NATO Partnership for Peace

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

ASSESSMENT OF IMPACTS IN RELATED TO SOCIAL, ECONOMIC AND INSTITUTIONAL CAPACITY BUILDING ASPECTS OF NATO-PERSPEKTIVA PROGRAMME FOR BOSNIA AND HERZEGOVINA

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# LIST OF ACRONYMS AND ABBREVIATIONS

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<tr>
<td>AFBiH</td>
<td>Armed Forces of Bosnia and Herzegovina</td>
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<td>BS</td>
<td>Business Start Up</td>
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<td>BE</td>
<td>Business Expansion</td>
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<td>FBiH</td>
<td>Federation of Bosnia and Herzegovina</td>
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<td>FC</td>
<td>Financing Criteria</td>
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<td>FYROM</td>
<td>Former Yugoslav Republic of Macedonia</td>
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<td>ICRS</td>
<td>Information, Counseling and Referral Services</td>
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<td>IOM</td>
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<td>JRP</td>
<td>Joint Review Panel</td>
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<td>KUP</td>
<td>Personnel Management Command</td>
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<td>LN</td>
<td>Lead Nations</td>
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<td>MHC</td>
<td>Mental Health Centre</td>
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<td>MHTS</td>
<td>Mental Health and Traumatic Stress</td>
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<td>MIS</td>
<td>Management Information System</td>
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<td>MoD</td>
<td>Ministry of Defense</td>
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<td>MoU</td>
<td>Memorandum of Understanding</td>
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<td>NATO</td>
<td>North Atlantic Treaty Organization</td>
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<td>NCO</td>
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<td>NHQSa</td>
<td>NATO Head Quarter Sarajevo</td>
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<td>NTF</td>
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<td>Project Results Framework</td>
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<td>Personnel Transition Support Unit</td>
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<td>RAPP</td>
<td>Reintegration Assistance Project Proposal</td>
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<td>RTC</td>
<td>Recruitment and Transition Centre</td>
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<td>RF</td>
<td>Results Framework</td>
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<td>RS</td>
<td>Republic of Srpska</td>
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<td>ToR</td>
<td>Terms of Reference</td>
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<td>USAID</td>
<td>United States Agency for International Development</td>
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<td>VPN</td>
<td>Virtual Private Network</td>
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PREFACE

This analysis has been prepared based on the request of the International Organization for Migration to Bosnia and Herzegovina (IOM), the implementing agent 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 impacts of the NATO-PERSPEKTIVA Programme in key Programme areas, in cooperation with the NPP team.

The document is based on both, theoretical and practical approach, with extensive list of documents, reports, assessments and evaluations, along with the analysis of survey conducted on stratified proportional sample, being basis for its findings. The document analyses project achievements from the aspect of individual beneficiaries, and from the aspect of capacity building 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 as they consider running future similar programs.
INTRODUCTION
The purpose of this section of the document is to provide an overview of project background, key stakeholders, and achievements that represent major outcome of the Programme and have provided significant impacts on target population. Further, this section provides an overview of the methodology applied in analysis of the Programme impacts.

NATO-PERSPEKTIVA PROGRAMME

A principal objective within BiH remains 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 has been developed in partnership with the MoD. Its goal has been to support the defense sector reform in BiH, complementing activities already planned and implemented by MoD. Also, an overall project goal has been strengthening of MoD capacity to enable it to manage its downsizing and reform activities, as well as support social and economic reintegration of the discharged defense personnel into civilian life.

The BiH Ministry of Defense (MoD) has completed several phases of discharging professional soldiers between 2006 and 2009; however, new releases of Armed Forces (AF) Personnel were completed 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 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, personnel do not currently 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, and a release of personnel may have an impact on the overall stability of the country and the region.

It is in this context the MoD pursued development of a support Programme for assistance to redundant personnel in the defense reform process. This constitutes a central element of efforts in the country to develop and conduct sustainable and

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1 Final Report to NATO Trust Fund, pg. 4
affordable defense reform activities with minimal social consequences. However, the financial resources available in that support Programme were not sufficient and the MoD consequently appealed to NATO member states and other donors for funds to assist in reintegration support. Within that context, NATO and the US Government decided to respond 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 Defense 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 Programs 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 with the NATO PfP Programme.

The NPP has targeted discharged defense personnel assisting them in their reintegration into civilian life. The Programme, through the individual counseling and financial support, contributed to economic and social reintegration of the NPP beneficiaries through the provision of assistance in 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 Centers (RTC) provided one-on-one counseling to the NPP beneficiaries to help them select the most suitable path of the reintegration i.e. assistance.

Specific objectives identified in the original NPP document were:

- Approximately 3,000 released personnel assisted in their re-integrating into civilian life through one-on-one counseling;
- Up to 2,301 released defense 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 defense 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 the project implementation to capture both quantitative and qualitative information on the Programme implementation and ensure transparent reporting on the 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 that can be listed 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 defense 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 in Programme implementation were, on implementation side – the International Organization for Migration and the Ministry of Defense of BiH, with the ministry being the key stakeholder on beneficiary side as well. From beneficiary side, key stakeholders were beneficiaries themselves, as well as their associations.

For the purpose of this document, the overview of key stakeholders will focus on implementation side.

**International Organization for Migration**

Traditionally, the International Organization for Migration (IOM) has been focusing 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 adjust the size of military personnel to right level and reintegrate them into civilian life: assisting more than 270,000 former combatants and other regular and

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2 Experience of the implementation of the NATO PfP Trust Fund Project for assistance to discharged defense personnel in the Republic of Serbia (July 2006 – June 2006)
irregular military personnel in countries such as Afghanistan, Angola, Guatemala, Haiti, Mali, Mozambique, the Philippines, Tajikistan, East Timor, Colombia. The IOM has direct experience in BiH in the implementation of the two previous projects in the defense sector in BiH: Transitional Assistance to Former Soldiers (TAFS) and NATO Trust Fund (NTF1) so it has the precious experience, not only in the region but in the country as well.

During this period IOM has gained a valuable worldwide experience in the field of resettlement and reintegration of regular and irregular military and security sector personnel, where the reintegration of military personnel presents particular challenges. These have led IOM to develop a core of expertise capable of applying IOM reintegration methodologies to the unique situation of a given country. However, the IOM’s DDR/SSR related projects implemented in the Western Balkan region have made the greatest impact and attracted an extraordinary interest of international community and NATO in particular. NATO has paid special attention to Defense 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 former Yugoslav countries. This attention has continued to contribute to the development and overall recovery efforts of those states.

Nevertheless, the projects implemented in the Western Balkan region should be seen in the context of strengthening the stability of civilian society, and not only as a purely military or defense related project. The role of IOM has been highly important in ensuring that the focus of those projects has been on human security and social and economic development. Furthermore, recognizing the empirical importance of host nation cooperation and leadership, IOM has always linked its operations to the host government’s strategy and priorities and tailored the program to the needs of each country. Another comparative advantage of IOM in this area is its program design which incorporates an Exit strategy from the inception of the program that is jointly developed between IOM and MoD stakeholders.

The reintegration of defense personnel presents a particular set of challenges to which the IOM has responded by developing a core of expertise in applying its reintegration methodologies to the unique situation of a given country. In order to achieve long lasting sustainable stability and security, the IOM links its activities to the host government’s strategy, vision and priorities. Partnership with host governments further enhances their existing capacities in administering and implementing such programs, which are often implemented in adverse socio-economic realities.

**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 of some 3,000 released personnel from the AF BiH with the aim of facilitating their social and economic
reintegration. The PTSU oversees four Recruitment and Transition Centers (RTC) and closely cooperate with the IOM as implementing agent of the NATO-PERSPEKTIVA Programme.

NATO-PERSPEKTIVA PROGRAMME ACHIEVEMENTS

The NATO-PERSPEKTIVA Programme is 5th international intervention to support demobilized military personnel in BiH since the country emerged from conflict some 18 years ago. Previous projects (the World Bank’s Emergency Demobilization and Reintegration Programme (EDRP) and Pilot Emergency Labor Redeployment Programme (PELRP), as well as IOM’s Transitional Assistance to Demobilized Soldiers (TADS) Programme) were implemented in the context of immediate post-demobilization security concerns. The first project which presented a need to establish models that can be replicable by national government has been the NATO TRUST FUND Programme (NTF 1) implemented by the IOM during 2006-2009. This project marks transition from basic livelihoods towards more comprehensive economic development assistance.

Whereas the previous assistance programs aimed at dealing with mandatory downsizing of the Armed Forces of BiH (AF), the MoD was faced with a regular reintegration process of a magnitude that by far exceeds its financial and human capacities to cope with such large numbers in such a short timeframe.

The NATO-PERSPEKTIVA Programme (NPP) has to be seen in the context of strengthening the stability of civil society, and not as a purely military or defense-related activity. In that sense, the role of the IOM has been highly important in ensuring that the focus of the project is on security and stability in BiH and its social and economic development. The NPP was implemented from October 2010 to September 2013 as a support to the implementation of the MoD Policy and Strategy document ‘PERSPEKTIVA Program’, which was developed as an assistance program to redundant personnel in the defense reform process in BiH.

As a contribution to reaching the Overall Objective, the NPP has offered the counseling, financial and psychological assistance to the NPP beneficiaries.

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

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3 Final Report NATO/PfP Trust Fund (NTF) Programme for Assistance to Redundant Military Personnel in BiH, p.10
Assessment of impacts in relation to social, economic and institutional capacity building aspects of NATO PERSPEKTIVA Programme for BiH

financial assistance up to 1,500 EUR from one of four different Programme categories: agriculture, business start-up and expansion, employment/job placement and education/training, but more importantly, it has contributed towards the social and security stability in the country.

In addition to financial assistance to the NPP beneficiaries, the NPP incorporated the psycho-social support in the transition process. The need for psycho-social 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. The initially set target of assisting 25 per cent of NPP beneficiaries with the psychosocial assistance by the end of the Programme has been increased by 31 per cent amounting to 56 per cent of all NPP beneficiaries visited by the Mental Health and Traumatic Stress (MHTS) counselors engaged by the NPP to assess the psycho-social well-being of the NPP beneficiaries and to provide psychosocial assistance.

Moreover, the importance of psychosocial assistance and training of the MoD staff aimed at capacitating them to recognize when the 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, thus creating both 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 in order to acquire know-how and technical capacity to continue providing support in the framework of the PERSPEKTIVA PROGRAM to beneficiaries. The MoD has also been technically equipped for future transition process of redundant military personnel. In the second year of its implementation, the NPP activities regarding the capacity building of the MoD PERSPEKTIVA Program were incorporated into the Exit Strategy designed to ensure handing over of the NPP activities to the MoD, as well as the transfer of knowledge and mechanisms developed through the NPP’s 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 - 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.

Unlike in some similar earlier programs for discharged soldiers such as the NATO/PfP Trust Programme (NTF 1), where through the means of the public procurement the most favorable company operating at the national level would be selected, and from which all equipment or tools were purchased, the NPP has been organized differently. The NPP included development of the local economy into its design aiming 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 so the local businesses and thus the local economy can have a direct benefit from the NPP.

The NPP was planned to be implemented from October 2010 to September 2012, but was extended twice and prolonged to September 2013. 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 new caseload of persons discharged during 2013. Therefore, the NPP eventually comprised of 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 being assisted.

In order to provide assistance in the transition and reintegration of redundant military personnel, the MoD established three Recruitment and Transition Centers, in Sarajevo, Banja Luka and Mostar, to provide personalized guidance to the redundant military personnel in adjusting to the civilian life. Additional RTC in Tuzla was established in April 2012.
METHODOLOGY AND DATA COLLECTION AND SAMPLING

Methodology overview

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

- IOM Monitoring Reports
- Final Report to the USAID for the Resettlement of Discharged Ministry of Defense Personnel in Bosnia and Herzegovina over the years 2010-2013
- Final Report to the NATO Trust Fund for the Resettlement of Discharged Ministry of Defense 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 defense personnel and hand over to the relevant staff of the Ministry of Defense 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 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 the impacts and provide aggregate impact estimates, a **proportional and stratified sample**, consisting of 405 NPP beneficiaries was used. This sample represents 15% of total assisted caseload (2,634 beneficiaries). The sample is stratified and proportionate, thus, the number of 405 NPP beneficiaries is representative of total number of assisted NPP beneficiaries. However, it is important to emphasize that this sample will have certain bias, due to the fact that it does not include the feedback from adequate proportion of population deciding not to register, thus it does not correspond to overall population structure in that regard (total of 78 persons decided not to register, which represents approx. 1% of overall population, thus, in order to capture this aspect it would have been required to include 4 questionnaires to be filled out by those who decided not to register, however, since that was not available, this sample does not include such population). Given the small percentage of population deciding not to register, it has been estimated that the corresponding portion within stratified sample would not affect overall results.

Further, in regards to data collection method, **the data has been collected through anonymous questionnaires**. Although questionnaires have certain limitations due to the issues typical in use of questionnaires (related to non-response, thus difficulty of obtaining 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 etc.) given the time constraints and the fact that this type of data collection is relatively easy to analyze and simplicity of their administration, as well as standardized information collection, the **questionnaires represented the most suitable data**
collection method. The stratified sample was used as representation of NPP beneficiary pool 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, Capljina

4 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 of relevant state institutions was a critical factor in the success of the Programme. The engagement of the Ministry of Defense benefited both, the MoD and the Programme. The commitment demonstrated by the MoD, served to ensure that it will be able to take over the activities, ensuring the sustainability and long-term impact of the donor intervention. Furthermore, this 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 Capljina.

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 also 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 second grant up to 1,500 EUR. The aim of this recommendation was to assist up to 15 per cent of all NPP beneficiaries among which the most vulnerable categories and successful beneficiaries developing profitable business and to ensure that they receive tailored assistance for further development of their business, enhancing their scope for long-term socio-economic integration. Within the available funds, the NPP assisted 198 or 7 per cent of all NPP beneficiaries.

This approach proved to be very effective 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 up to 3,714,000 EUR on direct reintegration, directly contributing towards development of the local economy. The purchases made through
the NPP have contributed towards increasing business of small and medium enterprises. The amounts of up to 1,500 EUR to which the beneficiaries were entitled, as well as reliable and timely payment by the IOM in a time of general lack of cash, have positively contributed to financial solvency of the companies.

**Local community benefit of Reintegration programme**

Unlike in some of the previous similar programs, concerning discharged soldiers (such as NATO/PfP Trust Programme (NTF 1)), where the procurement process followed the rules of public procurement i.e. the most favorable 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 have a direct benefit from the NPP.

During the three-year implementation of the NPP (October 2010 - September 2013), the Programme has cooperated and purchased equipment and tools with 381 local service providers and companies from more than 100 BiH 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, spending up to 3,714,000 EUR on direct reintegration of the beneficiaries directly contributing towards the BiH economy and cash flows in the country and keeping small and medium companies operational.

The purchases made through the NPP have contributed towards an increase of business of the small and medium companies. Moreover, the amount of up to 1,500 EUR to which the beneficiaries were entitled, as well as reliable and timely payment by the IOM in the time of general lack of cash flows, has positively contributed to the financial solvency of the companies visited.

The companies claimed that “doing business with the NPP has helped them to secure reliable payments” (in time when companies have difficulties to cash the claims) and to secure and maintain working posts. Another very important element contributing towards the development and continued existence of the small companies is higher willingness of financial institutions to grant loans to the companies due to increase of annual turnover. Moreover, the certainty that the NPP was implemented over certain period of time, gave companies additional insurance to hope for doing business in the future with the NPP.

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5Assessment “Impact of the NPP on the socio-economic development of service provided and business activities in the micro resettlement areas”, 2010-2013, p.5
In regards with the client’s satisfaction, the great majority of beneficiaries said to be satisfied with services and goods provided by the local companies.

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 economy development. This approach will, however, most probably not remain after end of the Programme since, in the future transition activities the MoD has to respect the 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 future programs** since it boosts financial injection to local businesses during the global economic crisis.

**Overall,** given the Programme’s multi-level approach, the measuring of the NPP Project’s success focused not only on the individual assistance provided to the discharged military personnel and their families, but also on the economic effects produced on the local community in terms of support received and benefits gained from the reintegration process of the NPP beneficiaries.

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 programs.

The Programme has performed exceptionally well and created the necessary preconditions and structures for future transition activities in the AF BiH.

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

What can be observed are the following goals, achieved by the NPP:

a) **Goals to be achieved in regards 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, counseling and referral services through the Recruitment and Transition Centers
3. Approximately 2,300 discharged personnel supported with individual direct assistance
4. 120 released personnel supported with second grant
5. Approximately 25% of discharged personnel supported with psycho-social report
6. Promotion of social-economic gender equality
7. Monitoring of beneficiaries’ progress

b) Goals to be achieved in regards to capacity building of MoD
1. Capacity building of MoD in order to be able to provide information, counseling 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

Database compiled and maintained with profiles of 3,320 discharged military personnel
• 2,735 profiles compiled in the database presenting the profile of beneficiaries discharged within the period 2010-2013

Approximately 2,300 released personnel supported with information, counseling and referral services through the regional resettlement centers.
• 2,659 persons counseled since the beginning of the project

Approximately 2,300 released personnel supported with individual direct assistance, such as equipment, business/self-employment planning, education and training, and/or job placement services.
• 2,634 beneficiaries having received assistance since the beginning of the project

120 released personnel supported through second grant provision.
• 198 beneficiaries received the second grant

Approximately 25 per cent of released personnel supported by psycho-social assistance.
• 1,545 beneficiaries received psychosocial assistance

Promoting socioeconomic gender equality
• 71 female beneficiaries had been counseled and supported through economic assistance;
• 30 female beneficiaries have been supported through the provision of a second grant;
• 68 discharged female beneficiaries have received psychosocial assistance out of 55 discharged.

Monitoring of the activity progress of beneficiaries
• 1,691 beneficiaries monitored

Diagram 1: Achieved Results of NPP

Source: IOM
Further, **specific outcomes** achieved by NATO-PERSPEKTIVA Programme over the three-year period were:

- **2,634** discharged defense personnel **assisted** in their reintegration into civilian life through one-on-one counseling,
- **2,634** discharged defense 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 Centers (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 through five major areas:

- Results achieved in regards to financial wellbeing 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 five major areas.

Results in regards to financial wellbeing of the beneficiaries

“The initial Programme goal has been approx. 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 exceeded this goal by far, with 2,634 discharged defense personnel assisted in their reintegration into civilian life through one-on-one counseling, and, provision of the grant comprising financial aspect of reintegration assistance.

In detail, over the course of NATO-PERSPEKTIVA Programme, the MoD referred 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 the IOM a group of up to 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, 145 persons were promoted and remained in the Armed Forces, while it was confirmed that 791 would be discharged in 2013, including additional 13 non-commissioned officers. In total, 2,735 discharged defense 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 (workshop, seminars, field presentations).

The successful implementation of the NPP’s activities, particularly its outreach strategy increased awareness among the eligible beneficiary pool about the project, resulting in total
of 97 per cent of all discharged military personnel registering for the Programme (Table 4).

When viewing all of the results achieved, and considering it in limited timeframe, it is clear that, although the similar activities in different regions, as well as prior activities in DDR in Bosnia and Herzegovina, show less remarkable results, compared to this Programme. What can be observed is that the experience of IOM staff, combined with joint activities with the MoD at field office level, as well as streamlining of processes and changes made to procurement process (local purchases), as well as multi-level approach through counseling and information prior to opting for certain type of assistance, are what makes the difference which can be measured by exceptional results in regards to financial assistance to reintegration.

<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>

Table 4: Registration and assistance

This can also be contributed to Counseling activities, within the framework of the Programme, which were based on a beneficiary-orientated approach throughout its implementation. This approach enabled the support of the field client advisors (both IOM and MoD staff) to 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 counseling process was tailored to each beneficiary, and followed a flexible procedure without a precise timeframe.

Given the initial goal of approx. 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, as well as outreach and visibility activities throughout the Programme.

Also, when viewed through perception of the financial support by beneficiaries, the same impressions emerge. In order to obtain such feedback, data was used from stratified sample and it illustrates that in terms of the importance of the NPP financial assistance in the self-employment of the NPP beneficiaries (Table 5). The data shows that 54
Assessment of impacts in relation to social, economic and institutional capacity building aspects of NATO PERSPEKTIVA Programme for BiH

beneficiaries (14 per cent) believed that without the assistance they would not be 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 in 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 the difference in their self-employment activities.

Regarding the counseling provided to the NPP beneficiaries during the NPP, 121 (or 37 per cent) of NPP beneficiaries believed that it motivated them, 74 or 22 per cent found it useful because of the administration of assistance provided, 99 or 30 per cent found it useful in building or starting a business whilst 36 or 11 per cent of beneficiaries found adequate business ideas as a result of the counseling (Figure 3). What is rather interesting is finding that 37 per cent of the surveyed beneficiaries found the assistance helping them in their motivation which witnesses of the importance of the counseling work of the IOM field advisors which is directly linked to the wellbeing of the NPP beneficiaries.

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 4). This constitutes a positive set of results for the Programme. The positive results of illustrate that individual projects developed through the program 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 steady monthly income, which has been higher than 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 to assist discharged military personnel in the process of re-integrating into civilian life, NPP PRF strategically focuses on social reintegration of the discharged military personnel as the outcome priority 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 labor market) is regarded as a principal indicator of success.

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 find the amount satisfactory**, while **48 per cent** of the NPP beneficiaries **find the amount not to be satisfactory** in their endeavors to reintegrate into the civilian life (**Figure 5**). It is positive that just over half of the assisted NPP beneficiaries found the amount of the assistance satisfactory. When compared with the previous similar projects, when the beneficiaries were entitled for severance packages, this amount might be considered as small, however, the data below (**Figure 6**) shows that the **amount of the NPP assistance has contributed towards the improvement of their financial situation.**

Analysis of the stratified sample revealed that 234 beneficiaries (**59 per cent**) **considered the NPP support to have somehow contributed to their financial situation** while 107 beneficiaries (27 per cent) consider the NPP support to have...
significant contributed to their financial situation. Only 42 (10 per cent) considered the NPP support to not have any effects on their financial situation (Figure 6).

In terms of the importance of the NPP financial assistance in the (self)-employment of beneficiaries 112 beneficiaries (29 per cent) believed that the NPP assistance had very significant impact in starting/expanding their business, while 182 beneficiaries (46 per cent) find the NPP assistance significant in their self-employment while only 44 (11 per cent) believed the NPP assistance had no significance for their endeavors in self-employment (Figure 7).

The Table 6 shows how the beneficiaries included in stratified sample responded in regards of what additional requirements may be in order for them to improve their business activities. Considering the improvement of their business and current financial situation, the NPP beneficiaries expressed the need for additional financial support in order to improve and/or expand their businesses and thus increase their income.

Regarding the total income of the NPP beneficiaries while being in the AF BiH and after being discharged, 98 per cent of the NPP beneficiaries being surveyed find their income to be lower. Such a high figure is not surprising as during the employment in the AF BiH all NPP beneficiaries had 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 in the longer time perspective and their adoption to the civilian life (Figure 8).
When requested to compare their socioeconomic status prior and subsequent to receiving NPP assistance, 202 assisted beneficiaries (51 per cent) considered their socioeconomic status to have improved subsequent to receiving the assistance, 159 assisted beneficiaries (40 per cent) believed that their status remained the same, while 35 beneficiaries (9 per cent) declared their status to be worse (Figure 9).

On the other hand, the figure of 40 per cent of the NPP beneficiaries finding the NPP assistance not having changed their socioeconomic situation can be interpreted in two ways:

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

However, whichever of the above scenarios, it should be noted that the real impact of the NPP assistance is not always immediate and is subject to economic and very often weather conditions (the great majority of the business is in the sphere of the agriculture where the weather conditions such as 2011 draughts heavily impacted the harvest) influencing the beneficiaries prospect of making the income.

The contacts with the beneficiaries revealed that those NPP beneficiaries who were engaged into the agricultural activities during the service in the AF BiH experienced much less painful transition than those living in more urban areas, not owning any land and not being engaged into the agricultural activities.

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

The comparison of the beneficiaries’ perception of their socio-economic situation is given in Figure 10, 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 it is better. As already stated, these figures are to be expected since while working in the AFBiH the NPP beneficiaries had steady income above the average income in the country.

All of the below corresponds to the professional preferences of NPP beneficiaries (Figure 10). The Figure 10 shows that, should the beneficiaries be given the opportunity to choose their profession, they would, again, opt for military (79 per cent). This figure witnesses of the beneficiaries ‘state of mind’ of having a permanent and secure job, working under the strict chain of command and not yet entirely being capable of adopting to the new challenges and set of mind in the new environment.

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 it was to expect that a positive response should come from people that received material assistance, very high level of appreciation showed that the multi-level support received from the NPP went beyond simple delivering of goods. 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 for all NPP beneficiaries.

When summarizing all of the aforementioned, and the starting point with MoD requiring donor assistance in order to be able to provide for financial assistance to the discharged military personnel, the number of 2,634 assisted beneficiaries, where according to the data available on program beneficiaries, approx. 1,685 (64 per cent) are married with average family consisting of 4 members, and, when accounting for the multiplier effect, this represents approx. 5,000 indirect beneficiaries of the assistance, demonstrates significant impact achieved by the project in regards to the financial wellbeing of the beneficiaries.

All of the achievements described in this section illustrate that the NPP significantly contributed to financial wellbeing of the beneficiaries. Should this type of assistance not have been provided, it is obvious that the beneficiaries’ reintegration. 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 be achievable. In this regard, the role of NPP efforts in counseling, information and outreach were essential. Further, without the financial resources and information and counseling provided the economic effects would, without doubt, certainly reflect significantly different picture throughout the country.

What needs to be observed that, not only the direct beneficiaries’ livelihoods, but also those of their families and dependents would be difficult, impacting their successful reintegration into civilian society. 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 in regards to psycho-social wellbeing of the beneficiaries

Psychosocial support was one of the key components of the Programme introduced in the second year of Programme implementation, following the First External Independent Mid-Term Evaluation as of September 2011. In line with the Programme decision to include the psychosocial component into its design, the Programme engaged Mental Health and Traumatic Stress (MHTS) counselors 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) counselors, as well as for the MoD/PTSU, AFBiH, and RTC staff.
MHTS counselors contacted 2,363 beneficiaries by phone and visited 1,545, providing psychosocial assistance to 56 percent of 2,634 registered beneficiaries, thus exceeding the planned target of 25 per cent (Table 7).

<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>Capljina</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 7: Total number of beneficiaries contacted and visited by MHTS counselors*

Source: IOM

As mentioned in 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) counselors was to assess psycho-social wellbeing of the NPP beneficiaries and provide psycho-social assistance.

Further, by organizing meetings and experiential workshops with the representatives of the discharged soldiers and with their large influence of the representatives over their fellow discharged colleagues, the Programme directly worked with them. This approach enabled the Programme to provide additional information for the beneficiaries, as well as enabled the representatives engaged to gain basic skills required to recognize behavioral changes among fellow colleagues who might be in need of psycho-social support. These workshops proved to be very useful since the representatives of discharged soldiers expressed the need for continued support from the MHTS counselors recognizing the 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 endeavors to successfully reintegrate into civilian life.

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 counselors the preparation of three brochures and distributed them among the NPP beneficiaries. The brochures contained basic information on depression, anxiety, and Post-Traumatic Stress Disorder (PTSD), and included contact information of all Mental Health Centers in BiH.

The Programme established contacts with Mental Health Centers (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 methodology that can be used by MoD in their further activities related to psycho-social support.

Positive feedback and appreciation from the NPP beneficiaries to introduction of psycho-social assistance and the number of contacted beneficiaries (exceeding initially planned target) confirms the importance of the psycho-social assistance in the reintegration process of all discharged military personnel. 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 psycho-social assistance and a very positive response from beneficiaries to visits and conversations with the MTHS counselors had positive impact on their motivation, which was and is a crucial moment in their future endeavors to reintegrate.

Although this component hasn’t been included in the initial Programme structure, following the First External Independent Mid-Term Evaluation, conducted in September 2011, and recommendations of thereof, the psycho-social component has been incorporated in the Programme. This makes the results and impacts of this component even more significant, particularly in the context that the incorporation of psycho-social support led to engagement of specialized staff in the area of mental health and traumatic stress as well as behavior change techniques at the RTC level, which made service available not only to the beneficiary but also to his/her household.

The recommendation for this type of support to become permanent component of PERSPEKTIVA Programme through the capacity building component initiated the organizational and structural changes in this regard, opening the potentials for higher quality of services provided and better and comprehensive care for the discharged personnel, as well as personnel participating in Peacekeeping Missions.

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What needs to be emphasized is that **psycho-social assistance was provided for 51% of total number of NPP beneficiaries.**

The majority of beneficiaries responded very positively to psycho-social component.

This is an **exceptional achievement**, given that the previous projects did not include this component. Thus, given determination of MoD to continue with further pursue of psycho-social support development, it can be viewed as highly **significant contribution and impact of the assistance** provided by NPP, particularly given that the experts from UK worked with domestic counterparts on development of methodology **to be used as a part of regular human resources management.**

Given that prior to NPP, this component has not been included in initial Policy and Strategy documentation of PERSPEKTIVA Programme, it can be viewed as **permanent impact of the Programme**, which would not have occurred should the PERSPEKTIVA Program been implemented without the IOM and NTF donations. The psycho-social component and its implementation clearly demonstrated that there is evident need in this area to develop a comprehensive system of mental health care for both, 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 influenced the establishment of a new Programme, focusing onto development of mental health care system in the MoD/AF BiH, which resulted in 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 aspect of beneficiaries**, given that this component was not originally envisioned, its inclusion into NPP has only contributed to comprehensiveness of overall assistance. As noticed, and in particular with female population, the women appeared to be more open to psycho-social assistance. However, this type of assistance has been a significant motivator to the beneficiaries. Should this type of assistance been omitted from the NPP, 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 timely react 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 significant impacts are visible in this area in regards 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 counselors, would have been missed. Also, the momentum in donor assistance focus, thus most likely 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

Crucial component throughout Programme implementation has been ensuring gender equality. In order to provide for better meeting of this goal, two analyses of female beneficiaries were conducted, using questionnaires. Principal aim of the surveys was to enhance promotion of socio-economic gender equality. What characterized this population was that the proportion of discharged women, registered for the assistance was low, which corresponded to the overall structure of the AF BiH as well. The structure of stratified sample in regards to gender breakdown is slightly different than in overall population (4% women in the sample compared to 2.8% in general population).

The analysis of collected data revealed that though women made up a small proportion of discharged personnel however, their age range falls between 36-40 years, thus they 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.

Similar as in overall population, approx. 47% of registered female beneficiaries requested assistance related to agricultural activities through implementation. This may have been a result of the socio-economic barriers faced by women, given that the assistance provided can yield more direct and less-time consuming results than re-training or education.

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.

In addition, female beneficiaries were selected to act as an additional focus group for visits by the Mental Health and Traumatic Stress (MHTS) counselors. A number of female beneficiaries were contacted and some of them visited by MHTS counselors in order to identify problems faced and barriers that can hinder reintegration. Female beneficiaries were recognized by counselors from each Recruitment and Transition Centre (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 counselors 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 are 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

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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 Mental Health and Traumatic Stress (MHTS) counselors 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 counselors from each of the Recruitment and Transition Centers (RTC) as a vulnerable group of beneficiaries with a specific status and needs.

Out 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 due to be discharged in 2013 included 791 person. Out of 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. Out of those 16, 9 opted for the 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 has been building upon the approach developed between 2010 and 2012.

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

Also, the feedback from the sessions of female beneficiaries with MHTS counselors showed that the assistance, as comprehensive set of information, counseling and referral services, along with the psycho-social support, provided for empowerment of 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
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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 easier not 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, 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 to acquire know-how and technical capacity to continue providing support in the framework of the PERSPEKTIVA PROGRAM 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 perform 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 handing over of the NPP activities to the MoD. Further, the goal of capacity building activities has been knowledge transfer, and development of processes and mechanisms developed through the NPP’s 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. The first phase of the Exit Strategy covered the period October 2012 - 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 FYROM 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 activity of previous initiatives as well, what was required was a definition of the actions to be implemented within the capacity building component. This required 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 different steps of the assessment.

During the time of the assessment, the 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 continuation of capacity building of MoD PTSU staff throughout June 2014.

The capacity building component also included technical equipping, as well as some changes in organization and structure of the MoD/AF BiH, specifically in the field level, in order to optimize use of resources as well as provide for environment better suited to multi-level approach in human resources management cycle, from recruitment to transition and discharge.

Field offices organization and geographic location

The work of the PERSPEKTIVA Program was initially organized through three RTCs in Sarajevo, Banja Luka and Mostar (later Capljina). What needs to be clarified is that the organizational structure treated Recruitment and Transition as two separate organizational units (centers) at the beginning of Programme implementation. Programme implementation pointed towards the better organization of the activities in the field level, as well as need to have both of these processes become integral part of the Human Resources Management Cycle. This led to organizational changes, where Recruitment and Transition Centers emerged. In line with this, MoD amended the organizational structure of Recruitment and Transition Centers.
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, **would require 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 the 16th of April 2012.

As mentioned above, since the merger of recruitment and transition functions occurred, the RTC Mostar, having merged these two functions, relocated to Capljina. Each Recruitment and Transition Centre had two IOM field advisors (later also MTHS counselors) 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. It goes without saying that by creating this structure the implementation of future transition processes by the MoD will be facilitated.*

**Field work structure**

As regards the MoD capacity development objective, the most visible and tangible results were to be identified at the level of RTCs. Such developments were to be expected, due to the fact that all field work has been conducted jointly by MO/AF BiH and IOM staff. The introduction of fieldwork and field visits was a crucial 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.

*Balanced mix of knowledge transfer methods was used to enable PERSPEKTIVA Program staff to take over and implement jointly developed procedures and activities.*

A **variety of working methods was developed**, including all types of activities with clients: information activities (office and field work), registration, counseling, and referring clients to the different types of assistance. A balanced mix of learning-by-doing, training and coaching was used to enable PERSPEKTIVA Program 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 counseling given to the beneficiaries.

Through joint implementation, it has been observed that the inclusion of the field work into the PERSPEKTIVA Program, given demonstrated importance of field and monitoring visits in measuring the results of beneficiaries’ reintegration process, represents additional value of joint implementation. The monitoring visits during and beyond Programme, will enable 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 valuable tool for further development of PERSPEKTIVA Program.

**Technical improvements**

The NPP provided support to PERSPEKTIVA Programme implementation through the counseling, financial and psycho-social assistance to the NPP beneficiaries but also, within the capacity building activities, 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, were provided through the NPP assistance. The level of technical proficiency and hardware configuration provided by the NPP significantly contributes to effective implementation of PERSPEKTIVA Program activities.

The assessment of foreign expert consultations with the MoD, led to defining of priority areas where the interventions of technical nature were identified. These interventions were to contribute the more efficient provision of the assistance, information exchange, office IT equipment and transport. The areas of interventions that were prioritized were following:

- 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 wide-spread location of RTC 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), which indicated that creation of a Virtual
Private Network (VPN) for secure data exchange and access organization network via Internet.

Decision was made that the KUP office would act as the VPN HQ, out of where 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 possess 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 it was three to seven years old and the Programme assessed that it is advisable to replace all of PCs. Thus, in regards of IT equipment the Program significantly improved IT infrastructure.

The assessment found that the existing internet connection is poor and limits productivity. Further, it showed that upgrade of the existing connection would not be cost effective, thus it has been decided and separate Internet connection installed in RTCs.

The level of technical proficiency and hardware configuration provided by the Programme was of extreme importance for the effective implementation of the PERSPEKTIVA PROGRAM 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 analyze 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/counseling 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 data base 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 data base, which needs to be updated with RTC inputs on a bimonthly basis.
In order to respond to that requirement and ensure that necessary IT activities related to the MIS be realized by the MoD in a timely and adequate manner, the PTSU staff was 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 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 regards 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 backup mechanism and involvement of the new staff in the Perspektiva database maintaining process also in order to ensure proper hand over. 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 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 is 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.

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).

Also, with the new RCT structure i.e. establishment of the RTC Tuzla, created a need for adaption of two offices, including the procurement of the office furniture and IT equipment.

These interventions created the uniform working environment in all RTCs, contributing to positive working environment, creating the basis for the long term
implementation of the reintegration activities which was not the case before the Programme’s implementation.

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

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

By equipping the MoD/PTSU with the necessary transportation i.e. vehicles, 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 not allowing for 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**

  Principal 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 aiming at building a collaborative team environment.

- **Career counseling**

  Provided core skills needed to offer professional career coaching and counseling to others. This training fostered the enhancement of the RTC staff to collect, analyze and provide relevant information to beneficiaries.
Business plan development

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 Program, 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 has developed their skills and capacities for providing reintegration assistance to the discharged defense personnel. With enhancing the knowledge and skills of the MoD/PERSPEKTIVA staff, the Programme has provided for all preconditions for sustainability of Programme’s results.

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

The training of MoD/AF BiH staff contributes towards beneficiaries’ satisfaction, as well as effectiveness and cost efficiency of reintegration assistance management.
Assessment of impacts in related to social, economic and institutional capacity building aspects of NATO PERSPEKTIVA Programme for BiH

Organization and payment of specialized trainings is time consuming and needs to be included in budget planning, which would make it difficult, if not impossible in some cases, to organize it swiftly and targeting key areas as it was made possible through the NPP.

As mentioned, the NPP donated technical equipment and transportation means (vehicles) as well as refurbished offices, which is highly significant in the context of the budget being constantly cut 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 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 very good 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 smooth transition process throughout the country.

The NPP contributed to the overall reform objectives of BiH in defense sector, maintaining social peace and stability in the country. This contributed to the overall reform objectives of BiH defense sector. Through this, the NPP has directly contributed to a principal objective of the country to joins 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 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 defense 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 to permit generation 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 the great importance in their civilian reintegration.

The NPP has fulfilled its purpose of assisting beneficiaries' socio-economic reintegration, 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 its multi-level provision of both psycho-social and financial assistance related to the discharged military personnel enrolled for the Programme. What is more, a psycho-social component proved to be key element of the NPP which absence in the first year of the Programme’s implementation was identified as a critical gap of the transition process that should accompany the discharging process. The need for inclusion of the psychosocial support into the transition process of discharged military personnel and thereto related trainings of the MoD staff has been recognized by both the donors and MoD resulting into 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 local economy by allowing the NPP beneficiaries to purchase the assistance from the local companies. During the NPP’s lifetime, the NPP has cooperated with 381 companies in BiH, covering more than 100 municipalities where 2,634 NPP beneficiaries have purchase equipment/goods. It has directly contributed towards the BiH economy and cash flows in the country and 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.

Increased capacity of the MoD PTSU in providing reintegration assistance to the discharged defense personnel and including it in the regular human resource management cycle was another very important Programme’s accomplishment. The results of capacity building activities are most visible with 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 where the MoD staff was working alongside the IOM staff with coaching and learning by doing methodologies that are now embedded in the work of the MoD staff. Moreover, the space environment, technical equipment/conditions, purchase of five vehicles and IT framework were significantly improved and upgraded.

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 to how the PERSPEKTIVA will be implemented after the end of the NPP especially in terms of securing the funding needed to implement PERSPEKTIVA in the future. The MoD/Personnel Transition Support Unit demonstrated its built 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 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 socio-economic sustainability of the NPP beneficiaries, capacity building and other Programme components, an evaluation at least one year after Programme’s closure should be performed.

The general conclusion is that the NPP was a rather unique Programme which, besides the financial assistance to discharged military personnel, provided psycho-social 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
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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.
REFERENCES

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

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- 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 defense personnel and hand over to the relevant staff of the Ministry of Defense 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
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- NPP documentation