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# NATO PARTNERSHIP FOR PEACE

## Trust Fund Project for Assistance to Discharged Defence Personnel in the Republic of Serbia



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# ZNAČAJ NTF PROJEKTA U SRBIJI

**Potpukovnik Terje Haaverstad**

Vojni izaslanik u Ambasadi

Kraljevine Norveške u Beogradu

**Lieutenant Colonel Terje Haaverstad**

Defence Attaché at the Royal Norwegian

Embassy in Belgrade

Šta reforma odbrane zapravo podrazumeva? U suštini, rekao bih da je to strateška reorganizacija strukture odbrane i strukture vojnih snaga, kako bi se na pravi način odgovorilo novim potencijalnim rizicima i izazovima.

Reforma sektora odbrane obično se odnosi i na vojna sredstva i na kadrove, kroz uvođenje novih tehnologija koje zahtevaju posebne veštine i uspostavljanje novih mehanizama i procedura. Govoreći o dimenziji usmerenoj na reformu kadra, ovi procesi obično vode do angažovanja novih zaposlenih (uglavnom na privremenoj osnovi), obuku i prekvalifikaciju, kao i otpuštanje jednog broja zaposlenih. Analizom ova tri aspekta, sa ljudske tačke gledišta, jasno je da svaki od njih predstavlja važan izazov za razumevanje, sposobnost i ekspertizu pojedinaca koji rade u sistemu; međutim, takođe je očigledno da se najgore posledice

**Mada su reforme veoma složene i nose potencijalne opasnosti, one su važan korak u životnom ciklusu bilo koje organizacije ili države, a ponekad postaju i od životne važnosti za njihov opstanak. Javnost se često protivi reformama i ne gleda na njih pozitivno, ali, i pored toga, one se moraju sprovoditi bez kompromisa, a na korist čitavog naroda.**

dešavaju upravo na individualnom nivou onih kojima će prestati radni odnos.

Ostanak bez posla je traumatično iskustvo za sve zapošlene, ali ono postaje još šokantnije kada se gubitak posla odnosi na vojni kadar. Gubitkom posla ovi ljudi ne gube samo svoju uniformu, već u značajnoj meri gube i svoj identitet, svoj socijalni status, i veoma često, se moraju odreći, i privilegija koje uživaju kao vladini službenici.

Obezbeđenje brze tranzicije kadra iz vojnih u civil-

What is generally considered as Defence Reform? In essence, I would say that it is a strategic reorganization of defence institutions and the military forces structures in order to meet new threats and challenges.

Defence reforms usually target both military assets and staff introducing new technologies, requiring specific skills and setting up new mechanisms and procedures. Focusing on the human dimension of the reforms, those processes usually cause the hiring of new staff (mainly on limited time basis) and training and retraining as well as discharging of existing employees. Examining these three aspects from a human point of view, it is clear that all of them constitute an important challenge for knowledge, capabilities and expertise of the individuals working in that system; however, it is also obvious that the worst consequences at the individual level are on those that will be discharged.

To be made redundant is a traumatic experience for all employees, but it becomes more shocking when the person affected is military personnel. Through the discharging, those people not only give up their uniform but to a large extent also lose their identity, their social status and very often must say farewell to benefits they enjoyed as government employees. Ensuring a swift transition for these personnel from the military structures to the civilian world is essential in maintaining social stability and ensuring the development of a security sector with democratic values and under civilian control. An “army” of unemployed defence staff, very dissatisfied with the authorities and left without adequate support could potentially put the whole security system at risk.

It is within such context that the importance of a program like the NATO/Partnership for Peace Trust Fund for Serbia appears in all its elements. Through its capacity building component, the NTF project has directly supported the reform process strengthening structures of the Ministry that will be dealing with the recruitment and discharging of professional soldiers in the future. Furthermore a strong support to the reform has come from the assistance to the social integration of the discharged staff. In that sector, the NTF project has generated short and long-term positive economic effects

ne strukture ključno je u očuvanju socijalne stabilnosti i obezbeđenju razvoja sektora bezbednosti sa demokratskim vrednostima i pod civilnom kontrolom. "Armija" nezaposlenih i nezadovoljnih bivših pripadnika vojske, koji su ostali bez adekvatne podrške mogla bi potencijalno postati i rizik po ceo sistem bezbednosti.

U ovakvom kontekstu značaj projekta poput NATO/PzM Poverilačkog fonda za pomoć višku vojnog kadra ima još veću važnost. Kroz komponentu izgradnje kapaciteta, NTF projekt pruža direktnu podršku procesu reformi, jačajući strukture Ministarstva koje će se u narednom periodu baviti angažovanjem i otpuštanjem profesionalnih vojnika. Takođe, na ovaj način snažna podrška reformi data je i kroz pomoć socijalnoj integraciji viška vojnog kadra. U tom sektoru, NTF projekt generiše kratkoročne i dugo-ročne pozitivne ekonomske efekte, kako na individualnom, tako i na opštem nivou, jača socijalnu koheziju između različitih grupa, te doprinosi procesu stabilizacije u oblasti bezbednosti. Zbog izuzetnih rezultata koji su postignuti, projekt je knjiški primer uspešnog socio-ekonomskog programa pomoći koji bi mogao da posluži kao osnovni model za slične poduhvate u drugim zemljama.

Mada su reforme veoma složene i nose potencijalne opasnosti, one su važan korak u životnom ciklusu bilo koje organizacije ili države, a ponekad postaju i od životne važnosti za njihov opstanak. Javnost se često protivi reformama i ne gleda na njih pozitivno, ali, i pored toga, one se moraju sprovoditi bez kompromisa, a na korist čitavog naroda.

Važna podrška u ovom smislu može doći od multilateralnih institucija, kao što je NATO/Partnerstvo za mir. U slučaju Srbije, ovakva pomoć je sprečila da delimične ili zakasnele reforme prouzrokuju posledice koje bi mogle da se materijalizuju kroz kompleksnije i skuplje probleme. Reforma odbrane ne ostavlja posledice samo na nacionalnom nivou, već ima i direktni uticaj na čitav region. Loše reformisan nacionalni sektor bezbednosti može lako postati pretnja po sigurnost u regionu. Stoga, Srbija je svojom voljom i sposobnošću da sproveđe potrebne reforme postala lider u obezbeđivanju trajne sigurnosti u regionu.

both at the individual and community levels, enhanced social cohesion among different groups as well as contributed to the security stabilisation process. With its excellent achieved results, the project is a textbook example of a successful socio-economic assistance program that could serve as a basic scheme for similar endeavours in other countries.

Although reforms are very difficult and possibly threatening exercises, they are important steps in the life cycle of any organization or country and sometimes become essential for their own existence. Very often reforms are being opposed

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and are not seen positively by the general public; nevertheless, they must be implemented without compromises for the benefit of the entire nation.

An important support in this sense could come from multilateral institutions like NATO/Partnership for Peace. In the case of Serbia, such assistance has prevented that a partial or delayed reform could bring consequences that would possibly materialize in more complex and expensive problems. The defence reform does not only have national consequences, but also direct impact at the regional level. A poorly reformed national security sector can easily become a threat to regional security. Therefore, Serbia is in the forefront of securing lasting stability in the region by its will and ability to carry out the necessary reforms.

# THE IMPORTANCE OF THE NTF PROJECT IN SERBIA

# PROGRAM PARTNERSTVO ZA MIR



## OPŠTI POGLED

Partnerstvo za mir je program praktične saradnje između NATO saveza u celini i pojedinačnih država koje u njemu učestvuju. Osnovni ciljevi Partnerstva za mir su podrška procesu reforme, izgradnja međusobnog poverenja, kao i jačanje sposobnosti partnerskih država za očuvanje mira i bezbednosti na dobrovoljnoj, fleksibilnoj i transparentnoj osnovi. Partnerstvo za mir se često poredi sa „švedskim stolom” sa koga zemlje mogu da izaberu ono što najviše odgovara njihovim potrebama. Saradnja u okviru Partnerstva za mir sprovodi se na onom nivou i odvija onom brzinom koju samostalno odredi svaka partnerska država. Do štampanja ovog časopisa, 34 države su postale članice PzM: Albanija, Azerbejdžan, Austrija, Belorusija, Bugarska, Bosna i Hercegovina, Crna Gora, Češka, Finska, Gruzija, Hrvatska, Estonija, Irska, Jermenija, Kazahstan, Kirgistan, Letonija, Litvanija, Mađarska, Makedonija, Malta, Moldavija, Poljska, Rumunija, Rusija, Slovačka, Slovenija, Srbija, Švajcarska, Švedska, Tadžikistan, Turkmenistan, Uzbekistan i Ukrajina. Potrebno je napomenuti da je svoj interes i korist od članstva u Partnerstvu za mir, prepoznaala tradicionalno neutralna Švajcarska, ali isto tako i zemlje koje nisu članice NATO-a, kao što su Austrija i Švedska. Sa članicama Partnerstva za mir, Rusijom i Ukrajinom, od 1997. godine razvijeni

## GENERAL VIEW

Partnership for Peace is a programme of practical co-operation between the NATO alliance as a whole and individual PfP countries. Basic goals of the Partnership for Peace are: supporting reform processes, building mutual trust, and enhancing abilities of partner countries to keep peace and security on voluntary, flexible and transparent basis. Partnership for Peace is often compared to a “menu” where countries can choose what suits them at best according to their needs. Cooperation within the PfP framework is conducted at the level of speed determined by the recipient partner country. Until the time of issuing of this publication, the following 34 countries have joined the PfP: Albania, Azerbaijan, Austria, Belarus, Bulgaria, Bosnia and Herzegovina, Montenegro, Czech Republic, Finland, Georgia, Croatia, Estonia, Ireland, Armenia, Kazakhstan, Kirgizstan, Latvia, Lithuania, Hungary, Macedonia, Malta, Moldavia, Poland, Romania, Russia, Slovakia, Slovenia, Serbia, Switzerland, Sweden, Tadzhikistan, Turkmenistan, Uzbekistan and Ukraine. It has to be noted that the importance and benefit of the PfP membership is also recognized by a traditionally neutral country like Switzerland as well as non-NATO members like Austria and Sweden. Since 1997, special relations were developed by NATO with the members of PfP, Russia and Ukraine (NATO – Russia Council and NATO – Ukraine Commission). From its establishment in 1994, twelve of the PfP member countries decided to join the NATO alliance: Hungary, Poland, and Czech Republic (in 1999); Bulgaria, Estonia, Latvia, Lithuania, Romania, Slovakia and Slovenia (in 2004) and Croatia and Albania (2009).

## INVITATION AND FRAMEWORK DOCUMENTS

The first of a series of PfP related documents is the Invitation Document adopted at NATO Summit in Brussels, in January 1994, which defines Partnership for Peace as a

su specijalni odnosi (Savet NATO – Rusija i Komisija NATO - Ukrajina). Od 1994. godine, kada je Partnerstvo za mir pokrenuto kao program, dvanaest država PzM partnera postale su članice NATO: Mađarska, Poljska i Češka (1999. godine); Bugarska, Estonija, Letonija, Litvanija, Rumunija, Slovačka i Slovenija (2004. godine) i Hrvatska i Albanija (2009.).

## POZIVNI I OKVIRNI DOKUMENT

Prvi u nizu dokumenata vezanih za PzM je Pozivni dokument koji je usvojen na NATO samitu u Briselu januara 1994. godine, a koji definiše Partnerstvo za mir kao program intenzivne političke i vojne saradnje, pod nadzorom Severnoatlantskog saveta. Dokument sadrži osnovne ciljeve Partnerstva, uspostavlja Odeljenje za koordinaciju partnerstva u Monsu i poziva sve države partnere da učestvuju u radu Partnerstva za mir. Dokument takođe jasno potvrđuje da će obim i tempo saradnje sa NATO svaka država posebno odrediti, na osnovu svojih mogućnosti i potreba. Takođe, dokument potvrđuje da će PzM imati važnu ulogu u proširenju Alijanse u skladu sa članom 10 Vašingtonskog ugovora. Aneks ovog dokumenta, koji operacionalizuje odluke iznete u Pozivnom dokumentu, nazvan je Okvirni dokument Partnerstva za mir. Ovaj dokument definiše sledeće ciljeve Partnerstva za mir: transparentnost u procesu planiranja i finansiranja sistema odbrane; obezbeđenje demokratske kontrole oružanih snaga; održavanje sposobnosti i spremnosti za doprinos operacijama pod okriljem UN i/ili OEBS, što potпадa pod ustavne odredbe; razvoj kooperativnih vojnih odnosa sa NATO-om u cilju zajedničkog planiranja, obuke i vežbi da bi povećali sposobnost učešća u mirovnim, istraživačkim i spasilačkim misijama, humanitarnim operacijama i ostalim misijama o kojima se dogovore. Okvirni PzM dokument obavezuje NATO da razvije PARP, proces planiranja i revizije, stvoren da obezbedi osnovu za identifikaciju i evaluaciju snaga kao i kapaciteta koji mogu biti na raspolaganju za multinacionalne treninge, vežbe i operacije u saradnji sa snagama Alijanse, uključujući i mirovne misije. PARP je process između svake pojedinačne zemlje partnera i NATO-a u celini.

programme of intensive political and military cooperation monitored by the North Atlantic Council. The Document includes basic goals of the Partnership, establishes the Partnership Coordination Cell in Mons and invites all partner countries to participate in the Partnership for Peace activities. The Document also clearly states that the scope and rate of cooperation with NATO is to be determined by each participating country according to its capabilities and needs. It also defines that the PfP mechanism would play an important role in the expansion of the Alliance to new members according to Article 10 of the Washington Treaty. The annex of the Invitation Document is dedicated to the operational aspects of the decision and is called Partnership for Peace Framework Document. The Framework Document defines the goals of the PfP as follows: facilitation of transparency in national defence planning and budgeting processes; ensuring democratic control of defence forces; maintenance of the capability and readiness to contribute, subject to constitutional considerations, to operations under the authority of the UN and/or the responsibility of the OSCE; the development of cooperative military relations with NATO, for the purpose of joint planning, training, and exercises in order to strengthen their ability to undertake missions in the fields of peacekeeping, search and rescue, humanitarian operations, and others as may subsequently be agreed. The PfP Framework Document also commits NATO to develop the PARP, which is a planning and review process designed to provide a basis for identifying and evaluating forces and capabilities which might be made available for multinational training, exercises and operations in conjunction with Alliance forces, including peace support operations. PARP is a process between each participating Partner country and NATO as a whole

## PRESNTATION DOCUMENT

By signing the Framework Document (according to its Article 4) a partner country accepts the obligation to prepare a Presentation Document and deliver it to the respon-

# THE PARTNERSHIP FOR PEACE PROGRAMME

## PREZENTACIONI DOKUMENT

Potpisivanjem Okvirnog dokumenta (prema tački 4. ovog dokumenta) zemlja partner preuzima obavezu da izradi Prezentacioni dokument i dostavi ga nadležnim organima NATO. Prema načelu kojim se svaka država partner opredeljuje za model saradnje sa Aljansom u okviru programa Partnerstva za mir, svaka država partner samostalno izrađuje Prezentacioni dokument, i u njemu predstavlja političke ciljeve svog učešća u Partnerstvu za mir, korake koje će preduzimati u svrhu ostvarenja tih ciljeva, kao i resurse i sredstva koje namerava da stavi na raspolaganje za aktivnosti programa.

## ODNOSI IZMEDU REPUBLIKE SRBIJE I NATO U OKVIRU I U VEZI SA PARTNERSTVOM ZA MIR

Republika Srbija je na Samitu NATO u Rigi, 29. novembra 2006. godine, pozvana da pristupi Partnerstvu za mir, a članica PzM formalno je postala potpisivanjem Okvirnog dokumenta, 14. decembra 2006. godine. U cilju produbljivanja saradnje, u Briselu je 01. oktobra 2008. godine potpisana Sporazum o bezbednosti informacija sa NATO. Nakon potpisivanja ovog Sporazuma, Republika Srbija je pokrenula proces otvaranja stalne Misije pri NATO-u u Briselu. Nakon otvaranja misije decembra 2009. godine, predstavnici Srbije su slati u vojnu komandu u Monsu i Napulj. Vlada je, na sednici održanoj 25. decembra 2008. godine, usvojila Predlog individualnog programa partnerstva između Republike Srbije i NATO za 2009–2010. godinu. Individualni akcioni plan partnerstva – IPAP (Individual Partnership Action Plan) predstavlja mapu puta saradnje u PzM kojom su definisane konkretnе oblasti saradnje i aktivnosti, a prema ciljevima navedenim u Prezentacionom dokumentu. U narednom periodu, zajednički rad sa NATO-om na aktivnostima vezanim za implementaciju Procesa planiranja i revizije - PARP (Planning and Review Process), dalje će produbiti saradnju na vojnom polju u okviru PzM. Potpisivanje Sporazuma o statusu snaga – SOFA stvorilo je uslove da Republika Srbija učestvuje u vojnim manevrima NATO/PzM.

## SRBIJA U PROGRAMU PARTNERSTVO ZA MIR - NIVO SARADNJE I DOBIJENA POMOĆ

Saradnja koju je Republika Srbija predvidela u okviru Programa partnerstvo za mir odnosi se na izradu zajedničkih planova i programa saradnje i koordinacije; učešće u radu odbora (komiteta) i komandne strukture NATO; učešće u zajedničkim naučnim i istraživačkim projektima kroz razmenu radnih grupa, stručnjaka i istraživača, kao i druge mere saradnje u oblasti nauke i tehnologije; podršku u sprovođenju ciljeva partnerstva; organizaciju i učešće na međunarodnim seminarima i konferencijama; konsultacije, sastanke i savetovanja; razmenu kadrova, informacija i podataka; školovanje i usavršavanje kadrova; angažovanje mobilnih timova za obrazovanje i obuku, zajedničko

sible NATO authorities. According to the principle that each partner country determines the modalities of its PfP cooperation, each PfP country makes its own Presentation Document presenting the political goals of its participation, the steps it will take in order to reach those goals, as well as resources and means made available for programme activities.

## SERBIA AND NATO RELATIONS WITHIN AND IN RELATION TO THE PARTNERSHIP FOR PEACE PROGRAMME

At the NATO Summit in Riga, on November 29, 2006, Serbia was invited to join PfP and it became an official member by signing the Framework Document on December 14, 2006. In order to further strengthen the cooperation, an Agreement about security of information was signed with NATO in Brussels, on October 1, 2008. After the signing of that document, the Republic of Serbia initiated the process of opening its mission to NATO/PfP in Brussels. After Serbia's Mission to NATO Headquarters had been opened in December 2009, representatives of the Republic of Serbia were sent to military commands in Mons and Naples. At the government meeting of December 25, 2008, Serbia adopted a Proposal of Individual Partnership Action Plan between the Republic of Serbia and NATO for the period 2009–2010. The Individual Partnership Action Plan (IPAP) is a sort of PfP road map which defines concrete fields of cooperation and activities according to the goals stated in the Presentation Document. In the following period, joint activities with NATO on issues related to the implementation of the Planning and Review Process (PARP) are being implemented further improving PfP cooperation in the military field. The signing of the Status of Forces Agreement – SOFA created the conditions for Republic of Serbia to participate in the NATO/PfP military manoeuvres.

## SERBIA IN THE PARTNERSHIP FOR PEACE PROGRAMME – COOPERATION LEVELS AND RECEIVED ASSISTANCE

The cooperation foreseen by the Republic of Serbia within the Partnership relates to making joint plans and programmes of cooperation and coordination; participation in the work of the board (committee) and NATO command structure; participation in common scientific and research projects by exchanging work groups, experts and researchers and other ways of cooperation in science and technology; support to carrying out partnership goals, organization and participation in international seminars and conferences; consultations, meetings and counselling; exchange of personnel, information and data; educating and training personnel; engaging mobile teams for education and training; joint participation in command and headquarters manoeuvres in operational and

učešće u komandno-štabnim vežbama na operativnom i taktičkom nivou; zajedničko učešće u mirovnim i humanitarnim operacijama pod mandatom UN; zajedničko obučavanje vojnog i civilnog kadra u nacionalnim i međunarodnim centrima za obuku. Republika Srbija je kao prioritetne prepoznala i sledeće oblasti saradnje u okviru Programa Partnerstvo za mir: demokratska kontrola sistema odbrane; strategija i politika odbrane; planiranje i finansiranje sistema odbrane i upravljanje resursima; vojno obrazovanje, obuka i doktrina; konceptualni, planski i operacionlani aspekti učešća u mirovnim i humanitarnim operacijama; vojnoredicinske službe; atomsko-biološko-hemijska odbrana, kao i izučavanje stranih jezika. U okviru programa PzM, Srbija već ima koristi od projekta NATO Poverilačkog fonda za pomoć višku vojnog kadra u njihovoj prekvalifikaciji i integraciji u civilni život. Ovaj projekat vredan preko 8 miliona evra, pokrenut je u julu 2006. godine, kao podrška postojećem programu PRISMA, kreiranom od strane Ministarstva odbrane, koji ima za cilj pomoći višku vojnog kadra. Pored navedenog, Republika Srbija je posebno istakla svoju zainteresovanost za uspostavljanje saradnje u sledećim oblastima: operativni, materijalni i administrativni aspekti standardizacije; vojne vežbe i obuke; saradnja i koordinacija za odgovor na vanredne situacije; nauka i tehnologija; kontrola i upravljanje vazdušnim prostorom; upravljanje krizama; odgovor na terorizam; konsultacije, komanda i kontrola (uključujući sisteme telekomunikacije i informatike, navigacije i identifikacije i aspekte, procedure i terminologiju interoperabilnosti); odnosi sa javnošću, kao i za razvojne programe saradnje u oblasti naoružanja i vojne opreme.

## U ČEMU JE ZNAČAJ PRISTUPANJA REPUBLIKE SRBIJE PROGRAMU PARTNERSTVO ZA MIR?

Pridruživanje Srbije Programu Partnerstvo za mir daje štinski doprinos učvršćivanju njenog međunarodnog položaja i ugleda. Osim toga, članstvo u PzM predstavlja i ispunjenje drugih važnih ciljeva kao što su: jačanje kapaciteta za odgovor na nove bezbednosne izazove, priliku za saradnju sa NATO i drugim članicama PzM u svim oblastima od obostranog interesa, kao i jačanje stabilnosti na čitavom zapadnom Balkanu uz istovremeno unapređenje vojne saradnje i dobrih odnosa sa susednim zemljama. Na regionalnom nivou, kroz Partnerstvo za mir dobija se mogućnost jačanja i unapređenja nacionalne bezbednosti, čime se promoviše stabilnost, saradnja i interakcija među raznim zemljama. Osim toga, prisustvo Srbije, Crne Gore i Bosne i Hercegovine u PzM podržava koncept regionalne bezbednosti, jer je time pokrivena i poslednja oblast Evrope koja je do tada bila van programa Partnerstvo za mir. Članstvo Srbije u Partnerstvu za mir takođe daje novi podstrek procesu reformi vojnog i bezbednosnog sektora prema opšteprihvaćenim principima demokratske kontrole oružanih snaga i spremnosti zemlje da odgovori na savremene bezbednosne izazove, rizike i pretnje.

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tactical level; joint participation in peace and humanitarian operations under the UN mandate; joint education of military and civilian personnel in national and international education centres. The Republic of Serbia also indicated the following priorities for cooperation within PfP: democratic control of defence system; defence strategy and policy; planning and financing of defence system and managing resources; military education, training and doctrinaire; conceptual, plan and operational aspects of participation in peace and humanitarian operations; military medical services; atomic, biological and chemical defence and learning foreign languages. Within the PfP framework Serbia already benefits from the NATO/PfP Trust Fund Project for assisting discharged defence personnel in their re-qualification and integration into civilian life. This over 8 million EUR project started in July 2006 as a support to the existing PRISMA programme designed by MoD to assist discharged defence personnel. Besides this, the Republic of Serbia emphasized its interest in establishing cooperation in the following fields: operational, material and administrative aspects of standardization; military manoeuvres and trainings; cooperation and coordination for response to emergencies; science and technology; control and managing air space; managing crises; response to terrorism; consulting, command and control (including systems of telecommunication and informatics, navigation and identification, and aspects, procedures and terminology of interoperability); public relations and development of programmes of cooperation in fields of arms and military equipment.

## THE IMPORTANCE OF JOINING THE PARTNERSHIP FOR PEACE FOR SERBIA

Joining PfP essentially contributes to the strengthening of Serbia's international position and reputation. PfP membership represents the fulfilment of other important goals like increasing the capacity to respond to new security related challenges, the opportunity to cooperate with NATO and other PfP members in fields of common interest, strengthening stability in the Western Balkans supporting good relations with neighbouring countries and enhancing of military cooperation. At that regional level, PfP also offers the possibility to enhance and improve the national security systems promoting stability and improving cooperation and interactions among different countries. Furthermore, the presence of Serbia, Montenegro and Bosnia and Herzegovina in PfP, supports a concept of regional security including the last area in Europe that was still outside the PfP programme. Serbia's membership in PfP also gives new impetus to the reform processes in the military and security sectors along the lines of the principles of democratic control of the armed forces and readiness to respond to modern security challenges, risks and threats.

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# POVERILAČKI FONDOVI PROGRAMA PARTNERSTVO ZA MIR KAO PODRŠKA REFORMI SISTEMA ODBRANE

**D**ržave članice NATO saveza i države članice programa „Partnerstvo za mir“ rade zajedno kroz brojne pojedinačne poverilačke fondove kreirane u okviru programa „Partnerstvo za mir“, pružajući praktičnu podršku procesu demilitarizacije i reforme sektora odbrane kroz angažman eksperata i ulaganje resursa.

Veći broj ovih projekata usmeren je ka bezbednom uništenju viškova nagomilanih zaliha naoružanja i municije (uglavnom iz perioda Hladnog rata) kao i nagaznih mina, dok neki od projekata, kao što je Projekat NATO/PzM Poverilačkog fonda za pomoć višku vojnog kadra u Republici Srbiji, podržavaju reformu sistema odbrane.

Ustanovljena 2000. godine, ova politika je postala integralni deo Partnerstva za mir i Mediteranskog dijaloga, programa praktične bezbednosne saradnje. Projekti Poverilačkog fonda finansirani su dobровoljnim doprinosima zemalja saveznika kao i partnera NATO.

Veliki broj projekata Poverilačkog fonda realizovan je u bliskoj saradnji sa međunarodnim kao i nevladinim organizacijama. Politika Poverilačkih fondova je pokazala da može biti od velike pomoći u procesima reforme sistema odbrane i borbe protiv terorizma, podržavajući napore Alijanse da poboljša bezbednost i stabilnost na celom evroatlantskom prostoru. Aktivnosti Poverilačkog fonda doprinose smanjenju nivoa pretnji po bezbednost država i celog regiona.

## RAZVOJ POLITIKE POVERILAČKOG FONDA

Kao što smo već rekli, politika Poverilačkog fonda je ustanovljena 2000. godine sa ciljem da pomogne partnerskim zemljama u bezbednom uništenju protivpešadijskih mina. Na ovaj način, NATO je uspostavio praktičan mehanizam koji može da pomogne partnerima da ispune svoje obaveze iz Otavske konvencije o zabrani upotrebe, skladištenja zaliha, proizvodnje i prenosa protiv-pešadijskih mina kao i procesu njihovog uništenja.

Početni uspeh politike Poverilačkog fonda u bezbednom uništenju protivpešadijskih mina vodio je ka proširenju ove politike na podršku bezbednom uništenju lakog i malokalibarskog naoružanja. Na ovaj način, Poverilački fond pruža praktičnu podršku implementaciji Aktionog programa UN o prevenciji,

Member countries of NATO and Partnership for Peace act together providing practical support to demilitarization and reform of defence sector by engaging experts and investing resources through numerous separate Trust Funds created within PfP.

Most of those projects are directed towards safe destruction of large surplus stock of weapons and ammunitions (mostly from the time of the Cold war) as well as land mines, while some others, like the NATO/PfP Project for Assistance to Discharged Personnel in the Republic of Serbia, support processes of defence system reform.

Established in the year 2000, the Trust Fund policy became an integral part of Partnership for Peace and Mediterranean Dialogue, practical security cooperation programme. Trust Fund projects are financed through contributions of NATO's ally and partner countries.

A large number of Trust Fund projects were implemented in close cooperation with International as well as non government organizations. Trust Fund policy proved itself very helpful in processes of defence system reform and fighting terrorism, supporting Alliance's effort to enhance security and stability in Euro-Atlantic area. Trust Fund activities contribute to the decrease in the levels of security threats within countries as well as a whole region.

## DEVELOPMENT OF TRUST FUND POLICY

As it is already stated, Trust Fund policy was established in the year 2000 in order to help partner countries to safely destroy anti-personnel mines. With that policy, NATO also established a practical mechanism which can help partners fulfil their obligations from the Ottawa Convention on the Prohibition of the Use, Stockpiling, Production and Transfer of Anti-Personnel Mines and process of their destruction.

The initial success of the Trust Fund policy in implementing safe destruction of anti-personnel mines led to the enlargement of its initial scope to include the safe destruction of light and small arms weapons. Accordingly, Trust Fund started to give practical support to the implementation of the UN Action programme of prevention, fight and suspension of illegal light and

borbi i zaustavljanju nelegalne trgovine lakin i malokalibarskim naoružanjem.

Poslednjih deset godina, opseg projekata Poverilačkog fonda je naknadno proširen, kako bi bila pružena podrška za šire inicijative reforme sistema odbrane. Između ostalih intervencija, partnerske zemlje su dobine pomoći u prevazilaženju negativnih posledica reforme sistema odbrane kroz prekvalifikaciju viška vojnog osoblja i pokretanjem inicijativa u cilju jačanja integriteta sistema odbrane.

Vremenom, politika Poverilačkog fonda je proširena i po geografskom principu.

Na svom početku, politika Poverilačkog fonda je bila fokusirana na obezbeđivanje pomoći po zahtevu bilo koje zemlje člana NATO Evro-atlantskog partnerstva koja učestvuje u programu Partnerstvo za mir. Od tada, mehanizmi Poverilačkog fonda su prošireni da bi podržali projekte u zemljama koje učestvuju u drugim inicijativama bezbednosne saradnje NATO-a, kao što su Mediteranski dijalog i Istanbulska inicijativa za saradnju. U skorije vreme, dogovoren je da projekti Poverilačkog fonda mogu biti realizovani u zemljama u kojima NATO predvodi vojne operacije čime se krči put početku realizacije datih projekata u Avganistanu.

## NAČIN USPOSTAVLJANJA PROJEKATA POVERILAČKOG FONDA

Projekti poverilačkog fonda mogu biti pokrenuti od strane zemalja NATO saveznika kao i zemalja partnera. Svi projekti su vođeni na dobrovoljnoj osnovi od strane jedne ili više „vodećih država“ koje mogu biti saveznici ili zemlje članice Partnerstva za mir. Vodeća država je odgovorna za sakupljanje političke i finansijske podrške za dati projekat kao i za izbor odgovarajućeg izvršnog agenta koji će vršiti nadzor nad razvojem i implementacijom projekta.

Neformalne diskusije sa međunarodnim osobljem NATO-a, pomažu pri utvrđivanju cilja/ciljeva projekta Poverilačkog fonda. Pod ovim se mogu podrazumevati tehnički saveti od strane NATO agencije za održavanje i snabdevanje (NAMSA). Bitno je istaći da i druge međunarodne organizacije bivaju konsultovane kako bi se omogućila podrška za dati projekat, a i kako bi se proverilo da slučajno ne postoji neki konflikt u izvršavanju zadataka među organizacijama, kao i da ne bi došlo do dupliranja poslova.

small arms weapons trade.

Over the past ten years, the scope of Trust Fund project was further enlarged in order to support more initiatives in the area of defence system reform. Among the other interventions partner countries are assisted to overcome the negative consequences of defence system reforms through the re-qualification of discharged defence personnel as well as the initiatives aimed at strengthening the defence system integrity.

Over the years, the Trust Fund policy has also been extended from a geographical point of view. At its beginning, the Trust Fund policy was focused on providing help upon request of any member country of NATO Euro-Atlantic partnership which participates in Partnership for Peace Programme. Later on, Trust Fund mechanisms have been widened up in order to support projects in countries that participate in other initiatives of NATO security cooperation like the Mediterranean dialogue and Istanbul Initiative for Cooperation. More recently it was also agreed that Trust Fund projects can be implemented in countries where NATO leads military operations clearing the way to the beginning of projects in Afghanistan.

## WAY OF ESTABLISHING TRUST FUND PROJECTS

Trust Fund projects can be initiated by NATO's allies and partner countries. All projects are managed on voluntary basis by one or more "leading nations", which can be an ally or member of the Partnership for Peace. The leading nation is responsible for gathering political and financial help for given project as well as for choosing an appropriate executive agent that will monitor development and implementation of a project.

Informal discussions with international NATO personnel help determine objective/goals of the Trust Fund project. This implies technical advice from NATO Maintenance and Supply Agency (NAMSA). It is important to emphasize that other international organizations are also consulted in order to provide support for given project and check if there is any conflict among organizations in execution of tasks and to avoid duplicating tasks.

The project proposal contains a detailed plan of realization of the project, tasks that are to be done, realization costs and timetable for the different stages of implementation. When an agreement over a project proposal is reached between the "leading nation" and interested partner country, the project is pre-

# PARTNERSHIP FOR PEACE TRUST FUNDS AS A SUPPORT TO DEFENCE SYSTEM REFORM

Predlog projekta u sebi sadrži do detalja razrađen plan realizacije projekta, zadatke koje treba realizovati, troškove realizacije kao i vremenski raspored faza u implementaciji. Kada se postigne dogovor oko predloga projekta između „vodeće države“ i zainteresovane zemlje partnera, projekat se prezentuje Političko-vojno-upravljačkom komitetu. Ovo telo služi kao formalni forum za diskusiju o projektu kao i sredstvo za privlačenje potencijalne podrške i resursa.

## ULOGA NAMSA-**E**

NATO Agencija za održavanje i snabdevanje (eng. NATO Maintenance and Supply Agency-NAMSA), bazirana u Luksemburgu, je primarna NATO agencija koja se bavi logističkom podrškom u ovim pitanjima. Takođe, NAMSA igra i odlučujuću ulogu u razvoju i implementaciji projekata Poverilačkog fonda.

NAMSA nudi tehničke savete i ceo spektar različitih usluga koje tu agenciju često stavljam u poziciju izvršnog agenta „vodeće države“, posebno kod projekata demilitarizacije, kao i projekata usmerenih na poboljšanje fizičke bezbednosti i upravljanje zaliha ma naoružanja. Kao izvršni agent, NAMSA takođe prati sve operativne aspekte projekta i osigurava da posao bude realizovan korektno u okviru budžeta i po najvišim standardima bezbednosti.

## RAD SA DRUGIM ORGANIZACIJAMA

NATO aktivno sarađuje sa drugim međunarodnim organizacijama na različitim poljima. U nekim situacijama, saradnja se odnosi na finansijski doprinos pojedinim projektima. U drugim, pak, su izvršni agent, jer imaju posebnu ekspertizu i mogu da pruže tehničko savetovanje ili su dobro pozicionirane za realizaciju određenog posla u zemlji u kojoj se nalaze.

Ovaj način rada osigurava koherentnost i efikasnost, pomaže u postizanju ekonomičnosti kao i izbegavanju dupliranja posla. U kontekstu Poverilačkog fonda, NATO razvija blisku saradnju sa: Međunarodnom organizacijom za migracije (IOM) koja ima više od 15 godina iskustva u oblasti zbrinjavanja i reintegracije bivših pripadnika vojnih snaga u brojnim zemljama širom sveta; Programom UN za razvoj (UNDP); Evropskom komisijom (EK) i Organizacijom za evropsku bezbednost i saradnju (OSCE).

Međunarodna organizacija za migracije je preuzeala na sebe odgovornost za realizaciju projekta pomažući u prekvalifikaciji viška vojnog kadra u Srbiji.

## PRAKTIČNI PROJEKTI SA KONKRETNIM REZULTATIMA

Zbrinjavanje viška vojnog kadra pomaže ovim ljudima, sa ekonomski i društvene tačke gledišta, u procesu reintegracije i pronalaženja novog načina da izdržavaju sebe i svoje porodice. Ovo smanjuje bezbednosne rizike vezane za otpuštanje vojnog kadra koji bez odgovarajuće pomoći u procesu reintegracije u civilni život mogu postati ozbiljna pretnja zemlji i celom regionu.

sented to the political, military and governing committee. This committee is a formal forum for discussion about the project and about means for attracting potential support and resources.

## NAMSA'S ROLE

NATO Maintenance and Supply Agency (NAMSA), located in Luxembourg, is a primary NATO agency for logistic support also having a decisive role in development and implementation of Trust Funds.

NAMSA offers technical advice and a whole range of different services that very often position that agency as the executive agent of a “leading nation”, especially in relation to projects of demilitarization and those directed to improve physical security and weapons stock management. As an executive agent, NAMSA also monitor all operative aspects of the projects, ensuring that activities are correctly implemented within the budget limits and according to the highest security standards.

## WORKING WITH OTHER ORGANIZATIONS

NATO cooperates actively with other organizations in different fields of activity. In some contexts, the cooperation is linked to financial contributions to the budget of the projects; in other instances they are executive agents due to their specific field of expertise or provide technical advice or perform certain project related tasks due to their presence in that specific country.

This way of operating ensures coherency and efficiency, helps reaching cost-effectiveness as well as avoiding duplicating/overlapping of interventions. Within Trust Fund context, NATO is in particular developing a close cooperation with the International Organization for Migration (IOM) which has more than 15 years of experience in the field of resettlement and reintegration of former defence personnel in numerous countries around the world, UN development programme (UNDP), European Committee (EC) and the Organization for Security and Co-operation in Europe (OSCE).

The International Organization for Migration took the responsibility for the implementation of the project assisting in the resettlement of discharged defence personnel in Serbia.

## PRACTICAL PROJECTS WITH CONCRETE RESULTS

Resettlement of discharged defence personnel assist people in the process of reintegration into civilian life and find new ways to sustain themselves and their families from both an economic and social point of view. It decreases the security risks related to discharging of large number of people with military background that, without a proper assistance to reintegration into civilian life, could become a serious threat for a country or an entire region.

Uništavanje zaliha zastarelog oružja, municije i opasnih hemikalija, otklanja rizik koji ovi opasni materijali predstavljaju za lokalno stanovništvo u uslovima kontaminacije životne okoline, nesrećnog slučaja kao i zloupotrebe od strane terorista ili drugog ne-vojnog osoblja. Većina projekata Poverilačkog fonda obezbeđuje posao za građane zemlje u kojoj se projekat realizuje, te doprinosi izgradnji kapaciteta lokalnih partnera.

Iako važnost svakog projekata Poverilačkog fonda treba ispitati prema tome kada i u kom kontekstu je realizovan, pojedini se ističu po nekim elementima.

Prvi projekat je pokrenut u Albaniji 2000. godine sa ciljem da podrži uništenje zaliha zastarelog naoružanja i protiv-pešadijskih mina prema obavezama koje je ova zemlja preuzela konvencijom iz Otave. Najveći projekat demilitarizacije ikada započet u svetu je bio sproveden u Ukrajini 2005. godine. Ovaj dvanaestogodišnji projekat je stvoren sa ciljem uništenja lakog i malokalibarskog naoružanja, municije kao i portabl sistema za protiv-vazdušnu odbranu. U maju 2007. godine je završetak projekta uništenja nagaznih mina u Srbiji i Crnoj Gori označio i kraj problema postojanja zaliha nagaznih mina na Balkanu. Projekat započet u Srbiji 2006. godine sa ciljem da pomogne višku vojnog kadra, bio je najveći projekat Poverilačkog fonda koji se bavio kadrovskim pitanjima, a ujedno i prvi koji je imao posebnu komponentu izgradnje kapaciteta Ministarstva odbrane. Projekat lociranja i uništavanja ne-eksplodiranih ubojitih sredstava koji je lansiran u Jordanu krajem 2007. godine, bio je prvi te vrste u zemlji članici Mediteranskog dijaloga, dok je projekat pokrenut u Avganistanu u maju 2008. godine u cilju pomoći zemlji u upravljanju zalihama municije, bio prvi projekat NATO Poverilačkog fonda u zemlji koja nije formalno partner NATO-a.

## NAJBITNIJE STATISTIKE POVERILAČKIH FONDOVA

U periodu od 2000. godine do danas, oko 40 miliona evra je potrošeno na realizaciju projekata Poverilačkog fonda kojima je omogućeno uništenje: 105 miliona komada municije za lako naoružanje, više od 4 miliona nagaznih mina, 530 protiv-vazdušnih projektila, 1000 portabl protiv-vazdušnih sistema, 2 miliona ručnih granata, 270 000 komada neeksplođiranih, ubojitih sredstava različitih tipova, 1.500 tona hemikalija uključujući raketno gorivo, oko 160 000 komada lakog i malokalibarskog naoružanja i 8700 tona municije. Za kraj, bitno je naglasiti da je u periodu od 2005 - 2008. godine, oko 5.000 pripadnika vojske dobilo pomoći prilikom prekvalifikacije i pronalaženja novog zaposlenja kroz projekte NATO Poverilačkog fonda usmerenih na reformu sistema odbrane.

Iako su projekti NATO/PzM Poverilačkog fonda koji se bave kadrovskim pitanjima započeti nedavno, uz njihovu pomoći je u poslednje četiri godine skoro 9.000 bivših pripadnika vojnih snaga na celom Balkanu i više od 5.000 samo u Srbiji, podržano u reintegraciji u civilni život.

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Destruction of stock piles of obsolete weapons, ammunition and dangerous chemicals eliminates the risks those dangerous materials represent for local population in relation to environment contamination, accidents as well as misuse by terrorists or other non military people. Most of Trust Fund projects also provide jobs for citizens of the country where the project is realized as well as contribute to build the capacities of the involved local counterparts.

Although the importance of each Trust Fund project has to be examined at the time when and in the context where it is implemented, some contain some elements that make them more prominent than others. The first project was initiated in Albania in the year 2000 to support the destruction of stocks of obsolete weapons and anti-personnel mines according to the Country's obligations from the Ottawa convention. The largest demilitarization project ever started in the world was approved in Ukraine in 2005; that twelve year intervention was designed to destroy light and small arms weapons, ammunition and portable anti-aircraft systems. In May 2007, the completion of the project for the disposal of land mines in Serbia and Montenegro marked the end of the land mine stock piles problems in the Balkan region. The project started in Serbia in 2006 to assist redundant defence personnel was the largest Trust Fund dealing with personnel issues as well as the first one to include a specific component for the capacity building of the Ministry of Defence. The project for locating and destroying unexploded killing funds initiated in Jordan in late 2007, was the first project of that kind in a country member of the Mediterranean dialogue while the project initiated in Afghanistan, in May 2008, in order to help it manage its ammunition stock, was the first NATO Trust Fund project in a country which is not NATO member.

## THE MOST IMPORTANT STATISTICS OF TRUST FUND

Since the year 2000, about 40 million EUR has been spent realizing Trust Fund projects. This enabled destruction of: 105 million pieces of ammunition for light weapons, more than 4 million land mines, 530 anti-aircraft missiles, 1,000 portable anti-aircraft systems, 2 million grenades, 270,000 pieces of killing fund of various types, 1,500 tons of chemicals including rocket fuel, around 160,000 pieces of light and small arms weapons and 8,700 tons of ammunition. In the end, it is important to emphasize that in the period of 2005-2008, around 5,000 members of the army received help while re-qualifying and finding new jobs through NATO Trust Fund projects directed towards defence system reform.

Although the NATO/PzF Trust Fund projects dealing with personnel issues have only recently started, in the past four years, through their assistance, almost 9,000 former defence personnel in the entire Balkan region and more than 5,000 in Serbia alone have been supported in their reintegration into civilian life.

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# PROJEKAT NATO/PzM POVERILAČKOG FONDA ZA SRBIJU

## OSNOVNO O PROJEKTU

Ministarstvo odbrane Republike Srbije i Međunarodna organizacija za migracije (IOM), već više od tri i po godine uspešno rade na sprovođenju Projekta NATO Poverilačkog fonda za pomoć višku vojnog kadra u Republici Srbiji, u okviru reforme sistema odbrane u Srbiji (NTF Projekat).

NTF projekat je kreiran na period od pet godina, kao paralela i dopuna procesu reforme sistema odbrane u Srbiji. Realizacija projekta je započeta u junu 2006.godine, a u toku je realizacija četvrte godine.

## ŠTA PREDSTAVLJA OVAJ PROJEKAT?

Projekat NATO Poverilačkog fonda obezbeđuje tehničku i finansijsku podršku već postojećem nacionalnom programu Ministarstva odbrane „PRISMA“ (Program podrške u promeni karijere profesionalnih pripadnika Vojske Srbije) i doprinosi daljem jačanju njegovih aktivnosti. Vodeća država je Norveška, dok je Međunarodna organizacija za migracije (IOM) agencija koja realizuje projekat.

IOM ima više od 15 godina iskustva u oblasti zbrinjavanja i reintegracije bivših pripadnika vojnih snaga, i to u brojnim zemljama širom sveta. Da bi odgovorio tom izazovu, IOM je razvio posebnu ekspertizu i metodologiju reintegracije prilagođenu jedinstvenoj situaciji u dатој земљи. На тај начин, у циљу постизања dugoročне самoodрживости, стабилности и сигурности, IOM повезује своје активности са стратегијом и политиком земље домаћина. Partnerstvo са земљом домаћином takođe jača постојеће капаците самoodрживости у будућности.

Postojeći PRISMA program je sredstvo koje je razvilo Ministarstvo odbrane da bi помогло у збрinjavanju svih категорија vojnog kadra, koji ће tokom procesa reforme bezbednosti i profesionalizacije vojske nužno ostati безdaljeg radnog angažmana u Vojsci Republike Srbije.

Osnovni cilj IOM-NTF projekta je pružanje podrške Ministarstvu odbrane u aktivnostima које se odnose на збрinjavanje višku vojnog kadra tokom procesa reforme sistema odbrane.

## PROJECT BASICS

The Ministry of Defence of the Republic of Serbia and the International Organization for Migration (IOM) have been successfully implementing the NATO Trust Fund Project for Assistance to Discharged Defence Personnel in the Republic of Serbia within defence sector reforms in Serbia (NTF Project) for more than three and a half years.

The NTF Project was created for the period of five years to parallel and complement the defence reform process in Serbia. The project implementation started in July 2006. The fourth year is ongoing.

## WHAT DOES THIS PROJECT REPRESENT?

NATO Trust Fund Project provides technical and financial support to already existing national Programme of the Ministry of Defence (MoD), „PRISMA“ (Programme for Resettlement in the Serbian Ministry of Defence and Armed Forces) and contributes to further strengthening the implementation of its tasks. Leading nation is Norway and the executing agency is the International Organization for Migration.

IOM has more than 15 years of experience in resettlement and reintegration of former defence personnel in several countries around the world. To deal with the challenge of the reintegration of former defence personnel IOM has developed specific expertise as well as a specific reintegration methodology that is adapted to the specific situation of each country. Accordingly, in order to achieve long term of self sustainability, stability and safety, IOM connects its activities to the strategies and policies of the host country. Partnership with host country also helps strengthening existing capacities for future self-sustainability.

The existing PRISMA Programme is a tool developed by the Ministry of Defence to assist the resettlement of all categories of defence personnel who are to be discharged by Serbian Ministry of Defence due to the security reform process as well as to the regular contractual processes related to the professionalization of the Army.

The basic objective of IOM-NTF Project is to provide support to the MoD, in performing activities related to the resettlement of defence personnel during exceptional pe-



POSETA DONATORA / DONORS VISIT

Glavni strateški cilj IOM-NTF projekta je podrška bivšim pripadnicima vojnog kadra u procesu njihove reintegracije u civilni život, jačanje kapaciteta Ministarstva odbrane za realizaciju sličnih aktivnosti u budućnosti i podrška reformi sistema odbrane u Srbiji.

Dakle, osnovna ciljna grupa IOM-NTF projekta su bivši pripadnici vojnog kadra kojima je po potrebi službe prestao radni odnos u Ministarstvu odbrane, odnosno u Vojsci, članovi njihovih porodica, kao i zaposleni u programu PRISMA. Gledano kroz brojeve, cilj projekta je da pomogne do 5.100, od ukupno oko 10.000 bivših pripadnika vojnih snaga koji će ostati bez posla do kraja reforme sistema odbrane (tokom pet godina trajanja projekta).

Kako je navedeno, projekat NTF upotpunjuje program PRISMA obuhvatajući vrlo složene aktivnosti i programe usmjerene pre svega na rešavanje kompleksnih socijalno-ekonomskih problema onih lica koja se otpuštaju iz vojske, omogućavajući njihovu socijalnu rehabilitaciju i reintegraciju u civilni život.

riod of the defence reform process.

Main strategic goals of IOM-NTF Project are to support former defence personnel in the process of their reintegration into civil life, strengthening the capacities of the Ministry of Defence for realization of similar activities in the future and support enforcing of defence system reforms in Serbia.

Therefore, the basic target groups of IOM-NTF Project are former defence personnel whose posts were terminated according to the defence reform and their family members as well as the staff of the PRISMA programme. In terms of numbers, the goal of the project is to assist up to 5,100 former defence personnel out of the over 10,000 staff that will be discharged until the end of the defence reform (five years of project duration).

As mentioned, the NTF Project complements the PRISMA programme including very elaborate activities and programmes directed primarily to solving the complex so-

# NATO/PFP TRUST FUND PROJECT FOR SERBIA



INDIVIDUALNO SAVETOVANJE , NTF REGIONALNA KANCELARIJA U KRALJEVU  
ONE-ON-ONE COUNSELING, NTF REGIONAL OFFICE IN KRALJEVO.

Podrška projektu se pruža kroz kancelarije NTF/PRI-SMA otvorene u regionalnim centrima programa PRISMA u Beogradu, Nišu, Novom Sadu i Kraljevu, prema pristupu "IOM-ICRS" (pružanje informacija, savetovanje, uspostavljanje sistema upućivanja) i isplata bespovratne finansijske pomoći i beskamatnih mikro-kredita iz fonda za reintegraciju.

## CILJNA GRUPA I KRITERIJUMI ZA DOBIJANJE POMOĆI

Projekat NATO/PzM Poverilačkog fonda za Srbiju predviđa i jasno definisane kriterijume za dobijanje finansijske pomoći. U principu, ciljnu grupu NTF projekta čine bivši pripadnici vojnog kadra, članovi njihovih porodica i izdržavani članovi domaćinstva, označeni kao „ugrožena grupa“ od strane Ministarstva odbrane. Tokom prve tri godine, Ministarstvo odbrane je identifikovalo skoro 10.000 bivših pripadnika vojnih snaga kao potencijalnih korisnika projekta. Ciljna grupa uključuje oficire, podo-ficire, druge bivše pripadnike vojnih snaga (civilni) i bivše profesionalne vojнике (bivši vojnici po ugovoru) kojima je prestao radni odnos posle 1. januara 2005. godine.

Svi potencijalni korisnici imaju pravo na savetovanje i finansijsku pomoć u obliku bespovratne finansijske pomoći ili beskamatnih kredita. Bespovratna finansijska pomoć namenjena je stvaranju mogućnosti za samozapošljavanje tj. započinjanje sopstvene poslovne delatnosti, dok

cial-economic problems of those who are discharged and facilitate their social rehabilitation and reintegration into civilian life.

The support of the project is provided through NTF/PRISMA offices set up in regional PRISMA Programme centres in Belgrade, Nis, Novi Sad and Kraljevo, according to the "IOM-ICRS" approach (provision of Information, Counselling, set up of a Referral System) and disbursement of a reintegration fund through grants and interest-free micro loans.

## TARGET GROUP AND CRITERIA FOR RECEIVING ASSISTANCE

The NATO/PfP Trust Fund Serbia Project stipulates clearly defined criteria for receiving assistance. In general, NTF Project's target group are former defence personnel, their family members as well as provided members selected as „especially vulnerable group“ by the Ministry of Defence. In the first three years of activities, the Ministry of Defence identified almost 10,000 former defence members as potential beneficiaries. Among that target group officers, non-commissioned officers, other former members of the army (civilians) and former professional soldiers (former contract soldiers) dismissed after January 1, 2005, are included.

All potential beneficiaries are entitled to receive counselling and financial help in the form of grants or interest free loans. Grants are intended for enhancing the individual

su beskamatni krediti namenjeni onima koji nameravaju da prošire postojeće delatnosti. Korisnici projekta takođe imaju mogućnost da se prijave za finansijsku pomoć u formi subvencionisanog zapošljavanja ili treninga, odnosno programa prekvalifikacije.

## DONATORI PROJEKTA

Projekt finanisira 18 zemalja udruženih kroz Poverilački fond Programa NATO/PzM: Norveška kao vodeća zemlja, Italija, Danska, Holandija, Španija, Austrija, Velika Britanija, Češka, Luksemburg, Slovačka, Slovenija Finska, Island, Poljska, Bugarska i Mađarska, Irska i Švajcarska kao eksterni donator.

Petogodišnji budžet je oko 9,5 miliona evra. Iznos primljenih donacija je bio oko 8,6 miliona evra, a već tokom prve tri i po godine je potrošeno oko 6,7 miliona evra.

## PROMOTIVNE AKTIVNOSTI IOM-NTF

U cilju što uspešnijeg sprovođenja projekta, IOM i MoD-PRISMA preduzimaju brojne aktivnosti kako bi što uspešnije predstavili ovaj projekat svim potencijalnim korisnicima, partnerima na projektu, donatorima, predstavnicima lokalnih samouprava, ali i široj javnosti u Srbiji.

Cilj ovih aktivnosti je da obezbedi pristup pomoći kao i dalje jačanje saradnje između svih zainteresovanih strana, kako bi se povećale mogućnosti bivšim pripadnicima vojnog kadra u procesu njihove reintegracije u civilni život.

Uz redovne kontakte sa medijima radi pripremanja članaka ili TV/radio emisija i redovnih informativnih materijala (bilteni, pregled aktivnosti projekta na mesečnom nivou, itd), organizovane su i prezentacije, radionice i različiti promotivni događaji. Ti događaji često uključuju i korisnike koji imaju novi posao i/ili su započeli novi život kao primer konkretnе pomoći i pozitivnog uticaja projekta.

Do sada je IOM-NTF organizovao skoro 200 prezentacija na terenu, u svim većim gradovima u Srbiji gde su, posred temeljnog upoznavanja sa samim projektom, projektnim pravilima i kriterijumima, svi prisutni potencijalni korisnici takođe imali mogućnost da se odmah registruju za korišćenje NTF projekta.

## REZULTATI PROJEKTA/PERSPEKTIVE DALJEG RAZVOJA

Što se tiče komponente direktnе pomoći, do kraja marta 2010. godine, IOM je registrovao i obezedio individualno savetovanje za preko 5.410 potencijalnih korisnika projekta, dok je 3.702 njih uz pomoć IOM-NTF savetnika za korisnike pripremilo i razradilo svoju poslovnu ideju i podnelo zahtev za pomoć. Zahtevi za pomoć su odobreni

opportunities for self employment, i.e. setting up new businesses; loans are meant for those that would like to expand an existing business. Programme beneficiaries have also the possibility to apply for financial support to employment through job placement/salary support and training programmes and access to re-training opportunities.

## PROJECT DONORS

The project is financed by 18 countries associated in the NATO/PfP Trust Fund Project: Norway as a leading country, Italy, Denmark, the Netherlands, Spain, Austria, the Great Britain, Czech Republic, Luxembourg, Slovakia, Slovenia, Finland, Iceland, Poland, Bulgaria, Hungary, Ireland, as well as Switzerland as external donor.

The budget for the five years is around 9.5 million EUR; donations have been received for an amount of approximately 8.6 million EUR and during the first three and a half years, approximately 6.7 million EUR have already been spent.

## VISIBILITY OF THE IOM-NTF

In order to successfully implement the Project, IOM and MoD-PRISMA undertake a wide range of activities aimed to raise the awareness about the project among all potential beneficiaries, project partners, donors, representatives of local governments and the wider public in Serbia.

These activities' goals are to facilitate the access to the available assistance as well as to further strengthening the cooperation among interested parties in order to increase the opportunities of former defence personnel to reintegrate into civilian life.

In addition to regular contacts with media for the preparation of articles or TV/radio shows and the production of regular information materials (newsletter, fact-sheet etc.), workshops, presentations and other promotional events are also organised. Those events very often include project beneficiaries who have new jobs and/or started a new life, as example of the concrete help and positive influence of the Project.

So far, the IOM-NTF project organized almost 200 field presentations covering almost all the main cities in Serbia. Beside thorough introduction to the Project itself, its rules and criteria all present potential users had an opportunity to be immediately registered for using NTF Project.

## PROJECT RESULTS/FURTHER DEVELOPMENT PERSPECTIVE

As concerns the direct assistance component, by the end of March, 2010, IOM registered and provided individual counselling for over 5,410 potential project users, while 3,702 of them prepared and elaborated their business ideas

za 3.647 bivših vojnih lica. Velika većina korisnika (2.834, tj. 77.7%) je bila zainteresovana za otpočinjanje sopstvenog posla, 409 (11,2%) korisnika za subvencionisano za-pošljavanje, 394 (10,8%) korisnika za finansiranje obuke/specijalističkih kurseva i 10 (0,3%) korisnika za proširenje postojećeg posla.

U okviru komponente izgradnje kapaciteta, sprovedeno je ukupno osam obuka, koje imaju za cilj jačanje kapaciteta zaposlenih u programu PRISMA Ministarstva odbrane, kako bi se omogućilo da samostalno realizuju slične aktivnosti na polju zbrinjavanja viška vojnog kadra u budućnosti.

Takođe, u okviru komponente izgradnje kapaciteta, zaposleni u Ministarstvu odbrane koji su direktno angažovani na poslovima pomoći bivšim pripadnicima vojnih snaga u reintegraciji u civilni život, imali su mogućnost da pohađaju specifične programe obuke iz oblasti finansijsa, savetovanja i pružanja administrativnih usluga.

O ostvarenim rezultatima ovog projekta, o novim planovima i aktivnostima vezanim za buduću implementaciju istog razgovaralo se i na poslednjem sastanku Upravnog odbora projekta Poverilačkog fonda NATO/PzM u martu 2010. godine.

Budući da projekat ima veliki uticaj na lokalnu ekonomiju, takođe se razgovaralo o daljem nastavku i unapredenu saradnju između Ministarstva odbrane, NTF

and supported by the IOM-NTF, Advisors applied for assistance. Assistance was granted to 3,647 ex defence personnel. The vast majority of them (2,834, i.e. 77.7%) were interested in business creation, 409 (11.2%) in subsidized employment, 394 (10.8%) for a financing course assistance and 10 (0.3%) for a business extension.

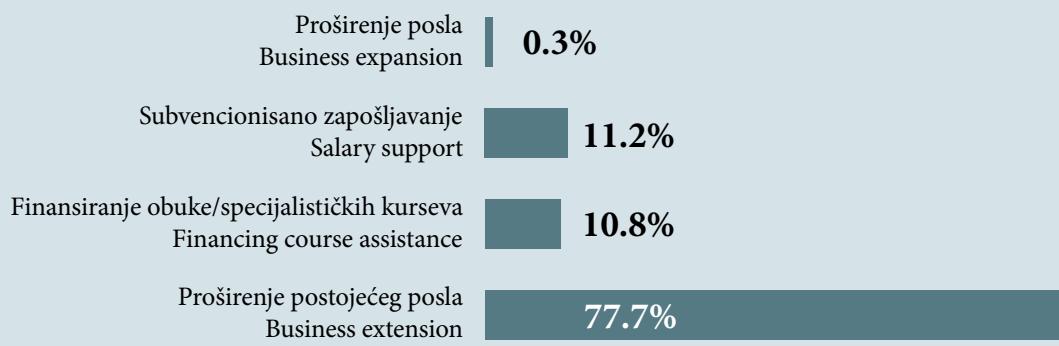
Within the capacity building component, eight trainings aimed at strengthening the capacity of PRISMA employees of the Ministry of Defence to allow them to independently perform similar resettlement activities in the future were organised.

Also through the capacity building component, employees of the Ministry of Defence engaged in helping discharged defence personnel to reintegrate into civil life, were given the opportunity to attend specified training programmes in finance, counselling and provision of other administrative services.

The results achieved by this project and new plans and activities regarding its future implementation were discussed at the last NATO/PfP Trust Fund Steering Committee meeting in March 2010.

Considering the important impact the project has on the local economy, further continuance and enhancing of cooperation among the Ministry of Defence, NTF Project (IOM) and other relevant institutions in Serbia were part of that discussion. Future initiatives will also strengthen

#### ODOBRENI PROJEKTI – VRSTA POMOĆI KOJA JE DIREKTNO ODOBRENA KORISNICIMA PROJEKTA APPROVED PROJECTS - TYPE OF ASSISTANCE DIRECTLY PROVIDED TO PROJECT BENEFICIARIES



projekta (IOM) i drugih relevantnih institucija u Srbiji. Buduće inicijative će takođe jačati uticaj NTF projekta u kreiranju mehanizama za razvoj zajedničkih aktivnosti između različitih ministarstava u oblasti podrške novim mikro preduzećima.

Na međunarodnom nivou, NTF je postao model koji bi se mogao koristiti i u drugim zemljama. Smanjenje broja zaposlenih i njihova reintegracija u civilni život nisu samo u vezi sa reformom sektora odbrane, već takođe predstavljaju i integralni deo šireg procesa demokratizacije i stoga su direktno u vezi sa stabilnošću u regionu,

the impact of the NTF in setting up mechanisms for developing common activities among different ministries in support to new micro enterprises.

At the international level, the NTF has become a model which could be used in other countries. Reducing the number of employees and their reintegration into civilian life are not only connected to a process of security sector reform but also an integral part of a wider process of democratization and therefore are directly connected to stability in the region, security in society and economic development.



SASTANAK UPRAVNOG ODBORA NTF PROJEKTA / NTF STEERING COMMITTEE MEETING

bezbednosti u društvu i ekonomskim razvojem.

Projekat kao NTF je značajan kako sa aspekta opšte bezbednosti tako i sa aspekta socijalno-ekonomskog rasta, naročito u svetu aktuelne svetske ekonomske krize.

Skorašnje analize koje je sproveo IOM pokazuju da je Projekat generisao investicije od preko 11 miliona evra uz direktno učešće od oko 3,5 miliona evra. Kroz sredstva investirana od strane različitih donatora u ovaj projekat, u budžet Srbije se slilo, kroz poreze i doprinose, oko 6,4 miliona evra. Na svaki evro investiran u Projekat, u budžet Srbije se slilo oko 1,83 evra.

NTF projekat je takođe uspeo da kreira oko 5.000 novih radnih mesta kroz otvaranje novih firmi i kroz subvencionisano zapošljavanje. Takođe, nakon dobijanja NTF pomoći, prosečan mesečni prihod domaćinstva je povećan za oko 32% (rast sa 461 na 610 evra).

NTF projekat predstavlja veliku podršku reformi sistema odbrane u Srbiji, koju pruža 18 evropskih zemalja kroz Projekat Poverilačkog fonda Programa NATO/PzM, čineći jednu od najznačajnijih aktivnosti na polju pomoći višku vojnog kadra koji je ikada započet od strane Programa Partnerstvo za mir.

Imajući u vidu izuzetne rezultate koji su ostvareni tokom dosadašnje realizacije projekta, veliki broj zemalja donatora izrazio je spremnost da uz obezbeđenje dodatnih sredstava postojećem fondu podrži nastavak projekta i tokom pete godine njegove realizacije.

*Autor: Miloš Vasiljević*

A project like the NTF is important from a point of view of general security as well as social and economic development especially in a period of world economic crisis.

The analysis recently conducted by IOM show that the Project has generated economic investments for over 11 million EUR with a direct investment of 3.5 million EUR. Through the funds invested by different donors in this project, the Serbian coffers have received approximately 6.4 million EUR through taxes and other contributions; for each euro invested in the Project, the return to the Serbian budget amounts to approximately 1.83 EUR.

The NTF Project also managed to generate approximately 5,000 new jobs through the opening of new companies and subsidized employment. After receiving help from NTF, average monthly income of a household increased for about 32% (from 461 to 610 EUR).

The NTF Project is a great support of 18 European countries to the defence system reform in Serbia through NATO/PfP Trust Fund and one of the most important activities in the field of assistance to discharged defence personnel ever initiated by the Partnership for Peace Programme.

Considering the exceptional results achieved in previous realization of the Project, numerous donor countries are ready to support continuance of the Project during its fifth year with provided additional means to the existing fund.

*Written by: Milos Vasiljevic*

# PODRŠKA AMBICIJAMA SRBIJE



**NJ. E. G-DIN HAKON BLAKENBORG,**  
AMBASADOR KRALJEVINE NORVEŠKE

- *What was the main reason for Norway to lead a project like this one?*

The main reason for engaging into this project was our commitment to establish a broad cooperation with Serbia with a particular focus on issues related to defence and security. When Serbia started the process of defence reform, we decided to support their own, and this project is just, from our point of view, a concrete support to Serbian reform initiative.

- *What is the concrete role of Norway in this project considering the NATO -Partnership for Peace (PfP) context?*

Beyond the role of leading nation in managing this Trust Fund, there is a wider role that Norway is playing in trying to advocate for Serbia's ambitions to become a partner in the Partnership for Peace system. When the Serbian authorities decided to become a partner in the PfP our policy was to support the Serbian efforts and this program fits into that context. The support to the discharged personnel offered through this project is a continuation of our cooperation in the Partnership for Peace framework.

- *What is your opinion of the results achieved by the project from both security and economic point of view?*

After almost four years of implementation, I would say the results are quite impressive especially when it comes to the economic point of view. I think we could have some lessons learned for all other countries, from the way this project or I would rather say program, has been implemented. Without going into details on how this program has been run, I would say that the outcomes in terms of cost efficiency are the most remarkable part of it; so many people have been integrated in to the civilian life and such a relevant contribution to the national economy has been made at a very, very low cost. Also, comparing it with other

- *Koji je glavni razlog da Norveška vodi projekat kao što je ovaj?*

Glavni razlog za angažovanje na ovom projektu je naše opredeljenje da uspostavimo široku saradnju sa Srbijom sa posebnim fokusom na pitanja vezana za odbranu i bezbednost. Kada je Srbija započela proces reforme sistema odbrane, odlučili smo da je podržimo i, sa naše tačke gledišta, ovaj projekat je konkretna podrška inicijativi reforme u Srbiji.

- *Koja je konkretna uloga Norveške u ovom projektu u kontekstu NATO - Partnerstvo za mir (PzM)?*

Osim uloge vodeće države u upravljanju Poverilačkim fondom, postoji i šira uloga Norveške kao pobornika ambicija Srbije da postane partner u sistemu Partnerstva za mir. Kada je vlast u Srbiji odlučila da Srbija postane partner u PzM, naša politika je bila da podržimo njene napore, a ovaj program se uklapa u taj kontekst. Podrška višku vojnog

kadra, koju ovaj projekat nudi, je nastavak naše saradnje u okviru Partnerstva za mir.

**• Šta mislite o postignutim rezultatima projekta sa bezbednosne i ekonomске tačke gledišta?**

Posle skoro četiri godine realizacije, rekao bih da su rezultati prilično impresivni posebno sa ekonomске tačke gledišta. Mislim da bismo mogli izvući neke preporuke za sve druge zemlje iz načina na koji je ovaj projekat, ili bolje



rečeno program, realizovan. Da ne idem u detalje o tome kako je ovaj program voden, rekao bih da su rezultati u smislu ekonomičnosti izvanredni. Mnogo ljudi je integrisano u civilni život i napravljen je značajan doprinos privredi uz

**Posle skoro četiri godine realizacije, rekao bih da su rezultati prilično impresivni posebno sa ekonomске tačke gledišta. Mislim da bi smo mogli izvući neke preporuke za sve druge zemlje iz načina na koji je ovaj projekat, ili bolje rečeno program, realizovan**

veoma, veoma male troškove. Takođe, poredeći sa ostalim programima u kojima smo partneri, smatram da ovaj program pokazuje niske investicije po glavi stanovnika i veoma relevantne rezultate, kako za pojedince tako i za privredu.

programs where we are partners, I think this one shows a low investment per capita and a very relevant output for the individuals as well as the national economy.

**• Could you tell us, which result do you consider more important?**

I can not give a precise evaluation when it comes to the quality of defence reform, but hopefully this project has contributed to establish a more cost effective defence system in accordance to Serbian reform plans. The evaluation of success of the entire reform compete to the Serbian authorities; for the part we were engaged in, corresponding to the issue of discharged personnel, looking at result numbers and figures we can conclude that the program is a success story.

From our point of view, the important aspect of this program is to support the reform ambitions of Serbia and

**After almost four years of implementation, I would say the results are quite impressive especially when it comes to the economic point of view.**

**I think we could have some lessons learned for all other countries, from the way this project or I would rather say program, has been implemented**

try to make the reform having a positive effect as this kind of transformation can easily have negative consequences. Reducing the number of personnel would in most countries cause tensions and problems but hopefully, through this program we have managed to reduce such negative impact at the local level as well as when it comes to individuals. It might be too ambitious to say that it prevented social tensions, but at least some political and social problems could be avoided thanks to this program.

I say this because I think that all countries going through this kind of processes have to face these types of negative social, economical and even political problems. General pro-

**H.E. MR. HAAKON BLAKENBORG,  
AMBASSADOR OF THE KINGDOM OF NORWAY**

# SUPPORT TO SERBIA'S AMBITIONS

• **Po Vašem mišljenju, koji rezultat je važniji?**

Ne mogu da dam tačnu procenu kada je u pitanju kvalitet reforme odbrane, ali se nadam da je ovaj projekat doprineo uspostavljanju ekonomičnjeg sistema odbrane u skladu sa planovima Srbije o reformi. Evaluacija uspeha kompletne reforme konkuriše Vladi Srbije, jer po delu u kom smo bili angažovani, a koji odgovara pitanju viška vojnog kadra, i po ciframa iz rezultata, možemo da zaključimo da je ovaj program uspešan.

Sa naše tačke gledišta, važan aspekt ovog programa je da podrži ambicije Srbije u reformi i pokuša da dobije pozitivan efekat jer ovakva vrsta transformacije može da ima negativne posledice. Smanjenje broja zaposlenih bi u mnogim zemljama izazvalo tenzije i probleme, ali se nadam da smo kroz ovaj program uspeli da smanjimo negativan uticaj na lokalni nivo kao i na pojedince. Moglo bi zvučati previše ambiciozno kada se kaže da je ovaj program sprečio društvene tenzije, ali se, zahvaljući njemu, mogu izbeći bar neki politički i društveni problemi.

Kažem ovo, jer mislim da se sve zemlje koje prolaze kroz ovu vrstu procesa moraju suočiti sa negativnim društvenim, ekonomskim i političkim problemima. Opšti programi za reformu odbrane imaju uticaj na lokalni/individualni nivo, a ponekad nas ti problemi na lokalnom/individualnom nivou sprečavaju da postignemo ciljeve glavne reforme. Nadam se da je ovaj projekat doprineo lakšoj realizaciji reforme na tom nivou pojačavajući rezultate opšteg programa reforme.

• **Kako ocenjujete saradnju među partnerima koji učestvuju u projektu (Ministarstvo odbrane, IOM i druge zemlje donatori)?**

Pošto nisam direktno uključen u realizaciju, nisam najbolja osoba za odgovor na pitanje o saradnji između različitih NTF partnera, ali sa sigurnošću mogu da kažem nešto o saradnji na vodećem nivou. Mislim da je pravi nivo saradnje među partnerima prednost koju smo imali u projektu ne samo u vezi sa IOM-om kao partnerom za realizaciju, već i sa raznim zemljama članicama NATO i Partnerstva za mir. Grupa donatora je veoma raznolika što pokazuje da je Partnerstvo za mir nešto drugačije od članstva u NATO-u ili njegovih programa. Ovo je još važnije kada se ima u vidu da su aktuelni ciljevi Srbije vezani pre za učešće u Partnerstvu za mir nego za članstvo u NATO-u.

• **Srbija je postala član Partnerstva za mir pre više od dve godine. Kako vidite napredak Srbije ka procesu evroatlantskih integracija?**

Mislim da bi bilo korektno reći da ćemo tek od sada videti stvaran uticaj Partnerstva za mir na Srbiju. Angažman Srbije u PzM je još uvek na početnom nivou, ali po izjavama zvaničnika Vlade, čini se da će se u budućnosti to angažovanje povećati. Osim učešća u programu Poverilačkog fonda, mislim da možemo da ocenjujemo progres Srbije u Partnerstvu za mir tek kada pokrene sopstvene inicijative.

grams for reforming the defence have an impact at the local/individual level and sometimes those problems at the local/individual level prevent us from achieving the goals of the main reform. Hopefully, this project has contributed to a smoother implementation of the reform at the local/individual level reinforcing the results of the general reform program.

• **How do you assess the cooperation between the partners who participate in the project (Ministry of Defense, IOM, and other donor countries)?**

As I was not directly involved in the implementation, I am not the best person to answer about the cooperation between the different NTF partners but I can certainly say



something about the cooperation at the leading levels. I think the right level of cooperation between partners is an asset that we had in the project not only in relation to IOM as implementing partner but also with different NATO and Partnership for Peace countries. The group of project donors has been really diverse showing that the Partnership for Peace is something different from the NATO membership or NATO programming; this element becomes even more important when thinking that Serbia's current objectives are related to the Partnership for Peace engagement rather than NATO membership.

• **• Serbia became a member of Partnership for Peace more than two years ago . How do you see Serbia proceeding towards the Euro Atlantic integration process?**

I think it would be correct to say that it is from now on that we will see the real impact of the Partnership for Peace on Serbia. At the moment Serbia's engagement in the PfP is still at an initial phase but, also looking at the statements made by the Government it seems that in the future that engagement will increase. Apart from its involvement in this Trust Fund program, I think that we can judge the progress of Serbia in Partnership for Peace only when this country starts to take its own new initiatives.

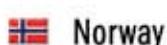


# NATO PARTNERSHIP FOR PEACE

Trust Fund Project for Assistance  
to discharged defence personnel in the Republic of Serbia



## NTF Donor countries



Norway



Italy



Denmark



The Netherlands



Spain



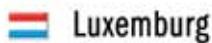
Austria



United Kingdom



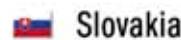
Czech Republic



Luxemburg



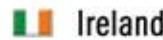
Finland



Slovakia



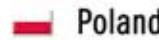
Slovenia



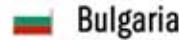
Ireland



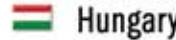
Iceland



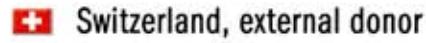
Poland



Bulgaria



Hungary



Switzerland, external donor

# SARADNJA SA MINISTARSTVOM ODBRANE REPUBLIKE SRBIJE

**G-DIN IGOR JOVIČIĆ,**

**DRŽAVNI SEKRETAR MINISTARSTVA  
ODBRANE REPUBLIKE SRBIJE**



• *Gospodine Jovičiću, Kako ocenjujete nivo saradnje postignut sa izvršnim partnerima - Programom NATO Partnerstvo za mir, 16 zemalja donatora i Međunarodnom organizacijom za migracije (IOM)? Kako Vi vidite rezultate ove složene saradnje, naročito po pitanju izgradnje kapaciteta Programa podrške u promeni karijere profesionalnih pripadnika Vojske Srbije (PRISMA)?*

Kao što je poznato, NATO/Partnerstvo za mir Poverilački fond za Srbiju (NTF Projekat) od 2006. godine predstavlja osnovni oblik finansijske podrške zbrinjavanju viška vojnog kada kroz realizaciju pomoći za osnivanje sopstvene delatnosti, proširenje postojeće delatnosti, subvencionisano zapošljavanje i

- *Mr Jovicic, how do you assess the level of cooperation achieved with implementing partners - NATO PfP, sixteen donor countries and International Organization for Migration (IOM)? How do you feel about this complex cooperation especially about building capacities for Trust Fund Project for Assistance to Discharged Defence Personnel (PRISMA)?*

As it is known, since 2006, NATO/PfP Trust Fund for Serbia (NTF Project) has been a basic financial support to resettlement of redundant military personnel by helping them to set up their own businesses, extend existing ones by subsidized employment and attending specified courses for changing career of former professional personnel in Serbian Army.

Cooperation of the Ministry of Defence with implementing partners of NTF Project has been very successful which is shown in the following data:

- In the period from 2006 until the end of 2009, we had a financial donation of over 6.5 million EUR for resettlement of redundant military personnel.
- During the PRISMA Programme, donors invested around 10,211,210.84 EUR for resettlement of redundant military personnel (donations from the Great Britain, the Netherlands, Nordic Initiative and NTF donors).
- So far, PRISMA Programme contents have been used by 5,560 former professional personnel in Serbian Army which had the following results:
  - a) From the total number of Programme users, 3,959 persons have been employed, i.e. 71,2% (being employed by someone else and setting up a business – production, services, farms...);
  - b) After being retrained for civil occupations in educational institutions of the Republic of Serbia (1,469 users), 1,072 (73%) persons found jobs in civil sector.

- *What are the strategic goals of the PRISMA Programme and how NATO Partnership for Peace Trust Fund Project was able to complement it?*

pohađanje specifičnih kurseva za promenu karijere bivših profesionalnih pripadnika Vojske Srbije.

Saradnja Ministarstva odbrane sa izvršnim partnerima NTF Projekta je do sada bila izuzetno uspešna, što pokazuju sledeći podaci:

- U periodu od 2006. do kraja 2009. godine realizovana je donacija u vidu finansijske podrške zbrinjavanju viška vojnog kadra u iznosu od preko 6.5 miliona EUR.
- Inače, u celokupnom periodu realizacije Programa PRISMA do danas je uloženo oko 10.211.210,84 EUR za zbrinjavanje viška vojnog kadra (donacije Velike Britanije, Hollandije, Nordijske inicijative i NTF).
- Za 2010. godinu predviđena je donacija za realizaciju sadržaja Programa PRISMA u iznosu do 2,5 miliona EUR od strane Nordijske inicijative i donatora NTF.
- Do sada je sadržaje Programa PRISMA koristilo 5.560 bivših profesionalnih pripadnika Vojske Srbije, pri čemu su iskazani sledeći rezultati:
  - a) od ukupnog broja korisnika Programa do sada je zaposleno 3.959 lica, odnosno 71,2% (zapošljavanje kod poslodavca i pokretanje vlastitog biznisa- proizvodnja, pružanje uslužnih delatnosti, poljoprivredna domaćinstva..);
  - b) nakon prekvalifikacije za civilna zanimanja u obrazovnim institucijama Republike Srbije (1.469 korisnika) novo zaposlenje u civilnom sektoru je našlo 1.072 lica (73%).

**• Koji su strateški ciljevi Programa PRISMA i na koji način je Projekt Poverilačkog fonda Programa NATO Partnerstvo za mir bio u mogućnosti da doprinese njegovoj realizaciji?**

Jedan od strateških ciljeva Programa PRISMA predstavlja obezbeđenje kvalitetne podrške u promeni karijere bivših pripadnika Vojske Srbije u dugoročnom periodu, kao i da Program postane sastavni deo sistema upravljanja ljudskim resursima u Ministarstvu odbrane i Vojsci Srbije.

To podrazumeva uspostavljanje sistema institucionalne podrške korisnicima Programa u periodu od dve godine pre i dve godine posle izlaska iz sistema, radi obezbeđenja postupnosti u integraciji u civilne strukture, čime se dostiže uspostavljeni i opšteprihvaci standard koji postoji u savremenim oružanim snagama (primera radi, Velika Britanija primenjuje ovaj stan-

One of the strategic goals of the PRISMA Programme is providing long term quality support to resettlement of former professional personnel in Serbian Army as well as making the Programme an integral part of human resources management system in the Ministry of Defence and Serbian Army.

This implies setting up a system of institutional support to Programme users in the period of two years before and two years after leaving the system in order to provide gradual integration into civil structures which reaches set up and generally recognized standard in modern armed forces (ex., the Great Britain has been applying this resettlement standard for over 90 years).

In this way, young people would be even more motivated to do professional military service.

**• Thanks to the efforts made by your Ministry and the support provided through the NATO-Partnership for Peace Program, Serbia resettlement model has became the example to follow within and beyond the region. Recently held visit of delegation of the Ukrainian Ministry of Defence to Serbia is only one of examples. Do you have plans to use this model further in the PfP context?**

In order to see out realization of PRISMA Programme stressing the functioning of NTF Project, delegation of the Ministry of Defence of Ukraine visited the Ministry of Defence of the Republic of Serbia in November 2009. This visit was caused by a presentation of PRISMA/NTF model in Centre for Security Cooperation RACVIAC during regular meetings of representatives of region and donor countries on retraining and resettlement of redundant military personnel.

PRISMA Programme presentations are very important because they can show NATO/PfP countries very good results achieved by its realization and for leading position of the Ministry of Defence of the Republic of Serbia for similar activities in the region and wider in PfP context.

**MR IGOR JOVIĆIĆ,**  
STATE SECRETARY OF THE MINISTRY OF  
DEFENCE OF THE REPUBLIC OF SERBIA

# COOPERATION WITH THE MINISTRY OF DEFENCE OF THE REPUBLIC OF SERBIA

dard zbrinjavanja već više od 90 godina).

Na taj način, mlada populacija bi bila još više motivisana za obavljanje profesionalne vojne službe.

- Zahvaljujući naporima koje je uložilo Ministarstvo i podršci pruženoj kroz Program NATO Partnerstvo za mir, ovaj model zbrinjavanja viška vojnog kadra je postao primer koji mogu da sledi zemlje u regionu i izvan njega. Jedan od primera je skorašnja poseta delegacije Ministarstva odbrane Ukrajine. Planirate li da i dalje nastavite sa korišćenjem ovog modela u kontekstu Partnerstva za mir?*

U cilju sagledavanja realizacije Programa PRISMA sa težištem na funkcionalisanju NTF Projekta, Ministarstvo odbrane Republike Srbije u novembru 2009. godine posetila je delegacija Ministarstva odbrane Ukrajine, čiji je povod za ovu posetu bila i prezentacija PRISMA/NTF modela u Centru za bezbednosnu saradnju RACVIAC, prilikom održavanja redovnih sastanaka predstavnika zemalja iz regiona i zemalja donatora na temu prekvalifikacije i zbrinjavanja viška vojnog kadra.

Prezentacije Programa PRISMA su izuzetno značajne iz razloga što se zemljama NATO/PzM mogu prikazati dosadašnji izuzetno dobri rezultati koji su postignuti njegovom realizacijom, kao i liderска pozicija Ministarstva odbrane Republike Srbije za slične aktivnosti u regionu i šire u kontekstu Partnerstva za mir.

Iz tih razloga, Ministarstvo odbrane Republike Srbije predužeće odgovarajuće mere i aktivnosti za iznalaženje neophodnih finansijskih sredstava kako bi se i u budućem periodu, nakon završetka reforme sistema odbrane, obezbedila finansijska podrška za zbrinjavanje neperspektivnog vojnog kadra koji će usled profesionalizacije ostati bez posla.

- Saradnja Ministarstva odbrane sa projektom Poverilačkog fonda NATO/PzM ne odnosi se isključivo na vojne aspekte zbrinjavanja bivših pripadnika vojnih snaga kojima je po potrebi službe prestao radni odnos, već i na ekonomsku podršku, te jasno pokazuje kako vaše Ministarstvo vodi brigu o svom kadru, istovremeno pokušavajući da izbegne dodatno opterećenje budžeta Srbije, posebno u ovom vremenu globalne ekonomske krize. Smatrate li ovakav pristup suštinskim za sprovođenje ovakve vrste programa?*

U tom kontekstu, Ministarstvo odbrane Republike Srbije je jula 2009. godine organizovalo „Prezentaciju publikacije o uticaju Projekta NATO/PzM Poverilačkog fonda za pomoć višku vojnog kadra u R. Srbiji sa ekonomskog, bezbednosnog i socijalnog aspekta“ za ambasadore zemalja članica fonda i zainteresovanih zemalja, u saradnji sa predstvincima Misije Međunarodne organizacije za migracije za Srbiju.

Tom prilikom, ministar odbrane Republike Srbije ukazao je na značaj i aktivnosti Fonda u funkciji ekonomskog razvoja zemlje i ublažavanja dodatnih opterećenja za državni budžet, koje nužno nameću reformski procesi sistema odbrane, odnosno profesionalizaciju Vojske Srbije.

On these grounds, the Ministry of Defence of the Republic of Serbia will undertake appropriate measures and activities for finding necessary financial means in order to provide financial support to resettlement of non perspective military personnel who will be left without jobs due to professionalization after defence system reform is finished.

- The MoD cooperation with the NATO PfP Peace Trust Fund Project it is not exclusively looking at the military side of the resettlement but also to economic support and clearly shows how your Ministry is taking care of its staff trying not to add burden to Serbian welfare system especially in this moment of global economic crisis. Is this an approach that you consider essential for this kind of programs?*

In this context, the Ministry of Defence of the Republic of Serbia organized a “Presentation of Publication on Influence of NATO/PfP Trust Fund Project for Assistance to Redundant Defence Personnel in the Republic of Serbia

**Republika Srbija opredelila se za kolektivni koncept odbrane uključivanjem u evropske i druge bezbednosne integracije, što suštinski znači uspostavljanje novog i savremenog sistema odbrane Republike Srbije**

**The Republic of Serbia opted for collective concept of defence joining European and other security integrations which implies establishing new and modern system of defence of the Republic of Serbia**

from Economic, Security and Social Aspects” for ambassadors of this fund’s member countries and interested countries in cooperation with representatives of the Mission of International Organization for Migration for Serbia in July 2009.

On this occasion, Minister of defence of The Republic of Serbia pointed out the significance and activities of the Fund in the function of economic development of the country and alleviating additional burdens for state budget which are necessarily imposed by defence system reform processes, i.e. professionalization of Serbian Army.

- The NTF project is one of the most important and complex activities in the field of defence sector reform supported by*

- *Projekat za pomoć višku vojnog kadra predstavlja jednu od najznačajnijih i najsloženijih aktivnosti u oblasti reforme sektora odbrane koji se realizuje uz podršku država članica Programa NATO. Koliko za Srbiju znači ovakva vrsta pomoći? Da li će ova saradnja uticati na odnose Srbije i NATO i drugih država učesnica u programu Partnerstvo za mir?*

Republika Srbija opredelila se za kolektivni koncept odbrane uključivanjem u evropske i druge bezbednosne integracije, što suštinski znači uspostavljanje novog i savremenog sistema odbrane Republike Srbije.

Istovremeno, takav sistem odbrane treba da omogući da Republika Srbija bude aktivan činilac mira i stabilnosti u zemlji i jačanja regionalne, evropske i evroatlanske bezbednosti, a time i svoje međunarodne pozicije.

Saglasno tome, a u skladu sa definisanim potrebama, ciljevima, mogućnostima i analizama postojećeg stanja odbrambenog sistema i raspoloživih odbrambenih resursa, u narednom periodu neophodno je izgraditi celovit sistem odbrane koji će biti sposoban za izvršenje utvrđenih zadataka i misija, ali i spreman da u svakom trenutku zaštiti vitalne interese države i njениh građana od vojnih i nevojnih izazova, rizika i pretnji bezbednosti.

- *Nakon više od tri i po godine od početka realizacije Projekta NATO/PzM Poverilačkog fonda za pomoć višku vojnog kadra da li ste zadovoljni stepenom dobijene podrške i finansijske pomoći koju je donela implementacija ovog projekta?*

Ministarstvo odbrane je zadovoljno postignutim rezultatima i saradjnjom sa izvršnim partnerima u realizaciji NTF projekta.

Nakon završetka reforme sistema odbrane otvara se novi proces u realizaciji profesionalizacije Vojske Srbije, pri čemu se stvara potreba za međunarodnom podrškom i tog procesa.

Iz tih razloga, u Ministarstvu odbrane su preduzete mere i aktivnosti za izradu Programa podrške u promeni karijere profesionalnih pripadnika Vojske Srbije radi zbrinjavanja ne-perspektivnog vojnog kadra.

- *Kako Vi vidite Vojsku Srbije po završetku reformi sektora odbrane?*

Sve evropske zemlje u tranziciji, pre ili kasnije, započele su reforme čiji je osnovni cilj prilagođavanje, odnosno dostizanje međunarodno uspostavljenih i opšteprihvaćenih standarda koji odlikuju savremene vojne organizacije, a što predstavlja jedan od osnovnih uslova za uključenje u međunarodne bezbednosne i vojne integracije.

Strateško opredeljenje Republike Srbije za uključenje u savremene međunarodne integracije i „povratak Evropi“ podrazumeva savremeno opremljenu vojsku, prilagođenu po strukturi i brojnoj veličini opšte prihvaćenim i uspostavljenim međunarodnim standardima, a time i interoperabilnu sa sistemima odbrane država uključenih u evroatlanske bezbednosne integracije, koja u svakom trenutku može da odgovori utvrđenim misijama i zadacima.

*the NATO Programme countries. How much this kind of assistance means to Serbia? Would this cooperation have an impact on the relations of Serbia with NATO and other PfP countries?*

The Republic of Serbia opted for collective concept of defence joining European and other security integrations which implied establishing new and modern system of defence of the Republic of Serbia.

At the same time, this defence system should enable the Republic of Serbia to be an active factor of peace and stability in the country and strengthening regional, European and Euro-Atlantic security and thereby its international position.

According to this and in accordance to defined necessities, goals, possibilities and analyses of the existing state of defence system and available defence resources, it is necessary to build an integral defence system able to execute defined tasks and missions and ready to protect vital interests of the country and its citizens from military and non military security challenges, risks and threats at any moment.

- *After more than three and half years of implementation of the NATO PfP Trust Fund Project for Assistance to Redundant Defence Personnel, are you satisfied with the level of support provided and the assistance delivered by the project?*

The Ministry of Defence of the Republic of Serbia is satisfied with achieved results and cooperation with implementing partners in realization of NTF Project.

After defence system reform is finished, a new process in professionalization of Serbian Army will be initiated and will also need international support.

Due to these reasons, the Ministry of Defence undertook measures and activities for making a Programme of Support to Resettlement of Professional Personnel of Serbian Army in order to resettle non perspective military personnel.

- *How do you see the Serbian Army once the defence sector reforms are completed?*

Sooner or later, all European transition countries initiated reforms whose basic goals are adaptation, i.e. achieving internationally recognized and set up standards within modern military organizations which are one of basic conditions for joining international security and military integrations.

Strategic determination of the Republic of Serbia to join modern international integrations and “return to Europe” implies army equipped up to date, adapted in structure and number to generally recognized and set up international standards and thereby interoperable to defence systems of countries involved in Euro-Atlantic security integrations which can respond to determined missions and tasks at any moment.



**Nj.E. g-dja Mette Kjuel Nielsen, ambasador / H.E. Mrs. Mette Kjuel Nielsen, Ambassador**

Danska ima odličnu bilateralnu saradnju sa Srbijom na polju odbrane. Kao deo toga i kao deo naše podrške Srbiji na polju saradnje u okviru Partnerstva za mir, podržavamo NATO/PzM Poverilački fond za pomoć višku vojnog kadra u Srbiji.

NTF projekat se pokazao veoma uspešnim i veoma ekonomski opravdanim. Nivo uspeha je visok a projekat zaista pomaže pojedinima. Projekat je kreiran u skladu sa prioritetima Republike Srbije, pri čemu je ona veoma posvećena njegovoj implementaciji. To je, bez

sumnje, ključ za uspeh koji vidimo. Cilj NTF projekta je reforma sektora odbrane, profesionalizacija i modernizacija Vojske Srbije podržavajući saradnju Srbije u okviru Partnerstva za mir. On ima i veoma važan društveno-ekonomski uticaj kroz pomoć bivšem vojnom i civilnom kadru u pronalasku i ospozobljavanju za novi posao ili kroz obezbeđenje kredita kao podrške u pokretanju sopstvenog posla. Danska je usmerena na partnersku instituciju NTF-a, PRISMA (Program za zbrinjavanje u Vojsci Srbije), gde je dansko iskustvo u oblasti reforme oružanih snaga i pomoći višku kadra da nađe novi posao dobro iskorisćeno. Veoma smo impresionirani posvećenošću svih učesnika projekta, kao i pozitivnom duhu i stavu „korisnika“.

Kroz NTF projekat, donatori, Ministarstvo odbrane Republike Srbije i partneri u njegovoj implementaciji deluju kao tim. Ovo doprinosi efektivnosti programa

jer se svaki partner fokusira na posebna pitanja.

Denmark has excellent bilateral cooperation with Serbia in the defence field. As part of this and as part of our support to Serbia in its cooperation within Partnership for Peace, we support the NATO/PfP Trust Fund Project for Assistance to Discharged Personnel in Serbia. The NTF project has proven to be very successful and in addition a very cost effective project. The success rates are high and the project really makes a difference for the individual beneficiaries. The project is driven by Serbian priorities and there is very strong Serbian commitment to the project. This is no doubt the key to the success we see.

The NTF project targets defence sector reform and the professionalization and modernization of the Serbian army and by supporting Serbia's Partnership-for-Peace

cooperation. But it also has a very important socio-economic impact through its assistance to helping discharged military and civilian personnel to find and qualify for new employment or through NTF loan schemes to help participants set up small businesses.

Denmark has focused on the NTF partner institution PRISMA (Programme for the Resettlement in the Serbian Army), where Danish experience from reform processes in the Danish Armed Forces and helping redundant personnel to find new occupations has been put to good use. We have been very impressed with the commitment of all the involved in the project – and also with the positive spirit and attitude of the “students”.

Through the NTF, donors, the Serbian Ministry of Defence and the implementing partners all pull together as a team. This adds to the effectiveness of the programme as each cooperation partner can focus on specific issues.



**Nj.E. g-din Ronald Jacobus van Dartel, ambasador / H.E. Mr. Ronald Jacobus van Dartel, Ambassador**

Glavni cilj holandske politike odbrane je doprinos miru i sigurnosti u svetu. Osnovni principi pružanja doprinosa nalaze se i u našem Ustavu. Shodno tome, Holandija ima regionalni pristup zapadnom Balkanu baziran na integrisanoj politici fokusiranoj na promociji mira, regionalnoj stabilnosti i održivom razvoju. U ovom kontekstu treba posmatrati i podršku reformi Vojske Srbije u savremenu, kompaktну i profesionalnu vojsku sa operativnim kapacitetom koji može biti primjenjen u međunarodnom i multinacionalnom angažmanu. Međutim, smanjenje vojske takođe

znači da mnogi vojnici postaju suvišni. Da bi se tim vojnicima pomoglo da tranziciju iz vojnog u civilni život prođu mirno, važno je imati na raspolaganju Poverilački fond NATO/PzM. Holandija aktivno učestvuje u ovom projektu podržavajući reintegraciju bivših vojnika u civilni život. Ovo je još važnije sada kada se posledice globalne ekonomske i finansijske krize teško podnose i u Srbiji. Drago mi je što vidim da je ovaj program pomogao mnogim vojnicima da nadu posao. Bez uzajamnog npora svih zemalja učesnika, Ministarstva odbrane Srbije i IOM-a ne bi bilo moguće pokrenuti ovaj program i učiniti ga tako uspešnim. Činjenica da su nezavisne spoljne procedure, ne samo potvrđile uspeh, već i identifikovale društvene i ekonomske dobrobiti za srpsko društvo u celini, svakako dokazuje efikasnost ovog programa.

Na kraju, ali ne i najmanje važno, iskreno se nadam da će preostala grupa vojnog kadra, kojoj će potrebi službe prestati radni odnos, takođe imati koristi od NTF

programa uspešno pronalazeći nov posao.

The general aim of the Dutch defense policy is to contribute to peace and safety in the world. The fundamental principles for providing this contribution are even laid down in our Constitution. Subsequently, the Netherlands has a regional approach for the Western Balkans, which is based on an integrated policy, focusing on the promotion of peace, regional stability and sustainable development. Support to the reform of the Serbian Army into a modern, compact and professional army with an operational capacity that could be employed in an international and multinational engagement should also be seen in this context.

Reduction of the army however also means that many soldiers become redundant.

To help this personnel undergo a smooth transition from military into civilian life, it is important to have this NATO/PfP

Trust Fund Project available. The Netherlands is actively participating in this project to support the reintegration of former military into civilian life. This is even more important now that the consequences of the global economical and financial crisis are hard felt, also in Serbia. I am pleased to see that so many soldiers are helped by this program to find a new job. Without the mutual effort of all participating countries, the Serbian Ministry of Defense and the IOM it would not have been possible to start this program and to make it so successful. The fact that independent external evaluations not only confirmed the success, but also identified social and economic benefits for Serbian society as a whole, are of course the best proof of the effectiveness of the program. Last but not least, I sincerely hope that the remaining group of defense personnel who will be discharged in the near future will benefit from the NTF-program too, by successfully finding new employment.

**Nj.E. g-din Ignacio de Palacio España, ambasador / H.E. Mr. Ignacio de Palacio España, Ambassador**

kroz dodatno obrazovanje, a koje nisu povezane sa njihovom prethodnom profesijom.

Što se tiče društvenog i ekonomskog uticaja, ambasada smatra da njen doprinos projektu omogućava ljudima da prevaziđu problem nezaposlenosti kao i da značajno poboljšaju situaciju korisnika, čineći prelazak iz vojnog u civilni život lakšim. Ovo je takođe dovelo i do stvaranja brojnih radnih mesta što može biti posebno interesantno u uslovima aktuelne ekonomske krize.

Ova dobro vodena ekomska podrška je omogućila velikom broju viška vojnog kadra da ostvari korist od inicijalne pomoći, stvarajući povoljnije uslove za reintegraciju u civilni život. Nema sumnje da će pomoći obezbedena od strane NATO Poverilačkog fonda, koju realizuje IOM, doprineti poboljšanju slike o NATO-a u Srbiji.

Jedan od veoma važnih društveno-ekonomskih efekata proizašlih iz ovog projekta je mogućnost smanjenja bilo kakvog bezbednosnog rizika koji se može pojaviti iz negativnih efekata ekonomske krize u ovoj osetljivoj profesiji, a

koji će, nesumnjivo, biti ublaženi rezultatima ovog projekta.

The Embassy of Spain expresses its satisfaction with its participation in the Project for Assistance to Discharged Personnel in the Republic of Serbia, supported by the NATO Trust Fund and implemented by the IOM. Since one of the issues tackled by the Defence Reform is the problem of redundant military and armed forces personnel, we believe that this support has made all the process much easier.

Spain is glad to contribute and participate in the development of a project that provides more than acceptable solution for, on one hand, making possible the use of technical capabilities developed within the Serbian Armed Forces in the civilian life. On the other hand, the project has enabled the military to learn new business skills through additional education in this sort of activities, less connected with their profession.

Regarding the social and economic impact, this Embassy un-

derstands that its contribution to the project enables the people involved to overcome the unemployment problem, as well as to significantly improve the situation of the beneficiaries, making the transition from military to civilian life easier. Also, it led to the creation of a number of jobs, which could be considered especially interesting in an environment of economic crisis.

This well managed economic support allowed a great part of the redundant personnel to benefit from initial help to incorporate themselves in the civilian life in better conditions. There is no doubt that the help provided by the NATO Trust Fund and implemented by the IOM will as a consequence result in a better image of NATO in Serbia.

One of the very important socio-economic effects generated by this project is the possibility of reduction of any security risk that might occur from the negative effects of the economic crisis in this sensitive professional field, which will undoubtedly be alleviated by the results of this project.

Ambasada Španije izražava svoje zadovoljstvo učešćem u Projektu za pomoć višku vojnog kadra u Republici Srbiji koji podržava NATO Poverilački fond, a sprovodi IOM. Pošto je problem viška vojnog kadra jedno od pitanja koje dotiče reforma odbrane, smatramo da je ova podrška u mnogome olakšala taj proces. Španiji je zadovoljstvo što može da doprinese i učestvuje u razvoju projekta koji nudi više nego prihvatljivo rešenje. Sa jedne strane, projekat omogućuje korišćenje tehničkih kapaciteta za reintegraciju u civilni život, koji su razvijeni u Vojsci Srbije. Sa druge strane, projekat je omogućio bivšim pripadnicima vojske da nauče nove veštine poslovanja

**Nj.E. g-din Clemens Koja, ambasador / H.E. Mr. Clemens Koja, Ambassador**

oružanih konfliktaka. Bezbednost se mora postići, između ostalog, stalnim naporom da se stvorи okruženje u kome će svi stanovnici date zemlje videti perspektivu za život. Projekat NATO/Pfp podržava Vladu Srbije u realizaciji ovog važnog zadatka. Projekat pomaže višku vojnog kadra da vodi sopstveni i nezavisni civilni život i stvara perspektivu za budućnost, što je preduslov za zaštitu od individualnih frustracija i izbegavanje političkog ekstremizma.

Tako, projekat postiže različite pozitivne efekte: doprinosi održivoj stabilnosti na zapadnom Balkanu, pomaže poboljšanju društveno-ekonomske situacije u Srbiji i ostavlja pozitivan trag na evroatlantske integracije u zemlji sa teškom novijom istorijom. Stoga, pohvaljujemo Vladu Srbije i IOM za dosadašnju uspešnu primenu ovog

važnog projekta i svim njegovim učesnicima želimo uspeh u budućnosti.

Austria as a neighbouring country of the Balkans has great interest in continued stability and security in the countries of this region. The NATO/Pfp Trust Fund project fits exactly into this key priority of our foreign policy and this is one of the main reasons why we became one of its contributors and supporters.

Peace and security obviously do not only mean the absence of war and armed conflicts. Security needs to be gained, among others, through continuous efforts to create an environment in which all citizens of a country would find perspectives for their living. The NATO/Pfp project supports the Serbian

government in fulfilling this important task. It helps discharged defence personnel to master their own, independent civilian life and creates perspectives for their future; these are preconditions to resist individual frustration and avoid political extremism.

Thus the project achieves different positive effects: it contributes to continued stability in the Western Balkans, it helps to improve the social-economic situation in Serbia and finally it leaves a positive trace of the Euro-Atlantic cooperation in this country also thinking about the difficulties of the recent history. We therefore commend the Serbian government and IOM for the successful implementation of this important project and wish all its stakeholders success for their future activities.

Kao susedna zemlja Balkanu, Austrija je veoma zainteresovana za odrižvu stabilnost i bezbednost u zemljama regiona. Projekat NATO/Pfp Poverilačkog fonda se u potpunosti uklapa u ovaj ključni prioritet naše spoljne politike, zbog čega smo i postali jedan od onih koji daju doprinos i podržavaju ovaj projekat.

Mir i bezbednost, očigledno, ne znače samo odsustvo rata i



Nj.E. g-din Armando Varricchio, ambasador / H.E. Mr. Armando Varricchio, Ambassador

Italija i Srbija dele veoma duboke, široke i plodne odnose u svim sektorima, počev od ekonomije i kulture, pa sve do pravosuda, primene zakona i odbrane. Bilateralni samit koji je održan 13. novembra 2009. godine u Rimu, bio je prilika da se ovi odnosi razviju u strateško partnerstvo između ove dve zemlje. Italija se zalaže za podršku Srbiji u procesu evropskih integracija i stalnom dijalogu sa evroatlantskim institucijama. Takođe u potpunosti podržavamo proces reformi u različitim sektorima javne administracije u Srbiji i aktuelnom socijalom i ekonomskom razvoju.

U širem kontekstu naših bilateralnih odnosa, Italija podržava proces reformi koji realizuje Ministarstvo odbrane. Sadašnja uključenost Italije u Projekat NATO/Partnerstvo za mir (PzM) Poverilačkog fonda za

pomoći višku vojnog kadra u Srbiji je ključan deo naše politike. Italija podržava ovaj projekt od početka njegove implementacije u julu 2006. godine, postajući jedan od njegovih najvećih donatora, a projekat postaje jedan od najboljih primera saradnje u okviru Programa NATO Partnerstvo za mir. Kroz zajedničke napore Norveške (kao vodeće države u okviru Fonda), Italije i 16 drugih država donatora, ovaj projekt je bio u mogućnosti da ostvari značajne rezultate, što je i potvrđeno kroz nezavisne eksterne evaluacije. NATO/PfP Poverilački fond za pomoći višku vojnog kadra u Srbiji je olakšao proces reformi sektora odbrane kroz pomoći višku vojnog kadra i njihovim porodicama u reintegraciji u civilni život, na taj način takođe jačajući socio-ekonomski razvoj Srbije i proces demokratizacije, što predstavlja važan faktor stabilnosti u regionu zapadnog Balkana.

Ovaj projekat je primer kako teški i složeni procesi poput smanjenja broja zaposlenih u Vojsci mogu biti sprovedeni na način da ne predstavljaju dodatno opterećenje na socijalni sistem, već se kroz prihode onih koji su dobili pomoći pro-

jekta u pokretanju sopstvenog posla jača ekonomski razvoj u teškom momentu svetske ekonomske krize.

its establishment in July 2006, becoming one of its largest contributors, and the project remains one of the best examples of cooperation within the NATO/PfP framework.

Through the joint efforts of Norway (as lead nation of the Trust Fund), Italy and 16 other donor countries, this project has been able to achieve significant results, as confirmed by external evaluations. The NATO/PfP Trust Fund Project for Assistance to Discharged Defence Personnel in Serbia has facilitated the defence sector reform process by assisting discharged personnel and their families reintegrate into civilian life, thereby also enhancing Serbia's socio-economic development and democratization process, important to promoting stability within the Western Balkans region.

This project is an example on how a difficult and complex process like the downsizing of the Army can be conducted in a manner that does not increase the burden on the social welfare system but - through the revenues generated by assisting individuals in setting up businesses - fosters economic development in a difficult moment of global economic crisis.



Nj.E. g-dja Hana Hubáčková / H.E. Mrs. Hana Hubáčková, Ambassador

Zapadni Balkan je jedan od prioriteta spoljne politike Republike Češke i smatramo Republiku Srbiju ključnim faktorom u ovom regionu. Republike Češke je donirala oko 51.700 EUR u NATO/PzM Poverilački fond za pomoći višku vojnog kadra u Srbiji 2007. godine. Ovaj region je bio veoma pogoden vojnim

sukobima devedesetih godina prošlog veka. Uspešna prekvalifikacija bivših pripadnika vojske u razna civilna zanimanja i njihova reintegracija u različite privredne sektore je važan zadatak za celo društvo. Taj zadatak je i finansijski i administrativno zahtevan za vlast. Stoga nam je draga što imamo mogućnost da, sa ostalim NATO/PzM partnerima, učestvujemo u ovom poduhvatu koji se, na naše zadovoljstvo, pokazao kao konkretna pomoći velikom broju bivših pripadnika vojnog kadra. Nesumnjiva je i suštinska uloga IOM-a u koordinaciji i implementaciji ovog projekta. Projekat se odlično uklapa u sveobuhvatne programe saradnje NATO /PzM sa zemljama

partnerima. Došao je u vreme znatnih promena u Vojsci Srbije koje se, između ostalog, odnose i na smanjenje broja zaposlenih. Profesionalan pristup i saradnja vlasti Srbije u toku realizacije ovog projekta su bili neophodni, što uspostavlja nove standarde za budućnost i određuje duh u kom se razvija saradnja u okviru PzM.

Veliki broj ljudi može da dobije dobar posao koji će omogućiti dobrobit, kako za njihove porodice, tako i za društvo u kom žive. A, što je društvo stabilnije, to je i mudrije. U socijalno stabilnom demokratskom društvu koje dobro funkcioniše, okvir za različite forme ekstremizma se prirodno smanjuje.

The Western Balkans is one of the Czech Republic's foreign policy priorities and we consider the Republic of Serbia to be a key player in this region. The Czech Republic contributed approximately 51,700 - EUR to "NATO/PfP Trust Fund Project for Assistance to Discharged Defence Personnel in the Republic of Serbia" in 2007. The region has been heavily affected by military conflicts in the 90s. A successful re-qualification of former military personnel to various civilian professions and their integration into various sectors of economy is an important task for the whole society. It is also a task that is financially and administratively demanding for the state

authorities. We are therefore glad to have had the possibility to take part together with other NATO/Pfp partners in this endeavour which, to our satisfaction, proved to be of a tangible help for a number of former military personnel. IOM's crucial role in coordinating and

implementing the project has been beyond any doubt. The project fits very well into NATO/Pfp overall cooperative programmes with partner countries. It started at the time of considerable changes in the Serbian Armed Forces which among other things also related

to the reduction of personnel. The professional approach and cooperation on the part of Serbian authorities in the course of carrying out this project was a necessity. It sets standards for the future and marks the spirit in which cooperation in the framework of Pfp evolves.

The more people can have a good job, through which they are useful for their families and society they live in, the more stable the society is socially wise. In a well functioning, socially stable democratic society the scope for various forms of extremisms naturally decreases.



*G-dja Jadranka Šturm Kocjan, otpravnik poslova ad interim / Mrs. Jadranka Šturm Kocjan, Charge d'Affaires ad interim*

Saradnja Republike Srbije u programu Partnerstva za mir je bitna za bliske partnerske odnose Srbije sa NATO Savezom, koji pruža snažnu podršku u sprovodenju reformi odbrane u Srbiji i u implementaciji sveobuhvatnih socio-ekonomskih projekata i demilitarizacije. Ocena Slovenije je, da je učešće i saradnja Srbije u evro-atlantskim integracijama od izuzetne važnosti za stabilnost regionalne

i takođe Srbije. Slovenija je u 2009. godini donirala 40.300 EUR samo u Trust Fund Partnerstva za mir za programe u Srbiji i rešila da nastavi sa podrškom takođe u 2010. i 2011. godini. Poverilački fond Partnerstva za mir za reintegraciju viška vojnog kadra u Srbiji, je od počeka projekta omogućio reintegraciju u civilni život više od 5 hiljada osoba, naime vojnih lica i njihovih familija, kojima je bila nuđena finansijska i stručna pomoć. Pored programa socio-ekonomskih uticaja Poverilački fond Partnerstva za mir pruža Srbiji mogućnost primanja pomoći za izvođenje reformi obrane za koje smatra, da su joj nužne i u njenom interesu. Bez obzira na odnose sa NATO Savezom, Srbija već sprovodi reforme odbrane. Vrlo bitan deo te reforme je i potreba za smanjenje broja aktivnih

vojnih lica gde Partnerstvo za mir takođe može da odigra značajnu ulogu u adekvatnom sprovodenju reformi.

Cooperation of the Republic of Serbia in Partnership for Peace Programme is essential for close partnership relations between Serbia and the NATO Alliance which strongly supports defence reforms in Serbia and the implementation of overall social and economic projects as well as demilitarization. Slovenia considers that Serbia's participation and cooperation in the Euro-Atlantic integration process is of exceptional importance for stability of both the region and Serbia. In 2009, Slovenia donated 40,300 EUR to the Pfp Trust Fund programmes in Serbia alone and decided to continue its sup-

port in 2010 and 2011. Since its beginning, the Pfp Trust Fund for Resettlement of Discharged Military Personnel in Serbia has enabled the reintegration into civilian life of more than 5,000 persons, namely military personnel and their families who were offered financial and expert support. Besides the Trust Fund social and economic assistance programmes, Pfp is providing Serbia with the opportunity to accept assistance for conducting those necessary defence reforms that are in its own interest. Regardless of its relations with NATO Alliance, Serbia has already initiated the process of defence reforms. An important component of those reforms is related to the need for reducing the number of active personnel where the Partnership for Peace can also play an important role.



*Nj.E. g-din Georgi Dimitrov Dimitrov, ambasador / H.E. Mr Georgi Dimitrov Dimitrov, Ambassador*

po potrebi službe prestao radni odnos u Ministarstvu i Vojsci Srbije.

Uz razumevanje da rešavanje socijalnih problema građana Srbije je odgovornost pre svega Vlade države, Republika Bugarska učestvuje, makar i skromnim udelom, u finasiranju Projekta NATO/PzM Poverilackog fonda. Podrška NATO-a za sprovođenje programa za socijalnu adaptaciju putem Partnerstva za mir bez sumnje govori o angažovanosti Alijanse u transformisanju i modernizaciji Vojske Srbije i u očuvanju dostojarstva njenih bivših službenika.

S tim u vezi, dobromernost NATO-a u garantovanju bezbednosti u regionu, uključujući i socijalno-ekonomski aspekt, ne može biti upitna. Bespovratna

finansijska pomoć koju dobijaju bivši službenici Ministarstva odbrane i Vojske Srbije daje priliku preduzetljivim među njima da pronađu ugledno mesto u društву nakon napuštanja oružanih snaga i da ostvare nove ideje u privatnom sektoru. Očigledno Alijansa ne može biti asocijirana samo sa vojnim aspektima sigurnosti. Ona ne garantuje samo socijalni mir već i prosperitet partnerskih zemalja i naročito novih članica, garantujući investicije koje su potrebne za razvoj ekonomije.

Having experienced the challenges of the transformation of its armed forces, the Republic of Bulgaria understands the importance of issues and problems

connected to the modernization of the Serbian Army. Therefore, it highly appreciates and supports the programme for social adaptation of discharged military personnel. The NATO/Pfp Trust Fund programme offers a second chance for discharged personnel from the Ministry of Defence and Serbian Army to reintegrate into the Serbian society.

Having in mind that Serbian Government is primarily responsible for solving social issues related to its citizens, the Republic of Bulgaria is participating with its modest contribution in the financing of the NATO/Pfp Trust Fund programme. NATO's support to the social adaptation programme through the Partnership for Peace, shows Alliance's

Republika Bugarska je prošla kroz izazove transformacije oružanih snaga i razume ozbiljnost pitanja i problema vezanih za modernizaciju Vojske Srbije. Zbog toga ona visoko ceni i podržava program za socijalnu adaptaciju bivših pripadnika vojnih snaga. Projekat NATO/PzM Poverilačkog fonda nudi drugu šansu osobama kojima je



Mađarska podržava demokratske transformacione procese u Srbiji od samog početka. Od najveće je važnosti za nas da imamo stabilne, demokratske i prosperitetne zemlje u okruženju. Pošto smo se i sami suočili sa izazovima tranzicije, veoma dobro znamo da je reforma oružanih snaga važan element demokratske tranzicije. Mađarska je takođe podržala inicijativu da se Republika Srbija pozove u Partnerstvo za mir. Svi pomenuti elementi jasno objašnjavaju našu odluku da

engagement in the process of transformation and modernization of the Serbian Army and its support in trying to maintain the dignity of former defence personnel. In this respect, NATO's posi-

tive interest in strengthening regional security including its social and economic aspects is not questionable. Financial help given to former personnel of the Ministry of Defence and Serbian Army offers a chance to those that are interested to find a respectable place in the civilian society and implement their new plans in the private sector. Noticeably, the Alliance cannot be associated only to military aspects of security. It does not

guarantee only social peace but also supports prosperity of partner countries and especially that of the new members guaranteeing investments necessary for the development of the local economy.

### Nj.E. g-din Imre Varga, ambasador / H.E. Mr. Imre Varga., Ambassador

učestvujemo i doprinesemo projektu NATO/PzM Poverilačkog fonda za pomoć višku vojnog kadra u Republici Srbiji koji sprovodi IOM.

Duboko sam ubeden da pokretanje i implementacija ovog projekta predstavlja vredan doprinos unapređenju mišljenja srpskog javnog mnjenja o NATO-u. Svesni smo da Alijansa, trenutno, nije popularna u Srbiji iz očiglednih i dobro poznatih razloga. Ali, siguran sam da ova slika može i treba da se promeni, pre svega stalnim širenjem istine i detaljnih informacija o NATO-u. Po mom mišljenju, srpskom javnom mnjenju nedostaje više informacija o NATO-u. Sa druge strane, projekti kao ovaj daju priliku mnogim ljudima, a ne samo korisnicima i njihovim porodicama, za iskustvo „iz prve ruke“.

Međutim, mogući rezultat poboljšanja slike o NATO-u

je samo „kolateralan uspeh“ ovog projekta u poređenju sa ostvarenim rezultatima – ublažavanje neizbežnih društvenih posledica reforme oružanih snaga.

Hungary has been supporting the democratic transformation processes in Serbia from the very beginning. It is of utmost importance for us to have stable, democratic and prosperous countries in our neighborhood. Having faced the challenges of transition ourselves, we know very well that the reform of the armed forces is an important element of the democratic transition. Hungary also supported the move that the Republic of Serbia should be invited to join the Partnership for Peace. All the above elements clearly explain why we decided to participate in and contribute

to the NATO/PfP Trust Fund Project for Assistance to Discharged Defense Personnel in the Republic of Serbia implemented by IOM. I am deeply convinced that the launch and implementation of this project represents a valuable contribution to upgrade the opinion of the Serbian public about NATO. We are aware that the Alliance at the moment does not enjoy a high level of popularity here, for obvious and well known reasons. But I am sure that this picture can and should be changed, first of all by continuous disseminating of true and detailed information on the Organization, because the Serbian public in my view lacks a deeper knowledge of NATO. On the other hand projects like the one in question give a first hand experience with the Organization to many people, beyond the beneficiaries and their families

### Nj.E. g-din Stephen John Wordsworth, ambasador / H.E. Mr. Stephen John Wordsworth, Ambassador



prestao radni odnos. Namera je bila da se pomogne MO i vojsci Srbije da u uslovima viška zaposlenih i nedovoljnih finansijskih sredstava smanji broj zaposlenih na što bolji način. Na osnovu ovog modela Ujedinjenog Kraljevstva, vlada Holandije je organizovala kurs sa Mašinskim fakultetom u Nišu.

Kursevi su bazirani na iskustvu Poslovne škole Univerziteta u Mančesteru u saradnji sa timom za zbrinjavanje Britanske vojske u Alderštotu, Engleska. Od ukupnog broja polaznika kursa koji je trajao 14 nedelja na FON-u, pedeset posto polaznika se zaposilo.

Osim toga, Ujedinjeno Kraljevstvo je dalo značajan doprinos projektu NATO Poverilačkog fonda koji je osnovan 2006. go-

dine, sa Norveškom kao vodećom zemljom. Projekat je krenut u cilju pružanja bespovratne finansijske pomoći i kredita bivšim oficirima i podoficirima koji su pohadali kurseve na FON-u i u Nišu. NATO Poverilački fond nadopunjuje program PRISMA i verujem da su oni koji su dobili pomoć samim tim imali veliku korist u pronalaženju zaposlenja van vojske. Pošto Vojska Srbije nastavlja svoju tranziciju ka manjoj profesionalnoj vojsci, ostaje realna potreba da se pomogne oficirima za čijim radnim mestom je prestala potreba. Rad IOM-a je suštinski u ovom procesu.

Govoreći o imidžu NATO/PzM u Srbiji nisam siguran da su civilni potpuno svesni rada koji obavlja NATO Poverilački fond i koristi

koju donosi onima koji napuštaju vojsku. Da su taj rad i korist šire poznati, projekat bi sigurno doprineo imidžu NATO/PzM u Srbiji. Ujedinjeno Kraljevstvo je to uvidelo i zbog toga će „Integracija“, jedna od TV emisija Evroatlantske inicijative, biti fokusirana na projekt PRISMA i Poverilački fond da bi što više građana razumelo njihov rad. Verujem da su programi kao ovaj ključni da bi oni čije su se karijere u Vojsci Srbije zbog procesa reformi završile ranije nego što su očekivali dobili priliku da započnu novu karijeru. Bez takvih programa postoji stvarna opasnost od toga da se ti ljudi teško prilagode i nađu zaposlenje koje bi im omogućilo da izdržavaju svoje porodice. Ujedinjeno Kraljevstvo je prepoznao značaj

U saradnji sa Ministarstvom odbrane Republike Srbije, Fakultetom organizacionih nauka (FON) i projektom PRISMA (Program za zbrinjavanje viška vojnog kadra u Srbiji i Crnoj Gori) Ujedinjeno Kraljevstvo je u maju 2004. godine uzelo učešće u programu za pomoć oficirima kojima je po potrebi službe

ovoga i, kao prioritetan, sprovođi sveobuhvatan program zbrinjavanja osoblja svih svojih oružanih snaga koje napušta službu bilo zbog prevremenog penzionisanja ili prestanka potrebe za njihovim radnim mestom.

The United Kingdom's participation in the programme to assist officers who were made redundant started in May 2004 in partnership with the Serbian Ministry of Defence and the Faculty of Organisational Sciences (FON) with the PRISMA (Programme for Resettlement in Serbia and Montenegro Army) project. It was intended to assist an over-manned and under funded Serbian MoD and Armed Forces in downsizing in an orderly fashion. The Netherlands government set up an identical course with the En-

gineering Faculty in Nis, based on the UK model.

The courses were based on experience from Manchester University's business school along with the British Army's Resettlement team in Aldershot, England. Fifty percent of those that attended the 14 week courses conducted at the FON resulted in the officer finding employment.

Additionally, the United Kingdom did make a significant contribution to the NATO Trust Fund that was set up in 2006, with Norway as the lead nation, which was designed to disburse grants and loans to former officers and NCOs, rather than fund business incubator which was the model that the FON and Nis course were based upon. The NATO Trust Fund complements the PRISMA project well and I believe that those that

have been in receipt of these loans and grants have benefited greatly on finding new employment outside of the military. As the Serbian military continue with their transition to a smaller professional force there will remain a real need to assist those officers who are made redundant; the work of IOM is essential in this process.

Talking about the NATO/PfP image in Serbia I am not sure if those outside of the military are fully aware of the work of the NATO Trust Fund and the benefits it is bringing to those leaving the Forces. If the work and benefits were more widely known then the project would certainly contribute to improve the NATO/PfP image in Serbia. The United Kingdom has recognised this, which is why one of the Euro Atlantic Initiative TV show, 'Intergracija' episodes will

concentrate on the PRISMA and Trust Fund project in order to create a wider understanding of their work.

I believe that programmes such as these are vital in order that those whose career has been terminated earlier than they expected due to the Armed Forces reducing in size have an opportunity to start a second career. Without such programmes there is a real danger of these personnel having difficulty resettling and finding employment in order to support their family. The United Kingdom has recognized the significance of this requirement and operates, as a priority, a comprehensive resettlement programme for all United Kingdom Armed Forces' personnel who are leaving the Service whether having served their full term or if they have been made redundant.



*Nj.E. g-din Erwin Helmut Hofer, ambassador / H.E. Mr. Erwin Helmut Hofer, Ambassador*

promociji prosperitet u zemlji što je važan uslov za stabilnost. U tom smislu, Poverilački fond je odlična inicijativa za socio-ekonomski razvoj u Srbiji i daje primer za budućnost celog regionalnog jugoistočne Evrope. Veoma smo zahvalni što smo deo ove inicijative. Poverilački fond je stvoren u kontekstu Partnerstva za mir (PzM), suštinskog elementa švajcarske politike sigurnosti. Oslanjajući se na princip samorazličitosti i uključivanja, Švajcarska aktivno učestvuje u PzM programu od 1996. godine uz puno poštovanje svoje neutralnosti. Zahvaljujući tome, sačuvali smo slobodu delovanja i ojačali sopstvenu sigurnost kroz saradnju i podelu iskustava sa drugim partnerskim zemljama od kojih smo i učili.

U svetu uspeha projekta Poverilačkog fonda u Srbiji razvijenog u okviru PzM, Švajcarska se nuda da će Partnerstvo za mir nastaviti da igra suštinsku ulogu u daljem jačanju reformi i promovisanju dijaloga u oblasti bezbednosti u regionu. Tako će dati fundamentalni doprinos bezbednosti, stabilnosti i prosperitetu cele jugoistočne Evrope. Naša zemlja će na najbolji mo-

gući način biti aktivan deo ovog procesa.

The Swiss authorities highly appreciate the Trust Fund's role of contributing to the defence sector reform process in Serbia by increasing the capacity of the Ministry of defence to integrate discharged military personnel into civilian life and into the system of market economy. It is well known that all Armed Forces have to undergo continuous transformation: The Trust Fund, by assisting former members of the Serbian Armed Forces to use their experience, skills and talents in civilian life, enhances transformation as well as the development of private initiative and personal responsibility. It is not only about providing financial aid by loans, it is also about changing minds, which is a much more challenging endeavour. Thus, the Trust Fund efficiently contributes to promoting prosperity in the country, which is an important condition for stability. In this respect, the Trust Fund is an excellent initiative for socio-economic development in Serbia and sets as well an example for the future of the

whole region of South-Eastern Europe. We are very grateful to be a part of this initiative.

The Trust Fund was created within the context of the Partnership for Peace (PfP), which is an essential element of the Swiss security policy. Relying on the principles of self differentiation and inclusiveness, Switzerland has been actively participating in the PfP programme since 1996 in full respect of its neutrality. This has allowed us to maintain our freedom of action and to strengthen our own security through cooperation, and also to share our experiences with other partner countries and to learn from them as well.

In the light of the success of the Trust Fund project in Serbia, which has been developed within the framework of the PfP, Switzerland strongly hopes that the Partnership for Peace will continue to play an essential role in further strengthening the reforms and promoting the dialogue in security affairs in the region. Thus, it will bring a fundamental contribution to security, stability and prosperity in the whole South-Eastern Europe. Our country will do its best to be an active part in this process.

# KORISNICI PROJEKTA NATO/PzM POVERILAČKOG FONDA ZA POMOĆ VIŠKU VOJNOG KADRA

Lica koja su bila zaposlena u Vojsci generalno se veoma teško integrišu u civilni život kada prestane potreba za njihovim radnim mestom. Proces smanjivanja broja zaposlenih u Srbiji ne izlazi iz tog obrasca i, prema rečima velikog broja bivših vojnih lica, pomoć projekta NATO/PzM Poverilačkog Fonda za pomoć višku vojnog kadra u Republici Srbiji (NTF projekat), koji realizuje Međunarodna organizacija za migracije, olakšao je te probleme i omogućio proces reintegracije.

Proces reintegracije je teži za ljude starije dobi ili one koji su u vojski obavljali čisto vojnu delatnost. Vrlo često lica zaposlena u Vojsci imaju isključivo vojno obrazovanje za koje ne postoji pandan u „civilnom životu“, što još više otežava njihovu integraciju i potencijalno otvara vrata problemima koji se odnose na bezbednost. Da bi što lakše prevazišli ovaj problem, NTF projekat nudi potencijalnim korisnicima pomoć u pokretanju novog ili proširenju postojećeg posla, mogućnost zaposlenja kod poznatog poslodavca, ili pak obuku i prekvalifikaciju za novu vrstu zanimanja. Zahvaljujući NTF projektu, više od 390 bivših pripadnika vojnih snaga obučeno je za nova zanimanja.

Među više od 3640 korisnika koji su dobili direktnu pomoć od strane IOM-NTF projekta, nalazi se i jedan broj onih koji su razvili veoma uspešna preduzeća i postali konkurentni ne samo na lokalnom tržištu, već i šire. Neki od njih danas su saradnici velikih i uspešnih firmi u Srbiji, dok su neki uspostavili saradnju i sa inostranim partnerima. Kroz ovaj članak pokušaćemo da Vam predstavimo priče nekoliko vlasnika veoma uspešnih radionica i preduzeća, otvorenih zahvaljujući donacijama NATO/PzM Poverilačkog Fonda.

## VOJKAN IVKOVIĆ, SMEDEREVSKA PALANKA

Gospodin Vojkan Ivković (46), radio je više od 23 godine u Vojsci. Tokom procesa reforme sistema odbrane, ostao je bez zaposlenja i prevremeno je penzionisan. Imajući u vidu činjenicu da njegovo domaćinstvo broji četiri člana, uvideo je da njegova пензија neće biti dovoljna i da je potrebno da pronađe način za dodatnu zaradu. Pošto je prevremeno penzionisan, odlučio je da otvoriti kafe piceriju Rio kako bi rešio taj problem.

Tokom 2007. godine došao je do informacije o sredstvima koja se mogu dobiti kroz NTF projekat i odlučio je da se odmah prijavi. U novembru iste godine, stekao je pravo na prvu bespovratnu pomoć u iznosu od 1500 eura za investiranje u posao. S obzirom na to da je gospodin Ivković već imao registrovanu firmu, sredstva je iskoristio za potrebe proširenja obima započetog poslovanja. Prvobitni posao picerije vremenom se razvijao i u okviru

generally speaking, persons discharged by an Army once the need for their post ceases have difficulties in integrating into civilian life. The Serbian downsizing process does not appear to be different from that pattern but, according to a large number of those downsized, the help of NATO/PfP Trust Fund for Assistance to Discharged Defence Personnel in Serbia (NTF project), implemented by the International Organization for Migration, was able to mitigate such problems and facilitate the reintegration process.

The integration process becomes more difficult when people are of older age or were performing purely military activities. Very often, military personnel possess only a military education profile which does not have correspondence in "civilian life"; this makes their integration even more difficult and potentially opens the door to security related problems. In order to overcome this problem, the NATO/PfP Trust Fund project offers to its potential beneficiaries assistance in the integration process through the setting up of new and the expansion of existing business, employment subsidies or vocational training. Thanks to NTF project, more than 390 former military personnel received vocational trainings.

Among over 3,640 beneficiaries who received a direct assistance from the IOM-NTF project, there are a number of those who developed very successful businesses and became significant players in both domestic and foreign markets. Some of them became partners of large and successful companies in Serbia while some others cooperate with foreign counterparts. This article will try to present some of those stories showing owners of very successful workshops and companies set up thanks to the donations of the NATO/PfP Trust Fund.

## VOJKAN IVKOVIC, SMEDEREVSKA PALANKA

Mr Vojkan Ivkovic (46) worked in the Army for over 23 years. During the process of defence system reform he was discharged and early retired. Considering the fact that his family consists of four members, he realized that the pension would not be sufficient and it will be necessary to find means to increase his family budget. Café pizzeria Rio is the name of the business he decided to establish after his retirement to solve that problem.

During 2007, he accessed information about the support offered by the NTF project and immediately decided to apply; in November of the same year, he was granted access to an amount of 1,500 EUR to be invested in the business. Considering that Mr Ilic had already registered his business those means were used

istog prostora izgrađeno je igralište za decu, kao i mini zoološki vrt. Tako da se danas poslovni kompleks prostire na 20 ari zemljišta.

Tokom novembra 2009. godine, kao jedan od najuspešnijih korisnika NTF projekta, gospodin Ivković je učestvovao na Sajmu preduzetništva u Beogradu. Osim toga, dobio je priliku da pohađa i sedmodnevni NTF program obuke iz oblasti preduzetništva, da bi unapredio svoje preduzetničke sposobnosti, kao i stekao pravo na korišćenje dodatne finansijske pomoći u iznosu od 1500 evra za uvođenje grejanja u objekat. Gospodin Ivković ima planove za dalje proširenje posla. Kako navodi, u planu mu je izgradnja malih koliba za prenoćište i nada se da će tada kompleks dostići površinu od čak 40 ari.

### GABOR ŠALAMON, INĐIJA

Gospodin Gabor Šalamon (46) iz Indije bio je zastavnik prve klase u Vojsci Srbije. Posle dvadeset i tri godine rada u Vojsci, kao posledica reforme sistema odbrane, prestala je potreba za njegovim radnim mestom u tehničkoj službi Vojske Srbije i gospodin Šalamon je prevremeno penzionisan. S obzirom na to da ima suprugu i dvoje dece, svakako da penzija nije bila dovoljna



**GABOR ŠALAMON**

da pokrije osnovne životne potrebe, pa je shvatio da je neophodno da iznade dodatne izvore prihoda.

Gospodin Šalamon je odlučio da se prijavi za program pre-kvalifikacije ponuđen u okviru PRISMA programa Ministarstva Odbrane Republike Srbije i specijalizuje se za servisiranje rashladne opreme i klima uređaja. Za ovo zanimanje se odlučio jer je i u okviru tehničke službe u Vojsci bio u prilici da radi na sličnim poslovima.



**VOJKAN IVKOVIĆ**

for its further development. Established as a simple pizzeria, later on the business was improved with the building of a playground for children as well as a small zoo. His advance in business can be evaluated through the fact that, after those developments it covers an area of 20 acres.

In November 2009, as one of the most successful beneficiaries of the NTF project Mr Ivkovic participated in the Entrepreneurship Fair in Belgrade. Besides that, he was given the opportunity to attend a seven day NTF entrepreneurship training programme in order to improve his entrepreneurship skills as well as access to additional financial help in the amount of 1,500 EUR to install a heating system. Mr Ivkovic has plans for further development of his business. As he says, he is planning to build small cabins and hopes that his complex will soon expand to 40 acres of land.

### GABOR SALAMON, INDIIJA

Mr. Gabor Salamon (46) from Indija was a Sergeant Major 1st Class in the Serbian Army. After 23 years of service, as a consequence of the defence reform, his post in the technical services of Serbian Army was cancelled and Mr Salomon was early retired. Having a wife and two children, his retirement income was insufficient to support their basic living needs and soon, he realized that it was necessary to find a source for additional income.

Mr Salomon decided to enter a re-qualification programme offered within the PRISMA programme of the Ministry of Defence of the Republic of Serbia and specialize in servicing cooling equipment and air conditioners. He chose this occupation

# BENEFICIARIES OF NATO/PFP TRUST FUND PROJECT FOR ASSISTANCE TO DISCHARGED PERSONNEL IN SERBIA

Po završetku prekvalifikacije, odlučio je da se prijavi za bespovratnu finansijsku pomoć projekta NATO/PzM Poverilačkog fonda kako bi registrovao sopstveno preduzeće specijalizovano za servisiranje rashladnih i klima uređaja, što je uspeo zahvaljujući donaciji koja mu je dodeljena.

Danas je gospodin Šalamon uspešan preduzetnik i tokom letnjih meseci veoma retko može da predahne od posla. Često i nije u mogućnosti da sam odgovori na sve porudžbine kada počnu vrućine, pa mu tada pomaže njegov sin. S obzirom na to da je posao kojim se bavi sezonskog karaktera, zimski period koristi da malo odmori od posla i „napuni baterije“ za leto koje dolazi. Kaže da je veoma zahvalan projektu NATO/PzM Poverilačkog fonda bez čije pomoći ne bi uspeo u nameri da započne samostalan posao i tako obezbedi dodatni izvor prihoda za svoju porodicu.

### ALEKSANDAR BELOJICA, RAŠKA

Gospodin Aleksandar Belojica (35) iz Raške radio je sedam i po godina u Vojsci Srbije kao tenkovski električar. U procesu reformi u Vojsci Srbije prestala je potreba za njegovim radnim mestom. Pošto je oženjen i ima dete, bilo je neophodno da u tom trenutku nađe novi izvor stalnih prihoda. Saznao je za projekt NATO Poverilačkog Fonda koji nudi bespovratnu finansijsku pomoć bivšim pripadnicima vojnog kadra i odlučio da se prijavi.

Nakon što je ispitao prilike na tržištu Raške, gospodin Belojica je procenio da bi bilo veoma unosno i perspektivno upustiti se u posao proizvodnje i pakovanja ratluka, tradicionalne poslastice ovog kraja. Prvo je kupio mašinu za pakovanje, a potom je, zahvaljujući bespovratnoj finansijskoj pomoći koju je dobio od strane IOM - NTF projekta, registrovao i samostalnu zanatsku radnju „AROMA PUB“. Osnovna delatnost preduzeća bila je



ALEKSANDAR BELOJICA

proizvodnja i pakovanje ratluka, ali je ubrzo diverzifikovao svoj asortiman pa se danas bavi i pakovanjem smokija, čoko-smokija, šećera u prahu. U pokušaju da se na što bilji način izbori sa konkurenjom, gospodin Belojica se dosetio da u kesice smokija pakuje i po jednu igračku, pa su njegovi proizvodi vremenom postali vrlo traženi u celoj Centralnoj i Južnoj Srbiji. Ipak, kako kaže, ne veruje da će se tu zaustaviti. Planira da uvede izvesne inovacije u svoj proizvodni proces, ali i da pokuša da se dokaže na tržištima zemalja iz regiona, pre svega u Crnoj Gori i Makedoniji. Ima veoma dobru saradnju sa inostranim partnerima, i upravo u saradnji sa jednim partnerom iz Turske planira da uvede novi proizvod: pakovanje gumenih bombona sa poklon igračkom.

because he had the opportunity to perform similar activities in the Technical department of Serbian Army.

At the end of the re-qualification course, he decided to apply for a financial grant of the NATO/PfP Trust Fund to register his own company specialized in servicing cooling equipment and air conditioners. Thanks to that grant he succeeded in reaching his goal.

Today, Mr Salomon is a successful entrepreneur who enjoys very little rest during summer. When the hot season begins, he is often not able to respond to all job requests and asks his son to step in for support. Considering his new job is a seasonal one, he uses winter to rest and “recharge his batteries” for the next summer. He is very grateful to the NATO/PfP Trust Fund project and recognises that without its help he would not be able to set up a new business and access the additional income his family needs.

### ALEKSANDAR BELOJICA, RASKA

Mr. Aleksandar Belojica (35) from Raska worked for seven and a half years for Serbian Army as a tank electrician. In the process of reform of the Serbian Army, his post was cancelled and he was made redundant. Since he is married and has a child, it was necessary for him to find a new source of regular income. He found out about NATO Trust Fund which offers financial help to former military personnel and decided to apply.

After researching the labour market opportunities in Raska where he lives, Mr Belojica estimated that it would be very lucrative and perspective to produce and pack Turkish delights, a traditional dessert in this area. Thanks to financial grant of the IOM-NTF project he first bought a packing machine and then registered an independent craft-workshop with the name of “AROMA PUB”. Although the basic activity in his company was the production and packaging of Turkish delights, he soon expanded the assortment of products to the packaging of crisps, chocolate crisps and powdered sugar. In order to become more competitive on the market, Mr Belojica started adding toys in crisps packages making his products very popular in the whole Central and South Serbia areas. But, as he says, he will not stop there. He is now planning to introduce further innovations in the production process and try to access regional markets, primarily Montenegro and Macedonia. Moreover, counting on his very good cooperation with foreign partners and Turkish companies in particular, he is planning to introduce a new product packaging rubber candies together with a toy.

Besides Mr Belojica, “AROMA PUB” employs a production technologist. The owner also plans to employ more workers to respond to the growing demand for his products.

Regular monitoring evaluated Mr Belojica's company as one of the most successful and perspective companies set up with the assistance of the NATO/PfP Trust Fund. In that context, Mr Belojica was given the opportunity to attend a specialized entrepreneur training programme and access an additional financial support in the amount of 1,500 EUR to help further development of the business and increase its self sustainability.

U „AROMI PUB“ je pored gospodina Belojice, zaposlen i tehnolog proizvodnje, a ima u planu da angažuje još nekoliko radnika kako bi udovoljio rastućoj tražnji za svojim proizvodima.

S obzirom na to da je, kroz redovan monitoring, firma ocenjena kao jedna od najuspešnijih i najperspektivnijih koje su osnovane uz podršku NATO/PzM Poverilačkog fonda, gospodin Belojica je dobio mogućnost pohađanja specijalizovanog programa obuke iz oblasti preduzetništva kao i korišćenja još jednog, takozvanog NTF stimulativnog granta u iznosu do 1500 evra da bi dodatno razvio poslovne aktivnosti i povećao samodrživot posla.

## ZOLTAN DANI, KOVIN

Gospodin Zoltan Dani (54) jedan je od, široj javnosti, najpoznatijih korisnika projekta Poverilačkog fonda. Naime, gospodin Dani je bivši pukovnik protiv-avionske odbrane Vojske Jugoslavije, a potom Srbije, koji je komandovao jedinicom koja je u noći 27. marta 1999. godine tokom NATO akcije u tadašnjoj Jugoslaviji, srušila avion F-117 Noćni jastreb u ataru sremskog sela Budjanovaca. Posle 27 godina rada u Vojsci, Zoltan Dani je prevremeno penzionisan 1. septembra 2004. Godine u procesu reforme u Vojsci Srbije.

Gospodin Dani trenutno živi u Kovinu, ima suprugu i troje dece. Pošto je prošao PRISMA program prekvalifikacije za oficire, odlučio je da se prijavi za bespovratnu finansijsku pomoć koju nudi NTF projekat za započinjanje samostalnog posla. Pošto je najviše interesovanja, kao i veština, posedovao u pekačkom zanatu, odlučio je da otvori pekaru. Kako kaže, iako je posao veoma naporan, zadovoljan je prihodom koji mu donosi. U pekari je pored njega zaposlen i njegov mlađi sin, a u pomoć mu priteknu i ostali članovi porodice kada je to neophodno. Ukoliko posao nastavi da se razvija tempom koji je planirao, gospodin Dani misli da će možda moći da zaposli još nekog radnika.

Smatra da je razvio veoma uspešan i održiv porodični posao, pa očekuje da će ga naslediti njegova deca.

## NADA I SAVA POPOVIĆ, SREMSKA MITROVICA

Gospodin Sava Popović (47) radio je preko 19 godina u Vojsci. Kada je prestala potreba za njegovim radnim mestom, počeo je da razmatra povoljne prilike na tržištu u Sremskoj Mitrovici. Kupio je mašinu za obradu plastike i započeo malu proizvodnju raznih vrsta plastičnih profila poput: dozni, tiplova kao i kutija za struju. „Plastika koja se ne izlije dobro čini 10% proizvodnje“, kaže gospodin Popović, koji smatra da i tu činjenicu treba iskoristiti. Kada je čuo za bespovratnu pomoć projekta NATO/PzM Poverilačkog Fonda namenjenu višku vojnog kadra za čijim je formacijskim mestom prestala potreba u procesu reforme sistema odbrane, gospodin Popović se prijavio za pomoć u pokretanju samostalne delatnosti. Zahvaljujući NTF projektu, dobio je sumu od 1500 eura koju je iskoristio za registraciju firme i kupovinu malog mlina koji lomi loše izlivenu plastiku, a koja će poslužiti u novom proizvodnom procesu. U kratkom vremen-

## ZOLTAN DANI, KOVIN

Mr. Zoltan Dani (54) is one of the most famous Trust Fund project beneficiaries. Mr. Dani is a former Colonel of the anti-aircraft defence in the Yugoslav and then Serbian Army. During the NATO operations in the Federal Republic of Yugoslavia, he was in command of the unit which destroyed an F-117 Night Hawk in the area of Budjanovci village on March 27, 1999. After 27 years of service, as a consequence of reform process in Serbian Army Zoltan Dani was made redundant and early retired on September 1, 2004.

Mr. Dani lives in Kovin and has a wife and three children. Having attended the re-qualification programme organized by PRISMA, he decided to apply for the financial grant offered by NTF project to help setting up his own business. Since his inter-



ZOLTAN DANI

ests and skills related to the field of baking, he decided to open a bakery shop. As he says that although his job is a very hard one, he is satisfied with the income produced. Besides him, the bakery employs his younger son; other members of the family are also ready to help when necessary. If the business keeps developing at the planned rate, there might be space to employ an additional worker.

Mr. Dani thinks he developed a very successful and sustainable family business and expects his children to inherit it.

## NADA AND SAVA POPOVIC, SREMSKA MITROVICA

Mr. Sava Popovic (47) worked for over 19 years in the Serbian Army. When his post was cancelled due to the defence reform, he started considering different opportunities in the labour market in Sremska Mitrovica. He bought a machine for processing plastic materials and started a small production of different kinds of plastic goods like dispensers, anchors and boxes for electricity. “Plastic that is not well moulded corresponds to approximately 10% of a production cycle”, says Mr. Popovic thinking that this fact should be also exploited. When heard about the financial assistance offered by the NATO/Pfp Trust Fund (NTF project) to discharged military personnel, Mr Popovic decided to apply for business creation assistance. Thanks to NTF project, he gained access to an amount of 1,500 EUR that he used to register his company and buy a small grinder to crush badly moulded plas-

skom periodu, posao je postao veoma perspektivan.

U toku procesa monitoringa i evaluacije statusa firmi koje su osnovane uz podršku NTF projekta, firma gospodina Popovića je ocenjena kao jedna od perspektivnih. Gospodin Popović je stekao pravo na korišćenje dodatne pomoći u iznosu od 1500 eura i priliku da pohađa sedmodnevni trening iz oblasti preduzetništva, koji je za ovakve korisnike organizovao NTF projekat, kako bi daje unapredili svoja zananja, ali i svoje poslovne mogućnosti.



NADA I SAVA POPOVIĆ

Krajem 2008. godine njegova supruga, gospođa Nada Popović, koja je radila kao civil u vojsci, stekla je pravo na pomoć iz Poverilačkog fonda. Gospođa Popović je odlučila da se prijavi za pomoć NTF Projekta i pridruži svom mužu u širenju porodičnog posla. Zahvaljujući NTF projektu, ovaj bračni par je kupio još jednu modulu za plastiku, i na taj način povećao obim poslovanja svoje firme.

Danas su gospodin i gospođa Popović veoma zadovoljni poslom, koji predstavlja stabilan izvor prihoda za njihovu četvorčlanu porodicu.

### SLAĐANA ILIĆ, PROKUPLJE

Gospođa Sladana Ilić (44) radila je kao civilni operater za unos i obradu podataka u vojski od 1989. do 2007. godine kada je, u procesu reforme sistema odbrane, prestala potreba za njenim angažovanjem. Svesna činjenice da će teško doći do sličnog tipa zaposlenja na civilnom tržištu, počela je da razmatra mogućnost započinjanja privatnog posla. Uzimajući u obzir veštine i sredstva, gospođa Sladana je registrovala poljoprivredno domaćinstvo i započela posao proizvodnje i prodaje rasada cveća. Gospođa Ilić je konkursala za pomoć projekta NATO/PzM Poverilačkog Fonda i dobila sredstva u iznosu od 1500 evra. Odobrena pomoć je iskorisćena za kupovinu sistema za navodnjavanje, čime je znatno unapređeno poslovanje njene firme. Kako navodi gospođa Sladana posao nije ni malo lak, ali joj u tome pomaže cela porodica. Jedan od mnogih problema sa kojima se susreće u ovom poslu su niske temperature tokom zimskih meseci. Gospođa Ilić planira da ih reši jedan po jedan i u narednoj godini instalira sistem za grejanje.

Početkom ove godine, gospođa Ilić je pohađala sedmodnevni program obuke iz oblasti preduzetništva, kako bi unapredila svoje preduzetničke sposobnosti. Smatra da je konstantna edukacija najvažnija u napredovanju i usavršavanju svakog posla.

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tic to be re-utilised for new production. In very short time, his business became very perspective.

During the process of monitoring and evaluation of the state of the assisted businesses, Mr. Popovic was recognised as the owner of a very well established and perspective business and gained access to an additional grant as well as a seven day training in entrepreneurship organized by NATO/PfP Trust Fund for perspective beneficiaries; both measures were designed for the purpose of improving the owner's skills and business possibilities for further development.

In late 2008, the wife of Mr. Sava Popovic, Mrs. Nada, who worked as a civilian in the Army became eligible to access the Trust Fund. Mrs Popovic decided to apply for the NTF assistance to join her husband and widen the family business. Through the NTF, the couple bought a mould for plastic tanks further expanding the company's range of products.

Today, Mr. and Mrs. Popovic are very satisfied with the business that produces a regular income for their four-member family.

### SLADJANA ILIĆ, PROKUPLJE

Mrs Sladjana Ilic (44) worked as a civilian data input and processing operator in the Army from 1989 to the year 2007, when the defence reform cancelled her post. Being aware of the fact that it will be difficult to find a similar job opportunity in the civilian market, she started considering setting up her own business. Considering her skills and available assets, she decided to register a farming business for the production and selling of flower hotbeds. Mrs Ilic applied for the help of NATO/PfP Trust Fund Project and was granted access to an amount of 1,500 EUR she used to buy an irrigation system which considerably



SLAĐANA ILIĆ

improved her business development. As Mrs Sladjana says, it is hard work but she can count on the assistance of her family. She has many problems like the low temperatures during the winter, but she is planning to solve them one by one starting next year with the installation of a heating system.

Early this year, Mrs Ilic attended seven-day training in entrepreneurship in order to improve her skills. She thinks that constant education is the most important in improving and advancing in any business.

*Written by : Jelena Nikolic and Darko Kerekes*

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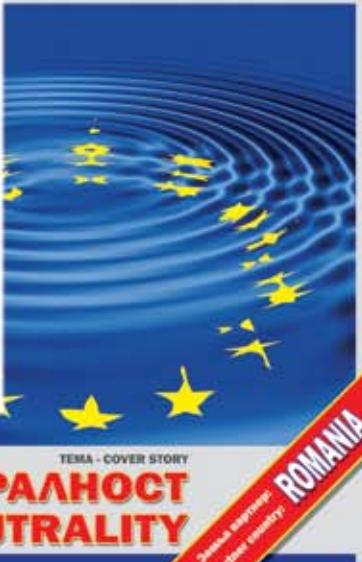


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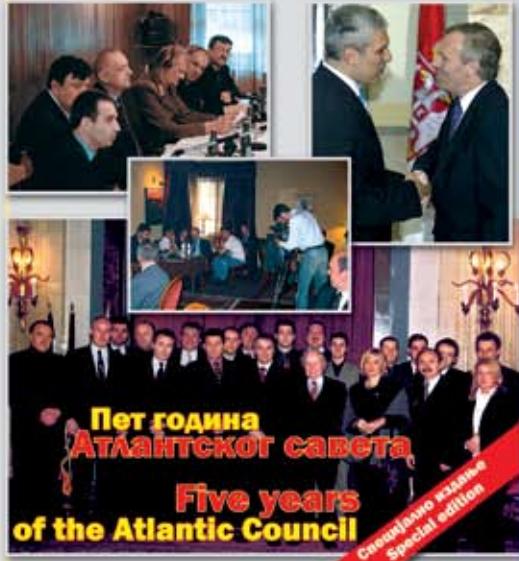
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