, not only from income generating prospective, but also by being healthy and active community members.

Considering that it was not part of the original Programme design, it makes the results and impact of this component even more significant, particularly since the incorporation of psychosocial support led to engagement of specialized staff in the area of mental health and traumatic stress as well as behaviour change techniques at the RTC level, that offered its services not only to the beneficiary but also to his/her household.

The recommendation for this type of support to become permanent component of PERSEPKTIVA Program through the capacity building component6 initiated the organizational and structural changes in this respect, enhancing the scope for higher quality of services provided, and improved and comprehensive care for the discharged personnel, as well as for personnel participating in Peacekeeping Missions.

It is important to emphasise that psychosocial assistance was provided to 51 per cent of total number of NPP beneficiaries.

This is an exceptional achievement, given that the previous projects did not include this component. Thus, given MoD’s commitment to continue with further pursue of psychosocial support development, it can be viewed as highly significant contribution and impact of the assistance provided by NPP. An example to highlight impact is the fact that experts from the UK worked with domestic counterparts on developing a methodology to be used as a part of regular human resources management of the MoD.

---

6 NATO PERSPEKTIVA Programme Final Report to NATO Trust Fund, pg. 35
This component had not been included in initial Policy and Strategy documentation of PERSPEKTIVA Programme. It should be seen as permanent impact of the Programme, which would not have occurred would the PERSPEKTIVA Program have been implemented without the IOM and NTF. The psycho-social component and its implementation demonstrate that there is evident need in this area to develop a comprehensive system of mental health care for discharged military personnel, but also, and even more important in the context of participation of the AF BiH in Peacekeeping Missions, active servicemen/women who, within their active duty, are exposed to stressful and life threatening situations.

The findings described above directly inform the establishment of a new Programme, focusing onto development of mental health care system in the MoD/AF BiH, which resulted in a currently ongoing initiative on Building the Capacities of BiH Institutions to Address Mental Health Issues Amongst Defence Personnel in BiH.

The impacts of psycho-social component can be viewed in two different contexts:

- From the perspective of beneficiaries, given that this component was not originally envisioned, its inclusion into NPP has contributed to comprehensiveness of overall assistance. As noticed, and in particular with female population, women appeared to be more receptive to psychosocial assistance. However, this type of assistance has been a significant catalyst to beneficiaries. Without this assistance, the peer support related to psychological wellbeing of the beneficiaries would have been significantly reduced. Also, the workshops organized related to recognizing the symptoms of anxiety, depression and PTSD, enhanced the potential of representatives to observe those symptoms in their colleagues and react timely to those, by providing peer support and encouraging the beneficiaries in need to seek professional assistance. Also, materials (brochures) produced and distributed in the military barracks will be a good starting point and foster self-support amongst the beneficiaries.

- Probably the most visible impacts are related to capacity building. Without this component, most likely that a need for comprehensive mental health care of both, discharged and active military servicemen/women would have not been detected this early, and without NPP support, important knowledge transfer and methodology development fostered by the experts from King’s College London and MHTS counsellors, would have been missed. Also, the momentum in donor assistance for a new initiative related to development of the comprehensive mental health care and strengthening of the role of psychologists in the MoD/AF BiH would have not been initiated and important knowledge transfer and experience exchange with Nordic Baltic Initiative countries’ MoDs would have not been possible.
Achievements in promotion of social and economic gender equality

A crucial aspect throughout Programme implementation has been ensuring gender equality. In order to do so, two analyses of female beneficiaries were undertaken, based on questionnaires. The main aim of the survey was to enhance the promotion of socioeconomic gender equality. What characterized this population was that the proportion of discharged women registered for assistance was low, which corresponded to the overall structure of the AF BiH. The structure of stratified sample in regards to gender breakdown is slightly different than in overall population (4 per cent women in the sample compared to 2.8 per cent in the overall number of persons assisted).

Data collection analysis revealed that though women made up a small proportion of discharged personnel, their age range falls between 36-40 years, and they thus represent a part of economically active population in BiH.

Further, the survey showed that, overall, female beneficiaries believed that the Programme was more efficient in facilitating their reintegration than if they were to find employment on their own or through the Employment Bureaus.

However, as mentioned in a number of reports, a proportion of discharged female personnel believed that the Programme was not adequately tailored to assist female population in mitigating specific challenges they faced. As a result, the Programme identified a need to improve the assistance made available to women, to ensure that gender equality was promoted through the Programme and that female beneficiaries were able to take a leading role within the business environment of the country. This was also a conclusion reached by the external evaluator and it was included in the recommendations of the external evaluation.

Approximately 47 per cent of registered female beneficiaries requested assistance related to agricultural activities through implementation. This may have been a result of the socioeconomic barriers faced by women, given that the assistance provided can yield more direct and less-time consuming results than re-training or education7.

There was also scope for the Programme to provide augmented financial support to discharged female personnel in support of those projects that promote female entrepreneurship. Furthermore, the development of networks between female beneficiaries undertaking business start-up provided scope to enhance socioeconomic reintegration, facilitating female beneficiaries exchanging ideas and setting up cooperative business.

7 NATO PERSPEKTIVA Programme Final Report to NATO Trust Fund
In addition, female beneficiaries were selected to act as an additional focus group for visits by the Mental Health and Traumatic Stress (MHTS) counsellors. A number of female beneficiaries were contacted and some of them visited by MHTS counsellors in order to identify problems faced and barriers that can hinder reintegration. Female beneficiaries were recognized by counsellors from each RTC as a vulnerable group of beneficiaries with a specific status and needs. Through dialogue with female beneficiaries, principal issues identified include a loss of identity and the challenge of living day-to-day living without a perspective for the future. It was strongly recommended by MHTS counsellors that greater focus should be placed on psychosocial support to female beneficiaries by way of workshops and self-help support groups prior to the provision of any other form of assistance.

Interviews with female beneficiaries revealed that one the issues they were facing was a loss of identity. However, whilst loss of identity in male beneficiaries caused strong dissatisfaction, female beneficiaries with children were often able to replace the identity of the soldier with that of the mother and in this way cope much better with their new situation. Thus, it can be said that women were able to find strength in such situations, through accepting the replacement of the role of soldier with the role of the mother and wife becoming their priority. In that context their problems were not related to loss of identity but rather with returning to a position and status within the family and community that is much different from the one they had in the Armed Forces.

Out of 1,944 military personnel discharged between 2010 and 2012, 55 were female, of which 52 registered and were assisted. Based on the analysis of the questionnaires sent to female registered beneficiaries in 2012, there was a recommendation to focus on their needs and provide them with additional support. In this context, an assessment of the already assisted female beneficiaries was conducted and 25 of them were selected for assistance through the provision of second grants, aimed at strengthening the self-sustainability of the established business activities.

Within the psycho-social assistance activities, all female beneficiaries have been contacted by the MHTS counsellors in order to identify problems they face and barriers that can hinder the reintegration process. Support to this caseload through the psychosocial component continued throughout this period on the basis that female beneficiaries were recognized by counsellors from each of the RTCs as a vulnerable group of beneficiaries with a specific status and needs, as described above.

Of 52 female beneficiaries assisted during the implementation of the Programme, 26 requested assistance related to agricultural activities, 23 requested assistance in non-agricultural activities, of which 17 requested assistance in self-employment start-up projects, and 3 were assisted through projects related to furthering their education.

The cohort of persons discharged in 2013 included 791 persons. Out of the 791, initial schedule provided for the discharge of 21 female military personnel. However, following the review, only 16 were discharged by the end of September 2013, of which 9 opted for
Impacts analysis of social, economic and institutional capacity building aspects of NATO-PERSPEKTIVA Programme for BiH

assistance related to expansion of agricultural activities; one related to self-employment expansion, while six requested the assistance related to business start-up. What was observed is that in a few cases, this assistance was related to the purchase of equipment required for the activities in geriatric care within their local communities. The RTC staff stayed focused and aware of the particular needs of female beneficiaries and ensured provision of additional support when required. This built upon the approach developed between 2010 and 2012.

The observation and research of particular needs of female beneficiaries, as a vulnerable group of beneficiaries, has resulted in the identification of gaps and the need for additional sensitivity in regards to special needs of this group of beneficiaries. Further, the surveys conducted amongst the population of female beneficiaries highlighted the requirement to further adjust available reintegration assistance types, in order to be better suit female beneficiaries.

Furthermore, the feedback from the sessions of female beneficiaries with MHTS counsellors showed that the assistance, as comprehensive set of information, counselling and referral services, along with the psychosocial support served to empower female beneficiaries.

Without the NPP, given the initial design of MoD PERSPEKTIVA Programme, it is not likely that the specific needs of women beneficiaries would have been recognized and treated with particular care and separately from the majority population of discharged personnel (being predominately male). This can be concluded from two facts:

- Low participation of female population in overall military population in BiH;
- Highly limited resources available to MoD, making it difficult to develop special programs or types of assistance for female beneficiaries, but rather leaving it to them to fit into the pre-set assistance framework, designed primarily for male beneficiaries.

Capacity building of relevant institutions and Exit strategy

The NPP included capacity building of the MoD and an Exit Strategy into its design, which aimed at creating both the necessary expertise and technical preconditions for the MoD to independently plan and implement future transition of the MoD personnel. The MoD has been trained both at the headquarters and field level by applying coaching and learning-by-doing methodologies so as to acquire know-how and technical capacity to continue providing support in the framework of the PERSPEKTIVA Programme to beneficiaries. Through this process, the MoD has also been technically equipped for future transition process of redundant military personnel. Also, thanks to the NPP, the MoD capacities to support the transition process as a part of regular human resource management cycle have been additionally strengthened. In the second year of Programme implementation, the NPP incorporated capacity building of the MoD into
Programme activities. These activities, to the great extent, became a part of the Exit Strategy, and they were designed to ensure the smooth handover of NPP activities to the MoD. Further, the goal of capacity building activities has been knowledge transfer, and development of processes and mechanisms developed through NPP activities.

The Exit Strategy was necessary in order to ensure a smooth transfer of Programme ownership to local counterparts, thus ensuring sustainability and long-term impact of donor intervention. As described above, the first phase of the Exit Strategy covered the period October 2012 to March 2013, while the second phase ran from April 2013 to September 2013. Given the lack of funds not all of the planned activities were conducted, particularly as regards to the capacity building of the Personnel Transition Support Unit (PTSU). However, through bilateral agreements and financial support of the governments of the United Kingdom (UK), the Kingdom of Norway and the United States of America (USA) capacity building for the MoD PTSU staff will continue until end of June 2014.

As mentioned, the initial phase of the NPP, the capacity building activities did not include formal training activities, but rather focused on learning-by-doing techniques to be implemented with the support of the IOM and/or the MoD experts from similar projects in the Former Yugoslav Republic of Macedonia and Serbia. This was an appropriate approach considering that in this phase the focus was on providing direct assistance to the NPP beneficiaries. The capacity-building needs of the MoD, PTSU, and RTC staff in reintegration activities had already been targeted by previous resettlement programs, as well as by additional training provided by the Kingdom of Norway and the United Kingdom.

Since the capacity building efforts were also activities of previous initiatives, a definition of the actions to be implemented within the capacity building component was required. This necessitated an extensive assessment which was undertaken at the beginning of the Programme. The assessment included field visits to Banja Luka, Mostar, and Rajlovac, as well as meetings with representatives of different MoD departments and service providers. The Resettlement Expert provided by Norway to support the Capacity Building activities was included in all the different steps of the assessment.

During the time of the assessment, IOM was informed about the intention of the governments of the UK, the Kingdom of Norway and the USA to provide a financial contribution to the Programme to be used to finance capacity building activities. This is to provide for a continuation of capacity building of MoD PTSU staff throughout June 2014.

The capacity building component also included technical equipment, as well as some changes in organization and structure of the MoD/AF BiH, specifically at the field level, in order to optimize resources use as well as providing for an enabling environment to multi-level approach in human resources management cycle, from recruitment to transition and discharge.
The work of the PERSPEKTIVA Programme was initially organized through three RTCs in Sarajevo, Banja Luka and Mostar (later Čapljina). The organizational structure treated Recruitment and Transition as two separate organizational units (centres) at the beginning of Programme implementation. Following the opening of the fourth CRT, the MoD has decided to link the centres into one structure, which may lead to the establishment of a unit tasked to follow through the Human Resources Management Cycle, starting with recruitment, until the discharge. This led to organizational changes, where Recruitment and Transition Centres emerged. In line with this, MoD amended the organizational structure of Recruitment and Transition Centres.

Further, the NPP implementation showed that proper coverage of the whole BiH territory would, given its geographic dispersion and high workload of the existing RTCs, require the opening of an additional RTC office. Thus, besides three RTCs envisioned in the original Programme, an additional office has been opened in Tuzla. The RTC Tuzla became fully operational with the MoD and Armed Forces (AF) staff being deployed to the new RTC Tuzla following the opening ceremony on 16 April, 2012.

As mentioned above, since the merger of recruitment and transition functions occurred, the RTC Mostar, having merged these two functions, relocated to Čapljina. Each Recruitment and Transition Centre had two IOM field advisors (later also MTHS counsellors) and 3 representatives from the MoD/AF BiH involved in the transition process.

By introducing a more functional structure of the RTCs, which has not been included in the PERSPEKTIVA PROGRAM document, the Programme has provided for the creation of a modern MoD field structure that contributed to more efficient implementation of future recruitment and transition process of the military personnel.

The four RTCs structure geographically covering all country will remain as a permanent MoD/AF BiH field structure. By creating this structure the implementation of future transition processes by the MoD will be facilitated.
Field work structure

As regards to the MoD capacity development objective, the most visible and tangible results were at the level of RTCs. This is logical as all field work has been conducted jointly by MO/AF BiH and IOM staff. The introduction of fieldwork and field visits was a key factor in the success of the NPP. All visits to beneficiaries were performed jointly, in compliance with the NPP procedures, so no clear separation of activities between the MoD and IOM staff could be made. This is undoubtedly the most important result of the MoD/AF BiH capacity building exercise since the knowledge and expertise remains at the level of RTCs, which are the first contact point for the (future) discharged military personnel. Moreover, such an approach has also contributed towards NPP beneficiaries being less reluctant towards the MoD staff.

Various methods were utilized with the beneficiaries (NPP “clients”): information activities (office and field work), registration, counselling, and referring clients to the different types of assistance best suited to their project. A balanced mix of learning-by-doing, training and coaching was used to enable PERSPEKTIVA staff to take over and implement the jointly developed procedures and activities.

The integrated structure of the RTC with MoD/AF BiH and IOM staff working alongside each other was a key component of the capacity development of the MoD/AF BiH and allowed for on-the-job coaching and learning with support of the IOM staff who have been involved in previous NTF project implementation and possess extensive experience, particularly in relation to the approach and advice and counselling given to the beneficiaries.

Through joint implementation, it has been observed that the inclusion of the field work into the PERSPEKTIVA Program, given the demonstrated importance of field and monitoring visits in measuring the results of beneficiaries’ reintegration process, represents an additional value of joint implementation. The monitoring visits during and beyond the NPP will enable the PERSPEKTIVA Program to collect information about the long-term impact of the interventions, as well as obtain feedback on the results of the different types of reintegration support. Thus it will represent a valuable tool for further development of PERSPEKTIVA Program.

Technical improvements

The NPP provided support to PERSPEKTIVA Programme implementation through the counselling, financial, and psycho-social assistance to the NPP beneficiaries but also, within the capacity building activities, it provided for technical preconditions in order to foster effective assistance and information exchange.
These technical conditions consist of telephone, internet, VPN, PERSPEKTIVA Database and other installations that were provided through the NPP assistance. The level of technical proficiency and hardware configuration provided by the NPP contributes significantly to the effective implementation of PERSPEKTIVA Program activities.

Foreign expert assessment consultations with the MoD led to the identification of priority areas for technical interventions. These interventions were to contribute to more efficient provision of the assistance, information exchange, office IT equipment and transport. These priorities were as follows:

- Data exchange (HQ and field offices);
- Office setup (refurbishment of existing and set up of new one);
- Office IT equipment (minimum standards including software, internet and communication);
- Transport.

**Refurbishing, IT equipment, PERSPEKTIVA database, VPN, data exchange and transportation**

The widespread location of RTCs throughout BiH, and the fact that current system failed to support secure data exchange, leading to exchange of confidential data between the offices via hand delivery (recorded on CDs), required the creation of a Virtual Private Network (VPN) for secure data exchange and access organization network via Internet.

A decision was made that the KUP office would act as the VPN HQ, out of which all connections would be managed. Nevertheless, it was highly recommended for a backup HQ office to also be established (possibly MoD HQ).

The Virtual Private Network (VPN) offered crucial support within the RTCs, as well as in the PTSU/MoD office throughout implementation, allowing database users to exchange data in a much more efficient manner on daily basis. In a broader perspective, this tool should serve to ensure the MoD possesses the requisite capacities in the future to exchange data and files related to recruitment and discharging activities in a secure and timely manner.

In regards to office IT equipment in RTCs, at the beginning of the Programme most equipment was three to seven years old and the Programme assessed that it would be advisable to replace all PCs. Thus, in regards to IT equipment, the Programme significantly improved IT infrastructure.

The assessment found that the existing internet connection was poor and limited productivity. Further, it highlighted that an upgrade of the existing connection would not be cost-effective, thus the provision of technical support was the most cost-effective and sustainable option.
The level of technical proficiency and hardware configuration provided by the Programme was of extreme importance for the effective implementation of the PERSPEKTIVA Programme activities at both headquarters and field level.

The Management Information System (MIS) constitutes an essential tool that had been developed during the previous reintegration activities. It is used to facilitate the processing of applications, data collection, and to analyse project progress, adjusting the activities to the actual needs of the beneficiaries.

Throughout implementation, the MIS was managed by the MoD with the support of the Programme staff. The data on progress of reintegration plans progress were regularly updated in the MIS together with changes/additions to existing records. All MIS data was regularly shared with the MoD and RTCs according to well established procedures, to allow registration/counselling activities to commence, as well as the monitoring of actions.

In accordance with the evaluation recommendations, and as stated in the MoD Regulations on Transition, further development of the central database was a key component of the Programme in relation to the capacity building of the MoD and AF BiH. Further activities were required, in particular to ensure that the MoD/PTSU staff was able to provide proper reporting and analysis based on the data entered in the central database, which needs to be updated with RTC inputs on a bimonthly basis.

In order to respond to that requirement, PTSU staff were identified to attend specific training courses.

Following the above-mentioned IT training and the setup of the additional VPN system in RTC Tuzla, as well as the need to improve data exchange procedures in the context of the new VPN system, data entry procedures required amending in order to accelerate the entry process. In this context, a meeting on MIS and VPN was organized by the MoD and took place in October 2012. The staff from the RTCs offices was instructed on updated exchange procedures established by PTSU/MoD.

The Data Exchange Manual was developed, and informal training was provided to RTC/PTSU staff.

Following discussions on the database and reporting enhancement, the Programme also initiated the creation of a backup mechanism and the involvement of new staff in the process of maintaining the Perspektiva database, in order to ensure proper handover. The selection of adequate staff will take place during the period subsequent to the conclusion of the Programme, which will be followed by training and a final handover.

The Programme’s capacity building activities in the area of the MIS, sharing and updating of the data ensured that the MoD/PTSU staff are trained and able to provide reporting and analysis based on the data from the central database.
Through these activities, the MoD did not simply take over the activities implemented within the NATO-PERSPEKTIVA Programme but also shaped them according to its needs and adjusted to its structures and mechanisms based on the best practices and lessons learned from the implementation of the NPP. The provision of the trainings on the MIS enabled the MoD/PTSU staff to improve data collection and reporting mechanism systems creating conditions for the development of statistical reports and following up on daily activities in future PERSPEKTIVA Program activities. Without these interventions the implementation of the PERSPEKTIVA Program would be less efficient and reliable and results less visible.

Further, the RTC offices are located in the facilities within military barracks. Thus, some of those offices were previously targeted by refurbishing activities, while RTC offices are based in buildings within military barracks, although some of them had already been targeted by refurbishing activities during previous projects, within NPP office refurbishing took place at the locations representing permanent RTC establishment (Sarajevo and Banja Luka).

The establishment of the RTC Tuzla created a need for refurbishment of two offices, including the procurement of the office furniture and IT equipment.

These interventions created a consistent and enabling working environment in all RTCs, contributing to positive working environment, creating the basis for the long term implementation of the reintegration activities.

As mentioned earlier, the NPP included field visits to NPP beneficiaries, which was of crucial importance. This created a need for the RTC staff to have a vehicle at their disposal.

Since the MoD had limited resources, and a lack of vehicles was present in both RTCs and the PTSU, the NPP purchased vehicles for each of the RTCs and for the MoD/PTSU. The handover of the vehicles to the MoD occurred upon closure of NPP, for the future implementation of the transition process of the military staff in order to enhance the capacities for monitoring and field visits during the transition process.

By equipping the MoD/PTSU with the necessary means for transportation, the Programme provided for the necessary precondition for performing field and monitoring activities, which is a key element in implementation of the PERSPEKTIVA Program. Had the vehicles not been provided to MoD/PTSU with the vehicles, the PERSPEKTIVA Program results would have been limited from its very beginning, precluding the provision of quality services.

**Training**

Throughout Programme implementation, in accordance with the Exit Strategy goals, six training events were organized for the PTSU/MoD, RTC staff and reserve staff:

- Monitoring and evaluation
By establishing a system for monitoring and evaluation within the framework of the project, the goal was to increase the monitoring and evaluation capacities of the PTSU in the context of current and future projects (reporting to donors, monitoring of resources, etc.). The training on monitoring and evaluation and development of Logical Framework was organized for the MoD staff from the PTSU, and the Finance, Logistics, and Public Information.

❖ Team building for recruitment and transition offices

The main goal was to provide basic knowledge, corporate team building training and development, as well as employee motivation, human resource management, productivity, and productivity improvement in order to help PTSU/RRC staffs to build networks that would facilitate their work, and to further develop the relations with the counterparts aimed at building a collaborative team environment.

❖ Career counselling

This provided core skills needed to offer professional career coaching and counselling to others. This training fostered the enhancement of the RTC staff to collect, analyse and provide relevant information to beneficiaries.

❖ Business plan development

This provided core skills needed to offer professional business plan development to beneficiaries in order to increase the capacities of the RTC staff to counsel beneficiaries in relation to business planning and the creation of systems for business plan development.

❖ Communication techniques

This training was designed to provide participants with the opportunity to understand how communication works and how to communicate with confidence and flair, by increasing the capacities of the RTC staff to communicate with beneficiaries of the Programme in the most appropriate manner.

❖ IT/Database

Training was conducted in order to provide participants with an enhanced knowledge of MS Excel and MS Access.

At the end of 2012, the MoD selected reserve staff for each RTC, as well as the staff from the RTCs who would attend additional training in the upcoming period. Training events were planned to be related to the implementation of the PERSPEKTIVA Program, in line with the training provided on monitoring and evaluation, as well as with the framework results set up by the MoD.
After the end of external support in the implementation of the PERSPEKTIVA Programme, the MoD/PERSPEKTIVA staff will be able to apply the knowledge and skills gained through different trainings in the transition processes to come. It is presumed that the MoD/PERSPEKTIVA staff have developed the requisite skills and capacities for providing reintegration assistance to discharged defence personnel. Through enhancing the knowledge and skills of the MoD/PERSPEKTIVA staff, the Programme has provided for preconditions to ensure the sustainability of Programme’s results.

**Overall, capacity building assistance has made highly significant impact in each and every area targeted. Without assistance in capacity development and without the development of an Exit Strategy, joint work would have not been possible, and the MoD/AF BiH staff would not have had the opportunity to work alongside experienced staff with extensive experience in reintegration program implementation. Further, this would certainly have slowed down the learning process, increased the presence of trial-and-error in methods and processes development, and, generally, access to the best practices and exchange of experiences would have been limited.**

**Since trained staff is able to perform their duties more effectively and efficiently, the training of MoD/AF BiH staff will contribute to overall beneficiaries’ satisfaction with services provided. Further, it will increase effectiveness and cost efficiency of reintegration assistance management.**

**As mentioned, the NPP donated technical equipment and transportation means (vehicles) as well as refurbished offices, which is highly significant in the context of diminishing resources and given the economic crisis, making it difficult for the MoD to be able to obtain funding required for such investments in such short period, particularly having in mind the slowness of budgetary and procurement process in public institutions.**
CONCLUSIONS

Over the three-year period, the NPP was implemented in a challenging socio-political and economic environment. In spite of all unforeseeable external factors, primarily related to the disputed state Law on Military Service in the BiH Armed Forces regulating the early retirement rights of discharged military personnel, which influenced the Programme’s implementation, the NPP showed great flexibility and pro-activeness, making excellent progress in achieving and even exceeding its original objectives.

The Programme has also demonstrated high level of sensitivity and ability to adapt its activities, including an additional caseload of 791 discharged military personnel in 2013. This has been achieved while simultaneously ensuring a smooth transition process throughout the country.

The NPP contributed to the overall reform objectives of BiH in the defence sector, as well as to maintaining social peace and stability in the country. Through this, the NPP has directly contributed to a principal objective of the country, namely to join the NATO Partnership for Peace and, ultimately, achieving full membership in the NATO and in the Euro-Atlantic security structures.

However, the Programme’s most visible results were the provision of financial assistance to the reintegration process to 2,634 discharged military personnel out of 2,735 released military personnel over the period between 2010 and 2013, accounting for 97 per cent of all discharged military personnel.

During its implementation, the NPP cooperated with government institutions and local authorities. Cooperation was also maintained with international and non-governmental organizations, existing business incubators, employment bureaus, establishing synergies and consequently enhancing the results and cost-effectiveness of the NPP.

When comparing the results achieved with the targets defined in the Result Framework, the NPP met and exceeded all of its planned outputs and consequently produced most of the desired outcomes for all the components measured, including:

- Socio economic reintegration of discharged defence personnel;
- Self-sustainability of the assisted beneficiaries;
- Beneficiaries’ satisfaction with the services provided;
• Communities of reintegration indirectly benefit from the reintegration process by way of services provided and increased business activity at the micro-level;

• Capacity building of the MoD/PTSU.

Although the excellent support to discharged personnel’s livelihood has been provided through the Programme, this assistance was not sufficient in itself to facilitate the creation of completely new businesses. However, it contributed towards the household economic costs and provided preconditions for income generation of NPP beneficiaries.

Another important achievement of the NPP assistance was that it gave the NPP beneficiaries both financial support and kept them active, moving them into the civilian world with a specific objective. This new economic and social attitude of assisted NPP beneficiaries towards creating and developing new business and life solutions is another very important achievement of the Programme. As the data from the Assessment indicates, for the majority of the surveyed NPP beneficiaries, the joint socioeconomic impact of the NPP assistance was of great importance in their civilian reintegration.

The NPP has fulfilled its purpose of assisting in the socioeconomic reintegration of beneficiaries, with particularly positive impact pertaining to the social and family aspects of their lives. The quantifiable aspect of that support was measured through the number of disbursed assistance grants.

The added value of the Programme was in its multi-level provision of both psycho-social and financial assistance related to the discharged military personnel enrolled for the Programme. What is more, the psychosocial component proved to be key element of the NPP, the absence of which in the first year of the Programme’s implementation was identified as a critical gap in the transition process that should accompany the discharge process. The need for the inclusion of psychosocial support into the transition process of discharged military personnel and thereto related trainings of the MoD staff has been recognized by both donors and the MoD, resulting in its inclusion in the capacity building activities and the Exit Strategy that will be implemented until June 2014.

The NPP has also made a significant contribution towards the development of the local economy by allowing the NPP beneficiaries to purchase the assistance from the local companies. During the lifetime of the Programme, the NPP has cooperated with 381 companies in BiH, covering more than 100 municipalities, with 2,634 NPP beneficiaries having purchased equipment/goods. It has directly contributed towards the BiH economy and cash flows in the country, as well as towards keeping small and medium enterprises operational. The NPP contribution to BiH economy is also to be seen in the timely payments, which is of crucial importance for the companies.

In line with good practices, national commitment, building of capacity and ownership, the NPP has included as a key objective the capacity development of the MoD. Special efforts were made throughout the NPP to ensure that IOM played a fundamental support role to
the MoD. The coaching and learning by doing methodologies applied, including the sharing of the offices in the RTCs, all together contributed to building the MoD capacity.

The increased capacity of the MoD PTSU in providing reintegration assistance to the discharged defence personnel and including it in the regular human resource management cycle was another very important accomplishment. The results of capacity building activities are most visible with the new advanced work methods that were introduced, following the procedures developed and implemented by the PERSPEKTIVA Program. The most tangible results of the capacity building activities were certainly at the field level, at which MoD staff worked alongside IOM staff with coaching and learning-by-doing with methodologies that are now embedded in the work of the MoD staff. Besides capacity building, activities also resulted in technical improvements, such as the refurbishment of offices, and the provision of technical (IT), networking, and communications equipment, which facilitated an enhanced and uniform working environment in all four RTCs. Also, the project supplied four vehicles for the RTCs and one vehicle for PTSU, in order to facilitate their everyday work and monitoring activities.

As of today, the MoD has both at the headquarters and field levels the technical capacity to continue providing PERSPEKTIVA support to beneficiaries. It remains to be seen how PERSPEKTIVA will be implemented after the end of the NPP, most pertinently in terms of securing the requisite funding to implement PERSPEKTIVA in the future. The MoD/Personnel Transition Support Unit demonstrated its enhanced capacities as it took over the responsibilities to carry on relevant segments of the PERSPEKTIVA Program. The level of competence of the MoD/PTSU to deal with all types of assistance in reintegration processes was strengthened.

While technical capacities have generally been given to the MoD, the operational capacity and commitment can be appraised only after the MoD has completed the next transition process using its own procedures.

Further, the capacity building of the MoD should be incorporated in all activities aimed at the Security Sector Reform, as a form of added value to the IOM intervention. Joint IOM-MoD trainings constituted the main activities for capacity building. Developing staff capacity through coaching, mentoring, workshops, and workflow documentation is essential in ensuring Programme continuity after the departure of international and/or local partners. Initiatives should focus on upgrading and further strengthening the skills and expertise of the MoD staff, as well as consolidating the structures as regards the provision of equipment and the refurbishment of facilities.

However, in order to assess the real impact of the Programme on socioeconomic sustainability of the NPP beneficiaries, capacity building and other Programme components, an evaluation should be performed at least one year after the Programme’s conclusion.

The general conclusion is that the NPP was a **rather unique Programme** which, besides the financial assistance to discharged military personnel, provided psychosocial
assistance and capacity building of the MoD, ensuring the sustainability of the results after the lifecycle of the project. The NPP has made a positive contribution to the local economy and national stability through the successful implementation of its activities producing a positive impact on the social and economic well-being of the assisted beneficiaries and the society as such and in that context the Programme has performed exceptionally well and created the necessary preconditions and structures for future transition activities in the AF BiH.
REFERENCES

The following documentation has been a source of data analysed in this document:

- IOM Monitoring Reports
- USAID Interim Reports
- Analysis of the anonymous monitoring questionnaire
- First External Independent Mid-Term Formative Evaluation of NATO-PERSPEKTIVA Programme in Bosnia and Herzegovina, October 2011
- Final External Independent Summative Evaluation of NATO-PERSPEKTIVA Programme in Bosnia & Herzegovina, June 2013
- Ex-Post Monitoring Report - reporting period: 01 October 2010 – 30 September 2013, October 2013
- Report on the Second grant disbursement through the NATO-PERSPEKTIVA Programme, April 2013
- Exit Strategy (First Phase 01 October 2012 – 31 March 2013) to assist the remaining caseload of discharged defence personnel and hand over to the relevant staff of the Ministry of Defence of Bosnia and Herzegovina of the expertise and mechanisms developed within the NATO-PERSPEKTIVA Programme, September 2012
- Report on the Impact of the NPP on the socio-economic development of service provided and business activities in the micro resettlement areas, November 2013
- Report on the Promoting Socio-Economic Gender Equality Through The NATO-PERSPEKTIVA Programme, December 2011
- Analysis of transition and reintegration of woman discharged from the Armed Forces of Bosnia and Herzegovina, February-March 2013
- NPP documentation