



IOM-OIM



MANUAL

Resettlement and Reintegration of Personnel in Transition

BOSNA I HERCEGOVINA
Ministarstvo odbrane - obrane



БОСНА И ХЕРЦЕГОВИНА
Министарство одбране



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Resettlement and Reintegration of Personnel in Transition
Guidelines and best practices from the NATO Trust Fund Program implemented
in Bosnia and Herzegovina by the International Organization for Migration
Bosnia and Herzegovina, Sarajevo
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List of Acronyms and Abbreviations

AF	Armed Forces
BiH	Bosnia and Herzegovina
EWT	Employment with Tools
IOM	International Organization for Migration
LSB	Local Steering Board
MOD	Ministry of Defense
NTF	NATO Trust Fund
PTSU	Personnel Transition Support Unit
RAPP	Reintegration Assistance Project Proposal
RRC	Regional Resettlement Center
RP	Released Personnel
S-RAPP	Supplemental Reintegration Assistance Project Proposal
TOR	Terms of Reference
VAT	Value Added Tax

Introduction

The purpose of this implementation manual is to provide the Ministry of Defense (MOD) of Bosnia and Herzegovina (BiH), and specifically its Personnel Transition Support Unit (PTSU), with written guidelines for the implementation, monitoring and evaluation of its future resettlement activities. The guidelines are based on the experience and best practices learned during the NATO Trust Fund (NTF) program for BiH and will follow the chronological steps of the NTF Program from the information campaign to initial contact with beneficiaries to program evaluation.

NATO/Partnership for Peace established the NATO Trust Fund for BiH to support the MOD in providing resettlement assistance to defense personnel released as a result of defense reforms in 2006 and previous downsizings in 2004. The program was implemented by the International Organization for Migration (IOM) in close cooperation with the MOD and was carried out in two phases. The first, included an information campaign, large-scale registration of eligible released personnel (RP), and profile analysis of registered beneficiaries. The second phase, involved the implementation of assistance to beneficiaries, including initiatives to increase the sustainability and impact of such assistance, as well as continuous monitoring and evaluation of its effectiveness.

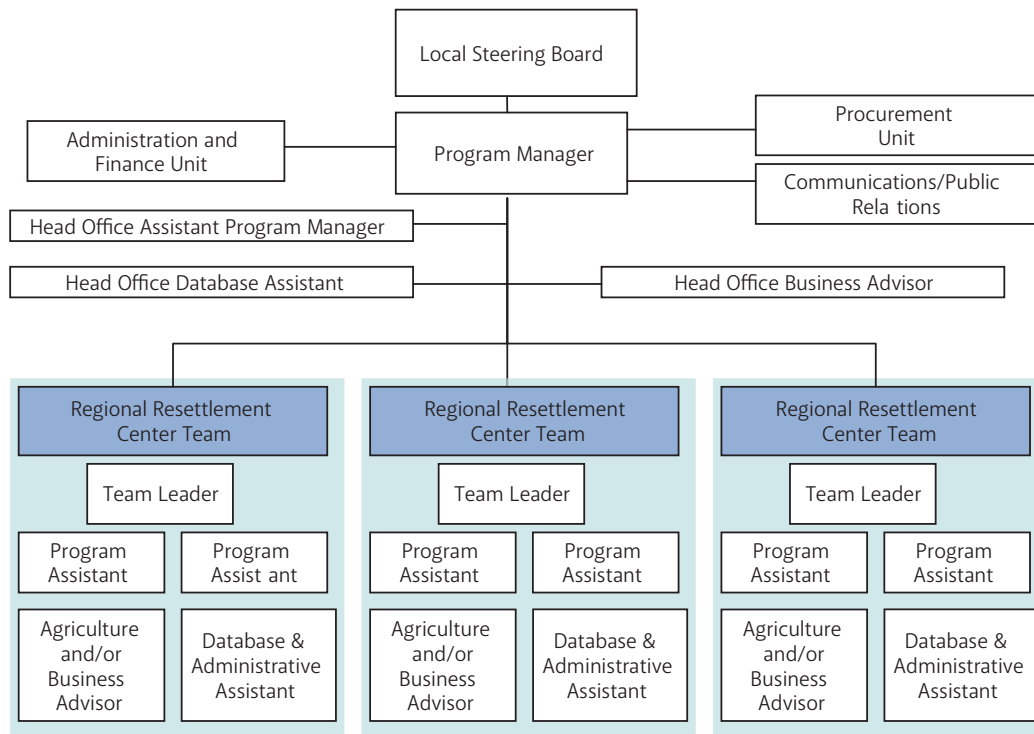
NTF offered assistance under five categories of economic activity: agriculture; non-agricultural business start-up; business expansion; job placement; and education. In addition to the basic assistance package, NTF provided training and extension services and undertook other activities to link beneficiaries to relevant markets and networks. Modeled on IOM's Information, Counseling and Referral Services (ICRS) mechanism, and recognizing the different skills, capacities and aspirations among RPs, the NTF approach was case specific and involved in-person site assessment and counseling, beneficiary involvement in the selection and procurement process, and post-assistance monitoring and outreach.

Because this manual is aimed for use by the BiH MOD in the BiH context, it will demonstrate best practices and illustrate activities with concrete examples drawn from actual practice during the NTF Program. Thus, NTF examples are interspersed throughout the text and NTF Case Studies, Notes, and Checklists can be found in separate text boxes. Sample documents used in the NTF Program are appended to the manual and, in the electronic version, the reader can jump from the main body of the manual to the attachments through hyperlinks in the text.

Though not its primary intent, the manual may also provide more general guidance to resettlement programs in other regions, be they implemented by NATO, host countries or IOM. In such instances, however, the guidelines provided herein will require careful adaptation to the local context.

1. Organizational structure

Though each program will have its unique organizational structure and procedures that respond to contextual realities and local needs, it should have clearly defined responsibilities and prescribed procedures for communication and coordination. The organizational structure used to implement the NTF Program is pictured below and briefly discussed with recommendations in the paragraphs that follow.



The local steering board

In the case of NTF, the local steering board (LSB) was set up as soon as the NATO Trust Fund was established in Brussels in order to advise and oversee program implementation at the local level. Its members included representatives from the MOD, donor/Lead Nations representatives, NATO HQs Sarajevo representatives and IOM.

Though it was not the case with NTF, it is worth considering including representatives of other relevant governmental bodies (e.g. the Ministry of Education, Ministry of Agriculture and Employment Institutes) on an ad hoc and advisory basis as a way to engage the most relevant stakeholders and ensuring cross-sector coordination and synergy of all efforts that are aimed to assist RPs.

The LSB should offer a forum to discuss global and significant (or substantial) challenges and devise solutions for ongoing resettlement program but also to provide advice regarding the MOD's long-term resettlement strategy. Early in a resettlement program, the LSB will need to meet frequently and as often as necessary until the program hits its stride. At that point, monthly meetings may be more appropriate and effective.

The main office

In the main office (which includes the Program Manager, Assistant Program Manager, Database Assistant and support units) the Program Manager has overall responsibility and is accountable for all program activities and the program budget. He or she is responsible to and guided by the LSB. Normally, the Program Manager will be a specialist in resettlement programs. The Program Manager is assisted by an Assistant Program Manager and a Database Assistant both of whom should have an overview of all program activities and ensure accurate and timely communication and coordination amongst the Regional

Resettlement Centers and the main office as well as provide regular global statistical information to the Program Manager, to donors or other stakeholders

Support function

The project team is supported by the relevant support units including administration, finance, logistics, communications, and procurement.

The regional resettlement centers (RRC)

In the NTF Program, the number of staff in each RRC was between 5 and 6. This was in response to a case load of approximately 1,000 RPs per RRC with an implementation time-frame (from outreach through project development to delivery of assistance to monitoring and evaluation) of twenty-four months.

Each RRC had a team leader, a database assistant, an agriculture advisor (given the predominantly rural nature of the program) and/or business advisor, and 2-3 program assistants. The database assistant entered information into the database frequently and regularly, produced reports and data for his or her colleagues and the main office, and also managed basic RRC financial and administrative tasks. The agriculture (and business) advisor worked directly with RPs to provide technical assistance with their concrete projects, but they also worked with their RRC colleagues and main office staff to review Reintegration Assistance Project Proposals (RAPPs) for technical and financial soundness. The program assistants spent much of their time in the field and with RPs providing counseling, developing projects with the RPs, organizing trainings, liaising with relevant stakeholders, and monitoring projects.

Depending on the caseload of each individual office, a business advisor may also be included in the staff structure of the RRC. Alternatively the business advisor can be based in the main office (as pictured in the organigram) and provide support by traveling regularly to the RRCs.

Having computers strong enough to handle a relatively large database and store large picture files, phone access to outside land and cell phone lines, enough vehicles that are suitable for field visits in all weather and terrain conditions; and Internet access are all of vital importance. Do remember that Internet access can be a security issue and care should be taken to prevent unintentional security breaches. Printers, faxes and scanners are also important. Scanners for example can be used for scanning receipts and other hard copy documents that need to be sent to management staff or procurement.

Additionally, both in terms of setting up the office and in terms of logistics throughout the program, it is crucial for RRC staff to develop and maintain a close relationship with the MOD point of contact on the base. This makes the resolution of any logistical issues more efficient.

Checklist: RRC Logistics

- ✓ Vehicles (each RC needs an all terrain vehicle)
- ✓ Office space with desks, chairs, and file storage
- ✓ Telephone access to land lines and cell phones nation-wide
- ✓ Reliable, fast internet access
- ✓ Computers with sufficient memory and strong processors
- ✓ Printer and scanner
- ✓ MoD contact point on base

2. Mapping and assessment

Contextual realities

Though these are factors that are not in the control of program implementers, it is still important to **assess the environment (economic, political, and social) in order to be aware of challenges that may affect RP reintegration**. Contextual realities will include the unemployment rate, inflation, interest rates on loans for small businesses; agriculture policy and subsidies; business registration rules; labor laws and regulations; etc.

Institutional and stakeholder mapping

The design of the resettlement programs will often require the participation of several actors as no individual organization can deliver a range of services alone. The effectiveness of any program lies in its ability to influence and work effectively with others to address the reintegration needs of RPs.

It is therefore necessary to *get to know the various stakeholders* and to understand and map out their functional and geographical boundaries and identify which responsibilities, powers, and funding each organization or institution has and to understand how the different actors can contribute to the program. Governmental and non-governmental stakeholders will include:

- ministries (and representatives at different local and entity levels) of economy, agriculture, and education;
- employment institutes and services;
- economic development agencies;
- employer associations and chambers of commerce and crafts;
- municipalities with larger numbers of RPs;
- vocational training and education institutes and organizations;
- microcredit organizations;
- social welfare centers;
- international organizations.

Labor market survey

A basic labor market survey will be important in order to find out what kind of profile employers are interested in and what combination of qualification, training, education and experience is sought. If an up-to-date labor market survey does not exist or does not exist in sufficient detail for a specific geographic area, these activities may be contracted out to a service provider such as the employment institutes. NTF, for example, retained a local NGO to compile existing information on the labor market in 12 key municipalities. The information was shared in a letter to all RPs living within the analyzed municipalities and made available to future RPs who visit the regional resettlement centers.

If time or resources preclude a more thorough labor market survey, it will still be important for the program to research labor market demand (and of course to compare this with the RP case load in terms of their skill sets, education, and experience). Relevant and useful actors include:

- The employment services to find out how many people in each profile are officially unemployed and to find out for which type of skill and qualification employers most often seek;
- Local chambers of commerce and employer associations to gather information on the market that comes directly from potential employers.

3. Communications and visibility

The communications and visibility activities are at the heart of any resettlement program. Timely, accurate and up to date information on the benefits, successes and procedures of the program are a prerequisite to program success, providing the information that RPs need to make best use of the program and creating awareness in the public so that they in turn can understand and support the resettlement process.

Teamwork is a key ingredient of these activities. All members of program staff should understand the overall objectives of the communications and visibility strategy and be clear on their individual role in the success of the activities. If resources allow, a basic training in communications and media interaction may be of use for program staff and staff in the RRCs.

In NTF, the communications and visibility activities were divided into two phases: 1) the pre-implementation information campaign and 2) visibility during program implementation.

Information campaign

Under the first phase of the program, NTF conducted a multi-media information campaign aiming to raise awareness of the program and persuade potential candidates to register for assistance. Efforts in this regard included press conferences; leaflet distribution; individualized mailings of registration materials; online availability of information and registration forms; radio and television spots and posters.

In general, as long as RP registration is open, the program should aim to remain highly visible so as to encourage new beneficiaries to apply for assistance.

Budget preparation

An integral part of preparing the information campaign and all of the communications and visibility activities that will continue throughout the program is the creation of a budget. As with any budgeting process this will require a detailed activity plan and research into the cost of various activities.

Compiling complete and precise information

Before the launch of the information campaign it is necessary to carefully define which information needs to be disseminated via the campaign. And once collected, the information must be checked thoroughly for accuracy and completeness.

Defining the target group

Though the most obvious target group is the potential RPs and their family members, there are other audiences to keep in mind including:

- Potential employers;
- Donors and potential donors;
- Local and international NGOs;
- Municipal, canton, and national level institutions and officials where the RPs will be reintegrated.

How to reach the target group

The media to be used and the message to be crafted are based on the target audience – this is in fact an exercise in marketing:

- What is attractive about this “product” to the potential “customer?”
- How do we emphasize these attractive qualities in our campaign?
- How best can this customer be reached (direct contact, printed material, radio, local TV, national TV)?
- How can we provide the customer enough of the right kind of information and at the right time to ensure that we are helping him/her as much as possible?

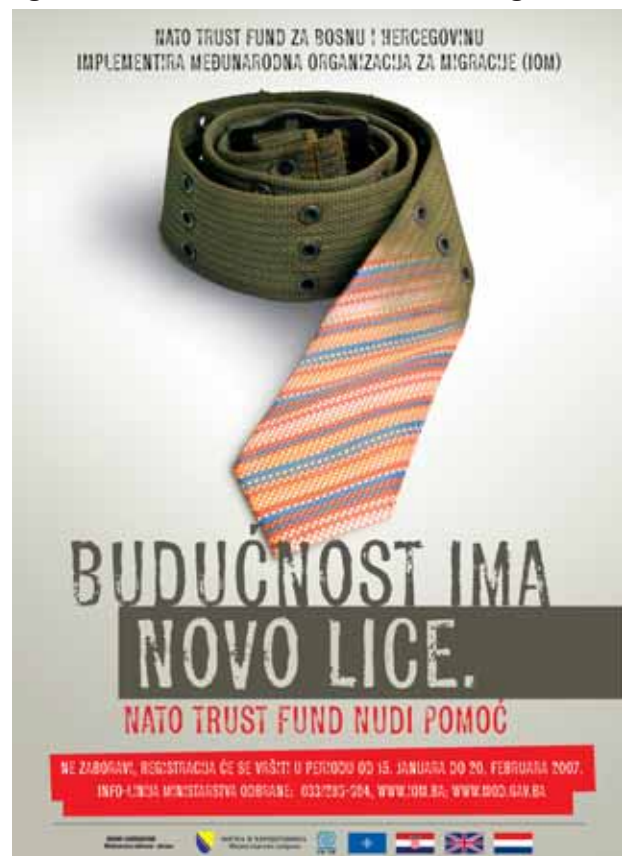
Information session with communications agencies

The information campaign and all of the publicity that is prepared during the program is best organized by professional media and communications agencies. Bring these agencies on board from the very beginning of the program.

Written invitations followed by phone calls are sent to communications agencies explaining the basic purpose of the planned program, the target group, and the expected role and sample activities of the media. All interested agencies are invited to attend an information session where the program is presented. It is best to have all the agencies together so as to make sure that each is provided the same information and such that they are able to hear each others questions and ideas. Thus the process is more transparent and more effective.

Checklist: What information do we want to disseminate with the information campaign?

- ✓ What is the purpose of the program?
- ✓ Who is sponsoring and financially supporting the program?
- ✓ Who is eligible to be supported under the program?
- ✓ What type of support is available?
- ✓ How do I (as an RP) access the support?
- ✓ When can I register and what is the registration deadline?
- ✓ What documents do I need to access assistance?
- ✓ Where can I get more information (contact phone numbers, web sites, office addresses)?



The presentation itself should be relatively brief and include:

- The purpose of the program
- The target group
- The length of the program
- Initial terms of reference for what is expected of the communications agencies

The agencies are sent away with a deadline by which time they need to submit their ideas for the visual identity, for TV spots and radio jingles. The visual identity of the program (as seen in the leaflet to the right) is vital as a way of identifying the program throughout its duration.

One by one, the interested agencies should present their proposals to the LSB, which will act as a review board for the communications proposals. Each member of this “review board” should rate each proposal on a scale of 1 to 5 for the following attributes:

- Creativity (is it interesting enough to attract the right kind of attention?);
- Effectiveness (does it convey the message that we want to convey?);
- Appropriateness (does it reach the right audience?);
- Uniqueness (does it stand out enough so that the audience will always recognize it and associate it with the program?);
- Simplicity (is it simple enough to convey the message quickly?);
- Usability (can it be printed on T-shirts, envelopes and flyers as well as posters?).

Following discussion and agreement with the LSB, an agreement is signed with the winning agency. The agreement may include the design and printing of flyers, posters, and newspaper announcements as well as the design and production of radio jingles and a TV spots.

Press conference to launch the program

The information campaign should last several weeks, beginning a few weeks prior to the beginning of registration and continuing throughout registration. Launch the information campaign at a press conference. Media are invited to attend a press conference announcing the launch of the information campaign. See Attachment 1 for a sample press release. The press conference should feature high ranking officials of the Ministry in charge of personnel matters as well as from the Armed Forces to present the goals of the program. The TV spot and visual logo of the program should be presented to the media.

Monitoring of the information campaign

All activities must be carefully monitored throughout the program to ensure that the message is effectively reaching the intended audience. If the number of registered RPs drops off or seems to plateau early, for example, this is a good indication that the information campaign needs to be adjusted in its intensity or perhaps in its content. A random survey among the target group may help identify reasons why people do not register to assist in better focusing the campaign.

Publicity during the program

Once the registration period closed, the NTF program began to use media for different purposes, such as to: (1) share ideas among beneficiaries on successful approaches and projects; (2) enhance the profile of positive measures sponsored by the program to benefit individuals affected by defense reforms; and (3) highlight the role of the MOD in transition and resettlement initiatives. Outside of the initial information campaign, key suggested visibility efforts are outlined below.

Periodic news coverage

Media attention is secured through press releases and invitations to activities of interest such as group distributions of assistance, signing ceremonies with service providers and other key program events like field visits by officials.

Program and MOD representatives can be guests on popular television shows. The representatives are interviewed in the studio and clips are shown of field interviews with RPs previously taped by the studio

in question. The clips are filmed in the beneficiary's house or business space where they then talk about how they chose the assistance, how the assistance has helped them and their plans for the future.

Newsletters

NTF published a monthly newsletter in English and local language that included updated figures on program implementation, a success story from each RRC, short explanatory pieces on particular program components, news of program events, and information written by the MOD covering activities and events related to resettlement. For much of the NTF Program, the PTSU prepared one section of the newsletter with news on MOD activities and events relating to resettlement, including their participation in regional and national events. The MOD also took over distribution of the newsletter internally within the Ministry and the Armed Forces, as well as to all state governmental bodies.

As one of the key audiences for the newsletters is the RP community, the newsletters should be employed to promote positive approaches to resettlement and innovative economic projects. Each newsletter can advance a theme to encourage RPs to learn from the paths taken by other successful RPs. For example, one newsletter might feature joint ventures as success stories and include an explanation of how joint action can increase the impact and sustainability of assistance.

The newsletter is distributed in hard and electronic copy to embassies representing donor countries, other embassies and diplomatic missions, international and bilateral organizations, municipalities with highest numbers of RPs, state and entity level bodies with mandates relating to economic development, sectors and operational units (barracks) within the MOD and armed forces, local partners, and beneficiaries (during monitoring, and training events).

Program web site

A web site is an important visibility activity and particularly important for sharing with donors and other stakeholders accurate, updated, and interesting information on the program. The web site must be maintained with the most recent information and kept up to date. Be sure to publish the web site address on all program materials.

Television series

It is good practice to commission a local production company to produce a television series on the program. Each of the episodes can feature a successful RP (it is mandatory to obtain the written permission from the RP to use his or her photo and story in media. Please see Attachment 2 for the media waiver) and include one or two institutional interviews with representatives from the MOD and donors.

The closing ceremony

The closing ceremony of a resettlement program is a good opportunity to highlight the success of the program and the role and importance of future programs. It should be organized with a great deal of publicity and with the attendance of high level representatives of the MOD, other relevant ministries, and of donor countries.

The registration form

Though it may seem like an ordinary sheet of paper (A3 folded in half to create four pages of A4 size), the registration form is in fact the heart of the information campaign and a vital communications tool with the main target audience – the RP. See Attachment 3 for the NTF registration form. It is this form that the RP needs to request, to understand, to fill out, and to send to the program. The form provides vital information about the RP and about the type of assistance he or she is interested in. As such it needs to be carefully designed to be easy to fill in while providing sufficient information to the program.

The purpose of the registration form is to collect consistent, complete information on all RPs: their name, ID number, and contact information; their financial and social situation; their skills and experience; their education; and their preferred type of assistance. This information will be used for design, planning, implementation and monitoring of the program.

The design (not the content) of the registration form can be included as part of the TOR of the communications agencies, including the design of the form itself, the design and preparation of stamped envelopes in which the RPs are to return the registration form, as well as the task of mailing the blank registration forms to all RPs to complete and return.

4. Profiling

Once released personnel have registered, it is important to develop a profile of the case load in order to design the assistance program according to the actual needs of RPs.

The registration forms will be entered into the program database and reports can be generated that reveal how the RPs are divided in terms of:

- Age and gender
- Handicapped status
- Level and type of education including degrees and certificates
- Previous work experience
- Number of RPs per municipality
- Preferred type of assistance and plans following redundancy

5. The database

The database is of central importance in a resettlement program. Its purpose is to provide timely and accurate information for implementing staff, the MOD, and for donors as well as to monitor and follow up progress.

Ideally the database should be linked with or at least based on relevant existing databases within the MOD. The BiH MOD, for example, has a database on all personnel, which already contains useful information that can be used for the reintegration program – building on existing databases saves time and duplication of effort and ensures uniformity of data.

The NTF database was designed in Access and managed and updated by three staff members – one in each RRC – and a centrally based database assistant in the main office. The RRC databases were uploaded and sent to the central database every Friday.

The NTF database was based on the registration form with sections containing information on the RP, the RP's family and social situation, the RPs skills, education, and experience, and the type of assistance in which the RP was interested. The database also contained detailed information on the progress of the RP's individual reintegration project and on results gathered from monitoring visits as well as information on financial and procurement aspects of each reintegration project. **All information on the RP and his or her activities was linked by an identification number rather than by name.** Please see below a screen shot of the NTF database and the tabs for each type of information. The identification number is circled in red.

Note: RP registration

Not all RPs will be willing to register at once because they may be holding out hope that they will be retired or retained, they may be temporarily out of the country, or for a variety of other reasons.

As such, registration needs to remain open (or with extended deadlines) well into the program, which can make implementation difficult.

In order to try to ensure that as many eligible RPs register as soon as possible make sure that:

- ✓ Eligibility criteria for the program are very clear and well publicized;
- ✓ The criteria that decide redundancy are very clear and do not change over the period of the program.

The reintegration database needs to be programmed to be able to create reports, graphs, and maps for implementing staff, donors and the MOD with information disaggregated by gender, type of reintegration assistance, geographic location, etc. The NTF Program, for example, created a standardized monthly statistical report showing program progress including the number of approved, in process, and received Reintegration Assistance Project Proposals (RAPPs) approved by type of assistance, gender, age, and return status.

The database and the reports that it can produce are only as good as the data that is entered. **Information should be updated in the database frequently and on a regular basis as well as being checked for accuracy.** Program progress and the number of RPs assisted can change drastically in just a few days; ongoing, timely updates on the part of the RRCs are imperative. While the database assistants in the RRCs will have other duties (administration and finance), it is imperative that the centrally-based database assistant be responsible on a full time basis for database management and control.

Checklist: Database

- ✓ High speed internet connection makes data management easier and faster;
- ✓ Computer with database connected directly to the internet (not through a network);
- ✓ Staff dedicated full-time to database management and update;
- ✓ Enter new data as it comes in and check for accuracy and consistency!

6. Value of assistance to each RP

In order to be able to plan the reintegration program – from the types of assistance that will be provided, to the timing of assistance and trainings, to the amount of assistance that each RP will be eligible to receive – it is important to know to the extent possible the full budget of the program. In practice, however, there are obstacles to securing funding that is timely, sufficient, and predictable.

The program may rely exclusively on funds from the central budget. However, support from NATO member states and bi-lateral donors will be very important as well though their commitments do not necessarily guarantee that the amount and timing of funding will match the needs of the program and therefore, determining the maximum amount of assistance for each RP may be a difficult aspect of the reintegration program. Given this reality, two options are suggested: Provide a minimum value based on MOD resources to all RPs, which they can either (a) redeem at time of discharge and receive top-up amounts allocated later in the year when additional funding is available or (b) redeem only once the full eligibility amount has been determined and funds are available.

7. Financial criteria

Once the maximum amount of assistance available per RP is determined, it is also necessary to decide whether each RP is eligible for the full amount. For each RP an analysis of financial criteria is conducted to determine eligibility amount based on unique individual situation, where more vulnerable beneficiaries will be awarded with the higher eligibility amount. It is to be noted that financial criteria should serve only as guidance to staff, and the contribution should be proposed by the RRC based on the reality of the reintegration assistance project. Also remember that it is important not to disclose to RPs the maximum amount of assistance per beneficiary as this can create expectations amongst RPs that they should all receive the maximum amount. Circumstances that determine the amount of financial assistance may include:

- The number of primary dependents
- Age of the RP
- Age of dependents
- Disability in the family
- Is the RP paying rent
- Current income (amount and stability) of the RP and the immediate family

Attachment 4 shows the NTF Financial Criteria template (the electronic version of the form is in Excel and includes formulas for calculating the amount appropriate for each RP according to the financial criteria).

8. Outreach and counseling

A success factor in the NTF program was its focus on frequent and thorough counseling for RPs and outreach and coordination with relevant actors who could provide assistance and information to RPs through their own activities. The steps described below are based on the lessons learned from the outreach and counseling methodologies of the NTF Program.

In municipalities in which there is the greatest concentration of RPs, meetings should be set up and held with municipal officials, vocational schools, chambers of commerce, regional and local development agencies, larger companies that could serve as possible employers, and agriculture associations and cooperatives.

The purpose of these meetings is to inform relevant institutions and organizations of the program and of the needs and interests of RPs as well as to collect information on the possible ways that additional support can be provided to RPs, determine how the program can coordinate assistance with what is being provided by others, and inform others of the existence of the RPs in their area and request them to include them in any other existing or planned programs or projects.

For each of these meetings it is important to provide counterparts with written program information in the form of flyers that include complete contact information. Optionally, posters for display in their offices can be provided.

In parallel to these meetings, focus on contacting all RPs to confirm the information that was provided in the registration forms. This includes their contact information and the type of assistance they are most likely to be interested in. This entails printing out a list of RPs by municipality. With the list from the database and with the submitted registration forms, the RRCs telephone each RP, confirm their address and other information from the registration form and make corrections and updates as necessary to the database.

The information on the types of assistance in which RPs are interested should be provided quickly to procurement in order to allow them to begin the tender process based on the likely most requested items or equipment, livestock or tools.

Once all RPs have been contacted and feedback entered into the database, a plan for delivering program assistance can be defined i.e. an implementation plan. The plan needs to take into account the number of RPs per area, the distance between each location and the RRC, agriculture seasons, and the weather. The rules of thumb are:

- To visit the farthest municipalities first or, depending on the season, the municipalities that would be most affected and hardest to reach during the winter;

- To visit RPs in rural areas according to – and ahead of – the agriculture season (in other words during beekeeping season, select beneficiaries in the database by their stated interest in beekeeping);
- To visit RPs who stated an interest in education with enough lead time to prepare them to register in the school of their choice in time for the new school year.

Meeting RPs in the field

Once the implementation plan is defined, **hold group meetings for the RPs** in each municipality (if there are a few adjoining municipalities, it is possible to bring together the RPs from more than one municipality). These efforts decrease the potential for misguided information and ensure a standard starting point for all RPs.

The municipality is faxed an introductory letter ahead of the requested date. The letter explains the program, gives the number of RPs in the municipality, and requests that the municipality provide space appropriate for a group meeting and individual counseling sessions following the group meeting. The letter also should request the attendance of relevant stakeholders in the municipality. These can include the economic development department of the municipality, the local development agency, any local vocational schools, and other governmental and non-governmental stakeholders. Though these stakeholders will have attended the information meetings described above, it is also very important that they participate in meetings with the RPs in order to convey directly the services and support that they may be able to offer and also to hear directly from the RPs about their needs and interests.

Day one: On the date agreed upon by the municipality, the entire RRC team drives to the municipality in question. A presentation of the program, eligibility criteria, types of assistance, and the steps that need to be taken to access program assistance are explained.

At this point it is also useful to explain the documents that the RP will need to provide in order to process the assistance. These may include copies of: the official letter of discharge, some form of identification, proof of land or property ownership (especially for agriculture cases), household list (this may be useful in terms of providing information on vulnerability), any existing sales agreements with buyers or processors established by the MoD, and the need for the RPs to produce three pre-invoices for the tools or equipment in which the RP is interested.

If there are any local institutions or NGOs present, they should also explain what possible assistance they are able to provide. The presentation is then opened up for questions.

Following the presentation, RRC staff meets with RPs individually to review possible assistance, review the RP's interests and current situation, and take down detailed directions for how to reach the RPs residence or business for a follow-up meeting the next day.

There may be some parts of the country where the concentration of RPs is so low that it is not possible to hold group meetings. It is also possible that not all RPs will attend the group presentation. In these and other cases it will be necessary to approach the RPs one by one.

If a group presentation has not been possible, the RP is called the day before the planned visit and to set up a time to visit his or her home or business. During the phone call the basic objectives of the program and types of assistance are explained and the RP is informed what type of documentation he or she should have on hand for the meeting.

Day two: On the day following the group meeting (or during two days following the group meeting depending on the size of the case load), the RRC team splits up to visit RPs in the field.

This first face to face contact is particularly important in order to develop a good working relationship especially if the RP is feeling skeptical or upset about the discharge process. Because some RPs

Checklist: Counseling

- ✓ Listen
- ✓ Focus on concrete assistance now available
- ✓ Focus on practical steps that need to be taken next

Checklist: What to bring to the first counseling session

- ✓ Registration form that was completed and submitted by the RP;
- ✓ Agriculture Questionnaire;
- ✓ RAPP form;
- ✓ Supplier list with updated prices.

may be angry about their discharge, it is therefore additionally important to be prepared to listen to the RP and his or her possible complaints, remind him or her of what assistance is now available, and **focus on the practical steps and procedures** to be followed to make sure he or she receives the assistance.

The face-to-face meeting on the property or at the business of the RP is the time to also talk to other family members, to see what type of land, animals, and other assets the RP has that can help their project, and to verify any other information in the registration form.

This and subsequent face-to-face counselling sessions will provide an immense amount of information that cannot be found in the registration form. Here is where you have the opportunity to explore what the RP is really interested in terms of reintegration options and also what may make him or her apprehensive about integration. It is also an opportunity to meet other family members and develop an assistance project for the RP based on the assets and skills of another close family member. During each and every counselling session, take notes as the details will fade over time.

9. The RAPP

Following face-to-face and telephone counseling sessions, the RRC staff turn to the development of the Reintegration Assistance Project Proposal (the RAPP). The RAPP is essentially a mini project proposal or a simple business plan. It provides basic information on the RP, his or her current situation and his or her plans for the next period of time. The program can use a one year time-frame (or longer or shorter depending on the specific reintegration program).

Five types of assistance were provided as part of the NTF Program: self-employment business start-up, self-employment business expansion, employment, agriculture, and education. Please see Attachment 5 for step-by-step instructions on developing the RAPP using the template employed by the NTF Program.

Agriculture

The timing of the agriculture project is very important. This includes paying careful attention to the season and the weather, taking into account as well the time needed for procurement.

The Agriculture Questionnaire (Attachment 6) ensures a consistent approach and that the many details related to agriculture production are not forgotten. The questionnaire includes questions such as amount and type of land (land already being worked as well as land with the potential to be put in use), buildings for storage, barns, garages for equipment and machinery, existing livestock, and the type of support available through the municipality (such as subsidies) or other institutions and organizations.

Delivery of assistance and especially of animals needs to be carefully organized. With the latter it is important that the animals remain in the trucks

NTF Case Study: Joint Ventures

NTF made efforts to encourage the formation of joint ventures, including through its newsletters and during counseling.

Joint ventures are important for agriculture and for non-agricultural businesses - especially start-ups - where the financial resources available and the difficulties in accessing credit are limiting factors for hopeful entrepreneurs.

In the NTF Program, nearly one-third of joint ventures were for start-up businesses and ranged from computer-repair shops to care facilities for the elderly to car washes. More than two-thirds of joint ventures were for agricultural projects, where RPs who worked with others were able to make substantial investments in agri-businesses or procure more powerful agricultural machinery, which is then shared among the group members.

A joint venture in agriculture

After their demobilization, Ljuba, Branka and Snežana dedicated themselves to working on their respective farms with their family members, mainly on milk and vegetable production. With limited funds for expansion, they all found themselves with additional unused land. The lack of agriculture mechanization was also an obstacle to their growth - they had to pay a fair amount to receive such services. NTF supported them with a 12 HP diesel cultivator and attachment, which allowed them to save money they used to spend on services and to reinvest that money in their farms. Also, with the mechanized equipment, they worked more land than before, increasing production and profit.

for as little time as possible and that RPs and local vet services are prepared to receive the animals.

It is also necessary to arrange insurance for pregnant heifers and other animals. Be sure to include this item in the program budget.

For larger machinery that is more expensive it is a good practice to have more than one RP apply together to make funds stretch further. The RP can also involve an interested family member or neighbor who might be willing to contribute to the cost of the equipment. As with self-employment cases (see below), it may also be necessary for the RP to additionally contribute his or her own funds.

In agriculture, there is usually the need for follow-on visits as there is a real lack of information in rural areas about markets, available resources such as subsidies, and changes in legislation. **The provision of information on markets, prices and available resources for farmers is vital.** A resettlement program must ensure that RPs have access to information. The provision of this type of assistance can take different approaches: follow-up program staff visits (in order to continue to build the RP-staff relationship) can also be combined with support by outside service providers - such as NGOs, universities, cooperatives, and local development agencies – who will generally have updated access to this type of information.

Given the fact that most farmers own small plots of land, profitable agriculture production usually requires coordination – formal or informal – with other producers. Counseling sessions and discussions during the development of the RAPP are an opportunity to provide RPs with contact information of local cooperatives or associations and explain the advantages of joining associations or at least of forming an informal group.

Finally, there is the issue of those who do not have a background in agriculture and, though they have tried for years to find work in urban areas, they have been forced to return to try their hand on the family property. For these individuals an orientation training will be important before the type of agriculture assistance is determined as they may not know what type of agricultural activities are most appropriate for their land type and size, soil type, and so on. Once the type of agriculture assistance is determined tailored agriculture training will be very important as is making sure they are linked with nearby agriculture association/cooperative and/or an agriculture school or university where they can get immediate information or ask for advice or mentoring. Attachment 7 shows a sample agriculture RAPP.

Self-employment (business expansion)

The self employment RAPP usually, though not exclusively, is more common among RPs in urban or semi-urban areas than those in rural areas. Self-employment activities can include a wide variety of business activities, such as small construction businesses, car mechanics, IT services, hair dressing, coffee bars, and restaurants.

Some RPs while employed with the MOD ran small businesses on the side. These individuals will be more likely to be interested in continuing and expanding their activities with additional tools and equipment.

Self-employment (business start-up)

A business start-up, especially if program funds are limited, is a difficult proposition because of the initial investment that is generally needed to start a new venture. In addition, if the RP does not have previous

NTF Case Study: Business Start-up

Marijan lives with his wife and father. Although he is a car mechanic and driver (by education and job experience), he was unable to find steady work in this field and worked part-time and short-term jobs in security and car repairs.

With NTF assistance in purchasing major equipment and tools, Marijan set up a car mechanic shop in the ground floor of his house. Because of his educational background and previous experience, the business is going very well, with more customers than he is able to handle; profits have been sufficient already to enable Marijan to purchase additional equipment for the business.

experience in business, he or she will need more support in thinking through the details of the project and becoming comfortable thinking as an entrepreneur. The *entrepreneurship trainings* discussed in the sustainability section below will help significantly with all of these aspects.

Note: Business Registration

In the case of the business start up and business expansion projects, there is the question of business registration. The program must check registration procedures at the respective municipality (time & money), and inform the beneficiary accordingly.

There are many reasons why an RP does not feel he or she is able to register their income generation activity. However, it should be a *priority of the program to emphasize to the RP the reasons for registration*. These are:

- ✓ The advantages of operating within the law and paying legally required taxes;
- ✓ Business registration should be mandatory in production of food related product, flammable products and pharmaceuticals;
- ✓ The RP is able to contribute to his or her healthcare and pension benefits as well as for those of any employees;
- ✓ The ability to access credit;
- ✓ The ability to access local government subsidies for small business and participate in trainings and other capacity building that are offered by local governmental and non-governmental organizations only to registered businesses.

In addition, the program should consider providing a financial incentive to the RP for registering the business. This financial incentive can take the form of paying for the basic administrative costs of the registration procedure, which may include legal fees and fees that need to be paid to the municipality in which the business is being registered.

For start up cases or for any self-employment case where greater investment is needed in machinery or equipment, it may be necessary for the RP to additionally contribute his or her own funds. Attachment 8 shows a sample self-employment RAPP.

Employment

Some RPs are uncomfortable with the idea of starting up their own business and feel they do not have the requisite entrepreneurial spirit. For them the idea of employment is much more familiar and comfortable. However, finding a job on a job market that has changed significantly during the years that the RP has been in the MOD is often difficult. The difficulty arises not just because the RP may be older and may not have the appropriate skills, qualification or diploma, but because the RP himself may find it difficult to shift gears from the relatively well-paid and dependable job at the MOD to jobs on the “outside” that may pay less and involve different work – this sometimes results in the RP being uninterested in some of the opportunities offered him or her.

An option that has proven successful therefore is Employment with Tools (EWT – see the example in the box above). The EWT methodology provides an additional incentive to the potential employer as well as additional security for the RP. EWT equips the RP with the tools necessary to do his or her job and to improve the functioning and efficiency of the employer’s business – this is attractive to the potential employer. At the same time, the tools remain the property of the program for a period of two years before ownership is transferred to the employee. Should the employment relationship end, the employee will have gained on the job experience as well as still owning tools that he or she can use to find other employment opportunities or set up a business.

NTF Case study: Employment with Tools

Dzemil, a professional soldier from 1997 until he was discharged in 2004, now lives in Konjic with his wife and two children. At the time of registration, Dzemil stated his preference for permanent employment. After the program procured him specialized galvanizing tools, Dzemil was hired by a successful and growing metalwork company in Konjic as a machinist where he received on-the-job training by the company. Dzemil’s position at the company is full-time and registered, which entitles Dzemil to all social benefits. The tools that were procured for Dzemil remain his property and do not belong to the company that hired him.

Instead of providing tools, there is also the option to subsidize the RP's salary for a limited number of months. In this case, the program pays a percentage of the RP's monthly salary and the employer contributes the rest. It is preferable that this is done with program contributions decreasing and employer contributions increasing – for example a scheme in which the program contributes 70%, then 50%, then 30% etc. over a certain number of months. However this may be difficult for the employer to implement practically depending on local regulations – an option therefore is for the Program to pay the base salary and for the employer to fund the health and pension benefits for the number of months that program support continues. This option is to provide on-the-job training for a number of months in which the RP has a chance to show their potential for the job. Attachment 9 shows a sample employment RAPP.

Checklist: Employment

- ✓ Work with the RP or RPs to put together a list of employers or companies that have a good reputation and where they would be willing to work. This increases the likelihood that the RP will be interested in the job;
- ✓ If it is a larger company, make first contacts by phone and ask to set up a meeting to explain the purposes of the program and potential benefits to the employer (a qualified employee, financial support from the program, and good publicity);
- ✓ Encourage the RP to use his or her own contacts and network to find potential employers - potential employers can include contacts from his or her home town or village, friends and extended family, and personnel made redundant during previous downsizings;
- ✓ Sometimes an RP is already working a part-time or contracted job and can use the program assistance to convert this into a full-time opportunity with benefits;
- ✓ If the RP initially approaches the potential employer, it may help for program staff to go with the RP to later meetings with the employer in order to demonstrate program support;
- ✓ Have the RP get a letter of intent (Attachment 11) from the potential employer. Though not legally binding, this encourages the employer to honor his or her commitment;
- ✓ Sign a contract between the employer and the program.

Education

There are many RPs who studied one particular subject during their education, but did not use their academic knowledge during their career with the MOD and so need either re-qualification or additional qualification to be able to find work on the labor market in their field of interest. There are other RPs who did not have the opportunity to finish high school before entering the service or only completed elementary school.

Other cases also include RPs seeking support to obtain specific certificates or qualifications. This latter may include courses in accounting; classes to obtain a specific category of driving license, or a course to receive a certificate in a particular software program. Attachment 10 shows a sample education RAPP.

Whichever the case, early in the program and before beginning to work with RPs that have stated an interest in education as their reintegration option, it is **important to understand both the demand and supply side of education**. In other words, 1) what kind of training, education, and qualifications do employers want (a labor market survey as described previously in this manual) and 2) which educational institutions offer these types of trainings (supply side). In order to help the RP as much as possible and to make sure that his education is effective, it is important that his or her education is in some field that is in demand on the labor market.

Note: Education Assistance

In order to enroll all interested RPs in time for the next school registration deadline, take 1-3 months (depending on your case load) to focus primarily on preparing education RAPPs.

Note: The Supply Side of Adult Education in Bosnia and Herzegovina

- ✓ Unfortunately, the BiH education system does not have capacity specifically for training adults; almost all certified training and retraining of adults is accomplished through secondary schools and so adults study essentially the same curriculum as high school students.
- ✓ According to the framework law on secondary vocational education and training, schools may organize training for adults within the area of their registered activities.
- ✓ In general almost all high schools have the option of irregular studying where adults can be qualified, additionally qualified in their field, or prequalified to the 3rd, 4th or 5th level.
- ✓ In some cases, the high school will accept a statement from a current employer as an adequate substitute for practical work. In other words if a student can show that he has proven experience, this will decrease the amount of time and money that he will spend for the diploma.
- ✓ Usually a student can sign up at only certain times of the year - usually in September and October.
- ✓ In addition to secondary schools, there are also a number of organizations - NGOs and Chambers of Commerce for example - that provide training in computers, languages, courses to attain different drivers' licenses, and many other subjects including handicrafts, marketing and more. These courses are usually short term and for these courses the student will receive a certificate of achievement which is usually not officially recognized.

In addition to the labor market survey, similar research should be conducted on the supply side. Organizations to visit include secondary schools, vocational training schools, universities (as appropriate), representatives of the Ministry of Education, and NGOs that provide relevant, certified training. Each of these organizations should be presented with the goals of the program and asked for details of their capacity to work with either individual or groups of RPs interested in education and training.

The results of the labor market survey and the research into available education options will be combined with discussions with each RP as to what his or her interests are. Depending on resources available, it is particularly useful if the program not only supports the costs of tuition, but assists in the procurement of tools or equipment that will enable the RP to more quickly move into employment or business following his or her education. A short case study of this kind of "education with tools" is provided in the box below.

NTF Case Study: Education with Tools

Since his discharge from the Ministry of Defense, Ljubisa has been giving music lessons at the local primary school in Cajnice. Unfortunately, the school could not offer Ljubisa a permanent or registered position because he lacks the necessary qualifications for this position. Combining his severance payment and NTF assistance to pay his fees, Ljubisa enrolled in classes to obtain a degree in teaching music and piano. NTF also provided Ljubisa with a digital keyboard to support him in his studies and in his job as a teacher. As he is the only piano teacher in the Cajnice area, the primary school where Ljubisa works agreed to hire him on a permanent basis (with all social benefits associated with full-time registered employment) after he completes his degree.

10. Post-approval flyers

Attachment 12, the NTF Post-approval Flyer, has the purpose of ensuring that RPs are receiving in a systematic and "official" manner all information relating to contribution, delivery, etc. Flyers will be sent to existing addresses by mail at end of week to all RAPPs approved during that period.

11. Contracts and additional payment by the RP

Before receiving assistance the RP must sign a contract with the program. The contract may be mailed to the RP (certified mail) or it can be delivered by the supplier at the time of delivery of tools and equipment.

Some RPs may agree to contribute resources in order to procure items that cost more than program can invest in the project – this amount is included in the contract. In some cases this contribution will be

deposited by the RP in the program bank account prior to delivery of the assistance. In other cases, the supplier will collect the contribution once the contract is signed and after delivery. In either case it is very important to *ensure very clear procedures for making contributions and equally important that RPs are clearly informed on what the procedures are* for their contributions so that there is no room for possible exploitation.

12. Procurement

This manual will provide only a few remarks related to procurement as detailed procurement manuals should be available separately in the relevant institution or organization.

The NTF Program used its leverage as a high-volume purchaser to obtain top-quality items at discounted prices as well as fixed prices for a specified period of time, particularly from vendors who provided items frequently required by beneficiaries. For these items, NTF requested sealed bids from reputable suppliers and convoked a Bids Evaluation and Awards Committee (BEAC) to review vendor offers with participation from program management and members of the LSB. Aside from ensuring transparency, this procedure afforded the program substantial discounts, which were passed on to the beneficiary. Furthermore, with the expectation of high-volume business from the program, suppliers often provided free transportation from the store or factory to the beneficiary's municipality.

It is important to note that the arrangements with BEAC winners were not exclusive and that future resettlement programs should also opt for other suppliers for a variety of reasons, including proximity to beneficiary, speed of delivery, and beneficiary preference for a brand that is not offered by the BEAC winner. Furthermore, procurement of IT equipment should always be done through local suppliers because it is particularly important in that context that the beneficiary have regular access to post-purchase servicing and repairs.

The procurement process should involve beneficiaries in the selection of items to be purchased, identification of suppliers, and gathering and assessment of competitive quotes. This practice is a best practice insofar as it promotes beneficiary ownership of the program assistance. Other important good practices related to procurement and learned during implementation of NTF include the following:

- Ensure that procurement department procedures focus on delivering the highest quality goods for the best price;
- The procurement team must also make the timely delivery of assistance a priority. It is unacceptable for RPs to miss growing or business seasons because of delayed delivery;
- If time permits, it is a good practice to have RRC staff attend at least some group deliveries. Deliveries are a good time for visibility activities: invite donors or MOD officials to hand over the delivered goods;
- Have a strong supplier contract developed by a local lawyer who thoroughly understands local contract law;
- *The supplier contract must have penalty clauses* included that address missed deadlines, damaged or incorrect goods;
- The purchase of second hand goods is generally not encouraged, but due to funding limitations under some Programs, costly goods (e.g. agricultural machines, production tools, and construction machinery) may be considered. If second hand goods are necessary, the following guidelines should be considered: a) second hand goods can only be bought from registered companies, and not from single individuals; b) second hand goods can only be bought from a VAT-registered company, if the MOD is able to request VAT refund; c) second hand goods will be paid via bank transfers; cash will never be directly disbursed at any stage of the purchase; and d) second hand goods purchased must have supporting documentation (manual, legal purchase document etc.) and must have a suitable warranty.

13. Sustainability

The objective of NTF sustainability activities was to make certain that the employment and income generating opportunities created – for example when an RP was provided with equipment to start up a car wash business – would become solid long-term ventures that generated dependable income.

What is a sustainability activity? Below are examples of some suggested activities that will contribute to the long term strength and success of resettlement program employment and income generation activities.

- Informal networking (lunches, meetings over coffee) between RPs so that they can exchange experiences, contacts, and information;
- Forming clusters in a specific sector (metal working, fruit farming, dairy) along the production chain;
- Forming an association or cooperative so that RPs can access the market more easily or purchase supplies more cheaply as a group;
- Arranging meetings between beneficiaries and municipalities or other service providers so that RPs can connect directly with local authorities and stakeholders responsible for economic development;
- Training in skills and knowledge that will help RPs run their business or agriculture activity more effectively;
- Providing RPs with pamphlets printed by other organizations and institutions – for example a pamphlet on cow fodder production or a booklet on job search skills.

A very important **sustainability activity that should be implemented before the RP decides on the type of concrete activity** and before he or she develops the RAPP is an orientation workshop or series of workshops. These workshops or trainings should include a basic training on entrepreneurship for those RPs that indicated an interest in self-employment on the registration forms or in initial counseling sessions. Basic agriculture training should be provided to RPs who expressed interest in agriculture but do not have recent experience in agriculture. Job search and interview skills trainings can be provided to those interested in seeking employment. Undecided RPs should attend some or all of the above thus increasing their contact with their peers and outside resources.

The program can choose to hire external experts to implement many (though not all) of the sustainability activities. These external experts – or service providers – can be any governmental institution, company or non-governmental organization. Service providers provide specific types of services that a program may not be able to provide because of the lack of capacity (primarily lack of staff time) or the lack of the specific skills to complete the activities without external support.

How to identify and hire service providers

A useful first step is to meet with institutions and organizations that are already known and trusted by the program. You can discuss your needs with them and they will be able to recommend other agencies that can provide the needed services. Meet with these recommended agencies as well and this will create a snowball effect of networks, contacts, and information about the type of services available and about the organizations that are good for cooperation. These meetings can also help you refine what exactly it is you are looking for.

Note: Clusters

In the business sense, clusters are geographic concentrations of interconnected companies, specialized suppliers, service providers, and associated institutions in a particular field that are present in a nation or region.

Clusters arise because they increase the productivity with which companies can compete and reduce the costs of doing business. – *Institute for Strategy and Competitiveness at the Harvard Business School*

Note: Training

- ✓ **Organize the majority of trainings activities before receipt of concrete assistance.**
 - ◆ This increases attendance and active participation;
 - ◆ It helps the formation of networks among RPs that will provide a system of support throughout the ongoing integration process;
 - ◆ It helps RPs develop ideas for their individual project (RAPP);
- ✓ Follow-up trainings should be organized later in the program in order to maintain knowledge and RP networks and develop more advanced knowledge and skills.

Based on these initial meetings, a “terms of reference” (TOR) is written that describes the type of services that are being sought – like a job description. The TOR is made part of a call for proposals, which explains to potential applicants how (email, hard copy, how many pages, type of information requested about the applicant, etc.) and by what date they should apply. A sample of a call for proposals and TOR that were used by NTF is provided at Attachment 13.

The call for proposals can be advertised in two ways that are both legitimate: The call for proposals can be sent directly to the organizations or institutions that you feel have the capacity to respond. This route is advised when it is clear exactly which services are required and/or if there is a severe time limit. The other option is to advertize the call for proposals publically - in the newspaper, the program’s website. In this way a much wider audience is reached. This approach has the advantage of being more transparent and it also brings a greater range of newer ideas. However, this approach is slower and more expensive.

The logistics of sustainability activities

- Organizing sustainability activities takes a fair amount of logistical support. This includes:
- Creation of lists of RPs who will be interested in the particular event (dairy farmers for dairy trainings; female RPs for trainings on how to balance work and home life; RPs who have received welding tools as part of their RAPPs for cluster training and formation ; etc.);
- Written/mailed invitations followed by telephone calls;
- Provision of transportation or research on the costs of public transportation so that RPs may be reimbursed;
- Organizing refreshments, meals, and space for the event;
- Organizing overnights as necessary.

If a service provider has been contracted to provide the services in question then it is useful to outsource some of the logistical arrangements to them as well as part of their contract. Be sure to ***ensure RPs’ permission to release their names*** and contact information to service providers.

NTF Case Study: Sustainability Activities

Examples of sustainability activities organized directly by NTF

- ✓ Organization of meetings between the RPs and Chambers of Crafts so that RPs could find out about what kind of support was available for Chamber members;
- ✓ Organization of presentations to RPs by economic development agencies, business incubators and economic development departments of municipalities where the RP was reintegrating.

Examples of sustainability activities contracted out to service providers

- ✓ Technical trainings in agriculture including fruit growing, vegetable growing and milk production;
- ✓ Training in cooperative management and farm management;
- ✓ Trainings in entrepreneurship, business planning, and marketing;
- ✓ Organizing clusters of welders;
- ✓ Veterinary services to RPs in honey production.

14. Monitoring

Once implementation of the project has begun and the assistance to the RPs delivered, progress must be monitored. Monitoring is an on-going process and continues throughout the program, providing an invaluable management and learning tool that alerts staff to problems that develop and changes that may be needed.

It is important to **start monitoring early** as it is an opportunity to help the RP if he or she needs additional support and advice, if the equipment is not appropriate or if the wrong equipment was delivered. It is also recommended, if the program timeframe and capacity allows, to monitor the individual projects more than once particularly if the first visit turned up some problems.

NTF set as its objective to visit individual projects within one to three months after assistance was delivered. The NTF database was programmed to automatically highlight projects that were ready for monitoring. RRC staff then printed out the list of RPs whose projects were ready for monitoring and planned their field trips and schedules accordingly. Monitoring visits were performed by the RRC staff and also by management staff in order to ensure thorough internal control of program activities.

Before the monitoring visit

During NTF, RRCs submitted monitoring calendars to the main office at end of each month for the next month – in this way the main office was able to prepare supporting documentation for the RRCs and organize to participate in some of the monitoring visits. As often as possible, the monitoring visits also included the participation of different MOD representatives.

Preparation should include reviewing all paperwork so that when you get to the RP you can assess how things have changed. It helps to complete part of the monitoring form before leaving as this helps to refresh your memory of what the person requested in terms of assistance and what their situation was before assistance was delivered.

To facilitate monitoring, the procurement should send the RRCs information on the exact items purchased for each beneficiary. For group orders with contracted suppliers, this information can be provided in Excel spreadsheets. For all individual purchases, the main office can send scanned invoices to the RRCs.

It is good practice to call the beneficiary ahead of the visit to make sure that she or he will be home or at the place of business and available to meet and discuss the project. This is especially true if there is a large case load and significant geographical areas covered by each RRC: ensuring the RP is at home saves wasting staff time, fuel etc.

Certainly it is preferable for the monitor to visit with the RP himself or herself. However, if upon arriving at the site, the RP is not present, the visit and interview may be conducted with an adult member of the immediate family who is familiar with the project.

Note: Monitoring is an opportunity to

- ✓ Measure actual against planned results;
- ✓ Make changes, improvements, and identify if it is necessary to provide additional assistance;
- ✓ Provide additional counseling;
- ✓ Analyze impact of the assistance – asking specific questions of the RP – and identify what has been successful and what has not worked;
- ✓ Assess the quality of the supplier and of the equipment supplied;
- ✓ Gather knowledge that will be helpful to other RPs.

Checklist: What to bring on the monitoring visit

- ✓ List of RPs to be monitored & contact information;
- ✓ Registration form;
- ✓ RAPP;
- ✓ Any previous monitoring forms or notes;
- ✓ Waivers for visibility;
- ✓ Monitoring forms;
- ✓ Invoices if assistance was equipment or tools;
- ✓ Camera;
- ✓ Program visibility stickers;
- ✓ Information on services provided by other organizations (flyers, pamphlets, etc.).

During the monitoring visit

- Continue creating a relationship with the RP; Check the RPs equipment against the invoices to ensure that the correct items have been delivered;
- Check the equipment itself;
- Apply program stickers for visibility to equipment and tools;
- Photograph what was received;
- Take photos that could be used for visibility purposes (the RP with his/her assistance, good lighting, etc.);
- Explain the visibility waiver and ask RP to sign if he or she is willing;
- Ask questions according to the monitoring form without pushing specific answers (i.e., not all answers have to be positive!);
- Monitor should obtain copies of any certificates (education or training); contracts (employment projects) or other documentation relating to project;
- Recommend contacts with other RPs in the same or nearby locations, contact with agriculture cooperatives, inform him or her of opportunities for grants, credit, agriculture subsidies, or other assistance in the area;
- Also use the monitoring visit to distribute printed information and pamphlets that you have collected from governmental and civil society bodies For example, some local authorities and regional development agencies produce pamphlets outlining the services available in the area to farmers or entrepreneurs.
- The monitor also completes a series of questions that address his or her perception of the success of the project. See Attachment 14 for the monitoring form and instructions.

Checklist: After the monitoring visit

- ✓ Complete and sign the monitoring form. Use the notes area of the form for particularly successful projects or for those where particular problems were encountered that need to be highlighted and dealt with.
- ✓ The monitoring form results are entered into the database such that reports can be created for donors, MOD, staff and others.
- ✓ Some projects will be considered “alert cases.” An alert case may consist of an RP whose business is about to fail; whose livestock is ill or has died; who has sold assistance; and other examples. In these cases send an e-mail immediately after labeling them as an alert in the database – all cases marked as “alert” should be brought to the attention of the main office for immediate follow up.

15. Supplemental Assistance

During a monitoring visit, it may be determined that a particular RP requires additional assistance. The NTF Program identified the following circumstances as potentially meriting supplemental assistance:

- Project is at high risk of failing but can be “saved” by supplemental assistance.
- Project is highly successful and can be boosted to a new level of success (e.g. generating employment for others) with supplemental assistance – usually RP will also contribute to the supplemental project. Such injections should be requested where they will lead to significant boost to growth. For example, where the program investment will help the RP get a big new client, employ an additional person, change premises, expand production dramatically, access a loan, register the business, etc. Such injections must be justified.
- RP received substantially less than eligibility amount and supplemental assistance is required to provide RP with a solid reintegration solution including cases where RP knows the discrepancy and feels treatment was unfair.
- Help RP who has lost his or her assistance (bees with American Rot, dead heifers, etc.)

Typically, proposals for supplemental assistance will originate with RRCs once they have been on a monitoring visit or have been contacted by the RP. However, on occasion, a problem will be spotted at the main office level and supplemental assistance may be approved for a whole category of cases.

In the case of a successful project where additional assistance will boost the project to greater success, the benefit of the supplemental assistance accrues not only to the RP but also – if the success and the

supplemental assistance is well publicized – serves as an incentive for other RPs to strive for real success out of the assistance they have already been provided. Please see the template of the S-RAPP at Attachment 15.

16. Reporting

Reporting is important internally as well as externally. Internal reporting serves the purpose of monitoring the program and ensuring that it is on track both in terms of the planned timeframe and in terms of target objectives. The NTF Program required that RRC staff submit a simple bi-monthly report (a sample report is attached at Attachment 16) with a brief discussion of the previous period’s activities and plans for the coming period.

External reports to donors are vital in terms of transparency, but also by way of providing donors with up to date and relevant information on program successes, potential problems, and program needs. External reports can also be generated for other external stakeholders in order to ensure coordination with those actors who have an interest in the program and who may be working with RPs.

External reports must be designed to fit the target audience. Take their specific interests into account when developing the contents (pictures, graphs, and text), the length and the time interval of the reports. Be sure to make good use of the database for generating important statistical and graphic information for the reports.

17. Evaluation

The NTF Program organized a mid-term evaluation and a final evaluation. The purpose of the former was to identify good practices of the program and important recommendations for improvement to be incorporated into the program methodology or implementation. The final evaluation looked at the impact of the program and the assistance on the beneficiaries and its sustainability, and provided recommendations for any follow on programs or activities.

Why perform program evaluation? To understand, verify or increase the impact of program activities; to identify program strengths and weaknesses in order to improve the program; to ensure that the program is really running as originally planned; and to produce data or verify results that can be used for public relations and promotion.

Consider the following key questions when planning the program evaluation:

- For what purposes is the evaluation being done, i.e., what do you want to be able to decide as a result of the evaluation?
- Who are the audiences for the information from the evaluation? Beneficiaries? The MOD? Donors? Management?
- What kinds of information do you need to collect and from whom? Beneficiaries? Staff? Program documentation?
- How can that information be collected in a reasonable fashion, e.g., questionnaires, interviews, examining documentation, conducting focus groups among beneficiaries or employees, etc.
- When is the information needed and therefore by when must it be collected?
- Who should perform the evaluation? In-house or contracted with a service provider?¹

If an external service provider is chosen to perform either the mid-term or final evaluations, the identification, selection, and contracting may be performed according to the same procedures as those described in the *Sustainability* section above. A sample TOR is provided at Attachment 17.

In addition to performing formal evaluations, also include evaluation type questions in your monitoring. The NTF Program added a set of evaluation questions to the regular monitoring form. These evaluation questions, the “Evaluation Annex” to the monitoring form, are at Attachment 18.

Whether the program contracts with a service provider or conducts some basic evaluating in-house, it is

¹ Drawn from Basic Guide to Program Evaluation, Carter McNamara 1997-2008 http://managementhelp.org/evaluatn/fnl_eval.htm

useful to provide RRC and management staff to understand with a basic training in evaluation. The NTF Program, for example, engaged a staff member from the Post-conflict Reconstruction and Development Unit (PRDU) of York University to provide training in Sarajevo to the MOD resettlement staff on evaluation of resettlement programs, including topics such as designing indicators, measuring impact and coordinating external indicators.

18. Gender

It is vital to emphasize the importance of *appropriate, tailored assistance to women in every program*. The assistance should achieve three objectives: increase income generated; develop additional capacities, skills, and knowledge; and achieve social and economic reintegration. The NTF Program endeavoured to achieve these objectives through a number of interventions including female-only training and consulting; gathering and dissemination of gender disaggregated data; visibility of female successes; and careful counseling for female RPs to ensure their social and economic reintegration as individuals and not just as family members. Guidelines based on the NTF experience are laid out below.

Training for female RPs

It is a good practice to organize separate trainings for female RPs that look not only at developing business, agriculture or other reintegration projects, but address experiences and challenges that are particular to or more prevalent amongst women. These may include such subjects as balancing economic activities with care for children and elderly relatives, managing household budgets, and managing the double burden of work and family life faced by women. Objectives of the training may include:

- To enable women to acquire skills and knowledge in the field of household budget management and balance work and home responsibilities;
- To help women develop practical and realistic income-generating activities;
- To create support networks of women.

Note: Sample Agenda for Training of Female RPs

- ✓ The Gender Division of Labor and Women's Double Day
- ✓ Achieving Work-Life Balance
- ✓ Understanding Household Budget Management
- ✓ Household Savings and Assets Creation
- ✓ Managing Household Finances
- ✓ Opportunities for Income Generation
- ✓ Earning Income through Self-employment
- ✓ Earning Income through Group Enterprises and Cooperatives
- ✓ Earning Income through Employment
- ✓ Setting Personal Goals for Income Generation
- ✓ Entrepreneurship and Marketing

You will want to contract a service provider specialized in providing training and support services to women. Following the training, the service provider will return to municipalities with the highest concentration of female beneficiaries as well as provide more individually tailored consultancy services to women in municipalities with lesser concentrations. Also ask other service providers to encourage female attendance and participation in all trainings and networking events.

Female RPs and visibility: things you can do to highlight women and their successes

- Issue a newsletter dedicated to women participants in the Program;
- In each newsletter, highlight women who are working as RRC staff or in the MOD transition team or who are otherwise prominent in the MOD;
- Include female members of RRC staff in trainings or other higher profile events;
- Use TV or radio programs to highlight women's success stories including the challenges they faced and how these challenges were overcome.

Female RPs and family enterprises

In many cases the highest-impact use of the assistance available under the program is to strengthen an existing family enterprise. However, as such enterprises are often managed by males in the household, staff must be careful to ensure that female beneficiaries participate actively in the development of the project and that the project affords them (as individuals and not merely as members of the benefited family) a resettlement solution that addresses the three objectives listed above.

Note: Female RP Dos and Don'ts

- ✓ Do not provide assistance to male relatives, no matter how much easier and logical this route may seem;
- ✓ Do interact primarily with female beneficiaries rather than through their male relatives;
- ✓ Where applicable, do involve female staff members in counselling of female RPs;
- ✓ Do take additional steps in counseling beneficiaries who request their assistance be directed to family enterprise;
- ✓ Do make sure that an active and substantial role is foreseen for the female beneficiary in the economic activity;
- ✓ Do organize separate training for female RPs;
- ✓ Defray the costs of daycare during the training or other events or provide daycare at the site of the event;
- ✓ Do organize trainings or presentations at times more convenient to women;
- ✓ Do provide additional support to female beneficiaries after their assistance has been delivered;
- ✓ Do ensure that female beneficiaries are represented in visibility materials;
- ✓ Do gather data that is disaggregated by gender.

NTF Case Study: A female RP success story

Amira, who was discharged in 2004, was wounded during the war. She is a returnee to the municipality of Maglaj and lives with her brother and his family. Her brother also suffers from a disability and no member of the household is working outside of their farm. Amira is serious about succeeding as a small-scale farmer; she has become a member of a local agricultural cooperative and is considering official registration of her farm in the near future. Amira and her brother grow



grains and vegetables and they raise two milking cows. The family had no agricultural machinery and requested that NTF help them to procure a high-power motocultivator, for which Amira also made a significant cash contribution. Amira also applied for a received a small loan to purchase attachments, including a trailer. With the new equipment, Amira is able to save the money that she previously spent on agricultural services and to make additional cash by providing transportation services to other farms in the neighborhood.

19. “Problem” cases

During counseling and during the development of RAPPs, NTF RRC staff encountered RPs with various difficulties including difficulties communicating, making decisions (what it is they wished to do in the future), and even difficulties being reached. In some cases, RPs were not be able decide what type of assistance they wanted despite repeated counseling visits with staff. Others selected a type of assistance, but then failed to send necessary supporting documentation. Some others were unsure whether to accept assistance at all as they were hoping to be awarded early retirement benefits by entity governments.

For the few problem cases that the program was not able to resolve, RRC staff recommended certain cases be closed, but only after taking a series of steps to increase the chance of success (the case closure form is attached at Attachment 19).

Below are some of the typical problems and suggestions for how to deal with each one:

Problem	Recommendations
<ul style="list-style-type: none"> ✓ The RP is indecisive or has no ideas about what he or she wants in terms of reintegration options. 	<ul style="list-style-type: none"> ✓ Bring the newsletter with you to show stories of other RPs and provide the RP with lots of other examples; ✓ Visit and call multiple times; ✓ Have more than one staff visit the RP – sometimes the RP will respond better to someone else; ✓ Organize a meeting with a nearby RP to exchange ideas; ✓ For particularly indecisive or confused individuals, it is possible to engage a psychologist, social worker or other professional specialized in career development.
<ul style="list-style-type: none"> ✓ The RP is verbally or otherwise aggressive. 	<ul style="list-style-type: none"> ✓ Have more than one staff visit the RP – sometimes the RP will respond differently (and better) to someone else; ✓ Visit the RP with a member of the armed forces who was his or her superior and someone they respect.
<ul style="list-style-type: none"> ✓ The RP is working seasonally outside of his hometown or out of the country; ✓ Cannot reach the RP/the RP is never at home; ✓ Once having reached the RP, he or she does not follow up, submit paperwork, or respond when contacted again. 	<ul style="list-style-type: none"> ✓ People who have moved permanently overseas are not eligible for program assistance; ✓ People who are simply working overseas and returning on a monthly basis and “off season” should be assisted; ✓ Use various means to reach the RP including phone calls, certified letters, and site visits to speak with family and neighbors and even police or the telephone company, telegrams, and SMS. ✓ Work with spouses or other members of the immediate family to develop the RAPP; ✓ Visit the RP during holidays when s/he will more likely be at home.
<ul style="list-style-type: none"> ✓ The RP is deceased 	<ul style="list-style-type: none"> ✓ Assist the immediate family members.
<ul style="list-style-type: none"> ✓ The RP has sold the tools or equipment 	<ul style="list-style-type: none"> ✓ According to the contract created for the NTF Program, the RP is not allowed to sell the donated equipment for a period of three years; ✓ As a first step a letter should be signed by the MOD (and/or the program as applicable) to the RP expressing concern and explaining that staff will visit the project again to address the situation; ✓ The RP should be visited to determine the reasons for sale; ✓ The RP is legally liable for repaying the value of the equipment to the program if it has been sold and other reintegration options should then be explored.

20. Capacity building of institutional counterparts

At the time the NTF Program was designed, it was not foreseen that any further large-scale releases of personnel would occur after the 2006-07 defense reforms. As well, the Personnel Transition Support Unit (PTSU) was not yet established and therefore, capacity building of the MOD was not initially included in the program *per se*. As soon as the PTSU was established and the information on the magnitude of the 2010 release was known, IOM transferred skills and knowledge to the MOD both by facilitating its ownership of the program through its active participation at all levels and by supporting the MOD in its development of a long-term strategy for resettlement of released personnel. Latterly, the NTF Program also included more formal capacity building activities as part of an exit strategy.

The MOD, and particularly the Transition Unit, and IOM staff were in regular contact, including through weekly coordination meetings. At these meetings, the two organizations gave updates on NTF and other resettlement-related activities, discussed plans and addressed obstacles. Local Steering Board meetings also created a forum for coordination between the MOD, IOM and donors. For a significant part of the program, the LSB meetings were conducted in two parts, with the MOD chairing a discussion on longer-term resettlement and transition strategies. The final two LSB meetings were hosted by the MOD on their premises.

IOM and the MOD conducted many program activities together. Members of the PTSU together with NTF management visited projects in the program's three areas of responsibility and jointly met with local authorities at the state, entity and municipal levels, donor representatives, and non-governmental organizations. In addition, the MOD and NTF officials made joint presentations in BiH and overseas, for example, for the NATO Ambassadors' Forum, RACVIAC conferences, and NATO/PfP conferences in Kazakhstan and Finland.

The MOD and Armed Forces also participated in RP training activities sponsored by NTF. MOD was invited to play a visible role, such as to participate in a selection board of best business plans, open the event with a short description of the program or present certificates.

In terms of more formal capacity building, in June 2009 IOM facilitated a workshop for persons from the MOD and Armed Forces, including personnel from the RRCs. The purpose of the workshop was to explain the processes followed by NTF and hand over the methodology and tools developed in the course of the program. The workshop timetable was organized according to the chronology of implementation: starting with the information campaign and registration of beneficiaries and finishing with monitoring and evaluation. Participants also completed practical exercises, including a mock counseling session and a monitoring visit to an actual NTF beneficiary. The presentations and other workshop activities were filmed and edited by a professional production crew into a "video training manual," for use by the MOD to train new staff on NTF methodology and procedures. A second workshop followed in September 2009, with discussions of lessons learned throughout implementation and presentations by training service providers on training of RPs and coordination with civil-society organizations.

Also with regard to formal capacity building of the MOD, IOM engaged three sub-grantees in the area of business training to organize two-day trainings in each of the RRCs with new MOD and Armed Forces staff. The purpose of the training was to enhance RRC staff capacities in the area of developing business plans and assessing viability, as well as to provide them with information about services available at the local level for small businesses.

21. Overall lessons learned

By way of conclusion, a number of key best practices and lessons learned drawn from NTF and that may prove useful to others implementing resettlement schemes are listed below:

- Consider including **psychologists** as team members in future programs;
- The **individually-tailored approach** to assistance, which is modeled on IOM's Information, Counseling and Referral Services or ICRS mechanism, was a best practice under the NTF Program and in other resettlement programs carried out by IOM in other countries.
- The individually-tailored approach is particularly true for women beneficiaries who continue to represent a challenge. **Interventions designed specifically for women** should be included as part of the program.
- In addition to concrete assistance, **training in entrepreneurship, job searching, and/or agriculture** should be provided before the identification and delivery of the concrete assistance projects. In addition to training early in the program, follow up and more advanced training should be organized throughout the program.
- Produce and effectively **share timely and relevant program information**. Involving stakeholders outside of the program is vital to its success. RRCs and management staff should be in regular contact with municipalities, relevant NGOs, and representatives of relevant ministries to ensure the coordination of assistance. Opportunities should also be regularly created for **RPs to network** with these relevant actors and also amongst themselves. One of the very effective networking tools is the **cluster approach** described in the section on sustainability.



Attachments



IOM International Organization for Migration

PRESS STATEMENT

Sarajevo, 12.12.2006

**INTERNATIONAL ORGANIZATION FOR MIGRATION (IOM) BEGINS
INFORMATION CAMPAIGN FOR THE NATO TRUST FUND ASSISTANCE TO REDUNDANT
MILITARY PERSONNEL WITH THE MESSAGE
“REGISTER YOURSELF”**

On December 15, 2006, the International Organization for Migration (IOM) mission in BiH will launch an information campaign on the NATO Trust Fund assistance Programme entitled “Register Yourself” through TV, radio and print media.

The aim of the campaign is to inform the beneficiaries of the **need to register in order to be eligible for NATO Trust Fund assistance**. The Registration process will be between 15 January and 20 February 2007. We are pleased to invite you to a press conference which will take place on

**Friday, 15 December 2006, at 10:00
at International Organization for Migration (IOM)
Wilsonovo Šetalište br. 10. (Šumaprojekta building)**

At the Press Conference, journalists will be addressed by IOM Chief of Mission, Ms. Regina Boucault and the Secretary of the Ministry of Defence, Mr. Muhamed Smajčić

The aim of the NATO Trust Fund Programme implemented by IOM is to facilitate the social and economic reintegration of military professionals made redundant or discharged in 2006/2007, as well as those discharged in 2004 in the process of Defence Reform. The NATO Trust Fund assistance programme is available on a voluntary basis. Priority will be given to those personnel made redundant or discharged in 2006/2007; those discharged in 2004 may be eligible based on an assessment of their personal situation. The NATO Trust Fund for BiH is supported by 3 Lead Nations, the United Kingdom, The Netherlands and Croatia, as well as by other countries who participate in its funding including to date: Italy, Slovenia, Turkey, Hungary, Bulgaria, Spain, Poland, Denmark and Sweden

**For further information on the NATO Trust Fund:
Ministry of Defence Information line: 033/286-694
www.mod.gov.ba - www.iom.ba.**

*For additional information, please contact:
Edita Selimbegović / 033-648-150, 061-212-259.
PR Consultant
IOM Misija u BiH*



IOM International Organization for Migration
OIM Organisation Internationale pour les Migrations
OIM Organización Internacional para las Migraciones

CONSENT FORM

By signing below, I hereby irrevocably consent to and authorize IOM and its representatives to use my photo in any/all IOM's publications, including the IOM web-site, in any/all medium, in all existing and future presentations.

I hereby irrevocably authorize IOM to use my photo separately or in combination with other materials in conjunction with promotion and publication on behalf of the NATO/PfP Trust Fund Programme or for any other legal actions.

Accordingly, I release the IOM from any and all financial or any other liabilities related to usage of my photograph(s).

Additionally, by signing below I hereby relinquish any right that I may have to examine and approve the completed product/photograph or the copy, and I agree to indemnify and hold harmless IOM and its representatives for any and all claims for invasion of privacy.

I understand that photograph(s) will be the ultimate ownership of the International Organization for Migration (IOM).

I hereby warrant that I am of legal age (18 years or older).

I state further that I have read the above authorization and that I fully understand the contents and purpose thereof.

Subject

IOM Representative

Signature of Subject

Signature of IOM Representative

Date

Date

Attachment 3: Registration Form



BOSNA I HERCEGOVINA
Ministarstvo odbrane - obrane



БОСНА И ХЕРЦЕГОВИНА
Министарство одбране



PROGRAM NATO/PFP TRUST FUND Implemented by IOM

To be eligible to receive assistance from the NATO/PFP Trust Fund Programme implemented by IOM, you must complete the following **registration form** and return it to IOM as soon as possible and before **31 May 2007** at midnight (the Post Office stamp will certify the date and time) **along with a copy of the letter from the Ministry of Defence related to your discharge or redundancy**. Registration to the NATO/PFP Trust Fund assistance programme is **voluntary**. Please take some time to answer all questions as accurately as possible. The information you provide here will be used to identify what form of assistance is best suited to your background, skills, education and experience.

Registration Form Guidelines

There are 5 sections to this Registration Form:

- | | |
|--------------------|---|
| ■ Section A | Year of Discharge |
| ■ Section B | Bio data |
| ■ Section C | Socio-economic Data |
| ■ Section D | Education and Professional skills |
| ■ Section E | Possible assistance through NATO Trust Fund Programme |
| | <i>1. Self-Employment</i> |
| | <i>2. Self-Employment</i> |
| | <i>3. Agriculture Agro-Business</i> |
| | <i>4. Education / Training</i> |
| | <i>5. Job Placement</i> |
| | <i>Business Start-up</i> |
| | <i>Business Expansion</i> |
| | <i>Advisory (Stat-up and/or expansion)</i> |
| | <i>Enhancing existing skills</i> |
| | <i>Employment Referral</i> |

Be sure to carefully answer all questions by selecting the best answer to your situation: (i) clearly mark with an "X" in the box next to 'Yes' or 'No'; (ii) Print clearly questions requiring a written answer. Note that section "E" is indicative and can be changed during upcoming, personalised counselling sessions/meetings.

Please send the completed registration form as well as a **copy** of the letter from the Ministry of Defence related to your discharge or redundancy **latest by 31 May 2007. The Post Office (PTT) stamp will certify the date and time**. Applications postmarked beyond the deadline will not be considered valid. **Make sure that you keep a copy of all documents sent.**

Please read the form carefully before completion. Completed copies should be sent to the below address.

IOM Mission in Bosnia and Herzegovina
NATO/PFP Trust Fund Programme
Vitsonovo Šetalište 10, 71000 Sarajevo

TO confirm that your application has been received, contact the MoD info-line or the IOM Offices:

Ministry of Defence Info-line (033) 286-694 IOM ■ IOM (033) 648-165



NATO/FPF TRUST FUND PROGRAMME
Implemented by IOM
REGISTRATION FORM

A. Year of discharge				
1. When were you discharged?	<input type="checkbox"/> 2004	<input type="checkbox"/> 2006	<input type="checkbox"/> 2007	
	<input type="checkbox"/> Employee	<input type="checkbox"/> Civil Servant	<input type="checkbox"/> Military	
B. Personal data				
1. Family name:	2. Name:			
3. Father's name:	4. Date of birth:			
5. Sex: <input type="checkbox"/> Female <input type="checkbox"/> Male	6. Do you have any disability? <input type="checkbox"/> Yes <input type="checkbox"/> No			
7. Marital Status: <input type="checkbox"/> Single <input type="checkbox"/> Married <input type="checkbox"/> Separated <input type="checkbox"/> Widow(er) <input type="checkbox"/> Divorced	8. JMBG br.:			
9. Municipality of residence: _____				
10. Address of residence: 		11. Mailing address (if different from residence address) 		
12.1 Contact telephone number: _____		12.2 Contact telephone number _____		
13. Valid Diver's licence <input type="checkbox"/> Yes <input type="checkbox"/> No		13.1 Diver's licence Category <input type="checkbox"/> A <input type="checkbox"/> B <input type="checkbox"/> C <input type="checkbox"/> D <input type="checkbox"/> E		
C. Social and economic situation of the applicant				
1) Please fill in the below table, starting with yourself and then all the members of your household				
Family name and Name	Relationship (Spouse, child, etc.)	JMBG	Employed (Yes / No)	Monthly income in BAM
2) Where are you and your family currently living? <input type="checkbox"/> Own property (or family property) <input type="checkbox"/> Temporary accommodation <input type="checkbox"/> Rented accommodation				
3) Are you:				
i. Internally Displaced Person <input type="checkbox"/> Yes (since when) ____ / ____ / ____ <input type="checkbox"/> No				
ii. What are the reasons for not returning to your own? <input type="checkbox"/> Destroyed / Damaged home <input type="checkbox"/> Occupied home <input type="checkbox"/> Economic / employment opportunities <input type="checkbox"/> Personal <input type="checkbox"/> Other _____				
iii. Returnee <input type="checkbox"/> Yes <input type="checkbox"/> No				
4) What is the condition of your own accommodation?				
<input type="checkbox"/> I do not own an accommodation		<input type="checkbox"/> Not damaged but occupied		
<input type="checkbox"/> Totally destroyed		<input type="checkbox"/> Not damaged and habitable		
<input type="checkbox"/> Damaged -needs major repair		<input type="checkbox"/> In construction		
<input type="checkbox"/> Damaged -needs minor repair		<input type="checkbox"/> Other: _____		

D. Education and professional skills

1) Please indicate your education level (check all that are applicable):

- Elementary
 Secondary general/gymnasium (specify) _____
 University degree (Specify) _____

Post Graduate Education (degree obtained):

Name of Institution _____ Year (From – To) _____ Subject / Skills _____

2) Did you attend other specialised courses or training besides your formal education (if yes, specify)

Name of Institution _____ Year (From – To) _____ Subject / Skills _____

3) List your Employment history with and/or before joining the MoD (list last position first)

**Type of Job or Work performed
& any additional skills you may have**

Date (From – To)

_____	_____
_____	_____
_____	_____
Additional Skills: <input type="checkbox"/> _____	<input type="checkbox"/> _____
<input type="checkbox"/> _____	<input type="checkbox"/> _____

4) List any foreign languages that you can speak, read or write:

LANGUAGE	Speaking (poor, good, fluent)	Reading (poor, good, fluent)	Writing (poor, good, fluent)

5) Computer skills:

	Basic	Very Good	Advanced
MS Windows			
MS Office Applications (Word, Excel, Access, PowerPoint)			
Database design			
Web Design			
Desktop publishing			
Other (please specify)			

E. Possible reintegration assistance through NATO Trust Fund

Out of the five reintegration options provided by IOM under the NATO Trust-Fund, indicate from "1" to "5" your preferred assistance, with "1" being your favourite, and "5" being your least favourite.

1. Self-employment (through business start-up):

1
 2
 3
 4
 5

- i. Are you interested in starting your own business? Yes No
- ii. If yes, what kind of business would you consider to start?

- iii. Do you own your business premises? Yes No
- iv. Do you plan to register your business? Yes No
- v. Would you be interested in receiving training on business plan development? Yes No
- vi. Would you be interested in receiving a loan? Yes No

2) Self-employment (through business development and / or expansion)

<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
----------------------------	----------------------------	----------------------------	----------------------------	----------------------------

- i. Do you (or your family) currently own a business? Yes No
- ii. Are you interested in continuing or re-starting your business? Yes No
- iii. Is your business registered? Yes No
- iv. What is the activity of your company?
- v. What kind of assistance do you expect to improve the capacity of your existing business?
- vi. Would you be interested in receiving training on business plan development? Yes No
- vii. Would you be interested in receiving a loan? Yes No

3) Agriculture

<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
----------------------------	----------------------------	----------------------------	----------------------------	----------------------------

- i. Were you or are you (or your family member) involved in farming? Yes No
- ii. Would you be interested in starting up an agricultural business / activity? Yes No
- iii. If you are interested in agriculture, do you own land? Yes No
- iv. If yes, specify land surface area available for the agriculture activity you intend pursuing
- v. If you are interested to start working in agriculture, which assistance will help you most:
- Agricultural tools/Equipment Livestock
- Seeds & Fertilizers Other (specify in-kind contribution)
- vi. Would you be interested in receiving training on business plan development? Yes No
- vii. Would you be interested in receiving a loan? Yes No

4) Education / Training / Re-qualification

<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
----------------------------	----------------------------	----------------------------	----------------------------	----------------------------

- 1) Are you interested in receiving vocational or re-qualification training? Yes No
- If yes, specify training sector you would like receiving training in
- 2) Are you interested in pursuing your education? Yes No

5) Employment (* IOM does not guarantee to find job opportunities for all candidates)

<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
----------------------------	----------------------------	----------------------------	----------------------------	----------------------------

1. Are you interested in being referred to a vacancy related to your afore-mentioned skills?
 Yes (Specify) No
2. If you are seeking direct employment, would you be interested in receiving training on job searching, preparing a resume and interview techniques?
 Yes No

I hereby certify that all information included in this registration form is true. I also certify that I have not received any assistance from any institution/agency or organization with respect to my discharge from the Armed Forces other than the severance pay received from the Ministry of Defence.

Date/Place

Signature of Applicant

N.B. The information and attachments contained in this application will be treated as confidential and are intended for the sole, specific use of IOM staff to support the applicant in securing and achieving the reintegration goals set within.

Attachment 4: Financial Criteria Template

NATO TRUST FUND PROGRAMME

FINANCIAL CRITERIA

Name & NTF Ref #:

			Estimated Values	Indicators	Score
					0
Family situation	Number of primary dependents	Primary dependents include spouse; children up to 18 years of age or older if still in school; parents who are not covered by a pension; other family members living in applicant's home who economically depend on applicant or his or her spouse. Primary dependents usually do not include: parents who receive pensions; adult brothers and sisters who are able to work (regardless of their employment status); adult children who are no longer in school and who are able to work; nieces, nephews, grandchildren or other children living in the applicant's home with their parents.	0	0	x750
	Other household members	Other household members include any members of applicant's economic household who were excluded above.	0	0	x 200
	Age	100 for ages 35-44; 150 for ages 45-54; 200 for ages 55 - 59; enter 300 for 60+; otherwise enter 0.	0	0	x 1
	Head of Household Status	If applicant is female and she is the primary income generator in her family; enter 200; otherwise enter 0.	0	0	x 1
Subtotal A					300
Personal	Disability affecting applicant	(1-10 with 10 being most severe and equivalent to 100% disability)	0	0	x 50
	Rent or mortgage payments	150 if applicant or his or her spouse is paying rent or making regular mortgage payments on home.	0	0	x 1
	Scholarship and childcare costs	150 for each primary dependant child under 18 years or older if still in school.	300	300	x 1
Subtotal A					300
					0
Income	Applicant and spouse estimated monthly income (excluding income from agricultural production)	150 for amounts between 300 and 499; 300 for amounts 500 - 999; 400 for amounts 1000+; otherwise enter 0	0	0	x 1
	Other family income earned by primary dependents	100 for amounts between 300 and 499; 200 for amounts 500 - 999; 300 for amounts 1000+; otherwise enter 0.	0	0	x 1
	Agricultural income	150 for agricultural production values (including production used for consumption purposes) between 5000 - 5999 KMs per annum; 250 for agricultural production values (including production used for consumption) 6000+; otherwise enter 0.	0	0	x 1
Subtotal B					0
Financial Criteria Result					300
Minimum					2400
Eligibility Amount					2400

Note: This template is intended to provide field offices with a preliminary assessment of vulnerability of the RP based on his or her family situation and income. The FO should recommend a lower or higher (even substantially so) NTF contribution whenever appropriate in light of the characteristics of the RP and his or her economic project.

Attachment 5: Reintegration Assistance Project Proposal (RAPP) Instructions

SECTION A

RAPP Title: The title serves two purposes: to distinguish one project from another (thus creativity and specificity are useful) and to communicate in a quick moment the nature of the project (thus information about the project type is useful). To distinguish the projects from one another, so be creative and give projects distinct titles (not just Beekeeping or Cultivator) Consider titles that better specify the nature of the project: “Cultivator for Plum Orchard;” “Pregnant Heifer for Cheese Production;” or “Carwash near Ski Resort.”

Photograph: A photo is to be taken for each RAPP. This will prove the existence of the project as well as prove that staff visited the site.

Registration Status: These boxes require you to report when a business is registered or when the applicant has requested program assistance (reimbursement of fees) to register. If no box is checked, you communicate that the business is not registered and will not register. As agricultural businesses and employment may also be registered the boxes should also reflect that information.

Cluster: Check the “linked to existing company/cooperative/institution” whenever such a connection exists which is related to the specific project. Thus if a milking cow is being provided and the beneficiary has a contract (or a well-established and regular arrangement) to sell all the milk to a nearby dairy, check this box; if the beneficiary was given a spot by the municipality to set up a kiosk and the program is providing the kiosk, check this box; if you are proposing a self-employment business and the beneficiary already has contracts in place with one or more client-companies, check this box.

Beneficiaries: Direct beneficiaries refer to RPs. Indirect beneficiaries include primary dependants as well as other household members, but may also include employees who will benefit from business expansion or start-ups and, where appropriate, employers who will benefit from access of better tools or equipment as a result of the project. Whenever you add beneficiaries other than family members, note this fact this briefly in Section B or C.

Eligibility Amount: This number should be taken directly from the Financial Criteria template without change.

Beneficiary Contribution: This number should be the result of counseling and agreement by the beneficiary. Where this number is above 400 KM (or even lower if it appears high in consideration of the RP’s financial status), you should explain briefly how the beneficiary is able to make the contribution and why it is recommended despite the heavy toll it exacts from the RP.

Other Contributions (non NTF): Include any other contributions from organizations (governmental or non-governmental) that relate to the RP’s income generating activity.

Additional NTF Contribution: Whenever this amount is above 50 KM, you should provide a brief explanation in the recommendation/sustainability section: this suggestion can be based on (a) the vulnerability of the RP (e.g. poverty, disability, medical expenses, house repair expenses, etc.); (b) the needs of the project (e.g. expensive equipment required to boost business; higher HP motocultivator or additional attachments required for terrain); or (c) the value of the project (e.g. project with great potential; possibility of employing others in future; service benefits the community; innovation).

Estimated Project Value: This estimated project value comes from the sum of expenditures requested in Section E not including VAT. Of course it is estimated because some prices may change or beneficiary may change his or her mind by the time of procurement, but the RRC should be as precise as possible. Although this step adds to the workload of the RRC, it is preferable because it ensures that the NTF donation is appropriate to the applicant’s needs and expectations. If this number is higher than the eligibility amount, it should represent a sum of the previous four numbers. If the number is lower than the eligibility amount, provide a brief explanation in the Recommendation/Sustainability section (e.g. all appropriate equipment can be purchased for lower sum than eligibility amount; NTF team determines that applicant is financially able and willing to make additional purchases).

Supporting Documents: This section should include a list of the supporting documents that are submitted with the RAPP and/or are in the beneficiary case file. Not all documents apply in every case.

- For all RAPPs (these documents are required for all RAPPs):
 - Letter of discharge from the MOD
 - Copy of ID card
 - Municipal/household list
 - Financial Criteria
 - NTF application form
 - Pro-forma invoices (if items not from BEAC list)

- For Business Start-up or expansion cases:
 - Documents listed above
 - Business Analysis
 - Relevant licenses
 - Lease agreement for premises
- For Employment cases:
 - Documents listed above
 - Letter of intent from potential employer
- For Education cases:
 - Documents listed above
 - Pro forma invoice from the educational institution
- For Agriculture cases:
 - Documents listed above
 - A letter of land ownership under his/her name or a lease contract

SECTION B

Project Justification: Note: There is no hard rule about the order in which this information is presented. Whenever details are required in response to these questions, and they cannot fit under Project Justification, move the discussion to the Project Details section. Also, some of the questions presented in the Project Details section should be answered here if space allows. Finally, not all points below are applicable to all cases.

Agricultural projects:

Beneficiary personal information (age, details of discharge and severance, place of living, education, summary of skills and experience, household composition, ages of children, all household income, IDP or refugee status). For persons with heavy disabilities, confirm that assistance is appropriate for person with such disability.

Description of current agricultural resources (including land, livestock, production, equipment and vehicle) and agricultural use of such possessions (e.g. livestock for fattening or cheese or milk production; use of crops). If land is located away from the applicant's home, how often and when does applicant and family work on the land?

Has RP shifted his or her priority from some other project area (e.g. business or education) to agriculture? Why?

List of considerations in developing **agricultural projects**, which considerations must be reflected in RAPPs where appropriate, to strengthen justification for project:

Machinery

- Availability of machinery for rent (distances between farms and villages);
- Size of land for cultivation
 - Must be 5 dunums minimum for economic efficiency to purchase such machinery (area for cultivation may be compensated by existence of greenhouses or orchards)
 - However, the smaller the plot, the harder it may be for RP to rent machinery or services from others
- All beneficiaries requesting assistance in agribusiness will submit a letter of land ownership under his/her name or a lease contract to be attached as supporting documentation;
- Variety of crops: This will also effect how expensive it will be to rent machinery as rental will occur at many different times during the season;
- Availability of some household funds to pay costs in addition to cultivation: Where RP has no funds and would need to spend some money to prepare land and purchase some inputs to make use of the motocultivator, RRC should take this into account before developing a RAPP for agricultural machinery only;
- Potential and RP interest to provide services to others;
- Sustainability of farm. This is a call to be made by RRCs on basis of seriousness and history of farming business;
- Possibilities for expansion of production. This includes assessment of available land for new cultivation and other agribusiness growth strategies of the RP;
- Potential for crop specialization;
- RP contribution if any;
- Reliability of market for sale and linkages to markets, agricultural associations, and so forth.

Greenhouses

- Procurement of 100 sq meters fully assembled: this is a fairly limited capacity, but may be an option for RPs who want to experiment with this type of production and who do not have funds to contribute to a larger project or do not have the ability to assemble the larger-type greenhouses.
- Within RAPP, estimate the cost of assembly. If RP cannot pay for or provide these services, NTF can assist. Depending on RP's vulnerability, these costs can be included in the eligibility amount or go above the eligibility amount.

Bees

- Beekeeper beneficiaries may purchase live bees through local bee associations. It was agreed that this is a good practice which could avoid many problems seen elsewhere.

Other options

- RRCs to explore many different options at time of counseling, checking that we are not “rushing” to the agricultural machinery solution. Such optional projects have included mushrooms, trout, pigs, and other livestock.

List of considerations in developing **business projects**, which considerations must be reflected in RAPPs where appropriate, to strengthen justification for project:

- Beneficiary personal information as above;
- Description of current business or related services that applicant currently provides (including existing resources – tools, equipment, workshop – success and size of the business, clients, partnerships); include applicant’s history, and experience vis-à-vis market competition;
- Detailed description of relevant experience (especially crucial for business start-ups);
- What’s the basis for applicant’s business start-up/expansion? (research, increased demand, unique provider);
- What is the market for these products? How healthy is demand? What is the competition? Is there anything unique about applicant’s products or services that make them competitive? Never assume that more equipment will result in more production/profit; rather, prove it in the business plans; Are his/her prices / services competitive? Has the applicant identified a specific market niche? A clientele? A buyer?

List of considerations in developing **education projects**, which considerations must be reflected in RAPPs where appropriate, to strengthen justification for project:

- Beneficiary personal information as above;
- Detailed description of what is to be learned and on what schedule, as well as what type of certificate will be received;
- What income-generating activities will be open to applicant after he or she completes the education? How secure are these?
- Disbursements for multi-semester education projects should be made in tranches. The applicant must provide a certificate or other document from the educational institute concerning all courses completed with NTF funds and a pro-forma for next payment before IOM processes a second or third payment.

List of considerations in developing **employment projects**, which considerations must be reflected in RAPPs where appropriate, to strengthen justification for project:

- Beneficiary personal information as above;
- Detailed description of beneficiary’s professional experience as it relates to current job opportunity;
- Brief description of employer including information relating to the sustainability of that company or employment opportunity;
- If person is already employed at the same place, what are his or her current work conditions (e.g. contract type, salary, sustainability of job) and how will these conditions improve after NTF assistance?
- Detailed description of NTF and/or beneficiary contact with the employer and what the employer is offering (per letter of intent);
- For employment with tools projects, it is preferable to give tools that will help the RP even if she or he leaves that job and finds another. Any project where the RP is working for a single employer (even if she or he is working as a private contractor) can be classified as an employment with tools project. If the RP expects to provide services to more than one employer, we should label this as a business and complete the necessary business analysis;
- For all employment projects, there is a standardized letter of intent required from potential employers.

NTF assistance: Precisely what is requested and how does beneficiary plan to put it to use to enhance his or her income generating activities. For agricultural machinery: what has he or she been using until now and how much will he or she save through donation of new equipment? Will family members participate in project?

What makes this a good project? (e.g. beneficiary’s experience; solidity of market demand for products; high profitability of certain crops like blackberries or greenhouse vegetables off-season) This can be added to Recommendation/Sustainability section instead where appropriate. If the financial projections for the year before assistance are negative – which is not impossible – it is OK to present such information in the RAPP as it strengthens the case for assistance.

If some information cannot be presented in the financial projections tables, for whatever reason, it should be stated in the narrative.

Recommendation/Sustainability:

- Summary of financial impact of the project;
- Highlight any aspects of the project that were important in your decision to recommend it (e.g. good market for services, benefits to community);
- Highlight aspects relating to sustainability (for employment with tools projects – what happens if the job falls through?);
- If you are recommending the project in spite of the RP's lack of experience in a given area (or some other objective criteria that "on paper" makes the project look weak) explain your reasoning;
- If NTF is providing more or less than 50 KM compared to the eligibility amount, provide a brief explanation.

Submission chart: Add your name and date in the appropriate box (according to titles provided) whenever you review, submit or re-submit a RAPP. In the RAPP folder, attach a copy of the approval e-mail in the respective file. After approval, all documentations from the RRC (hard copies) to be sent to Sarajevo. Copies to be kept in the RRCs.

SECTION C

Additional Project Details: This is an overflow box for whatever did not fit in Section B. The following list of sub-titles is illustrative only. You need not include these if you have already included all relevant information elsewhere (no need for repetition) and you may include others where appropriate.

- Business idea: Where did the idea for this business come from?
- Marketing plan: How and to whom will the RP sell his or her products/services to? What is the price and how is it determined? How does RP promote his or her business? Briefly describe the market demand for such products or services? What is the competition? Does RP have a competitive edge over other suppliers in the area?
- Production plan:
- Generally: Summarize the RP's plan for what he or she will produce (this is in Section D but a textual description and summary is often helpful). Is the applicant planning to increase production of some items, introduce new production, improve quality? What are RP's long-term production plans and aspirations? Where benefits of NTF assistance will not appear this or next year, describe them here.
- For agricultural mechanization projects: It is often difficult to track the logic behind the production plan when we are providing tractor attachments, for example. So clarify the logic by stating clearly:
 - what production will increase or improve in quality as a direct result of NTF assistance;
 - what will the applicant save as a direct result of lower costs due to NTF assistance;
 - if applicant will reinvest the additional income from increased production OR the savings from decreased costs into farming activities, what production will increase as a result of reinvestment?
- In this section, be clear whether the cash flow, business plan, or production plan or service plan reflect the profit from the IOM assistance only, or from the overall activity. Sometimes NTF support alone will not generate substantial profits, this is clear, so you may choose to reflect the beneficiary's overall activities. If and when doing so, do ensure that this is clearly explained in your narrative.

Management and Labour Strategy (typically appropriate for business projects only):

- Brief description of employment arrangements and plans for future;
- Registration Issues: Confirm that NTF staff advised applicant about benefits of registration and offered to reimburse registration fees; briefly explain applicant's plan about registration (this information is required to appear somewhere in the RAPP for non-agricultural businesses);
- Impact on beneficiary and community;
- Interest in inclusion in a cluster;
- Relationship between partners in a joint venture;
- Access to other sources of support or credit;
- Referral: Did we refer the RP to any other programs or resources (e.g. micro-credit, technical assistance, etc.) Describe the nature and prospects for this referral.

SECTION D

Financial History and Projections:

- Agricultural projects: be clear about time period covered. The exact dates do not matter – what is important is that you always compare the situation before NTF assistance and the situation after NTF assistance in some reasonable, logical way. The production charts should contain all agricultural production including production that is consumed at home.
- Non-agricultural business projects: Where the RP is producing different services or products, spend time with RP to estimate what he or she will produce and what price he or she is likely to get for such production, rather than summarize all production under one "umbrella" line. This may seem unimportant from the perspective of the RAPP presentation, but it is important that you "talk through" the proposed business with the RP and the financial analysis form is your opportunity to show that such counseling took place.
- Education projects: No complex "financial projections" are necessary, but if you have information about a concrete job opportunity that is likely to be available after graduation, include salary estimate here.
- Employment projects: Include salary and terms of employment (all benefits) here.

SECTION E**Information for Procurement:**

- For education projects: include information on financial disbursements of fees (amount, number of installments, start date and end date).
- For all other projects: the RRC should indicate the total price for such items excluding VAT according to a pro forma or the NTF Price Lists depending on which supplier the RRC recommends. All pro forma invoices should be scanned and sent with the RAPP. The RRC should advise procurement if it recommends a non-BEAC supplier on account of cheaper price, faster delivery or quality preference.
- Recommend the BEAC tools/supplier first as these tools are high quality decent prices for them and it is faster and easier for us in the main office. If the RP and RRC are happy with this tool selection, no need to submit a pro forma. You may instead refer to BEAC list.
- If the RP moves off the BEAC list, get three pro formas. You must submit three pro formas except in following situations:
 - There are not three suppliers in area or RP cannot, after making a serious attempt, obtain three pro formas. This should be noted in the RAPP as a note to procurement.
 - The item is on the BEAC list, but RP prefers another supplier for good reasons. This should be noted in the RAPP as a note to procurement.
- Whether or not the BEAC items have been offered, RRC should indicate as a note to procurement (Section E) the preferred supplier.

Attachment 6: Agriculture Questionnaire

Questionnaire

IOM ID _____	Date _____	Gathered by _____
--------------	------------	-------------------

A. Personal information of beneficiary

Name _____	Municipality _____	Entity _____	RS _____	F BiH _____
------------	--------------------	--------------	----------	-------------

B. Farm capacity

II Agriculture land

A. Plough-field	ha	Quality class	General condition	Yield kg	
1					General condition 1 very bad 2 bad 3 good 4 very good 5 excellent
2					
3					
4					
B. Orchard/vineyard	Ha	Age	Yield kg	Species/sentiments	
1					
2					
3					
C. Pastures	Ha	D. Forest	ha	E. Uncultivated soil	ha
1		1		1	
2		2		2	

III Mechanization

A. Tractor	Type	Age year	Attachments		
1					
2					
B. Cultivator	Type	Age year	Attachments		
1					
2					
C. Combine	Type	Age year	D. Transport vehicles	Type	Age year
1			1		

IV Farm equipment (facilities)

A. Barns	Dimensions	Condition	B. Garage	Dimensions	Condition	C. Granary	Dimensions	Condition
1			1			1		
2			2			2		

V Livestock

A. Cow	Breed	Age year	Milk lit/year	B. Calves	Breed	Weight kg
1				1		
2				2		
3				3		
4						
5						
C. Bulls	Breed	Age year	Weight kg	D. Horses	Breed	Weight kg
1				1		
2				2		

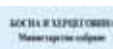
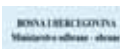
E.		Sheep No _____	Breed _____	Milk lit/year _____	Rams _____	Lambs _____
F.		Goats No _____	Breed _____	Milk lit/year _____	He-goat _____	Goatling _____
G. Swine		Breed _____	Age year _____	Weight kg _____	Bred sow No _____	Age _____
1						
2					Pigs _____	Age _____
3						
4						
H. Poultry		Species and breed _____	No _____	Age _____	Eggs/day _____	Meat/ week _____
1						
2						

Note:

Attachment 7: RAPP Agriculture



IOM International Organization for Migration



Reintegration Assistance Project Proposal (RAPP)

A.

Williamovka pear production

Family name, Name: **Ms. Y**
 Contact No: **123 123**
 Gender: **FEMALE**
 JMBG #: **xxx** **Photo removed for private**
 NTF Ref. #: **111/11**
 Year of discharge: **200X**

Project Category:	Reg.	Request Reg.	Cluster:
<input type="checkbox"/> Self-employment (start up)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> Clustering within RAPPs
<input type="checkbox"/> Self-employment (expansion)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> Linked to existing Co./Coop./Institution
<input checked="" type="checkbox"/> Agricultural	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/> Recommended IOM Project in support of other RAPPs
<input type="checkbox"/> Education	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> TADS - Related
<input type="checkbox"/> Employment	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/> Other types of clusters

Project Location: Village Ljeljenca, Bijeljina
 Delivery to be made before: **ASAP 2008**
 # Beneficiaries: Direct Indirect
 Eligibility Amount: **xxx** **KM**
 Beneficiary Contribution: **xxx** **KM**
 Other Contributions (non NTF): **xxx** **KM**
 Additional NTF Contribution: **xxx** **KM**
 Estimated Project value: **xxx** **KM**

- Supporting documents:**
- MoD Letter of discharge
 - Filled NTF application
 - NTF Financial criteria
 - Ownership certificate on estate
 - House hold list
 - Beekeeping membership card-copy
 - Coop contract-agreement

B. Project Justification

Ms. Y, aged 38, she lives with her family in xxxx, husband, unemployed, son xxxx aged 8, in elementary school and mother. Following restructuring of military effectiveness and personnel the applicant was firstly made available by MoD letter for period of 3 months and shortly after that discharged through final letter with date xxxx year.

As part of family organized traditional activity, even during military service, the applicant was engaged in agricultural production at family owned estate in village xxxx, xxxx municipality. The fruit yard founded some three years ago include 1500 trees of Williamovka pear that is the biggest fruit yard of these plants in area. Whole set up is done purposely and under jurisdiction and close monitoring of applicants relative (former deputy minister of agriculture). The pre-arrangements made for ransom of production are related to the fruit processing factory FRUCTAL from Slovenia (EU member). In order to meet quality and standards required, close monitoring and follow up of entire process is in place. Planting and seeding material were closely selected, irrigation system in place as well up to stage where fertilizers used are selected in accordance with required quality level (milled fish bone and nature fertilizers).

Fruits produced at fruit yard location, the applicant have been sending for laboratory analysis to Slovenia, and according the applicants statement product has passed first pre-selection.

If everything goes as planned the applicant expects to have good turn over this autumn since actually this year would be first year of collecting fruits in full capacity of the yard. Next to mechanization and other tools they posses in order for quality completing jobs within orchard, applicant pointed lack of some additional tools, so accordingly stressed interest to receive assistance through NTF in additional tools (as tractor attachments) **rotary mover and atomic sprayer (pro-forma invoices attached)**. With delivering tools as listed capacity tools wise would be increased as well as opportunity costs that are currently paid for performing these jobs would be directly converted into opportunity income what will further influence income generated.

Recommendation / Sustainability:

As presented in financial charts activity organized has financial feasible goal (as well as is part of long term planning and activities over passed three years). As mentioned above delivering tools will bring improvements in daily maintenance of orchard and will make direct financial impact on production in place with creating pre-positions for further planned expansions within same branch. Registration of fruit yard is planned for this season as first full capacity operating season so pre-positioning of xxxKM reimbursements for registration costs applies fully. Beneficiary contribution for this the project is approx 1250 KM from her family savings and orchard activities as well.

Submitted by (Name & date)

- | | | |
|--|---------------------------------|---------------------|
| 1) Project Assistant | 2) Field Agriculture Consultant | 3) Team Leader |
| 4) Lead Business or Agriculture Consultant | 5) Programme Manager | 6) Chief of Mission |

C. Additional Project Details

Production plan –

Summary: Family owned estate includes 4.3 Ha of land where is organized fruits production. As could be seen from photos attached, fruit yard is well maintained with installed irrigation system (drop by drop) supported with water tank and pumps (capacity 30000 litres). Rotary cultivation of fruit yard is needed three times in first part of year and twice in late summer. Same applies for spraying. Costs needed for these services that applicant is paying are for rotary cultivation 200 KM (per each time) and for spraying 250 KM (for each time getting out in fruit yard).

Since has in possession two tractors (smaller and bigger one, BELARUS 440 and IMT 539) with basic attachments (ploughs, trailer, and disk rotation mill) required tools are essential and daily needed within orchard. As presented in financial chart, costs paid for these services are easily converted in income if tools are in place. Despite the fact that applicant posses small sprayer (120 litre capacity), as stated during the interview, it was declared as overused (with often breaking in place, as well as not enough capacity for fruit yard of this size).

Marketing plan: Given nature preconditions for agriculture production with technical and advisory support from relative who is agronomist few years ago was made decision for founding William's fruit yard. Given possibility for placement of products to EU market through what not only permanent ransom would be ensured but also good ransom price, made orientation for this production became reality. According statement given during interview held and actual facts fund during site visit, in preparation phase is additional plot where additional 1500 trees are to be planted this season. Given possibility to benefit tools through NTF program will advance and inject capacity wise coming fruit yard next to existing one.

D. Financial History & Projections

List the products and quantities that the beneficiary is currently producing

2007 (capacity due young fruit yard is partial, i.e. coming year full capacity)

No	Type of Production	Quantity	Price	Income	Total Costs	Net Income
1	Pear fruits	10 t	2.00 KM/kg	20.000.00	9.000.00	11.000.00
2	Rotary cultivation	5 times	200 KM/per		1.000.00	-1.000.00
3	Spraying	5 times	250 KM/per		1.250.00	-1.250.00
					Total	8.750.00

List the products and quantities that the beneficiary will be able to produce after receiving IOM support

Season of 2008 (full capacity of production with reduced costs for services described in 2007 chart)

No	Type of Production	Quantity	Price	Income	Total Costs	Net Income
1	Pear fruits	30 t	2.00 KM/kg	60.000.00	36.000.00	24.000.00
					Total	24.000.00

E. Information for Procurement

No.	Description of priority items	Quantity	Unit
1	Atomic sprayer 330 lit	1	1
2	Rotary mover (tractor attachment 1,25m IMT 608.704)	1	1
3	Reimbursement of registration costs 250 KM		

Attachment 8: RAPP Self-employment



IOM International Organization for Migration



Reintegration Assistance Project Proposal (RAPP)

A.

Construction works by Mr. Z

Family name, Name: **Mr. Z**
 Contact No: **123 123**
 Gender: **MALE**
 JMBG #: **xxx** Photo removed for privacy
 NTF Ref. #: **123/24**
 Year of discharge: **200X**

Project Category:	Reg.	Request Reg.	Cluster:
<input type="checkbox"/> Self-employment (start up)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> Clustering within RAPPs
<input checked="" type="checkbox"/> Self-employment (expansion)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> Linked to existing Co./Coop./Institution
<input type="checkbox"/> Agricultural	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> Recommended IOM Project in support of other RAPPs
<input type="checkbox"/> Education	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> TADS - Related
<input type="checkbox"/> Employment	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/> Other types of clusters

Project Location: xxxxx

Delivery to be made before: Through June 08

Beneficiaries: Direct Indirect

Eligibility Amount	XXXX	KM
Beneficiary Contribution	XXXX	KM
Other Contributions (non NTF)	XXXX	KM
Additional NTF Contribution	XXXX	KM
Estimated Project value (BEAC list)	XXXX	KM

Supporting documents:

- MoD Letter of
- NTF application form
- House hold list
- Employment record
- Seasonal employment contract and working permit SLO (copies)
- Diploma on education obtained
- RP's statement on assistance
- RFC and BA sheets

B.

Project Justification

At age 36 the applicant was discharged from service where worked as contracted soldier. Duties covered were including manipulator on machinery in logistical base and other related duties. He is living with his family (wife and two daughters) as well as parents (attached household list) in family owned house (under construction as well). Being by profession locksmith, the applicant had almost no chances to work in his profession. Dealing with agriculture production of small scale on plots next to the house, and family owned estate ensured necessary feeding items are produced for household consumption.

Upon discharge the applicant started working with few colleagues in construction jobs offering construction services and construction of wooden roof constructions (with laying covering materials on it whether those are bricks cover, *tegola canadese* or any other covering materials). Next to constructions of new one services offered are including repairs and/or maintenance, replacements, etc. In addition, whenever applicable team is getting involved in formworks and shuttering on construction sites too. Team includes next to applicant two more persons on full time basis and one on half working time (once get contracted for higher scale jobs). Area of operation is not determined, meaning that team will go and work where ever the job is. To support this, RP's current engagement is on two months job in Slovenia, contract on temporary employment and working permit attached in file). Once construction season ends here, they are seeking jobs at SLO, an/or Croatian and Montenegro coast that are witnessing huge constructions on going recently (the attraction as well as include prices that are a bit higher giving opportunity to workers to earn more for same job performed locally). They are not registered as company simply because of situation as such where each of participants are main and only income generators for the families what leaves no income that could be addressed for setting up of company structure as well as procurement of missing tools. Based on these listed facts considering that this is RP's primary and only income generating activity he stressed interest to receive assistance in **set of tools for construction jobs (*list of tools specified in section E, Procurement Department list selection applied)**. It includes variety of tools related to construction works.

Recommendation / Sustainability:

Dealing with this job over period since discharge that was ensuring necessary income for supporting his family clearly determine sustainability of activity organized. Increasing capacity of the applicant (and team at same time as well) will definitely improve not only quality of service offered but reduce time frame needed for implementation what should and will result in increasing of turnover and income generated accordingly. The applicant stressed interest to register with municipal department but for time being, at last this season not feasible. Therefore re-fee for registration is not applicable.

Submitted by (Name & date)

1) Project Assistant

2) Field Agriculture or Business Consultant

3) Team Leader

Kakuca Mladen 16/10/084) Lead Business or Agriculture Consultant
Sasha Barnes October 16, 2008

5) Programme Manager

6) Chief of Mission

C. Additional Project Details

Since a few years now, wider area of former YU region and newly founded states are having undergoing huge construction and infrastructure expansion (because of high number of IDP's arriving to area after Dayton peace agreement signed and or reconstructions and urban areas growing). This area of the country is traditionally is known for agricultural production. Geographical location attracted trade resulting in number of companies being active in area, but at same time about good builders, partly given huge construction expansion over passed several years. For generations, peoples from these areas were going far in order to perform constructions.

According to the city's urban plan, more construction are envisaged in part of the city on the main road and many more locations in near surrounding of RP's residence. Therefore endeavours in this field are fruitful. Same applies for any other location especially SLO, Croatian and Montenegro coast, where team has been operating for few years already. In principle, following increasing demand, and recognizing job opportunity through it, team found reasoning appearing jointly and in its initial developing phase, and thus its ability to procure tools, and officially recruit workers on a regular basis is limited. Increasing the capacity with tools will allow group to undertake more works, and therefore would increase income per. In perspective and long term planning intention is in place to register officially and through it ensure access to pension and social insurance funds permanently, but at this moment this is not foreseeable at least not in this construction season. For transportation purposes team has available VW transporters van.

D. Financial History & Projections

Income Statement after NTF Financial Support

#	The product name/description	Monthly #	Price per product	Monthly income	Yearly
1	Construction of roof (standard square and type)	4	600.00 KM	2,400.00 KM	28,800.00 KM
2	Laying bricks and/or covering material (per m2)	500	0.80 KM	400.00 KM	4,800.00 KM
3	Formworks and shuttering (per m2 or per diem)	50	25.00 KM	1,250.00 KM	15,000.00 KM
4	Brick laying and walls plastering (per m2)	300	0.80 KM	240.00 KM	2,880.00 KM
				4,290.00 KM	51,480.00 KM

	Working months	Working hours	Name/Job Allocations	Total net salary per month	Total direct labour cost per month	Total year
1	12	8	xxx	600.00 KM	912.00 KM	10,944.00 KM
2	12	8	Assistant	600.00 KM	912.00 KM	10,944.00 KM
3	12	8	Assistant	600.00 KM	912.00 KM	10,944.00 KM
						32,832.00 KM

#	The production costs (After NTF investment)	Monthly	Yearly
1	Transportation	70.00 KM	840.00 KM
2	Communication expenses	20.00 KM	240.00 KM
3	materials, services, spare parts etc.	50.00 KM	600.00 KM
4	other	30.00 KM	360.00 KM
5	utility	30.00 KM	360.00 KM
		200.00 KM	2,400.00 KM

Analysis	Year before NTF assistance	Business operation after NTF Assistance	
		2nd year	3rd year
Total Income	34,440.00	51,480.00	54,568.80
Expenses	17,880.00	35,232.00	36,641.28
Earnings (no discount for salary)	32,760.00	49,080.00	51,043.20
Earnings (discounting salaries)	16,560.00	16,248.00	17,927.52

1st year represents existing situation2nd+ years are calculated after NTF Financial Support

4% average growth of costs and salaries

6% average growth of income/production

E. Information for Procurement

No.	Description of priority items	QTY	Unit
1	Pneumatic drilling tool (BEAC 1)	1	1
2	El. Grinder (BEAC 3)	1	1
3	Rotation el. Wood cutter (BEAC 6)	1	1
4	Electrical polisher (BEAC 8)	1	1
5	Electrical band polisher (BEAC 11)	1	1
6	Chain saw (BEAC 14)	1	1
7	Extension cable (BEAC 22)	1	1
8	Concrete mixer (BEAC 32)	1	1
9	Bricklayers labella (BEAC 43)	1	1
10	Hand cutter of iron wires (BEAC 44)	1	1
11	Lather aluminium (BEAC 46)	1	1

Note to procurement: BEAC list applied fully. Total costs calculated **3014.00 KM.**

Attachment 9: RAPP Employment



IOM International Organization for Migration



Reintegration Assistance Project Proposal (RAPP)

A.

Mr. X's employment

Family name, Name: **XXX**
 Contact No: **123 123**
 Gender: **Male**
 JMBG #: **XXX**
 NTF Ref. #: **123/12**
 Year of discharge: **2004**

PHOTO REMOVED FOR PRIVACY

Project Category:	Reg.	Request Reg.	Cluster:
<input type="checkbox"/> Self-employment (start up)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> Clustering within RAPPs
<input type="checkbox"/> Self-employment (expansion)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> Linked to existing Co./Coop./Institution
<input type="checkbox"/> Agricultural	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> Recommended IOM Project in support of other RAPPs
<input type="checkbox"/> Education	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> TADS - Related
<input checked="" type="checkbox"/> Employment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> Other types of clusters

Project Location: XXXXX

Delivery to be made before:

Beneficiaries: Direct Indirect

Supporting documents:

- Copy of ID
- Copy of Discharge letter
- Letter of Intent from employer
- Three pro forma invoices

Eligibility Amount: **XXXX KM**
 Beneficiary Contribution: **KM**
 Other Contributions (non NTF): **KM**
 Additional NTF Contribution: **KM**
 Estimated Project value: **XXXX KM**

B.

Project Justification

Mr. X (40) lives with his wife (not employed) and two children (9 and 5). They live in their house in the village XXXX, Banja Luka municipality, some 20km out of Banja Luka. He was found to be redundant from MoD in 2004 where he was working as a professional soldier. Since his redundancy from the MoD he works on different jobs, not permanently.

For the time being he is working in "XXX" insurance company, as an insurance agent selling insurance policies to private people and different companies and institutions in the Banja Luka area earning him not more than 500KM salary monthly based on temporary contract. Presently he uses the Company's equipment. Mr. X is using the computer in his every day job for presentations as well as for preparing the insurance policies. Also, he needs camera to get the photographs of the objects he sells insurance for and for evaluating them.

He managed to get the arrangement with the manager of the XXX Company that after receiving the NTF assistance he would be hired permanently within the Company and would enjoy all the benefits of registered employee. Namely, the "XXX" insurance company offers him permanent employment with social contributions paid and net salary of 700KM monthly, which is usual minimum salary in this company for insurance agents.

For above mentioned the RP applied to get the following: **1 Laptop, 1 mouse, 1 laptop bag, 1 camera, 1 printer and 1 scanner/copier.**

Recommendation/Sustainability

This project will enable Mr. X to get permanent employment contract and all the benefits from it. By receiving the NTF assistance he would increase the income up to 700KM monthly.

Submitted by (Name & date)

- | | | |
|--|---|---------------------|
| 1) Project Assistant | 2) Field Agriculture or Business Consultant | 3) Team Leader |
| 4) Lead Business or Agriculture Consultant | 5) Programme Manager | 6) Chief of Mission |

C. Additional Project Details

Business Plan: Applicant's plan is to increase his income from 500KM average to 700KM monthly minimum. The salary may be higher, which depends on the number of sold insurances. Also the NTF assistance will enable him to achieve a good position within the company, thus ensuring sustainability of his job. Furthermore, by having his own computer, the applicant will be in a better position to find additional employment anywhere should he choose to leave his current employer at any point in the future.

D. Financial History & Projections

Mr. X	Present salary	Salary after NTF assistance - minimum
	500KM	700KM

* Applicant will be entitled to all governmental benefits associated with registered employment.

E. Information for Procurement

No.	Description of priority items	Quantity	Unit
1	Notebook MSI EX710 17"	1	pc
2	Torba 17"	1	pc
3	USB Mouse	1	pc
4	Canon Powershopt E1 camera	1	pc
5	MFP Canon Print/Scan/Copy	1	pc
6	Matrix printer Epson LQ 300	1	pc

The beneficiary has chosen the Desk Computers equipment out of three pro forma invoices.



IOM International Organization for Migration



Reintegration Assistance Project Proposal (RAPP)

A. SCHOLARSHIP FOR ADDITIONAL EDUCATION FOR GEOLOGICAL DRILLER

Family name, Name: **Mr. P**
 Contact No: **134 567**
 Gender: **Male**
 JMBG #: **XXX** Photo removed for privacy
 NTF Ref. #: **11/11**
 Year of discharge: **200X**

Project Category:	Reg.	Request Reg.	Cluster:
<input type="checkbox"/> Self-employment (start up)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> Clustering within RAPPs
<input type="checkbox"/> Self-employment (expansion)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/> Linked to existing Co./Coop./Institution
<input type="checkbox"/> Agricultural	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> Recommended IOM Project in support of other RAPPs
<input checked="" type="checkbox"/> Education	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> TADS - Related
<input type="checkbox"/> Employment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> Other types of clusters

Project Location: xxxxx

Delivery to be made before: ASAP

Beneficiaries: Direct Indirect

Eligibility Amount: xxxxx KM

Beneficiary Contribution: xxx KM

Other Contributions (non NTF): xxx KM

Additional NTF Contribution: xxx KM

Estimated Project value: xxx KM

Supporting documents:

- NTF application form
- MoD letter of discharge
- Household list
- Copy of working booklet
- Statement from beneficiary on assistance
- Pro forma invoices
- RFC form

B. Project Justification

38 old, the applicant lives with his unemployed wife and 11 year old daughter in owned apartment in XXX town. He was discharged in 2004 with severance payment of 6000 KM that were spent for a cover of living costs. After demobilization Mr. P was unemployed, he supported his family with income earned trough occasional jobs (mostly working as manual worker on construction sites). Generated income was pretty small (around 300 KM per month) and insufficient for a decent existence of the family. Finally, in 2007 Mr. P managed to find a job in Mining Company but again on temporary basis (his working contract is signed on a six months period and need to be resigned after expiration). At the moment, he works as a manual worker with monthly salary in amount of 500 KM. Mr. P legally doesn't have officially recognized vocation; he finished primary school only and one year schooling in High school for miners in Banovici town before military service. In addition, he has not official working experience, beside his military service. From 1997 until demobilization in 2004, he was in a military service as contracted soldier.

As mentioned, Mr. P had luck to find a job in a local mining company, but he realized that best way for him to secure his working position is completing education and obtaining diploma in required profession - high school for miners. Because of lack of drilling workers and demand on market for these professions, he recognized opportunity for permanent employment with complete contributions (pension and social insurance coverage). During the interview with IOM assistant and clarification of all possibilities which are offered trough NTF programme Mr. P expressed interest for receiving assistance through educational component, i.e. **coverage of the costs for finishing of a high school professional geological driller and purchase of the necessary books and manuals (pro-forma invoice attached from JU Mjesovita srednja skola - high school for mining workers for amount of 1090 KM.** Mr. P expects beginning of school year in September 2008, and all payments should be made ASAP. In addition, eligibility amount will cover costs of scholarship and books for finishing of a high school and further on procurement of desktop that will be useful not only during scholarship but after completing education performing calculations for geological jobs of drilling.

Recommendation / Sustainability:

By completing education within branch he currently works, the applicant will have legal pre-position fulfilled for securing his working position on permanent basis. His chances for getting a better job with a bigger salary will be significantly increased as well. Regardless those facts, complete economic situation of Mr. P family will be improved. Because of mentioned reasons this application is recommended assistance.

Submitted by (Name & date)

- | | | |
|-----------------------------|------------------------------------|---------------------|
| 1) Project Assistant | 2) Agriculture/Business Consultant | 3) Team Leader |
| 4) Lead Business Consultant | 5) Programme Manager | 6) Chief of Mission |

C. Additional Project Details

During analysis done and job search on market within given education possibilities (as legal obligation for employment) Mr. P realized that in coal mine, exist a need for workers, educated as geological drillers, what determine him requesting assistance named in re-qualification. Mr. P hopes that in future, with this education completed, he can ensure permanent working contract for full time job with better salary and benefits (pension and health insurance, addition for a meal, more paid working days for annual leave etc.) After graduation Mr. P will achieve educational level- technician for geological drilling. Mr. P is convicted that his career opportunities and progress will be much wider and faster.

D. Financial History & Projections

Financial Disbursements of fees **JU"MJESOVITA SREDNJA SKOLA"**

- Amount: **1,090.00 KM**
- Number of instalments: **1, ASAP**

Financial Disbursements of fees **Book store**

- Amount: **530.68 KM**
- Number of instalments: **1, ASAP**

Contact for the school:

JU Mjesovita srednja skola Banovici, Direktor/ Manager: Bob
Phone/Fax: +123 456

E. Information for Procurement

No.	Description of priority items	Quantity	Unit
1	Scholarship costs (I-IV classes plus final exam)	1	1090.00
2	Books, manuals, handbooks (Invoice attached)	1	530.68
3	Desktop base station		

Note for procurement:
Attached pro forma invoices for items 1 & 2. For item No 3 IT staff made necessary contacting

Attachment 11: Employer Letter of Intent

(LETTERHEAD OF THE COMPANY)

<<Date>>

IOM
FO Address

Re: Letter of Intent

Dear Sir or Madam:

This letter is written to confirm that Name of the company, located at address of the company will employ full name and ID # of individual based on a full-time, registered, unlimited contract.

I understand that the equipment/tools listed below will be procured by the NTF IOM program with the goal of securing employment for name of individual and in order to equip him/her for his/her position in our firm. This letter confirms that the equipment/tools listed herein remain the property of name of individual:

- 1.....
- 2.....
- 3.....

Name will be employed as occupation or position and will be entitled to social benefits as normally allocated to registered employees. Net monthly salary will be xxxx KM, paid on a monthly basis.

Place, Date

Agreed by (Name & signature of RP)

Signature (owner or director) and stamp (of company)

Name and function

Attachment 12: Post-approval flyer

DRAFT FOR DISCUSSION: POST APPROVAL FLYER TO BE SENT BY MAIL
IMMEDIATELY AFTER PROJECT APPROVED

Dear, _____,

We are happy to inform you that your request for support from the NATO Trust Fund, has been approved! We take this opportunity to answer some of the most frequent questions we hear from NATO Trust Fund beneficiaries. If you have any more questions, you can contact IOM staff members listed at the bottom of this page.

When will I receive my assistance?

Your project has been approved, but there are several more steps that must be taken before you receive your assistance. IOM must identify an appropriate supplier for your goods or services and complete the paperwork for the purchase. IOM must also prepare a contract that will be signed by you and IOM relating to the assistance.

Where will I receive my assistance?

IOM negotiates with suppliers to make sure that they deliver your items near your home. In most cases, the supplier has agreed to deliver your items to your municipality. **IF A SUPPLIER REQUIRES YOU TO TRAVEL OUTSIDE YOUR MUNICIPALITY TO PICK UP THE ITEMS PURCHASED BY THE NATO TRUST FUND, CONTACT IOM BEFORE YOU MAKE THE TRIP.** We will contact the supplier and inform you of our arrangement with that supplier and your options.

I agreed to make a cash contribution to my project. How much should I pay?

The NATO Trust Fund does not require any beneficiary to make a cash contribution, but some beneficiaries agree to contribute resources in order to procure items that cost more than NATO Trust Fund will invest in the project.

Before receiving your assistance you must sign a contract with IOM. You should insist on reviewing and signing the contract before making any payment. Depending on the arrangement that IOM has with the supplier of your goods or services, you will receive your contract by mail OR it will be brought to you by the supplier at the time of delivery.

The amount that you have agreed to contribute is written on the contract. **YOU SHOULD NEVER PAY MORE THAN THE AMOUNT THAT IS LISTED ON YOUR IOM / NATO TRUST FUND CONTRACT. IF ANYONE ASKS YOU TO PAY MORE THAN THIS AMOUNT, DO NOT PAY AND CONTACT IOM IMMEDIATELY.**

To whom should I give my cash contribution?

The answer depends on the arrangement that IOM has with the supplier of your goods or services. In some cases IOM will request that you deposit your contribution into an IOM/NATO Trust Fund bank account. In other cases, the supplier will collect your contribution after you sign your contract and at the time of delivery. **IF YOU ARE ASKED TO MAKE ANY CONTRIBUTION TO SOMEONE ELSE, DO NOT PAY AND CONTACT IOM IMMEDIATELY.**

What documents should I receive from the supplier?

The answer depends on the type of assistance you will receive. In all cases, you should receive a **bill of lading or invoice** that shows what you have received. You must verify that you have received every item listed on the bill of lading or invoice. If you have not received these/all items, do not sign the bill of lading or invoice and contact IOM immediately. Other documents may be necessary in some cases depending on your specific project. You can contact IOM to find out which other documents you should receive from the supplier.

What is the NATO Trust Fund?

The NATO Trust Fund for Bosnia and Herzegovina was set up by NATO to support the Ministry of Defence to assist personnel made redundant in 2004 and 2006/07 to generate income and achieve economic stability for themselves and their families.

Who pays for the assistance that has been offered to me?

Eighteen different countries have provided money for the NATO Trust Fund to support economic projects like yours. These countries are Bulgaria, Croatia, the Czech Republic, Denmark, Finland, Germany, Hungary, Italy, Luxemburg, the Netherlands, Norway, Poland, Slovakia, Slovenia, Spain, Sweden, Turkey and the United Kingdom. The United Kingdom, Netherlands and Croatia are called Lead Nations because they not only gave money, but they also support the NATO Trust Fund in other ways, for example, by overseeing the NATO Trust Fund's operations.

How does the NATO Trust Fund work?

The NATO Trust Fund is implemented by the International Organization for Migration (IOM). IOM staff are located in field offices in MoD barracks in Banja Luka, Mostar and Rajlovac. The field offices have a list that is provided by the Ministry of Defence of all eligible and registered beneficiaries of the NATO Trust Fund.

IOM staff work with beneficiaries on this list to design good economic project. After each project is approved by IOM management, IOM staff purchase the goods or services that support the beneficiary's project.

Whom should I call with more questions?

Your nearest field office can provide you with all available information about your project. But if you need to speak to someone in the main office, call the Sarajevo number listed below.

Field Office

To be completed by each FO

Main Office

NTF Assistant Programme Manager
IOM Sarajevo
Vilsonovo Setaliste 10
71000 Sarajevo
Tel. 033-648-150/160/162



IOM International Organization for Migration

Dear Sir or Madam,

The NATO / PfP Trust Fund (NTF) is set up by NATO Member States and other donors to assist Bosnia and Herzegovina (BiH) with the reintegration of personnel made redundant through Defense Reform. NTF for BiH aims to contribute to the overall objectives of BiH to maintain peace and stability, foster economic recovery, reduce unemployment and generate income by facilitating the resettlement into civilian and economic life of up to 3,000 persons discharged in the course of the BiH defense reform process of 2006-2007, and those previously downsized in 2004.

The reintegration assistance provided can be grouped in these areas:

1. Self Employment (Business Startup)
2. Self Employment (Business Expansion)
3. Agriculture (Agro Business)
4. Training, re-training, qualification to enhance professional and marketable skills
5. Employment

The NTF Programme has beneficiaries in most municipalities in BiH. IOM's field offices in Mostar, Banja Luka and Rajlovac have separate coverage areas that enable IOM to provide services to beneficiaries in all these municipalities. The municipalities with higher concentrations of beneficiaries (40 or above) include Banja Luka, Bijeljina, Bileća, Doboj, Foča, Gradiška, Laktaši, Mostar, Nevesinje, Novi Grad, Pale, Prijedor, Sokolac, Trebinje and Zvornik.

Early results of NTF monitoring suggest that while the in-kind assistance provided under the Programme is appreciated by the beneficiaries and is serving its essential role of aiding RPs to create income generating projects, more can be done to ensure that NTF assistance catalyse a larger impact on each RP's economic wellbeing and prospects. Additional measures to strengthen individual sustainability through increased skills, knowledge, referral, access to other funding sources and collaborative schemes would greatly enhance the impact of NTF assistance and ensure a long-term dependable livelihood for the beneficiaries.

With this in mind, IOM aims to link beneficiaries to existing programmes, development agencies, consulting and training services, non-governmental organizations and municipalities. While IOM envisions that cooperation and partnership with other institutions can ensure coverage of RPs under already existing programmes of service providers, we recognize that at times funding may be necessary to cover some costs incurred in expanding coverage to include the Programme's beneficiaries or to tailor new projects to meet their needs. For institutions interested in cooperation, we have attached detailed information

concerning the income generating projects of our beneficiaries, as well as terms of reference detailing the requirements for application to the NTF Programme for funding.

Upon receipt of concept notes from interested organizations, IOM staff will review and evaluate the proposals based on the strength of the project (effectiveness, efficiency and appropriateness) and institutional capacity of the submitting entity. Following negotiations with the selected organizations, IOM will enter into sub-grants with them, and regularly monitor their performance on the projects.

Please do not hesitate to contact me or the team leader of the field office covering the geographical area in which your organization operates for further information.

Sincerely yours,

**NATO/PfP Trust Fund (NTF) Programme for Assistance to Redundant Military Personnel
in Bosnia and Herzegovina
Sub-Grants with Service Providers
Terms of Reference
(July 2008 – March 2009)**

1. Executive Summary

The NATO/PfP Trust Fund (NTF) Programme is set up to assist the reintegration of personnel made redundant through the Defense Reform process. The NTF Programme aims to foster economic recovery, reduce unemployment and generate income by facilitating the discharged military persons' resettlement into civilian and economic life. As the executing agent, IOM provides in-kind assistance to NTF Beneficiaries for business startup or expansion, agricultural ventures, direct employment and vocational training. In order to enhance the impact and sustainability of NTF assistance, IOM is seeking service providers who will train, counsel and establish business links for NTF Beneficiaries as a means to creating viable, competitive and profitable businesses (including agricultural) for the long-term. The training, consulting and cluster building projects undertaken by cooperating service providers will ensure that NTF Beneficiaries acquire the financial independence and social networks necessary for reintegration with their families into the local economies.

2. Description of the NTF Programme

Bosnia and Herzegovina (BiH) is engaged in a comprehensive process of Defense Reform, resulting in a substantial reduction of personnel in Defense Institutions and the BiH Armed Forces. The NTF Programme was set up by NATO/PfP to assist with the reintegration of these redundant personnel (RPs) by addressing socio-economic consequences of the downsizing process through supporting concrete reintegration measures. The objective of the NTF Programme is to facilitate financial independence of up to 3,000 RPs, assist in transition to civilian and economic life through education, vocational counseling and training, referrals and the provision of tool kits for employment and self employment.

The reintegration assistance provided can be grouped in the areas of self employment (business startup or business expansion), agriculture (agro business), training, re-training, qualification to enhance professional and marketable skills, and direct employment.

3. Goals and Strategy of the Sub-Grant Component

Early results of monitoring suggest that while the assistance provided under the Programme is appreciated by the NTF Beneficiaries and is serving its essential role of aiding RPs to create income generating projects to sustain themselves and their families, more could be done to ensure that NTF assistance catalyse a larger impact on each RP's economic wellbeing and prospects. Although NTF field staff, including agricultural and small-business advisors, provide NTF Beneficiaries with guidance to maximize the positive impact of assistance, the Programme's intensive implementation schedule counsels for additional measures to strengthen individual sustainability through increased management skills, knowledge, referral, access to other funding sources and collaborative schemes as possible/feasible. The success and sustainability of the NTF Beneficiaries' agricultural and business ventures depend on investment into human resources, in the form of training, consulting and cluster building.

Therefore, IOM is determined to ensure that NTF Beneficiaries' agricultural and business ventures become compatible with the local market, have access to dependable demand, and acquire a competitive edge for long-term survival. With this in mind, the NTF Programme seeks to encourage local service providers to incorporate RPs into ongoing training and consulting programmes, or create tailored services for the needs of NTF Beneficiaries, with the aim of making certain that employment opportunities created by the NTF Programme become solid long-term ventures generating dependable income. Where necessary, the NTF Programme can offer to cover a part of the costs incurred by such local partners, upon receipt and acceptance of a "Concept Note" to be submitted by interested local service providers per the following guidelines.

4. Guidelines for Applying for a Sub-Grant under the NTF Programme

A. Types of Activities to be Supported

An **illustrative** list of the kinds of services that could be provided by service providers if these initiatives are approved follows. Note: This list is only illustrative and other types of services that advance the goals and strategy described above will also be considered.

Agricultural business:

- Agricultural outreach services for beneficiaries, in order to train and consult them on land use, soil assessment, rural development, project cycle management, management of farms, cooperative formation and registration, legal regulations and standards, agro-tourism, crop and livestock management, improved breeds, high profit vegetable production, avoidance of pests, beekeeping techniques and other possible areas of need, where the service provider will offer specialized experts with experience relevant to the particular kind of training.
- Promoting participation and networking of NTF Beneficiaries in clusters engaged in agriculture and developing strategies for future sustainability of such clusters in order to provide beneficiaries with group benefits, such as group purchases of equipment and seeds, or wholesale marketing and transportation of products.
- Linking beneficiaries with existing cooperatives to lower input costs, increase access to technical advice and promote participation of RP in the community.
- Promoting joint ventures and commercial cooperation between NTF Beneficiaries in order to ensure that NTF assistance has a bigger impact, as costs and benefits can be shared and reduced in such arrangements.
- Offering consulting in the field of entrepreneurship for agricultural businesses to equip beneficiaries with the tools necessary to make strategic decisions in response to the demands of the market.
- Assisting farmers in processing, packaging and marketing agricultural products to access more profitable markets with more reliable demand.
- Ensuring that beneficiaries have access to low interest credit for their agricultural ventures.

Non-agricultural Business:

- Providing individualized training, consulting, business planning and capacity building to self-employed beneficiaries with startups or expanded businesses in order to increase efficiency, productivity, market compatibility, competitiveness, higher quality, increased return and sustainability of their ventures before or after NTF assistance.
- Organizing technical workshops for beneficiaries who would benefit from new technologies in improving profitability of their businesses.
- Promoting participation of NTF Beneficiaries in clusters working in specific trades, such as metal workers, carpenters or other trade persons, allowing beneficiaries in these clusters to

refer overflow business to one another, make group purchases and take on large scale projects, especially in the growing construction industry.

- Creating linkages for beneficiaries to work for large firms, factories and associations, ensuring that they have a stable and dependable livelihood.
- Providing technical assistance to self-employed beneficiaries in finding business partners and markets for their business products.
- Promoting an entrepreneurial approach for beneficiaries to think strategically and make impacting decisions about the future of their businesses.
- Providing professional expertise and guidance to municipalities with NTF Beneficiaries in order to create incentives for economic development in coordination with other stakeholders and interested parties.
- Technical workshops for NTF Beneficiaries who have selected to start or expand businesses and would benefit from related training in new technologies (for example, computing for NTF Beneficiaries who are starting up or expanding small businesses providing administrative services).
- Management workshops for NTF Beneficiaries who would benefit from simplification of procedures in business administration.
- Increasing usage of and familiarity with computers and the internet in order to ensure more timely information flows and communication in business management.
- Facilitating beneficiaries' access to credit for starting up or expanding their businesses.

Employment:

- Assistance to beneficiaries in job searches through advising, coaching, resume building, introduction to jobs available in the market, access to employer databases and bidding for jobs..
- Holding resume writing and job searching workshops.
- Finding suitable employment opportunities for beneficiaries who have received tools or equipment from the NTF Programme.
- Promotion of skills and expertise of beneficiaries to potential employers and investors.
- Counseling on types of jobs in demand, and the skills and qualifications necessary for obtaining them.
- Training specific to skills and qualifications that would make the beneficiaries more competitive in the job searching market.
- Information on and comparison of health, pension and social security benefits of available jobs.
- Subsidization and protection of entry level employment positions for the beneficiaries.

Formal & Informal Education:

- Counseling on types of jobs in demand, the skills and qualifications necessary for obtaining them, and training specific to these skills and qualifications that would make the beneficiaries more competitive in the job searching market.
- Vocational training designed to enhance beneficiaries' income generating opportunities in the local market.
- Training designed to increase beneficiaries' usage of and familiarity with computers and the internet.
- Providing information on or creation of flexible education opportunities that the beneficiaries can attend while holding a job.
- Increasing the use of internet and other available sources of information on education and training possibilities, allowing the beneficiaries to independently search for existing opportunities.
- Subsidization of beneficiaries' training or education through lower interest student loans, or loans in exchange for future services.

The provision of these services will ensure that the NTF Beneficiaries gain knowledge and skills to manage their businesses with an increased understanding of economic viability, market strategy, basic finance, technical know-how, sources of capital for expansion and sales promotion. IOM plans to establish a solid human resource potential in the NTF Beneficiaries so that they can cope with economic obstacles independently after the NTF Programme comes to an end.

B. Concept Note Guidelines

- A Concept Note submitted to IOM for this initiative should not be longer than six pages of text plus a one-page budget.
- The Concept Note should include (a) a brief background and justification for the proposed activities; (b) a description of such activities and the methodology used in the provision of such activities; (c) the direct and indirect beneficiaries to be assisted through the service provider (sub-grantee) efforts; (d) the objective, purposes, results and performance indicators sought under the sub-grant; (e) a clear description of the activities to be undertaken; (f) a monitoring and evaluation plan; and (g) budget.
- The budgetary implementation of any project activities by sub-grantees must be completed by the end of March 2009.
- The budget available for sub-grants through the NTF Programme is not expected to exceed 200KM for each NTF Beneficiary. This includes Beneficiaries who may be in need of and participate in multiple trainings.
- Please find attached annexes 1 – 5 that provide a breakdown of projects by geographic location, project type and beneficiary profile.
- Priority will be given to projects where NTF Beneficiaries are incorporated into existing services and programmes implemented by the service provider. Also, priority will be given to projects where the service provider makes a financial or in-kind contribution towards implementation.
- Interested parties should send their Concept Note to Emira Kapetanović at ekapetanovic@iom.int. To ensure consideration of your Concept Note, you should submit it by July 30, 2008, as IOM will review any proposals received by such date and evaluate them on the basis of the strength of the project (effectiveness, efficiency and appropriateness) as well as the institutional capacity of the submitting entity. Depending on the availability of further resources, IOM will receive and assess Concept Notes submitted after July 30, 2008, on a rolling basis.

List of Annexes

- Annex 1 – RPs by Municipality & Field Office
- Annex 2 – General Profile of RPs
- Annex 3 – Reintegration Expectations
- Annex 4 – Approved Agricultural Projects
- Annex 5 – Approved Self Employment Projects



IOM International Organization for Migration

NATO TRUST FUND PROGRAMME

MONITORING FORM WITH GUIDANCE NOTES

Monitors should prepare for each visit before the trip by (1) gathering relevant documents including the RAPP; proof of precisely what has been purchased for the RP; and any previous monitoring forms and notes from prior visits; (2) preparing materials that can be distributed to the RP, such as pamphlets on services provided by other organizations; and (3) preparing the new monitoring form. Parts A, B, C, D, F, G and H should be completed prior to the visit. Part E and the monitors name and date should be completed during the visit. It is preferable for the monitor to visit with the RP himself or herself. If this is not possible, the visit and interview may be conducted with an adult member of the immediate family who is familiar with the project.

A. Name of Beneficiary _____ F. NTF Ref # _____
 B. Address _____ G. Phone # _____
 C. Project Title _____ H. Est. Delivery Date _____
 D. Assistance details (Requested) _____
 E. Assistance details (Delivered) _____
 Monitor Name: _____ Date: _____

Monitors should introduce this section by explaining that IOM is interested to know how he or she – the beneficiary – feels about / evaluates the assistance provided under the NTF Programme. The monitor should provide the four options (excellent, good, fair and poor) to the RP and let him or her decide which of these options to select for each question. Questions 1 – 4 and the signature block does not need to be completed if the monitor is completing this form for a second or third time. Question 5 must be answered at all monitoring visits!

1. How does RP rate **quality** (not amount) of items/services purchased under NTF programme?

Excellent	Good	Fair/Satisfactory	Poor

This question refers to what was paid for with assistance from NTF, for example: agricultural machinery or university courses. Monitor should be careful to explain that we are not asking about the amount that was purchased but about the quality of whatever has been delivered.

2. How does RP rate **timing of delivery** of services rendered or items produced under NTF programme?

Excellent	Good	Fair/Satisfactory	Poor

3. How does RP rate **impact** of assistance on his or her income generating capacity and prospects?

Excellent	Good	Fair/Satisfactory	Poor

Impact relates to the amount or degree of positive change on RP's income generating capacity (present) and prospects (future) that resulted from the assistance provided under NTF including the counselling provided by IOM staff and the items or services purchased for the RP.

4. How does RP rate **counselling services and suggestions** provided by IOM staff regarding the RP's request?

Excellent	Good	Fair/Satisfactory	Poor

5. Was FO able to verify RP's possession &/or use of assistance (services/items procured) under programme?

Yes / Item(s) used
 Yes / Item(s) never used
 No / Item(s) sent to repair /on loan

No / Item(s) sold
 No / Item(s) or service never rcvd
 n/a

If the assistance was given in the form of something tangible that should still be in possession of RP but is not, the FO should record the RP's explanation in the squares above and record any other impressions in the comments section. **In very few cases**, the FO should mark the not applicable box where the assistance provided is of the kind that cannot be verified on a field visit (for example, ongoing educational course). All n/a responses should be explained on the line below.

I, _____(NAME)_____, acknowledge that I received the items listed beside letter E at the top of this page on or before _____(DATE OR ESTIMATED DATE OF DELIVERY)_____and that a member of the International Organization for Migration or the BiH Ministry of Defence visited me on _____(DATE OF VISIT)_____ in connection with my participation in the NATO Trust Fund Programme for Bosnia I Herzegovina. I agree that my responses to questions 1 through 4 are accurately reflected above and that the status of the assistance provided to me is accurately shown in question 5 above. Signed: _____

Monitor should note when someone other than the RP signs for the RP.

6. Was the visit announced before the monitor's arrival (day before or earlier)? Yes No

7. How does the monitor rate the **impact** of assistance on RP's income generating capacity and prospects?

Excellent	Good	Fair/Satisfactory	Poor

*As noted above **impact** relates to the amount or degree of positive change on RP's income generating capacity (present) and prospects (future) that resulted from the assistance provided under NTF including the counselling provided by IOM staff and the items or services purchased for the RP. A single kind of project may impact different RPs differently depending on what they started with, how they used the assistance, and so forth. During the testing phase please take notes on your response to this question to assist in further developing guidelines for this question.*

8. How does the monitor rate the degree to which the project outcome has resulted in **sustainable** income-generation activities?

Excellent	Good	Fair/Satisfactory	Poor

Sustainability refers to the duration of the positive change on RP's income generating capacity and prospects. As a guide:

- a. Sustainability is "very high" when RP's activity can be expected to increase substantially in size and impact (for example where RP is generating sufficient profit to reinvest in activity to promote high growth);
- b. Sustainability is "good" when RP's activity can be expected to grow at a normal rate;
- c. Sustainability is "fair" where RP's activity should not be expected to grow or decline;
- d. Sustainability is "poor" where the intervention cannot be expected to result in lasting positive change for the RP.

9. Is RP involved in any linkages, clusters or initiatives that promote sustainability of the project?

	Yes	No	Rec	Req'd
Link with other RPs or TADS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Link with other co-op/company/institution	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Training (not sponsored by NTF)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Participation in NTF sponsored sustainability initiatives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Micro-credit/loans (applied for)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Micro-credit/loans (received)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Rec refers to "recommended." This should be marked if NTF staff makes a concrete recommendation to the RP relating to a linkage to a specific RP or TADS beneficiary, co-op, company, institution, training program or NTF-sponsored initiative.

Req'd refers to "requested." This should be marked (and followed up) if the RP requests assistance to make a specific linkage and IOM staff offers to follow up.

The two questions on micro-credit relate to credit relating in whole or part to the RP's NTF-assisted economic project.

The first micro-credit question should be understood to refer to loans that were applied for since NTF staff counselled this RP (i.e. since the "start" of the project) which have NOT YET BEEN RECEIVED.

The second micro-credit question should be understood to refer to loans that have been received since NTF staff counselled this RP (i.e. since the "start" of the project). It does not matter when the loan was applied for.

10. Have any additional contributions been made to the project by the beneficiary himself or herself or by others?

By whom?	What?	Estimated Value?
Beneficiary & Family		
Others (specify)		

*This question refers to additional contributions made **after** delivery of assistance by NTF.*

For education projects only:

11. Did RP complete education that was planned in RAPP? Yes
 No / education ongoing
 No / education stopped without completion
12. Has RP found employment or been promoted after completing education as a result of education (whether or not job is in same field)? Yes
 No
 Not applicable / education ongoing

Napomena: _____

For business projects (including agri-business):

13. How many employment opportunities (other than own) has the RP been able to generate after NTF assistance was received? 3 or more
 1 or 2
 None
14. How do you rate RP's ability to meet his/her dependant's subsistence needs from the income the enterprise generates?
- | | | | |
|-----------|------|-------------------|------|
| Excellent | Good | Fair/Satisfactory | Poor |
| | | | |
15. To what extent has he RP been able to make new investments from the proceeds of the business, apart from sustaining self and dependants?
- | | | | |
|-------------------|-------------|----------------------------------|----------------------------------|
| Very large extent | Some extent | None to date
(Good prospects) | None to date
(Poor prospects) |
| | | | |

16. Is RP's job (employment RAPP); farm (agricultural RAPP); or business registered? Yes No n/a

Not applicable is only an appropriate response for education projects. For all other projects, the monitor should mark YES or NO.

17. Follow up Normal: Visit at end of programme
 Follow-up: Visit within 2-3 months
 Alert: Requires immediate attention

If the monitor checks follow-up or alert, he or she should explain this choice in the comments section and the FO must send a copy of this report to the programme manager.

18. If the RP's economic project has failed, what was the main problem or obstacle to its success?

Lack of access to funds Insufficient demand Competition Other n/a

19. Overall rating Excellent Good Fair/Satisfactory Poor

Documents attached &/or notes: _____

Monitor should obtain copies of any certificates (education or training); contracts (employment projects) or other documentation relating to project.

The monitor may use this space to write down notes or reminders before visit; to record suggestions relating to the monitoring template; or impressions relating to the RP and his or her project gathered during field visit. Please write these notes in English.

The monitor MUST include an explanatory note for any response "Poor."

Attachment 15: Supplemental RAPP



IOM International Organization for Migration



Reintegration Assistance Project Proposal (RAPP)

SUPPLEMENTAL ASSISTANCE FOR "Carpentry Service"

A.

Family name, Name **Mr. X**
 Contact No: **065/536 292**
 Gender: **Male**
 JMBG #: **xxx**
 NTF Ref. #: **2194/52**
 Year of discharge: **2004**

Project Category:	Reg.	Request Reg.	Cluster:
<input type="checkbox"/> Self-employment (start up)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> Clustering within RAPPs
<input checked="" type="checkbox"/> Self-employment (expansion)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> Linked to existing Co./Coop./Institution
<input type="checkbox"/> Agricultural	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> Recommended IOM Project in support of other RAPPs
<input type="checkbox"/> Education	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> TADS – Related
<input type="checkbox"/> Employment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> Other types of clusters

Project Location: Teslic 74 270, Banja Luka AoR

Delivery to be made before: January 2009

Beneficiaries: Direct Indirect

Supporting documents:

Eligibility Amount	2,650.00	KM
Original NTF Contribution	1,686.00	KM
Original Beneficiary Contribution		KM
New NTF Contribution	906.00	KM
New Beneficiary Contribution		KM
Estimated Project value (new)	906.00	KM

B.

Project Justification

In the first project cycle Mr. X asked to be assisted with tools for carpentry business through NTF assistance. As the prices of above mentioned tools were around 1,700KM and eligibility amount for beneficiary according to financial criteria is 2,650KM he asks to get additional tool namely chain saw which will be useful in his carpentry business. During the monitoring visit, the monitor was able to see that Mr. X possesses and use the delivered equipment as planned in RAPP and that the impact of assistance is very high. In meantime Mr. X would like to introduce one new service such as cutting the wood for his neighbours. As he is missing additional equipment he asks for possibility to receive supplement assistance in amount of 906KM. He asks for **chain saw** which is necessary for his further business development. According to Mr. X, this equipment would further increase revenues by 30% and would allow him to hire part time assistant. These items would be very useful for Mr. X as he doesn't possess it. He also would use chain saw in preparatory process for his carpentry service.

Submitted by (Name & date)

- | | | |
|---|---|---------------------|
| 1) Project Assistant | 2) Field Agriculture or Business Consultant | 3) Team Leader |
| 4) Lead Business or Agriculture Consultant
Jasenko Nedinic to Sasha 29/12/08 | 5) Programme Manager
Katie Kerr 30.12.2008 | 6) Chief of Mission |

C.

Additional Project Details

n/a

D.

Financial History & Projections

n/a

E.

Information for Procurement

No.	Description of priority items	Quantity	Unit
1	MS 390 Motorna Pila Stihl	1	Pc

Note: BH Tehna



IOM International Organization for Migration

NATO Trust Fund Bi-Weekly Report

DATE – DATE

1. MEETINGS

Table: Meetings with Service Providers (attach relevant form and meeting minutes):

Municipality	Service Providers						Total
	Vacancy Announcements Identified & Registered		Vocational Training Centres Education Institutions Other Training Institutions		Other Institutions		
	Meetings	Phone contacts	Meetings	Phone contacts	Meetings	Phone contacts	
Total:							

Meetings with Local and/or International Institutions (attach minutes or provide notes here):

2. BENEFICIARY COUNSELLING, OUTREACH, and REINTEGRATION

Number of first interviews for RAPP preparation (provide notes and photos as necessary):

Table: RAPPs prepared without site or home visit:

NTF Reference #	Explanation

Number of projects monitored and locations (provide notes and photos as necessary):

3. SUSTAINABILITY INITIATIVES

Training and other grants (provide notes and photos as necessary):

4. OTHER

Any action requested of main office; any issues arising from monitoring – positive or negative; any discussion you would like to share with other FOs; any administrative or financial issues:

DRAFT TORS FOR NTF FINAL EVALUATION FOR COORDINATION

NATO/PfP Trust Fund Programme in Bosnia and Herzegovina Terms of Reference for Independent Final Evaluation

1. Background

NATO/PfP established the NATO Trust Fund (NTF) in Bosnia and Herzegovina (BiH) to support the Ministry of Defence (MoD) in providing resettlement assistance to defence personnel made redundant as a result of defence reforms in 2006 and previous downsizings in 2004. The Programme, which is implemented by the International Organization for Migration (IOM), was established to contribute to the overall objectives of BiH to maintain peace and stability, foster economic recovery, reduce unemployment and generate income for its citizens. More precisely, the Programme aims to facilitate the resettlement into civilian and economic life of approximately 3,000 redundant personnel through implementation of concrete reintegration measures.

The NTF Programme is carried out in two phases. The first, completed in 2007, included an information campaign, large-scale registration of eligible redundant personnel (RP), and profile analysis of registered beneficiaries. The second phase, which started in May 2007 and will conclude in September 2009, involves the implementation of assistance to beneficiaries, as well as continuous monitoring and evaluation of the effectiveness, impact and sustainability of Programme activities.

As at June 30, 2009, a total of 2,894 eligible RPs were registered under the NTF Programme, comprising 2,594 persons made redundant in 2004 and 300 in 2006-07. These RPs reside in 141 of 143 municipalities of BiH. In order to reach such dispersed beneficiaries and ensure their access to NTF staff, the Programme works through three field offices located in BiH Armed Forces (AF) barracks in Banja Luka, Mostar and Sarajevo / Rajlovac.

NTF offers assistance under five categories of economic activity: agriculture; non-agricultural business start-up; business expansion; job placement; and education/training. Recognizing the different skills, capacities and aspirations among RPs, the NTF approach is case specific and involves in-person site assessment and counselling, beneficiary involvement in the selection and procurement process, and post-assistance monitoring and outreach.

2. Overall objective of the evaluation

This final evaluation follows on a mid-term independent evaluation of the NTF Programme conducted by the Post-Conflict Reconstruction and Development Unit (PRDU) of York University. Its general aim is to evaluate the NTF Programme in BiH, including its impact, sustainability and efficiency. The evaluation will be shared with the implementing agency, the MoD, NATO/PfP staff, NTF donors, governmental and non-governmental stakeholders, including implementing partners. An important intended use of the evaluation is to provide guidance to the MoD as it designs and begins implementation of its programme for transition and resettlement of discharged military personnel in 2010 and beyond.

3. Specific objectives of the evaluation

<i>Approx. % Focus</i>	<i>Specific objective</i>
35	<ul style="list-style-type: none"> ▪ Measure the impact of the NTF Programme upon beneficiaries': <ul style="list-style-type: none"> ○ (i) average monthly income (by quartile or decile), ○ (ii) attainment and productive use of economically beneficial skills, ○ (iii) sense of general satisfaction with post-military life, and ○ (iv) entrepreneurial spirit or willingness to take initiative
15	<ul style="list-style-type: none"> ▪ Evaluate the sustainability of NTF Programme assistance with particular reference to each form of assistance provided. The following pieces of data should be included: <ul style="list-style-type: none"> ○ the proportion of assisted livelihoods that continue to function at the end of the Programme; and ○ the proportion of assisted livelihoods that, according to beneficiaries, are likely to continue operating for a period of not fewer than 10 years
15	<ul style="list-style-type: none"> ▪ Evaluate the degree to which the impact of the NTF Programme was achieved efficiently, and assess whether or not (and how): <ul style="list-style-type: none"> ○ the same impact could have been achieved with fewer resources; or ○ greater impact could have been achieved with the same level of resources
10	<ul style="list-style-type: none"> ▪ Identify and describe those components of the NTF Programme which, based upon your analysis and beneficiaries' recommendations, should be included or changed in future MoD resettlement activities (i.e. good practices and lessons learned relevant to future MoD programming)
10	<ul style="list-style-type: none"> ▪ Assess the impact of the Programme on the MoD and its institutional/organizational and human capacity to conduct resettlement activities, and comment on what forms and levels of support would be required to resolve any current capacity deficits
10	<ul style="list-style-type: none"> ▪ Assess the extent to which beneficiaries strengthened linkages with family members, community members, market actors, governmental, and/or non-governmental bodies (or other civil society organizations) as a result of the NTF Programme
5	<ul style="list-style-type: none"> ▪ Assess the extent to which the objectives and purposes of the Programme are valid and pertinent in terms of their relevance to the target group's needs and development in BiH

4. Methodology

The evaluation should involve an analysis of qualitative and quantitative data from IOM including Programme documentation, databases and progress reports, as well as through fieldwork. Fieldwork should include, at minimum, focus groups as well as interviews with beneficiaries and Programme stakeholders (government officials, MoD personnel, NATO officials, representatives of the Lead Nations, IOM staff, and other development practitioners). Surveys and direct observation should also be considered by the Evaluation Team. In addition, the Team should interview IOM staff in BiH and in headquarters, as well as representatives from NATO, the Lead Nations, and the MoD.

5. Reporting

- Preliminary Report to be submitted for comments within 15 calendar days after completion of BiH fieldwork unless the Evaluation Team can demonstrate that the methods employed necessitate additional time (not greater than 30 calendar days in total) for analysis; and
- Final report within 7 calendar days from the receipt of comments from the MoD and IOM on the Preliminary Report

Each report should be between 30 and 50 pages, excluding annexes, and should include an executive summary of between three and five pages. The executive summary should be provided, with translation costs born by the Evaluation Team, in both English and the local language. Annexes should include all data collection tools utilized during the evaluation, including but not limited to interview protocols, surveys/questionnaires, as well as the raw data (in Microsoft Excel or Access format) of any surveys.

All fieldwork be completed no later than 30 September 2009.

6. Price and other guidance

- The NTF Programme has 15,000 Euro allocated for this activity. However, the selection of an evaluation company will be carried out on a competitive basis in which price is one of the criteria applied in the selection of the winning bidder. This budget must cover *all* expenses related to the evaluation.
- *Language:* The Evaluation Team must be fluent in BiH local language as all coordination with the MoD and communication with beneficiaries will be conducted in local language. The proposal should be submitted in local language. However a few documents are in English and some interviews will be held in English. Therefore the Evaluation Team should have at least one bilingual member and/or include translation and interpretation costs, if necessary, in its budget.

Attachment 18: Evaluation Annex to the Monitoring Form

IOM – NATO TRUST FUND PROGRAMME: EVALUATION ANNEX

Note to monitors: This form should be used in ADDITION to the monitoring template for all monitored cases where the RP received assistance at least 6 months prior to the monitoring visits. Unlike the monitoring template, this form should only be completed when the monitor meets with the RP himself or herself. If the RP is absent, the evaluation annex should not be used.

1a. Has RP's household income increased as a result of NTF assistance?

Yes No – good prospects for future No – poor prospects for future

Note to monitors: The question regarding prospects (i.e. the future) should be answered taking into account both the RP's perspective *and* the monitor's objective assessment of the prospects facing the RP's economic activity.

1b. If yes, by how much has your household income increased? _____ %

2. In five years, do you think that you will be doing the same job/business/economic activity that was assisted by the NTF programme?

Yes No

Note to monitors: This question should be asked to RP and his or her answer should be recorded. We want to assess how the RP feels about the sustainability of this project. Thus the monitors' view should not influence the answer here.

3. We are interested to know whether your knowledge or skills have increased as a result of your participation in the NTF Programme. Please answer the following questions.

As a result of your NTF-assisted economic project or NTF-sponsored training and cluster activities . . .	Yes – a lot	Some-what	No
. . . have your business skills improved?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
. . . do you know more about accessing credit, grants or other assistance for your economic activity?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
. . . have you learned new practical skills (such as agricultural, construction, accounting, computers, education, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
. . . have you started cooperating with other people or organizations to improve your economic activity?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Note for monitors: Notice that the phrase “As a result of your NTF-assisted economic project or NTF-sponsored training and cluster activities” is the start of each question below. Note that the RP may have gained skills as a result of his economic activity (the one supported by NTF) that is not the DIRECT result of NTF support. This should be included as a “Yes.” For example, if we help an RP with his welding his business with equipment that allowed him to take on new types of jobs, he may have learned new “practical” skills as a result. This should be reflected in our results.

Attachment 19: Case Closure Form



IOM International Organization for Migration

BOSNA I HERCEGOVINA
Ministarstvo odbrane - obrane



БОСНА И ХЕРЦЕГОВИНА
Министарство одбране

NATO TRUST FUND PROGRAMME IN BOSNIA AND HERZEGOVINA
CASE CLOSURE FORM

I Basic Information

Name of Beneficiary (FAMILY, First): _____

JMBG #: _____

NIF ID #: _____ / _____

Address (as listed on application form): _____

Telephone numbers (as listed on application form): _____

Address (provided by CIPS): _____

Telephone numbers (provided by CIPS): _____

Different contact information (if any):

Telephone numbers: _____

Address: _____

Source of new contact information: _____

Submitting Field Office (FO): Mostar Rajlovac Banja Luka

II Category and Required Action

Beneficiary (RP) has permanently moved outside of Bosnia and Herzegovina *(Required Action: Step 8.)*

RP cannot be contacted *(Required Action: 1a, 1b, 2, 3, 4 and 5.)*

Efforts to contact RP must be made using contact information provided in application and that provided by CIPS or another source where such contact information is not the same. FO responses here should be consistent with the information provided in Part I.

RP has expressed that he or she does not want NTF assistance *(Required Action: Steps 2 and 7.)*

It is expected that FO will have been in contact with RP on several occasions to offer assistance prior to recommending closure on this basis. Such communication should be recorded in this form.

Other: _____

III Rationale

Please ensure that you have taken the appropriate steps for the recommendation to close the case. Also mark all steps that apply even if some were taken that were not required to recommend case closure. If additional information is required please explain on page 4.

1. Steps to obtain accurate contact data

- a. Name submitted to CIPS for new contact information _____
Response from CIPS: _____
- b. Call to telephone company to get new telephone number
Response: _____
- c. Field office contacted at least one RP who lives in the same village, town or area to request contact data
Response: _____
- d. Field office spoke with neighbors living near RP
Response: _____

2. Notice Letter

- Notice letter sent by main office on (DATE) and no response from RP or family members so far
OR
- Notice letter sent by main office on (DATE) and other response received that is consistent with the recommendation to close case
Explain: _____

3. Telephone Communication

- Field office successfully communicated with RP by phone on (DATES)
- Field office communicated with someone other than RP by phone on (DATES) and information provided was consistent with recommendation to close case
Explain: _____

Number Listed on Application Form

- Attempted to call number listed on application form at least three times with no answer
OR
- Number listed on application form was wrong number (belongs to someone else or is out of service)

Number Provided by CIPS; Telephone Company; Other RPs; Neighbors; or Other Source

- Attempted to call number provided by other source at least three times with no answer
OR
- Number provided by other source was wrong number (belongs to someone else or is out of service)

<p>4. Telegram communication</p> <p><input type="checkbox"/> Telegram sent to address listed on application form on (DATE) with no response to date</p> <p><input type="checkbox"/> Telegram sent to new address (provided by CIPS or others) with no response to date</p>
<p>5. Telephone Text Message (SMS)</p> <p><input type="checkbox"/> SMS sent to telephone number listed on application form on (DATE) with no response so far</p> <p><input type="checkbox"/> SMS sent to new telephone number (provided by CIPS or others) with no response so far</p>
<p>6. In person communication with RP</p> <p><input type="checkbox"/> Field office met with RP at NTF office on (DATES)</p> <p><input type="checkbox"/> Field office met with RP at RP's home, place of work or other meeting place on (DATES AND LOCATION)</p> <p><input type="checkbox"/> Field office went to home on (DATES) but no one was home</p> <p><input type="checkbox"/> Field office scheduled visit with RP on (DATES) but when Field Office arrived at meeting place, RP was not available</p>
<p>7. Confirmation of non-interest by RP</p> <p><input type="checkbox"/> RP has submitted a letter stating that he or she is not interested in assistance</p> <p><input type="checkbox"/> RP stated that he or she does not want assistance on (DATES) and cannot be contacted since such time</p> <p><input type="checkbox"/> Programme Manager has contacted RP directly to confirm that he or she does not want assistance</p>
<p>8. Confirmation that RP is living outside the country (check all that apply)</p> <p><input type="checkbox"/> RP informed NTF that he or she had moved outside the country</p> <p style="margin-left: 40px;">Explain: _____</p> <p style="margin-left: 40px;">_____</p> <p style="margin-left: 40px;">_____</p> <p style="margin-left: 40px;">_____</p> <p><input type="checkbox"/> Notice letter was returned with notation from post office that RP had moved outside the country</p> <p><input type="checkbox"/> CIPS confirmed that RP had moved outside the country</p> <p><input type="checkbox"/> Other confirmation:</p> <p style="margin-left: 40px;">Explain: _____</p> <p style="margin-left: 40px;">_____</p> <p style="margin-left: 40px;">_____</p>

