TRANSITION AND REINTEGRATION

Transition and reintegration of woman discharged from the Armed Forces of Bosnia and Herzegovina

ANALYSIS AND RECOMMENDATIONS

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FOREWORD

This document aims to present the challenges that defense institutions of Bosnia and Herzegovina encounter in the context of the legislative obligation to discharge military personnel due to the Law on Service, which limits active service to 35 years the age, with a focus on female personnel that have or are due to be discharged from the Armed Forces of Bosnia and Herzegovina.

The report will present the methodologies and activities that have taken place in order to facilitate the successful reintegration of women into civil society, and provide an overview of the status of discharged woman in regard to the income generating opportunities that they obtained.

With consideration of the fact that those persons engaged within the Armed Forces were responsible for maintaining the security of the whole country, the issue of discharged military personnel and their reintegration and transition into civilian life is not just an issue for defence institutions, but for a range of state authorities.

Research was conducted in cooperation with 52 registered and assisted women who were discharged from the Armed Forces of Bosnia and Herzegovina in the period 2010-2013. Analysis of the situation in Bosnia and Herzegovina, as well as analysis of global trends facilitates the development of recommendations and guidelines for the Ministry of Defense of Bosnia and Herzegovina and Armed Forces of Bosnia and Herzegovina to follow, particularly in the context of multi-sectoral solutions to manage redundant discharged female military personnel.

This document was produced in cooperation with the International Organization for Migration (IOM) in the framework of the NATO-PERSPEKTIVA Programme, as well as the Ministry of Defense of Bosnia and Herzegovina.

We would like to take the opportunity to specifically thank all women that took part in this research, to Mr. Sead Muratović, Assistant Minister for Personal Management in the Ministry of Defense of Bosnia and Herzegovina, for his support and cooperation throughout the process.
INTRODUCTION

Pursuant to the Law on Defense of Bosnia and Herzegovina, the Armed Forces of BH are a professional, single military force organized and controlled by Bosnia and Herzegovina. The Armed Forces, as an institution of BiH, comprises of the members from among all three constitutive ethnic groups and from among of others, in compliance with the Constitution and the legislation of BiH.

Military personnel encompass professional soldiers and reserve staff whilst serving in the Armed Forces of Bosnia and Herzegovina. The Armed Forces of BH is made up of around 10,000 professional military personnel, of which around 600 are women (6.1%).

In Bosnia and Herzegovina, there is a traditional approach to the status of the woman in society, and women employed in BiH typically work within the framework of traditional female roles, and are expected to assume a greater responsibility for child care and household duties. Therefore, socially established behaviour, coupled with insufficiently developed legislative regulations, has resulted in the diminished representation and participation of women in policy and public life within the country.

The Ministry of Defense of Bosnia and Herzegovina advocates for gender equality within the framework of its responsibilities, and is actively enhancing the scope for women to assume roles as officers.

Although the Armed Forces is predominantly made up of men, women do make up 6.1% of those employed in the Armed Forces and Ministry of Defense, as stated above. The Ministry of Defense of Bosnia and Herzegovina is in the process of conducting an initiative aimed at increasing of the proportion of women employed, with the target that, by 2015, 10% of those employed within defense institutions in Bosnia and Herzegovina will be female. Vacancies within the Armed Forces and Ministry of Defense of BH offer equal opportunities for women and men.

In consideration of the structured and regulated nature of the military, upon the discharge of women from the Armed Forces of BH, the expectation that they will assume traditional socially assigned roles constitutes a pertinent risk that can hinder their successful reintegration into civil society.

As a result of the inadequately developed system of transition of military personnel into civil society, as well as the difficult socioeconomic situation in Bosnia and Herzegovina, particularly in relation to the employment market, discharge and the socio-economic
problems that follow, risk these persons becoming economically and socially excluded from society.

**LEGISLATIVE REGULATIONS**

Since 2008, the Armed Forces of Bosnia and Herzegovina has been working to increase the number of women employed, with the aim of forming a professional military personnel in which women are able to reach the highest levels of the military hierarchy.

The engagement of women and men within the Armed Forces of BH is regulated by the Law on Service in Armed Forces of Bosnia and Herzegovina¹. In accordance with Article 101 of this law, the maximum length of professional military service for soldiers is 15 years (OR-1-4), or until a maximum of 35 years of age; for non-commissioned officers is 30 years (OR-5-9), or until a maximum 50 years of age; and for officers is 30 years of service, or until a maximum of 55 years of age.

If the reason for discharge from military service is not disciplinary in nature, or a result of disease or death, Article 173 from the abovementioned Law provides that professional military service terminates at the deadline of the contract on service in the military (if the contract is not extended), in accordance with Article 145 of this Law and acquisition of conditions for retirement.

The United Nations Security Council is the responsible body for maintaining international peace and security. The Security Council adopted Resolution 1325 “Women, peace and security” on 21 October, 2000, which recommends and emphasises that countries should develop or adjust mechanisms for resolving conflict based on gender equality.

In this Resolution, the Security Council focuses on the following areas:

1. Participation of women in decision making in peace processes;
2. Gender perspective and training for building peace;
3. Protection of women;
4. Introducing gender perspectives in UN reports and implementing UN programs.

The Agency for Gender Equality and the Ministry of Human Rights and Refugees of Bosnia and Herzegovina began a process of coordinating the development of an Action Plan for

¹“Official Gazette BH” No. 88/05
implementation of Resolution UNSCR 1325\textsuperscript{2} in 2009, which was adopted by the Council of Ministers of BH in July 2010.

The Action plan is in accordance to highest European and global standards, and extensive consultations took place with representatives of governmental and non-governmental bodies, as well as with representatives of international organizations. The primary goal of the Action Plan for implementation of UNSCR 1325 in Bosnia and Herzegovina is the increased participation of women in decision making positions, as well in positions within military, police, and peacekeeping missions.

The Ministry of Defense of BH formed a Working Group for composing and implementing the Action Plan of Resolution UNSCR 1325. The Action Plan was the first of its kind to be adopted within the region, and only Bosnia and Herzegovina produced an Action Plan in cooperation with the Agency for Gender Equality.

In consideration of the Action Plan covering the period 2010-2013, a new Working Group will be formed that will direct activities outlined in the Action plan, in accordance with an analysis of the current situation and needs. Implementation of the Resolution and Action Plan for UNSCR 1325 will continue in Bosnia and Herzegovina with additional awareness towards women, in regard to the specific needs to which any transition programme should respond.

Women and men have different roles in society, as well as different needs and interests that should be taken into account when creating strategic policies and plans. The Action Plan for UNSCR 1325 promotes women participation in the decision making because legislative regulations concerning the equal participation of men and women in decision making positions is not completely harmonized with Law of Gender Equality in Bosnia and Herzegovina.

Bosnia and Herzegovina ratified the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) in 1993. Initial, second, and third reports were submitted in relation to the Convention in May 2006, after which recommendations were sent, alongside questions related to Resolution UNSCR 1325.

The Gender Action Plan of Bosnia and Herzegovina\textsuperscript{3} was composed by the Agency for Gender Equality in Bosnia and Herzegovina in cooperation with Gender Centers in the Federation of BH and Republika Srpska. With this five-year strategic document, implementation of UNSCR 1325 was envisaged through activities related to increasing the level of participation of women within decision making positions.

\textsuperscript{2} “Official Gazette BH” No. 92/10
\textsuperscript{3} “Official Gazette BH” No. 41/09

This report is developed with consideration of previously mentioned activities undertaken concerning the issue of women personnel in the Armed Forces of Bosnia and Herzegovina, and in accordance with the five-year plan of enhancing participation of women to 10% within the Armed Forces of BH by 2015.

**DISCHARGE OF PERSONNEL, TRANSITION AND REINTEGRATION**

One of the principal goals of Bosnia and Herzegovina is accession to the NATO Partnership for Peace. This process demanded that Bosnia and Herzegovina develop professional and economically sustainable Armed Forces that are compatible with NATO forces.

Extensive reform of the defense sector in Bosnia and Herzegovina endeavored to strengthen the defense sector at the national level, by abolishing the separate Ministries of Defense and Headquarters at the entity level. These steps of unification resulted in an excess of personnel, most pertinently in the context of professional soldiers.

The Ministry of Defense of Bosnia and Herzegovina undertook the discharge of redundant personnel in several phases in the period 2006-2009. Nevertheless, an additional number of personnel were discharged from the Armed Forces of BH in the period 2010-2012.

Furthermore, the global financial crisis placed further burdens on the economic situation in Bosnia and Herzegovina, serving to worsen an already high rate of unemployment in the country.

With consideration of the aforementioned assistance provided between 2006 and 2009, the Ministry of Defense of BiH planned an assistance programme for redundant personnel in the context of the ongoing reform process of the defense sector. This integral part of national efforts was intended to facilitate the successful implementation of sustainable and affordable defense reforms, whilst minimising the negative social consequences.

Considering the Ministry of Defense of BiH did not have sufficient financial resources for this assistance program, a request was made for financial support from NATO member states and other donors in implementing this reintegration support.

NATO Member States and the Government of the United States responded to this appeal, through which the NATO Trust Fund for the Resettlement of Discharged Ministry of Defence
Personnel in Bosnia and Herzegovina over the years 2010-2012 and USAID Programme “Assistance Programme for the Resettlement of Discharged Ministry of Defence Personnel in Bosnia and Herzegovina” (in further text NATO-PERSPEKTIVA Programme) were initiated.

As these interventions were complementary and would benefit from being closely coordinated at the management and operative levels, both programmes were implemented under the umbrella of NATO-PERSPEKTIVA activities.

NATO-PERSPEKTIVA is implemented by IOM, in partnership with the Ministry of Defense of BiH. The goal of the intervention is to strengthen PERSPEKTIVA, the MoD policy and strategy document on Resettlement of discharged personnel, alongside technical assistance to the Armed Forces of BiH to facilitate the social and economic reintegration of those persons discharged in the period 2010-2012 as a result of the Law on Service, which limits active service to 35 years of age. In this period 1,944 persons were discharged and 1,847 assisted within the NATO-PERSPEKTIVA Programme.

By the end of February 2013, it was envisaged that in total 947 persons would be discharged during 2013. However, the MoD announced the opening of internal vacancies, which allowed this group to apply for promotion if they met all conditions required, by which around 150 persons were promoted, resulting in 790 persons being discharged. Of this number, 21 will be women (9 from the Federation of BiH and 12 from Republic of Srpska). From this total number certain number of persons will be internally transferred on the basis of merit and achievement within their work.

Military service is a demanding and dangerous process. Therefore, in a similar context, the transition and reintegration process into civil society presents a number of hurdles for men and women who have served in the Armed Forces of BH, whom employers may deem not to possess relevant skills for the civilian labour market.

Lifecycle is term that is used in military service to denote the period from commencement of service within the Armed Forces until discharge from it; this process begins in Centers for Recruitment and ends in Centers for Transition.

Demobilisation constitutes the formal and controlled discharge of military personnel from military forces or other military formations. Transition takes places subsequent to demobilization, within which is the process of reintegration.

Reintegration is primarily socio-economic process that takes place at the community or local level. The reintegration of former military personnel is a component of the general development and national responsibility of BiH, and demands long-term external support.
Absorption capacity constitutes the potential of the community, economy, and/or country to include and incorporate discharged military personnel into society as active and participatory members.

Special attention needs to be dedicated to the reintegration of women and to ensure that the overall process is not discriminatory in regard to gender, age, or ethnic, religious, and/or political affiliation.

In regard to the promotion of gender equality in the implementation of the Programme of transition support, it is crucial not to discriminate against women, and also to remain aware of their potential augmented needs as mother, wife, and nurturer within the family dynamic.

To ensure that the transition period is as productive and successful as possible, the Ministry of Defense of BH plans in the following period to focus on the reintegration of redundant military personnel in their last year of military service, through assisting personnel in deciding upon which economic spheres to focus their efforts on, with parallel appraisals of the labor market in Bosnia and Herzegovina, in close cooperation with the entity Agencies for employment.

The basic guidelines governing the management of redundant military personnel have been regulated through the Policy on Transition and Management of Redundant Personnel of the Ministry of Civil Affairs and Armed Forces of BH⁴, and are summarised below:

a) Development of the assistance program that will ensure the adequate management of redundant personnel, and the provision of an efficient system to acquire qualitative and quantitative data on all personnel;

b) Affirmation of the defense institutions of BH to provide support to the development of civil society and to ensure the complete transparency of assistance and management programmes;

c) Raising awareness within the civilian sphere of skills and capabilities within defense institutions in BH, with a focus on potential employers and the provision of adequate financial options for discharged personnel;

d) Referring personnel in Recruitment and Transition Centres to the Committee for Selection of Personnel for Discharge from the Armed Forces of BH, to ensure adequate care and professional help.

The final goal of the reintegration of discharged military personnel is sustainable socio-economical reintegration in their local community.

⁴ Adopted on 07.10.2008 by Ministry of Defence BH
It is crucial that any interventions remain cognizant of the practical reality of reintegration in order to facilitate the development of sustainable programmes of transition that will ultimately ensure that all discharged female military personnel are able to enjoy full and sustainable reintegration into civilian life. Successful programmes of reintegration recognise that discharged personnel constitute a heterogeneous group with varying needs and aspirations, and that efficient programs thus need to remain flexible, in order that financial support can be adjusted as required in order to meet the specific needs of targeted groups.

Although they are rarely involved in these processes, women that are discharged from defense institutions can play a crucial role in the process of planning and implementation of transition and reintegration programmes.

The United Nations and other institutions have been involved in the processes of demobilisation and reintegration since 2000, through the United Nation Security Council Resolution 1325, which provides pragmatic recommendations to survey the progress of women in peace building. This Resolution highlights the importance of enhancing the visibility of women in national as well as in regional state instruments, and calls for gender awareness in all aspects, especially in the processes of demobilisation and reintegration. It also encourages the informed and active involvement of women.

Demobilisation and reintegration programmes should take into account the needs of women within the sphere of employment of female professionals, taking into account discrimination of women in the area of education and employment. They should also prioritise the provision of medical care and psychological support wherever necessary.

A very important component of the demobilisation and reintegratio process is orientation. Orientation is critical in establishing and strengthening the belief of discharged military personnel that reintegration as opposed to conflict offers the most sustainable choice as a way of existence. Orientation prior to release has practical and psychological implications; in a practical sense, it ensures the provision of basic information to released military personnel and their dependants and thus serves to strengthen their scope to successfully reintegrate, whilst psychologically, the process serves to address their needs and doubts and it affirms their interactive involvement within society as civilians.

Issues concerning health and social care, education and employment opportunities, and access to credit and loans constitute the most pertinent information to offer to discharge personnel as a part of their reintegration into civilian life.

Upon discharge from military service, it is necessary to pay attention to the specific needs in the context of the community to which the person is reintegrated. Orientation after discharge
constitutes the initial step towards successful and sustainable socio-economic reintegration. This orientation includes the provision of information on economic opportunities and relevant local institutions and social networks, including religious communities, non-governmental organizations, and veterans associations.

Economic integration is a key element in ensuring the long-term viability and success of demobilisation and reintegration programmes. Economic integration programmes include:

- education and professional training;
- employment in public / civil sector;
- encouragement to start private businesses through skills development;
- Microcredit support and access to the land.

It is very often the case that women discharged from the Armed Forces do not receive adequate support in caring for their children, particularly in regard to children with special needs. Reintegration programs have well-defined economic and social aspects, but often overlook the psychological sequence of this whole process, which is significant.

The period of reintegration must be carefully implemented to ensure that women who are being discharged from the Armed Forces are able to benefit from it. From the perspective of those who are reintegrating into civil society, the fact that life in the Armed Forces is relatively egalitarian is a specific challenge. Reintegration into society with rigidly established male-female social structures is likely to place an additional stress on female personnel who are used to freer and less segregated models of behaviour. The attitudes of these women subsequent to leaving the military can lead to social stigmatisation by the community, which often does not understand and does not want to accept this kind of freedom of behavior.

Global experiences highlight that it is necessary to include women in trainings aimed at the acquisition of economically profitable skills as soon as possible subsequent to, or ideally prior to discharge. When the process of reintegration begins, women who have families are usually busy with housework, childcare, and the care of elderly family members, thus the feasibility of attending classes or regular training sessions diminishes.

The participation of women in the economy is often overlooked, and discharged women may find themselves marginalised unless they possess formal recognition for the skills they acquired during involvement within the Armed Forces.
Programme PERSPEKTIVA

Bosnia and Herzegovina is in the process of implementing a comprehensive reform of its defense sector in the context of Euro-Atlantic integration. In this context, it was necessary to develop numerous a small, highly professional, and well-equipped Armed Forces, which will be able to respond to the purpose and tasks of the Law on Defense of BH⁵, and fulfill the goals of security and defense policies within the country. Since the abovementioned reforms necessitated a reduction in staff numbers within defense institutions, it was necessary to create a Programme of transition and management of redundant personnel.

When it comes to undertaking such an intervention, is necessary to align the Programme with the specific circumstances of the environment to which released personnel are reintegrating; in Bosnia and Herzegovina there is high unemployment, slow economic growth, a continued lack of funds for capital investment, limited opportunities to create new jobs, high interest rates for loans for independent economic activity, and mutual incoherence of businesses.

The PERSPEKTIVA Programme is the Programme of transition and released personnel management of the Ministry of Defense and Armed Forces of BH, issued by the Minister of Defense, Dr. Selmo Cikotic on 23 March, 2009, at which point it entered into force. The purpose of this Programme is to best facilitate the smooth implementation of the transition of redundant personnel in line with the Policy of the Ministry of Defense and Armed Forces of BH. In consideration of the fact that the functions and processes of transition and management of redundant personnel constitute an extremely important component of the system of personnel management, this is a crucial social programme that works to solve the issues of personnel discharged from defence institutions in Bosnia and Herzegovina.

In line with the need to support the transition of military personnel in the transition from military to civilian life, Centers for Transition were established. The whole process of transition support is in line with the Programme PERSPEKTIVA as adopted by the Ministry of Defense of BH. Transition to civilian life begins with discharged personnel attending the workshops at the Centers for Transition, which provide a wide range of relevant information concerning the next steps subsequent to their discharge. Upon the release, discharged military personnel have the option of registering for assistance and support in their transition and reintegration from the NATO-PERSPEKTIVA Programme, within which the support provided involves advising, financing, re-training, and liaising with municipal and other

⁵ Official Gazete BH, No.88/5
relevant structures in order to facilitate the successful and sustainable reintegration of personnel. In consideration of the recent history of Bosnia and Herzegovina, many citizens, especially military, suffer from cumulative post traumatic stress disorder (PTSD). In this context, the NATO-PERSPEKTIVA Programme also offers psychosocial support.

The most important component of PERSPEKTIVA is to ensure the provision of support to facilitate the sustainable return to civilian life of discharged military personnel.

Also, the Ministry of Defense of BH will ensure that records of redundant personnel are completed in a timely and comprehensive manner within the databases at the regional centers. The Ministry will work to raise the awareness of discharged personnel on their rights and abilities, encompassing the provision of motivational courses; advisory services in selecting a career; support in preparing for a new job or independent economic activity; support in preparing for retraining; a programme of information and media support, the provision of information regarding small and medium enterprises; a regular retirement programme; a special-purpose grants programme for self-employment; a training programme; and a programme of employment with suppliers and business partners of the Ministry of Defense of BH.

The PERSPEKTIVA Programme is individually oriented through providing support for specific sustainable initiatives. Bearing in mind the extremely successful examples of reintegration of former members of the Armed Forces within local communities, it is important to highlight that the motivation of the discharged personnel to immerse themselves into their new phase of life and a new profession is of crucial importance in order to maximise the affect of any financial assistance provided.

As previously stated, the Programme of the Ministry of Defense BH aimed at the successful transition and reintegration into civilian life of discharged personnel is currently being implemented by the International Organization for Migration (IOM) through the NATO-PERSPEKTIVA Programme. The lack of an adequate budget impedes the independent implementation of the current Programme of transition and reintegation by the Ministry of Defense. Therefore, the introduction of this budget item was necessary because support for the sustainable transition and reintegration of discharged military personnel represents a state interest.

The issue of reintegration and transition into civilian society is a complex problem, the solution of which can be realised through multiple sector interventions. This Programme will support the reintegration of professional military personnel that have been discharged, as well as civilians engaged in the armed forces, or the Ministry of Defense of BH. Programme
PERSPEKTIVA constitutes a unique form of institutional assistance and support involving the Government, NGOs, and potential donors.

**Analysis**

Support to the preparation of this analysis was provided by the 52 registered and assisted women in NATO-PERSPEKTIVA Programme.

The data obtained will serve as a platform for setting priorities that need to be followed up through the provision of customised activities, which will aim to establish a secure status for women who are discharged from the Armed Forces and facilitate their productive and sustainable return to civil society.

The sample group encompassed the women discharged from the Armed Forces of BH as follows were women released within the period from 2010 to 1012

Women who participated in the study were requested to respond to a range of quantitative and qualitative questions. This process was developed in collaboration with psychologists engaged at the Recruitment and Transition Centres within the NATO-PERSPEKTIVA Programme. Psychologists directly contacted participants by phone for the first set of questions (Questionnaire A), while Questionnaire B was sent as a set of questions by mail relating to the quality of transitional support, which participants returned to the IOM office.

**ANALYSIS OF QUANTITATIVE DATA**

As previously noted, the quantitative component of the survey was undertaken by telephone and the response rate was 100 percent. The questionnaire was designed in such a way as to provide an overview of the situation of women who were discharged from the armed force in 2010.

The data will be compared with the results of the qualitative survey in order to develop comprehensive proposals concerning the reintegration of women into civil society, as well as a detailed summary of the current situation in which discharged women find themselves.
- General Information

One of the most important factors in the reintegration into civil society for all persons discharged is attaining income generation, and this is an extremely pertinent issue for women. In consideration of the significant labour market challenges in Bosnia and Herzegovina at present, we collected data pertaining to the age and education of the participants as ones of the main preconditions for finding appropriate employment. Data obtained highlights that the age of respondents ranged from 37-46 years, and the respondents are, on average, 40 years of age. The vast majority of respondents (95%: see Figure 1) have secondary school education, while 5% have graduated from college or university.

The level of education of these discharged women is not favourable in regard to finding long-term and sustainable employment, particularly that which requires further education. In support of this conclusion is data also obtained through this questionnaire indicating that, of the 52 female respondents, only 10 percent of them have a job, whether in the private or public sector. (Figure 2)
The data also shows that only 50% of those employed have a degree of security in their employment as their employer has provided them with tenure.

An encouraging fact is that these women discharged from the Armed Forces have many years of experience, and that this experience concerns a range of cross-cutting tasks that are not simply of a military nature, but would be valued by a wide range of employers. In addition, the discipline and training that this group possesses constitute positive characteristics of an employee, which should be recognised by employers.

An additional disadvantage for women discharged from the Armed Forces, which accentuates the difficulties presented above, is the difficult economic situation in which this population is typically situated.

64 percent of the participants are married, and a significant proportion of the women have large families, with households having four members on average, thus the average discharged mother has two children, which range in ages from 6 to 28 (Figure 3).
During employment in the Armed Forces, women will have constituted the principal income generator of the household, 29% of which are supporting a retired member of the family, which can constitute a further burden upon the income generator.

The data below (Figure 4) provides an insight into the financial issues being faced by women discharged from the Armed Forces in the context of the income generating activities of family members.

It is evident from the individual responses that the income their families generate largely dependent on one family member. It is also important to note that the second largest source of income for their families is the pension of retired members of the household. From this, it is clear that the monthly income of these households is likely to be extremely low and that, in
the majority of cases, they are struggling to even subside. The significant implications of a lack of financial resources that these households are currently experiencing are clear.

In addition to the potential psychosocial issues inherent in returning to civilian society after a number of years of service in the Armed Forces, discharged women now typically have to cope with a range of difficult living conditions, which represent an additional burden that can cause a variety of mental and physical illness.

- NATO-PERSPEKTIVA PROGRAMME

The following part of the analysis relates to issues raised in questionnaire in relation to the Programme NATO-PERSPEKTIVA.

As a starting point, we tried to establish the availability of this Programme, and whether all discharged personnel are aware of it. Participants indicated that this Programme is ubiquitous and presented within military institutions and elsewhere. All 52 of the women interviewed are familiar with the existence of the Programme and the possibilities for assistance therein. With consideration of the fact that the NATO-PERSPEKTIVA Programme constitutes the only programme in BH aimed at easing the transition of military personnel into civil society, the registration of personnel for the use of this Programme is of significant importance. In this regard, respondents were asked whether they registered under this Programme and the data reveals that all of interviewed 52 women discharged from the Armed Forces of BH registered for assistance from the Programme.

After registration, all discharged personnel were provided with the opportunity to use some of the forms of assistance intended to ease the transition.

![Use of NATO-PERSPEKTIVA assistance](image)

Figure 5

Of the 52 women surveyed, 95% have used assistance provided by the Programme, whilst 5% did not (Figure 5). There are some beneficiaries who are not able to use assistance as a
result of personal issues. For example, one beneficiary has a sick child, and has often to travel to Croatia for the medical treatments and is thus not in a position to utilise assistance offered.

**NATO-PERSPEKTIVA programme education assistance**

![Pie chart image]

From Figure 6, it is evident that very few women have used the educational programmes offered by the PERSPEKTIVA Programme. Only 17 percent had attended any of the workshops, courses, additional training or retraining, or continued education provided by the Programme.

**Analysis of Qualitative Data**

On the basis of these data, it is important to analyse the effect that participation in the Armed Forces of BH had on the reintegration of discharged women into civil society (Graph 1). Eight participants responded to a question concerning the influence of participation in the Armed Forces upon their reintegration, of which seven responded that it did have an influence. Two of those that responded believed that this influence was positive, highlighting the skills gained during their service, such as performing office and administrative operations, and the fact that they worked in a supportive environment and one which works to guarantee the safety of the civilian society.

However, five respondents emphasised the negative affect that participation in the Armed Forces have had upon their reintegration, highlighting the traditional negative response in

"Me, as a soldier of the Armed Forces of BH had an impact on the environment. My people believed in me and in my work because they felt secure. "

BiH to the phenomenon of female soldiers, as well as the fact that the age in which they are discharged, typically between that of 35 and 40 years of age, renders it difficult to find employment in an extremely competitive labour market.

Discharge from the Armed Forces and reintegration into civil society offers a chance for new professional beginnings. However, there is a disconnect between the education system and the labour market needs, by which education, qualification, and retraining activities provided in the country do not necessary impart skills required and/or appropriate for the labour market. In regard to which areas of employment the respondents believe that they could embark upon a new career, the following sectors were stated:

- Agriculture and Livestock;
- Tourism;
- Cuisine;
- Office / Administrative jobs;
- Horticulture (gardening);
- Retail / wholesale;
- Interior design / painting.

"Given the situation, and no settled status, of course I would go to a mental health institution. All that is good for me. For now, who have not friend have a psychologist, it's nothing bad."
Due to the difficulties in securing job opportunities after returning to civil society, most women encounter a burden in assuming the traditionally assigned role of housewife. Yet most respondents noted the support they received from their families, as well as help in adjusting to their changing life roles. A significant issue concerns the status of women who are unmarried and do not have families, and thus are at greater risk of having no financial or social support subsequent to their discharge.

The majority of respondents expressed a genuine desire to return to sustainable employment, and accordingly believe that it would be extremely constructive to provide education and training in the following areas:
- Agriculture;
- Livestock;
- Pomology;
- Medicinal Herbs;
- Writing Proposals;
- ICT;
- English language.

"Now my role is to cook, clean, wash, help children with their homework. I feel terribly wrong because I do not work, and I've always been employed, and successfully did all the housework. I love to work and go to work because it is only then I feel like a complete person. My husband and parents are supporting me, comforting me mostly because the parents do not have the finance for themselves, and other relatives are not even asking, probably they fear I would asked them for financial assistance."

Psychosocial assistance

![Psychosocial assistance graph](image)
In addition to establishing economic stability, a very important component of a successful transition and reintegration into civil society is the provision of psychological support (graph 2) due to major life changes often leading to increased levels of stress. Respondents stressed the importance of the psychological support they have received from psychologists involved in the NATO-PERSPEKTIVA Programme in identifying problems faced and barriers that can hinder the reintegration process.

The substantial and specific data obtained through this analysis revealed that a large number of women discharged from Armed Forces that are registered and assisted through the NATO-PERSPEKTIVA Programme are not familiar with the basic rights that are exercised in the field of social and health care (Graph 3). For example, the Law on Labour in the Institutions of BiH grants pregnant women the right to avoid work which could endanger their own health or that of their child, without facing a reduction in their salary. It is crucial that women are made aware of such rights and feel empowered to realise them.

"I think the formation of associations of demobilized women would contribute to faster integration into civil society. Our activities in this association would help to better and more quickly realize and achieve our plans and needs".
The associations of demobilised military personnel constitute centres for mutual support, cooperation, and the exchange of experiences. The general attitude of women discharged from Armed Forces is that these associations should be related to relevant civil structures. Also, these associations could act as information centres, through which women who are discharged from military structures could attain all relevant information about their rights in the fields of social and health care. Most respondents expressed a very positive attitude to the initiative of founding associations of demobilised women.

**RECOMMENDATIONS**

In the process of reintegration it is necessary to lead with following principles:

1. **Establish goals and expected results with the active participation of all relevant actors and partners**

   There is a need to include women in all phases of the discharge and reintegration processes, to adopt a participatory model in order to estimate the needs of women, and facilitate the involvement of women at the decision making level. It is necessary to fit process of transition and reintegration of women within the United Nations Security Council Resolution 1325 (UNSCR 1325).

2. **Start to plan transition and reintegration modules as early as is feasible**

   For the long-term success of the transition and reintegration processes, it is necessary to work on analysis, projection, and conceptualisation of methodologies of recruitment of military personnel into Armed Forces of BH, and on the conceptualisation of discharge processes of military personnel, so to avoid large-scale discharge processes in the future.

   In the process of reintegration, it is necessary to pay special attention to the needs for psycho-social support and raising the awareness of discharged women concerning maintaining their health.

   Professional training should not be oriented towards the traditional and conservative role of women in society in BiH, but rather should ensure that women are provided with a choice for sustainable, long-term, and empowering income generation.

3. **Ensure national ownership on the process**
The Armed Forces of BH constitute the military forces of Bosnia and Herzegovina. Since the Armed Forces are in charge of maintaining safety for all citizens of Bosnia and Herzegovina, the successful and sustainable transition and reintegration of military personnel of the Armed Forces into civil society is therefore the responsibility of the state of Bosnia and Herzegovina.

4. **Ensure Community participation**

Support of society is essential for the successful reintegration of discharged military personnel, but the presence of discharged personnel may exacerbate the vulnerability of the local community, which is likely not to have the requisite capacity or desire to support a lost generation of former military personnel with little knowledge, employment, or training. It is very important to work on breaking the stigma and patriarchal structures that reduce the effectiveness of reintegration of women at the end of their engagement in the Armed Forces of BH. This requires training and sensitization of men from within the narrow circle of the family, as well as male members of the community. Involving communities and maintaining transparency about the intentions of the reintegration process is a crucial element in ensuring its efficiency and overall success. Although the priority in the process of demobilisation and reintegration is in establishing economic independence, major difficulties that women experience in their reintegration into the community are often overlooked. If a holistic approach is not adopted, the challenge of establishing women within a new role in society in a sustainable manner will unduly hinder efforts for reintegration.

5. **Develop national capacities**

It is crucial to support the development of minimum standards of inclusion for women and or to ensure a gender perspective within programmes of demobilization and reintegration as a priority. Organizations that are providing support and reintegration programs to women aimed at preventing stigma and exclusion in the community should be aware that unsuccessful reintegration could lead to women being at risk of becoming victims of domestic violence.

Supporting associations of released women is an efficient way to identify and meet the most pertinent needs of women as well as serving to create ownership and empowerment. The associations for support to women in the process of transition should employ female staff, given that the survey highlighted that there are specific needs related to women in regard to their socioeconomic integration, as well as needs in regards to psychosocial support. Furthermore, it should offer employment to women who have successfully made the transition and reintegration into civilian society. These associations will serve to enable women to share experiences and views on the priorities and challenges faced in the period
of transition to civilian life. As part of their operations, these associations should organise diverse, specifically targeted workshops, discussions, and debates.

6. Include donors

It is crucial to develop clear presentations of the existing problem that are appropriate for the expert and non-expert audience. In this regard it is necessary to work on involving international and nongovernmental actors that focus on these and similar issues, in order to motivate various donors to invest funds in projects that are recognised as positive, constructive, and self-sustainable.

7. Recognise potential obstacles

In consideration of the changing nature of the socioeconomic situation in BiH, it is necessary to regularly conduct interviews with discharged female personnel in order to collect data concerning the specific needs of women, for the purposes of planning and conceptualising programmes, as well as monitoring and evaluation of interventions within this sphere.

8. Ensure a timely transition from supporting individuals to supporting communities

It is crucial that field workers monitor the reintegration process and provide individuals with necessary information and support in order to facilitate discharged personnel establishing normal and satisfying lives for themselves. Support workers should be trained to recognise the particular needs of women, including the need to enhance political engagement.

9. Be people oriented

Providing publicity to increase public awareness and involvement in gender issues can help increase the effectiveness of implementation efforts.

10. Ensure greater participation in the educational area of the PERSPEKTIVA

It is necessary to motivate discharged women to seize the opportunities offered to them, particularly in the spheres of training and education, as it is evident that the labour market of BiH is in demand of professional personnel.
### GLOSSARY

<table>
<thead>
<tr>
<th><strong>Armed Forces BH</strong></th>
<th>The Armed Forces of Bosnia and Herzegovina are military forces of Bosnia and Herzegovina and are in charged for keeping safety and security of all citizens of Bosnia and Herzegovina.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Military personnel</strong></td>
<td>Military personnel are professional soldiers and soldiers in reserve. The Armed Forces of BH is composed of around 10,000 professional military personnel, of which around 600 are women (6.1%).</td>
</tr>
<tr>
<td><strong>UNSCR 1325</strong></td>
<td>The first resolution on women, peace and security, Security Council Resolution 1325 (SCR1325), was unanimously adopted by the United Nations Security Council on 31 October, 2000. SCR1325 marked the first time the Security Council addressed the disproportionate and unique impact of armed conflict on women; and recognized the under-valued and under-utilized contributions women make to conflict prevention, peacekeeping, conflict resolution and peace-building. It also stressed the importance of women’s equal and full participation as active agents in peace and security.</td>
</tr>
<tr>
<td><strong>Gender equality</strong></td>
<td>Gender equality implies that men and women should receive equal treatment unless there is a sound biological reason for different treatment. The concept is based on the United Nations Declaration of Human Rights, and the ultimate aim is to provide equality in law and equality in social situations, especially in democratic activities</td>
</tr>
<tr>
<td><strong>NATO-PERSPEKTIVA PROGRAMME</strong></td>
<td>Bosnia and Herzegovina is involved in a Defence Reform process that is based on the principle of collective security, requiring the building of a professional armed forces compatible and inter-operable with Euro-Atlantic requirements. NATO Partnership for Peace(PfP) countries have been supporting these efforts through bilateral and multilateral projects including the 2006 - 2009 NATO Trust Fund program implemented by IOM. In 2010, in line with these past interventions, BiH, Luxemburg, Norway, Sweden, Netherlands, Slovenia, the United Kingdom and the United States, under the NATO – PfP umbrella, developed the NATO –PERSPEKTIVA Programme.</td>
</tr>
</tbody>
</table>
APPENDIX:

Questionnaire A

Instructions for the interviewer:

Questionnaire A provides a set of questions for respondents. Please circle the number that corresponds to the offered response. If respondents offered additional response that was not previously provided, please type it next to given answers.

<table>
<thead>
<tr>
<th>INFORMATIVE PANEL</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Residence of respondent:</td>
<td>Date of interview:</td>
</tr>
<tr>
<td></td>
<td><em>/__/</em>___.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>DATA</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. WHEN WERE YOU BORN?</td>
<td>Date of birth</td>
</tr>
<tr>
<td></td>
<td>Day..........................</td>
</tr>
<tr>
<td></td>
<td>Month..........................</td>
</tr>
<tr>
<td></td>
<td>Year..........................</td>
</tr>
<tr>
<td>2. WHAT IS YOUR HIGHEST LEVEL OF EDUCATION</td>
<td>Elementary school.......................... 1</td>
</tr>
<tr>
<td></td>
<td>High school.......................... 2</td>
</tr>
<tr>
<td></td>
<td>College.......................... 3</td>
</tr>
<tr>
<td></td>
<td>Other________________________</td>
</tr>
<tr>
<td>3. ARE YOU CURRENTLY MARRIED OR LIVE WITH YOUR PARTNER LIKE YOU ARE?</td>
<td>Yes, currently married.......................... 1</td>
</tr>
<tr>
<td></td>
<td>Yes I live with partner.......................... 2</td>
</tr>
<tr>
<td></td>
<td>No, I am not married.......................... 3</td>
</tr>
<tr>
<td>4. HOW MANY PERSONS/MEMBERS OF FAMILY LIVES IN YOUR HOUSEHOLD</td>
<td>Number of household members..............</td>
</tr>
<tr>
<td>5. DO YOU HAVE CHILDREN</td>
<td>Yes....1 No....2</td>
</tr>
<tr>
<td></td>
<td>IF NOT GO TO QUESTION No: 8</td>
</tr>
<tr>
<td>6. HOW MANY CHILDREN DO YOU HAVE</td>
<td>Number of children.........................</td>
</tr>
<tr>
<td>7. HOW OLD ARE YOUR CHILDREN (FROM OLDEST TO YOUNGEST)</td>
<td>1.____</td>
</tr>
<tr>
<td></td>
<td>2.____</td>
</tr>
<tr>
<td></td>
<td>3.____</td>
</tr>
<tr>
<td></td>
<td>4.____</td>
</tr>
<tr>
<td>8. ARE YOU CURRENTLY EMPLOYED</td>
<td>Yes....1 No....2</td>
</tr>
<tr>
<td></td>
<td>IF NOT GO TO QUESTION No: 12</td>
</tr>
<tr>
<td>9. Where are you currently employed</td>
<td>Private sector ........................................1</td>
</tr>
<tr>
<td>-----------------------------------</td>
<td>--------------------------------------------------</td>
</tr>
<tr>
<td></td>
<td>Public sector .........................................2</td>
</tr>
<tr>
<td>10. What kind of contract did you signed with your employer</td>
<td>Fixed-term contract ..................................1</td>
</tr>
<tr>
<td></td>
<td>Contract on indefinite period .......................2</td>
</tr>
<tr>
<td></td>
<td>Contract on act .........................................3</td>
</tr>
<tr>
<td></td>
<td>Other __________________________ (state)</td>
</tr>
<tr>
<td>11. Does your household, next to you, realize additional revenue</td>
<td>Yes....1 No....2</td>
</tr>
<tr>
<td>12. In which term your household realize revenues</td>
<td>Some of the other members of the household is employed........1</td>
</tr>
<tr>
<td></td>
<td>Any members of the household is retired...........2</td>
</tr>
<tr>
<td></td>
<td>Some sort of social assistance .....................3</td>
</tr>
<tr>
<td></td>
<td>Help of family members who are not members of your household........4</td>
</tr>
<tr>
<td></td>
<td>Other....................................................5</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TRANSITION AND CARE OF DISCHARGED PERSONNEL</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Have you ever heard of Ministry of Defense program called „Perspektiva“</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>2. Have you registered for Perspektiva program</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>3. Have you have had a chance to benefit from possibilities that this program offers</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>4. Have you, from the day of release from AF BH, finished any additional form of education, or are you currently enrolled in some form of education</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>5. Please state what kind of education that is (School, Course...)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>IF NOT GO TO NEXT MODUL</th>
<th>IF NOT GO TO QUESTION No: 4</th>
</tr>
</thead>
</table>
Dear Sir/Madam,

First of all we would like to thank you for taking the time to respond to the questionnaire that is in front of you. The aim of this survey is to gain a clearer picture of the situation in which women are discharged from the Armed Forces or the Ministry of Defense of Bosnia and Herzegovina. Based on the obtained data we will be able to see what actions should be taken for you and other women who are in a similar situation, as well as those women who will also be released as soon as possible reintegrate into civil society.

<table>
<thead>
<tr>
<th>TRANSITON INTO CIVIL SOCIETY-</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. FOR HOW LONG WERE YOU EMPLOYED IN ARMED FORCES OF BOSNIA AND HERZEGOVINA?</td>
</tr>
<tr>
<td>Years............................................................ __ __</td>
</tr>
<tr>
<td>Months........................................................... __ __</td>
</tr>
<tr>
<td>2. ON WHICH POSITION DID YOU OBTAIN YOUR WORK ACTIVITIES</td>
</tr>
<tr>
<td>Officer......................................................... 1</td>
</tr>
<tr>
<td>Non-commissioned officer................................. 2</td>
</tr>
<tr>
<td>Soldier......................................................... 3</td>
</tr>
<tr>
<td>Other __________________________________________ (please list)</td>
</tr>
<tr>
<td>3. Did your engagement in Armed Forces BH have a lot of influence on your reintegration into civil society, and in what way?</td>
</tr>
<tr>
<td>4. After releasing from Armed Forces BH did you think about what kind of work would you like to do? (If you did please list all vocations you consider suitable to your up to now experience and education)</td>
</tr>
<tr>
<td>5. Please describe in detail yours up to now role in your family, and in related with your discharge from Armed Forces BH? (how do you feel, do you have your family support husband/children/parents and narrow community)</td>
</tr>
</tbody>
</table>
6. What kind of education or support would have positive effect on your reintegration into civil society? (Please list trainings or educations you would like to attend or you consider as most helpful for reintegration in related to orientation to vocation you would like to do, also as possible support in the form of some items necessary for development of private business)

7. Do you need psychological support? Would you attend counseling sessions? Did you have opportunity to visit Center for mental health? If YES please state who informed and directed you?

8. Do you have information that you can realize in the area of social and health protection? Who directed you? Did you realize some of these rights?

9. Do you consider that founding of association of discharged women would contribute to your faster reintegration into civil society? (Do you think that through association of women group who are in similar state as you are you could easier realize your rights? Would directed activities, implemented in these associations support you in realization of your needs? If you agree with some of these statements please list why, and also if you don’t please explain).

10. Your suggestions and comments