**European Union contribution to the Stockpile Management Technical Support and Ammunition Surplus Reduction**

**Project**

**Final Evaluation Report**

Prepared by

Gordana Alibašić

External evaluator

**Project Details**

**Project Title:** European Union contribution to Stockpile Management Technical Support and Ammunition Surplus Reduction

**Country:** Bosnia and Herzegovina

**Donor:** European Union

**Responsible Party:** UNDP Bosnia and Herzegovina

**Key implementation stakeholders**: Ministry of Defence of Bosnia and Herzegovina, the Armed Forces of Bosnia and Herzegovina, European Union forces in Bosnia and Herzegovina, South Eastern and Eastern Europe Clearing House for Small Arms and Light Weapons

**Implementation period:** June 2017 to November 2019

**Total value of the Project (USD):** 2,999,216.31

Project Reference Number: BIH10/00090160

**Time frame of the evaluation:** 6 January to 4 April 2020

**Consultant/author:** Gordana Alibašić

**Commissioned by:** UNDP Bosnia and Herzegovina

Table of Content

[List of acronyms and abbreviations 1](#_Toc37747527)

[Executive Summary 2](#_Toc37747528)

[1. Introduction and overview 8](#_Toc37747529)

[2. Description of the intervention under evaluation 8](#_Toc37747530)

[3. Evaluation scope and objectives 14](#_Toc37747531)

[4. Evaluation approach and methods 17](#_Toc37747532)

[5. Data analysis 19](#_Toc37747533)

[6. Findings and conclusions 19](#_Toc37747534)

[7. Recommendations 38](#_Toc37747535)

[8. Lessons learned 40](#_Toc37747536)

[9. Annexes 41](#_Toc37747537)

# List of acronyms and abbreviations

|  |  |
| --- | --- |
| AF BiH | Armed Forces of Bosnia and Herzegovina |
| ASS | Ammunition storage site |
| ATT | Arms Trade Treaty |
| AWE Master Plan | Master Plan for Ammunition, Weapons and Explosives |
| BiH | Bosnia and Herzegovina |
| EUD BiH | European Union Delegation to Bosnia and Herzegovina |
| EUFOR | European Union forces in Bosnia and Herzegovina |
| EU STAR | European Union contribution to Stockpile Management Technical Support and Ammunition Surplus Reduction |
| EXPLODE | Explosive Ordnance and Remnants of War Destruction Project |
| FAFA | Financial and Administrative Framework Agreement |
| GFAP | General Framework Agreement for Peace in Bosnia and Herzegovina (Dayton Peace Agreement) |
| IPSAS | International Public Sector Accounting Standards |
| MoD BiH | Ministry of Defence of Bosnia and Herzegovina |
| NATO | North Atlantic Treaty Organization |
| OSCE | Organization for Security and Cooperation in Europe |
| Pagoda | Pillar Assessment or Delegation Agreement |
| RBM | Results based management |
| SALW | Small arms and light weapons |
| SAA | Stabilisation and Association Agreement |
| SDG | Sustainable Development Goals |
| TOR | Term of Reference |
| TRADOC | Training and Doctrine Centre |
| TROM | Technical Workshop for Maintenance and Destruction of Ammunition |
| UEMS | Uncontrolled explosion at ammunition sites |
| UNW | United Nations Women |
| UNESCO | United Nations Educational, Scientific and Cultural Organization |
| UNDP | United Nations Development Programme |

# Executive Summary

Although peace has prevailed in Bosnia and Herzegovina since the Dayton Peace Agreement of 1995, the country continues to struggle with the issue of explosive remnants of war and armaments. This report presents the final evaluation findings on the European Union contribution to the Stockpile Management Technical Support and Ammunition Surplus Reduction project.

The project was designed to assist the Ministry of Defence and the Armed Forces of Bosnia and Herzegovina in the effective management of explosive remnants of war and armaments in the country and in the process help support the creation of a safe and secure environment for the citizens of Bosnia and Herzegovina.

The project addresses the strategic goals of Bosnia and Herzegovina directly in terms of the Small Arms and Light Weapons Control Strategy 2016–2020, the international legal and political commitments under the General Framework Agreement for Peace in Bosnia and Herzegovina (Dayton Peace Agreement), the strategic priorities reflected in Bosnia and Herzegovina’s recently submitted membership application to join the European Union and the country’s obligations stemming from the EU Accession process (with focus on the EU acquis and in particular Chapter 24 on Justice, Freedom and Security) as well as the commitments related to the Rule of Law and Good Governance of the Bosnia and Herzegovina Reform Agenda 2015–2018.

The project activities are designed to contribute to the international obligations of Bosnia and Herzegovina in relation to the Arms Trade Treaty, Sustainable Development Goal 16 (Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels) and Outcome 5 (Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including those related to climate change) of the UNDP Strategic Plan 2014–2017.

The overall project objective was to reduce the threat of uncontrolled explosion caused by chemically unstable and highly hazardous ammunition and remnants of war by reducing the overall ammunition stockpile and thereby reduce the threat to peace, stability and development in Bosnia and Herzegovina. The specific project objective was to ensure a considerable reduction in the amount of ammunition stockpiles to the amount of 3,000 tonnes of unstable ammunition and to fully capacitate and transfer know-how from the project and its contractor to Armed Forces of Bosnia and Herzegovina personnel, thus developing a sustainable demilitarisation capability in the country.

The project was launched with a budget of around USD 3 million in June 2017 and was completed in November 2019. It built upon the results and lessons learned from the 100 per cent EU funded EXPLODE project, which was implemented by UNDP from 1 April 2013 until 30 November 2016. The Stockpile Management Technical Support and Ammunition Surplus Reduction project team worked closely with the Ministry of Defence, the Armed Forces of Bosnia and Herzegovina, European Union, EUFOR, OSCE, United States State department through embassy in Sarajevo and NATO HQ in BiH on the coordination and implementation of activities designed to contribute to the disposal of unsafe and unstable ammunition as well as complex weapons systems.

The evaluation of the European Union contribution to the Stockpile Management Technical Support and Ammunition Surplus Reduction project focuses on its relevance of design, effectiveness of implementation (based on the project indicators), efficiency, impact and sustainability. The other key component covered in the evaluation is gender equality and human rights of the targeted groups. The recommendations provided are based on the evaluation findings.

The objective of the evaluation was to examine the overall performance of the project, its results, input and activities and how the outputs delivered added value to the efforts of the Ministry of Defence and the Armed Forces of Bosnia and Herzegovina in the field of ammunition control and management. Through a substantive analysis of the effectiveness of the project approach and feedback from stakeholders the evaluation assesses the cause and effect relationship within the project and identifies the extent to which the observed changes can be attributed to the project.

The final narrative report will incorporate the findings of the evaluation. The final evaluation will be presented to the donor, beneficiaries and other stakeholders for the sake of considering implementation of the recommendations.

The evaluation methodology was participatory and involved relevant stakeholders, partners, beneficiaries and members of the Project Board. A combination of quantitative and qualitative methods, such as desk review, observation, key informant interviews and meetings, were conducted as part of the evaluation. A tripartite approach was applied to the content data analysis, meaning that at least three interview participants had to confirm the same statement for it to be considered true.

Key Findings

**The overall project**

The close linkage between the project design and the strategic objectives facilitated the direction of the intervention toward achievement of the overall and specific objectives. By significantly reducing the amount of potentially hazardous ammunition, the project has had a positive affected on the overall security of the population throughout Bosnia and Herzegovina. The project also had a strong management capacity with appropriate cost-effective measures put in place. The European Union contribution allowed the Stockpile Management Technical Support and Ammunition Surplus Reduction project (hereinafter, EU STAR project) to largely achieve its set targets. It managed to destroy 2,683 tonnes (around 90% of the planned 3,000 tonnes) of hazardous or obsolete ammunition spread around the 12 ammunition storage sites. This is a great success in terms of increased safety and security of soldiers and officers of the Armed Forces of Bosnia and Herzegovina at the ammunition storage sites and citizens in the surrounding local communities. Slow decision-making processes on the part of the beneficiaries, namely the Ministry of Defence and the Armed Forces of Bosnia and Herzegovina, was the main reason for not achieving the full set of targets.

Overall, the European Union contribution to the EU STAR project has been highly successful in reducing the amount of unsafe ammunition and in introducing improvements in terms of the installation of newer safer and more efficient machinery and the transfer of know-how to personnel of the Armed Forces of Bosnia and Herzegovina engaged in ammunition disposal at the Technical Workshop for the Maintenance of Ammunition in Doboj. Furthermore, the project increased the sustainability of the intervention by equipping the Training and Doctrine Centre in Travnik and through the provision of training for the Armed Forces of Bosnia and Herzegovina personnel at the Centre and by the provision of equipment and furniture.

**Relevance**

There was sufficient evidence to demonstrate that the project was both necessary and timely for Bosnia and Herzegovina. At the same time, it was tightly aligned with the national development priorities, the EU enlargement policy and the accession agenda, UNDP strategic objectives and Sustainable Development Goal 16 (peace, justice and strong institutions). The project provided equal opportunities for both men and women to participate. One female officer working at the Training and Doctrine Centre received training through know-how transfer in the management of ammunition and explosive ordnance as well as ammunition disposal at the Technical Workshop for the Maintenance of Ammunition in Doboj. This officer will be engaged in future activities within this education facility of the Armed Forces of Bosnia and Herzegovina as a lecturer/trainer on this topic. The Ministry of Defence and the Armed Forces of Bosnia and Herzegovina should make additional efforts to increase the participation of women in this area.

**Gender equality and human rights**

The nature of the intervention and the established social standards within the Armed Forces of Bosnia and Herzegovina meant that gender was not addressed sufficiently; however, the project provided the same opportunities for both men and women to participate in the implementation. Of the eighteen participants of the training given at the Technical Workshop for the Maintenance of Ammunition in Doboj only one was a female officer. Having in mind that the project was intended to reduce the risk of uncontrolled explosion of ammunition at Armed Forces of Bosnia and Herzegovina storage sites and thereby increase the safety and security of local communities in the vicinity of these sites, it was of utmost importance that the project was of benefit for all women and men.

In terms of human rights, the project contributed to an increase in the basic human right to safety and security for personnel of the Armed Forces of Bosnia and Herzegovina, people who work with ammunition, citizens who live in the vicinity of ammunition storage sites and the overall population of Bosnia and Herzegovina. The newly installed autoclave at the Technical Workshop for the Maintenance of Ammunition in Doboj is environmentally friendly and protects against water and air pollution. Protection of the environment helps ensure human health, which is one of the basic human rights and applies to both women and men.

**Effectiveness**

Although the project did not fully achieve all of its predefined targets it made a significant contribution in terms of safety and security. This is supported by the fact that while many other countries in the region have experienced uncontrolled explosions at ammunition sites no uncontrolled explosion has occurred at the facilities of the Ministry of Defence and the Armed Forces of Bosnia and Herzegovina since 2006. Cooperation between the European Union as the donor and UNDP as the implementer was very good as was interaction with other projects within the Ammunition Weapons and Explosives Master Plan. This interaction contributed to the same goal of increased safety and security and triggered synergies that helped maximise results.

**Efficiency**

Although the intervention logic was strong better analysis of the political situation and the administrative procedures of the beneficiaries prior to the start of the project would have provided the project design with more room to overcome administrative procedures and thereby achieve the planned targets. The complex nature of the government structures and the fact that the Presidency must approve ammunition disposal means that administrative procedures for approving ammunition for disposal are long. The political context can also slow down the decision-making process for ammunition disposal. The technical and human resources were well allocated but in consideration of the slow start to the project the financial resources could have been managed better, although the slow start was not under the control of the project.

**Impact**

The European Union contribution to the EU STAR project reduced the threat to citizens from uncontrolled explosions of remnants of war such as chemically unstable and highly hazardous ammunition and obsolete ammunition, which is the overall objective of the project. The specific objectives of the project were to reduce the risk to peace, stability and development in Bosnia and Herzegovina by ensuring a considerable reduction of the size of the ammunition stockpile (to the amount of 3,000 tonnes of unstable ammunition) and the full capacitation of and transfer of know-how from the project and its contractors to personnel of the Armed Forces of Bosnia and Herzegovina.

In terms of results, the development of a sustainable demilitarisation capability in the country has largely been achieved and the overall ammunition stockpile reduced by 2,683 tonnes through the implementation of the European Union supported project. To date, the project has contributed to a reduction in the quantity of ammunition down to 7,677 tonnes. New technological capacities have been developed and installed at the Technical Workshop for the Maintenance of Ammunition in Doboj and the transfer of knowledge and skills in the area of demilitarisation is completed.

However, since the official transfer of the machinery from the EU STAR project to the Armed Forces of Bosnia and Herzegovina had yet to be realised by the time the evaluation was required to be finalised and the Armed Forces personnel had not yet begun the ammunition demilitarisation process using the EWI, pull apart and autoclave machines independently it was too early to evaluate whether the second component had been fulfilled in its entirety. Therefore, it was not possible to evaluate the extent to which the Ministry of Defence and the Armed Forces of Bosnia and Herzegovina are able to operate the disposal process for unsafe ammunition utilising the already developed technological capacities and manpower trained to operate the mentioned technological capacities. All of the preconditions for full capacitation in terms of the transfer of the relevant skills and knowledge in the area of demilitarisation have been fulfilled and it is expected that the transfer of the machinery and commencement of its operation by Armed Forces personnel will soon be completed.

**Sustainability**

The project results are sustainable in the long run because the autoclave equipment for ammunition demilitarisation is permanently installed at the Technical Workshop for the Maintenance of Ammunition in Doboj and available for use by trained personnel for ammunition disposal of the Armed Forces of Bosnia and Herzegovina. Training of trainees was provided through the project in order to enable the usage of the machines as per the future requirements of the Ministry of Defence/Armed Forces of Bosnia and Herzegovina concerning the management of the ammunition stockpile, which is a process that includes ammunition disposal. Three instructors from the Training and Doctrine Centre in Travnik were instructed in how to deliver training to new Armed Forces of Bosnia and Herzegovina personnel. This ensures that Armed Forces personnel can continue the ammunition disposal process using more environmentally friendly machinery. It also ensures that newly recruited Armed Forces personnel will receive appropriate training. The full sustainability of these project deliverables depends on whether sufficient funds will be made available in order to keep the machinery running (spare parts and maintenance) and the timely transportation of ammunition to the Technical Workshop for the Maintenance of Ammunition in Doboj.

**Recommendations**

The main goal of the EU STAR project was to achieve a reduction in the amount of ammunition and to create the preconditions for sustainable ammunition management and control through the removal of the most dangerous ammunition and ordnance from the stockpile. The equipment to be handed over is a bonus in terms of this result and will make future disposal less challenging, safer and easier as the teams of the Armed Forces of Bosnia and Herzegovina will be able to use modern safe and environmentally friendly machines.

Yet the equipment itself does not influence the impact already achieved through ammunition reduction. In order to create full long-term sustainability of ammunition management, the evaluation recommends the following:

1. Organise a conference that will gather all stakeholders and partners of the European Union funded EU STAR project and its beneficiaries, potential donors and other experts in ammunition and arms control and management. Through this conference, establish the priorities for sustaining the achievements of the EU STAR project beyond its duration. It is recommended that the next meeting of the Strategic Committee of the Ammunition Weapons and Explosives Master Plan be used to find appropriate solutions on who should be the holder of this recommendation.
2. A full range of follow-up interventions in this area of work would enable the full sustainability of all previous accomplishments related to increased safety and security. It would also enable the full sustainability of Ministry of Defence and Armed Forces of Bosnia and Herzegovina ammunition control and management during the ammunition life cycle.
3. Raise awareness within the Ministry of Defence and the Armed Forces of Bosnia and Herzegovina and other relevant institutions on the need to ensure timely financial planning. This is necessary for maintaining the full sustainability of ammunition control and management throughout the ammunition life cycle. It is recommended that tailored technical assistance be provided to key national partners.
4. Improve administrative procedures within the Ministry of Defence and the Armed Forces of Bosnia and Herzegovina in relation to the decision-making process for ammunition disposal. This should include the issue of approval by the Presidency, considering additional extensive technical assistance to decision makers and the whole command structure involved in the administrative procedure and decision-making process for ammunition disposal.
5. Transfer ownership of the EWI, pull apart and autoclave systems immediately from the EU STAR project to the Armed Forces of Bosnia and Herzegovina.
6. Personnel of the Armed Forces Bosnia and Herzegovina should begin to utilise the safer more efficient and environmentally friendly ammunition disposal equipment provided by the project.
7. Conduct testing of the practical knowledge and skills of the Armed Forces of Bosnia and Herzegovina personnel in the use of the new equipment for ammunition disposal over a period of one month. If it is adjudged that additional training is required then it will be necessary to organise training modules at the Training and Doctrine Centre in Travnik.
8. Enable greater participation of women in the Armed Forces of Bosnia and Herzegovina in the ammunition disposal process.
9. Continue ammunition inspections in order to identify unstable ammunition for disposal.
10. Continue the unsafe ammunition reduction process by removing all unstable ammunition from the ammunition storage sites to the industrial demilitarisation Technical Workshop for the Maintenance of Ammunition in Doboj. Attain the required quantity of 10,000 tonnes and enable the Armed Forces of Bosnia and Herzegovina to control and manage ammunition during its life cycle.
11. Apply the methodology on the Risk Assessment of Ammunition Storage Sites against Local Communities and the Specific Risk Calculator at all prospective ammunition storage sites. The extracted data will provide the baseline information required for creating a preparedness and emergency measures plan to be applied in response to a potential uncontrolled explosion at a munitions site.
12. Include extracted data based on the Risk Assessment of Ammunition Storage Sites against Local Communities and the Specific Risk Calculator in the UNDP Disaster Risk Analysis System (DRAS platform).[[1]](#footnote-1)
13. Close the non-prospective ammunition storage sites recognised in the AWE Master Plan[[2]](#footnote-2) as no longer safe for the storage of ammunition and/or as no longer necessary because of the significant reduction in the amount of ammunition in Bosnia and Herzegovina.
14. Maintain the training cell at the Training and Doctrine Centre in Travnik related to ammunition disposal at the Technical Workshop for the Maintenance of Ammunition in Doboj so that newly recruited Armed Forces of Bosnia and Herzegovina personnel can be trained to provide officers and regular operators involved in the industrial ammunition demilitarisation process with the necessary knowledge.
15. **Introduction and overview**

The European Union Contribution to the EU STAR project was designed to assists the Ministry of Defence and the Armed Forces of Bosnia and Herzegovina to effectively manage explosive remnants of war and armaments in Bosnia and Herzegovina. This supports the creation of a safe and secure environment for the citizens of Bosnia and Herzegovina, the country’s international obligations related to the Arms Trade Treaty and at the same time allowed it to establish an effective stockpile management system in line with the Ammunition Weapons and Explosives Master Plan (AWE Master Plan). Within the overall structure of intervention in the field, the AWE Master Plan enables the most effective utilisation of resources and the division of responsibility as per ability. The plan is coordinated by the European Union Forces in Bosnia and Herzegovina (EUFOR).

The European Union contribution to the EU STAR project was implemented by UNDP over the period June 2017 to November 2019 with an additional close down phase up to March 2020. The closedown phase was for visibility activities and the evaluation of the project. This report presents the findings of the final evaluation of the European Union Contribution to the EU STAR project.

Building on the foundations of the European Union supported Explosive Ordnance and Remnants of War Destruction project (EXPLODE), implemented by UNDP over the period 2013–2016, the European Union contribution to the EU STAR project sought to ensure a targeted and substantial reduction in the quantity of ammunition and the overall stockpile of ammunition accompanied by intensive know-how transfer from the project to the beneficiaries.

UNDP commissioned the evaluation in order to provide an impartial review of the use of the European Union contribution to the EU STAR project in terms of its relevance, effectiveness, efficiency, impact, sustainability, management and achievements. The information, findings, lessons learned and recommendations generated by the evaluation will be used by the Project Board, UNDP and the European Union and by the implementing partners to inform future programming.

1. **Description of the intervention under evaluation**

**2.1 Country context**

Through its transition from a fragile post-war economy to an upper middle-income country, Bosnia and Herzegovina has achieved significant progress in recent decades. More recently and for the first time in recent political history (mid 2015) all levels of government agreed on the Reform Agenda 2015–2018. This generated positive progress in initiating important reforms and unlocking the country’s integration into the European Union. One of the major preconditions for a successful road to European Union integration is that of a safe and secure environment. Yet this depends largely on the country’s ability to reduce the remaining burden of explosive remnants of war that continues to compromise Bosnia and Herzegovina efforts in this regard.

Despite reserved optimism, economic growth in the country has performed at a faster pace than expected. It was projected to grow from 3 per cent in 2017 to 3.2 per cent in 2018[[3]](#footnote-3) before slowing down in 2019. However, the country’s economic growth hardly touches the quality of life of the most vulnerable and investment and development depend largely on international financing. The overall business environment is weak with Bosnia and Herzegovina ranked 90th in the World Bank ‘Doing Business 2019’ report. GDP per capita is lower than in the neighbouring countries, while the unceasing political ‘status quo’ further exacerbates ethnic grievances and strengthens divisions among citizens.

The economic and social well-being landscape of the country continues to be dominated by the wartime legacy and remains distant from a self-sustaining path. The power sharing arrangements of the Dayton Peace Agreement resulted in a highly complex and fragmented governance structure that coupled with political stalemate and slow legislative processes make Bosnia and Herzegovina a country of limited social and economic opportunities for its citizens. The country’s 13 constitutions (state, two entities, one autonomous district and 10 cantons), 14 legal systems and more than 150 ministries reduce the effectiveness of public policy and hamper reform. Subsequently, this leads to poor service delivery, high unemployment, growing poverty and inequalities between social groups. According to the Fragile States Index 2017, Bosnia and Herzegovina features as a fragile state ranked 93rd among 178 countries. The 2016 Human Development Index value for Bosnia and Herzegovina was 0.750, placing the country 81st among 188 countries and still below the average for Europe and Central Asia.

As a post-conflict environment, the country continues to face different challenges as it builds its institutions on the road to the European Union. These challenges are usually a reflection of the complex constitutional framework and decision-making processes. The General Election held in October 2018 was over a year late. In November 2019, 13 months late, the Bosnia and Herzegovina Presidency was constituted. Only 14 months after the election, the new executive was formed: the House of Representatives of the Parliament of Bosnia and Herzegovina and ministers in the Council of Ministers and their deputies.

Outside the scope of the constitutional framework, another major challenge is rooted in the issue of explosive remnants of war manifested in the large amount of obsolete/unsafe ammunition stockpiles located throughout the country.

In order to ensure lasting safety and a risk-free environment, the Ministry of Defence and the Armed Forces of Bosnia and Herzegovina undertook a ten year-long effort to reduce the quantity of obsolete/unsafe ammunition contained in the stockpiles. The international community, under the lead of the European Union, has partnered with the Ministry of Defence of Bosnia and Herzegovina and UNDP and committed its political and financial assistance throughout this timeframe. A significant reduction in obsolete and unsafe ammunition has been achieved and therefore the final stretch on the road to stability and safety is within reach. Further sustained effort by the European Union and all other stakeholders was crucial for achieving the desired end state within the given timeframe of the end of 2019.

**2.2 About the project**

The European Union contribution to the EU STAR project has made a significant contribution in terms of strengthening the position of Bosnia and Herzegovina as a secure country that warrants sustainable development opportunities, both within the country and the region. It has addressed several key safety, security and development concerns in Bosnia and Herzegovina and its successful implementation contributes to the achievement of the relevant European Union accession priorities and obligations stemming from the acquis or more specifically those contained in Chapter 24 (Justice, Freedom and Security).[[4]](#footnote-4)

The overall objective of the European Union contribution to the EU STAR project was a reduction of the risk of an uncontrolled explosion of chemically unstable and highly hazardous ammunition or remnant of war in Bosnia and Herzegovina. This is measurable through the verifiable indicator of the level of reduction of remnants of war contained in the surplus ammunition stockpiles: 29 per cent down from 10,360 tonnes to 7,360 tonnes.

The specific objective of the EU STAR project was to reduce the risk to peace, stability and development in Bosnia and Herzegovina through achievement of a considerable reduction of the ammunition stockpile to the amount of 3,000 tonnes of unstable ammunition and the full capacitation and transfer of know-how from the project and its contractor to personnel of the Armed Forces of Bosnia and Herzegovina aimed at developing a sustainable demilitarisation capability in the country. The latter is measurable through two verifiable indicators:

1. The extent to which the Ministry of Defence and the Armed Forces of Bosnia and Herzegovina take ownership over and run the process of the disposal of unsafe ammunition utilising the already developed technological capacities and manpower established through the previous European Union funded projects now operated by Armed Forces of Bosnia and Herzegovina personnel.

2. The extent to which the officers and soldiers of the Armed Forces of Bosnia and Herzegovina have been capacitated through the transfer of skills and knowledge in the area of demilitarisation.

The European Union contribution to the EU STAR project focused on two specific and measurable results/outputs:

Result 1. Performance of the remnants of war management system being in place to ensure a significant reduction in the quantity of ammunition through safe and environmentally benign disposal.

Result 2. The extent to which the Ministry of Defence and Armed Forces of Bosnia and Herzegovina are equipped with the relevant technologies, knowledge and skills (including know-how transfer from the project and its contractor to Armed Forces Bosnia and Herzegovina personnel) for the effective disposal of ammunition.

**Partnership**

The European Union contribution to the EU STAR project worked closely with the Ministry of Defence and the Armed Forces of Bosnia and Herzegovina, European Union, European Union Force in Bosnia and Herzegovina (EUFOR), Organization for Security and Co-operation in Europe (OSCE), United States of America and the North Atlantic Treaty Organization (NATO) Headquarters in Bosnia and Herzegovina on the coordination and implementation of activities designed to contribute to the disposal of unsafe and unstable ammunition and complex weapon systems.

EUFOR provides an ongoing and systematic capacity building training programme on stockpile management and in partnership with NATO Headquarters Sarajevo supports the ammunition inventory, field inspection of ammunition and overall stockpile governance.

The EU STAR project ran complementary to all interventions implemented thus far by the national and international actors involved in the AWE Master Plan, which is under the leadership and coordination of the Ministry of Defence of Bosnia and Herzegovina and supported by EUFOR, UNDP, NATO HQ Sarajevo, EU and the OSCE.

Throughout the previous EXPLODE project as well as during the EU STAR project, both funded by the European Union, UNDP supported the industrial demilitarisation of ammunition whereas the Government of the United States has continued to support destruction through open detonation. The synergy with other completed or ongoing interventions relied on ammunition stockpile management and safety improvements made under previously implemented projects. These include the UNDP EXPLODE and OSCE SECUP[[5]](#footnote-5) projects, the ongoing UNDP Regional SEESAC project[[6]](#footnote-6) (that contributes toward achievement of improved capacity for physical security and stockpile management through infrastructure security upgrades, surplus reduction and training) and the OSCE SAFE-UP project. The latter project works to improve the physical protection of Armed Forces of Bosnia and Herzegovina locations for the storage of weapons and ammunition, the process of training people who will be responsible for the life cycle of the ammunition and the completion of a number of laboratories. Activities in Bosnia and Herzegovina were initiated and planned in close cooperation with other relevant international actors: EUFOR, UNDP Bosnia and Herzegovina (EXPLODE), OSCE in Bosnia and Herzegovina and NATO.

**Target groups and beneficiaries**

The final beneficiaries of the European Union contribution to the EU STAR project are the citizens of those communities within the vicinity of the 12 ammunition storage sites in Bosnia and Herzegovina.

Picture 1, below, shows the location of the 12 ammunition storage sites. The Ministry of Defence and the Armed Forces of Bosnia of and Herzegovina as well as EUFOR conduct ammunition inspections jointly. On the basis of these inspections, surplus ammunition is identified and subsequently transported for final disposal at the Technical Workshop for Maintenance and Destruction of Ammunition in Doboj.

Picture 1. Map of Bosnia and Herzegovina showing the locations of the 12 ammunition storage stockpiles.

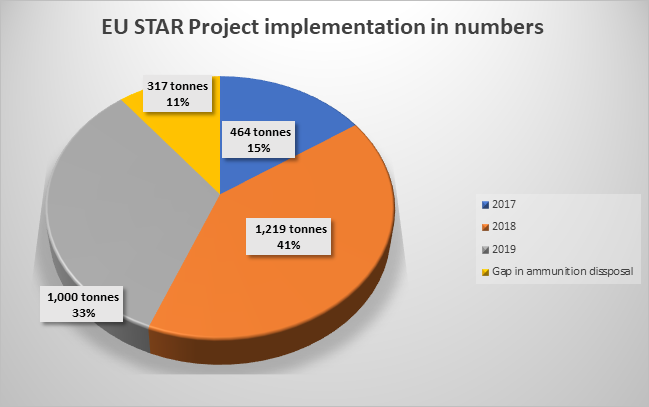


**Please Note:** As of 2016, there were 12 active ammunition storage sites in Bosnia and Herzegovina.

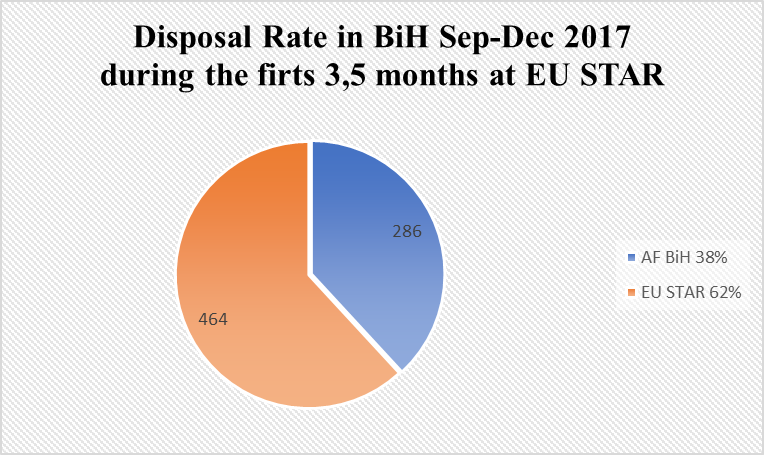
**Main achievements**

The total results achieved up until the end of November 2019 in terms of the disposal of ammunition over the thirty months of implementation of the European Union funded EU STAR project was 2,683 tonnes. Picture 2, below, illustrates the ammunition disposal per year and the gap to the planned quantities. Although it arrived late in the year in 2017, the project accounted for a project annual result of 464 tonnes. Picture 3 shows how many tonnes of ammunition were disposed of by the Armed Forces of Bosnia and Herzegovina compared to the European Union supported Stockpile Management Technical Support and Ammunition Surplus Reduction project for the period September to December 2017. Picture 4 illustrates overall disposal for 2017. Throughout 2018, the project contributed 1,219 tonnes of unstable ammunition and in 2019 an additional 1,000 tonnes of unstable ammunition from stockpiles. Picture 5 illustrates the disposal rate for the Technical Workshop for the Maintenance of Ammunition in Doboj (TROM Doboj) in 2018, while Picture 6 shows the disposal rate for TROM Doboj for 2019. The results achieved in ammunition stockpile reduction help alleviate the potential risk of an unplanned explosion and possible damage to communities in terms of protecting human life as well as their socioeconomic development and living and environmental conditions.

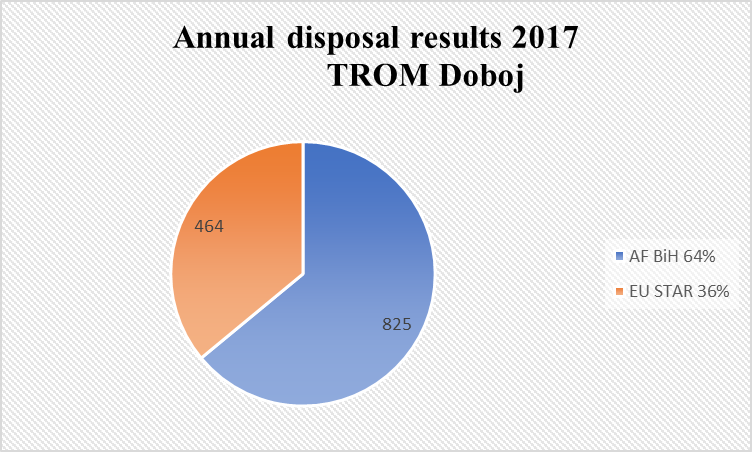
Picture 2. Ammunition disposal in tonnes per year



Picture 3: Disposal rate Sep-Dec 2017 TROM Doboj



Picture 4. Annual disposal rate in 2017 TROM Doboj



Picture 5. Annual disposal rate TROM Doboj in 2018

Picture 6. Annual disposal rate in 2019 TROM Doboj

**Project relevance and alignment**

The EU STAR project aimed to address directly the strategic goals of Bosnia and Herzegovina’s Small Arms and Light Weapons Control Strategy 2016–2020, the country’s international legal and political commitments under the General Framework Agreement for Peace in Bosnia and Herzegovina (Dayton Peace Agreement), its strategic priorities reflected in the country’s recently submitted membership application to join the European Union and Bosnia and Herzegovina’s obligations stemming from the European union accession process (with focus on the European union acquis and its Chapter 24 on Justice, Freedom and Security) as well as Bosnia and Herzegovina commitments in terms of the Rule of Law and Good Governance in relation to the country’s Reform Agenda 2015–2018. The EU STAR project is in alignment with the European Union strategies, the national and UNDP development frameworks and the goals of the United Nations Development Framework (UNDAF) 2015–2020 and the UNDP Country Programme Document 2015–2019 and contributes to targets set within Sustainable Development Goal 16 (peace, justice and strong institutions).

1. **Evaluation scope and objectives**

## 3.1 Evaluation purpose, objectives and scope

**Purpose**

The purpose of the Final Project Evaluation is to provide an impartial review of the European Union contribution to the EU STAR project in terms of its relevance, effectiveness, efficiency, impact, sustainability, management and achievements. The information, findings, lessons learned and recommendations generated by the evaluation will be used by the Project Board, UNDP and European Union and by the implementing partners to strengthen the remaining project implementation and to inform future programming.

**Objective**

The objective of the evaluation was to examine the overall performance of the European Union contribution to the EU STAR project in terms of its results, input and activities and how the outputs delivered added value to the efforts of the Ministry of Defence and the Armed Forces of Bosnia and Herzegovina in relation to ammunition control and management. Through a substantive analysis of the effectiveness of the project approach and feedback from beneficiaries, the evaluation assessed the cause and effect relationship within the project, including identifying the extent to which the observed changes can be attributed to the project.

The evaluation also highlights the strengths, weaknesses/gaps and good practice of the project and provides forward looking actionable recommendations for the European Union and UNDP for fine-tuning and scaling up support in the field of sustainable life cycle management of ammunition held by the Armed Forces of Bosnia and Herzegovina.

**Scope**

The evaluation assessed the extent to which the specific project objective/outcome and results/outputs have been achieved from the beginning of the project up until the end of the project in November 2019 (based on the Project Document and its results framework). The evaluation looked into all project activities and processes implemented throughout the country and paid special attention to the localities where the surplus ammunition is stored.

More specifically, the evaluation reviewed and gives recommendations regarding the implementation of critical project aspects such as strategies, implementation mechanisms and partnerships with the Ministry of Defence and the Armed Forces of Bosnia and Herzegovina as well as institutionalisation and know-how transfer from the project to Armed Forces of Bosnia and Herzegovina personnel. The evaluation assessed, to the greatest possible extent, the relevance and influence of the project activities aimed at reducing the amount of surplus ammunition stored at the 12 active locations scattered throughout the country as well as the subsequent increase in the level of safety and security for the citizens living nearby these locations.

The evaluation looked at the specificities of the project and its innovations, synergies and linkages in both the national and regional context. It assessed how these proved critical in producing the intended results/outputs and assessed the factors that facilitated or hindered progress in achieving the results/outputs. This included the external environment and risks and internal factors such as weaknesses in the project design, management, human resource skills and the utilisation of resources.

## 3.2 Evaluation criteria and key questions

The final evaluation of the European Union contribution to the EU STAR project addresses the following questions in order to determine the relevance, performance, results, effectiveness, efficiency, impact and sustainability of the project. It also looks at the lessons learned and provides forward-looking recommendations. The evaluation questions are summarised below.

**Relevance**

* Having in mind the political, social and institutional context in Bosnia and Herzegovina, was the project objective relevant to the needs of the country? What potential is there that they will adequately contribute to development processes in the future?
* To what extent is the project aligned with the relevant national development priorities in Bosnia and Herzegovina, the EU enlargement policy/accession agenda, UNDP strategic objectives and Sustainable Development Goal 16 (peace, justice and strong institutions)?
* To what extent does the project contribute to gender equality, the empowerment of women and human rights of the target groups?

**Effectiveness**

To what extent have the project activities been implemented and the intended results and the specific objective/outcomes achieved?

What are the main accomplishments of the project?

Please provide an outline of a measurable overview of the project results against the indicators and their target values/statements as defined in the project logframe.

* What positive or negative, intended or unintended, changes were brought about by the project interventions?

This could include, inter alia, an overview of the benefits that the project brought to the beneficiary institutions and citizens in the local communities.

* What factors have contributed to achieving or not achieving the specific intended objective/outcomes and outputs/results?
* How has the project contributed to strengthening the partnership between the Ministry of Defence and the Armed Forces of Bosnia and Herzegovina and the international community and local communities?
* How successful was the project in terms of institutionalising and transferring know-how from the project and its contractor to personnel from the Armed Forces of Bosnia and Herzegovina?
* How effective was the project in terms of interaction with other relevant projects and more specifically other similar European Union funded initiatives in relation to triggering synergies and the maximisation of development results?

**Efficiency**

* Have resources (financial, human and technical) been allocated strategically in order to achieve the project results?
* Are there any weaknesses in the project design, management, human resource skills and resources?

**Impact**

* What are the project effects and impact in terms of implemented project activities, both in qualitative and quantitative terms, on the overall improvement of ammunition control and management?
* What are the main benefits (qualitative and quantitative) for the Ministry of Defence, the Armed Forces and the citizens of Bosnia and Herzegovina?
* How satisfied are the key stakeholders/final beneficiaries with the project implementation and more specifically the partnership support provided?

What specific potential follow-up assistance expectations are there?

**Sustainability**

* To what extent are the project outputs/results sustainable?

How can the project results be sustainably projected and expanded, having in mind the potential future needs of the Ministry of Defence and the Armed Forces Bosnia and Herzegovina in terms of ammunition control and management?

* How successful was the project approach (intervention strategy) in creating a sense of ownership among the key national stakeholders?
* What future priority interventions would help ensure the long-term sustainability of the project achievements and contribute to further ammunition control and sustainable life cycle management of ammunition?

As described in chapter 6 (1.4) of this document, the evaluation assessed the extent to which the project initiatives supported or promoted gender equality, the rights based approach and human development.

The effects and impact of the project on its target groups are provided as an integral part of the evaluation report and more specifically under the impact criteria contained in the chapter 6 (4.1) of this report. Within this context, the insights of key national and international players in the area of ammunition control and management are also provided.

1. **Evaluation approach and methods**

## 4.1. Overall approach

Based on the information provided in the terms of reference, the evaluation was participatory in nature. A desk review of the documents provided by the project team was conducted and meetings held with the Project Evaluation Group. In line with the evaluation requirements, stakeholders, partners, beneficiaries and members of the Project Board were involved. A tripartite approach was applied to the evaluation analysis, meaning that at least three interview participants needed to confirm the same statement before it could be considered true. Key informant interviews were held separately with sixteen participants and their feedback on a specific set of questions collected.

## 4.2. Methodology

The evaluation methodology was participatory and included a combination of quantitative and qualitative methods such as desk review, observation, key informant interviews and meetings. The data collection methods described below were utilised during the evaluation.

* **Desk review**: This included a detailed review of the programmatic material and deliverables included the Project Document/description of the action, the theory of change and the results framework, monitoring and project reports on quality assurance, annual work plans, consolidated progress reports and the minutes from the Project Board meetings. A list of the documents considered by the evaluation desk review is provided in Annex 2.[[7]](#footnote-7)
* **Key informant interviews**:  During the period 21 January to 13 February 2020, interviews were conducted with representatives of the main institutional partners, Project Board members, beneficiaries and other stakeholders. This included the European Union and European Union Forces in Bosnia and Herzegovina (EUFOR), Organization for Security and Co-operation in Europe (OSCE), North Atlantic Treaty Organization (NATO), Joint Commission for Defence and Security of the Parliamentary Assembly of Bosnia and Herzegovina, the Ministry of Defence of Bosnia and Herzegovina and the Armed Forces of Bosnia and Herzegovina. The list of persons interviewed is contained in Annex I. Evaluation questions for interviewees on the relevance, effectiveness, efficiency and sustainability criteria were designed specifically for the different stakeholders to be interviewed. A total of 15 persons were interviewed: 3 from the Armed Forces of Bosnia and Herzegovina, 2 from the Ministry of Defence of Bosnia and Herzegovina, 2 from OSCE and one from each aforementioned agencies/organisations. Two interviews were conducted via Skype and the remaining fourteen were conducted face-to-face.
* **Observation**: Site visits to the military disposal facility the Technical Workshop for the Maintenance of Ammunition in Doboj were conducted on 20 January and 26 February 2020.
* **Meetings**: Three meetings were organised with the project team. The Initial briefing took place at the beginning of evaluation process on 8 January 2020. After the interviews and meetings were completed and an analysis conducted a debriefing was conducted on 4 February 2020 in order to obtain critical feedback on the evaluation findings. The third meeting was conducted to discuss the comments on the final evaluation report and involved a meeting with Ammsol d.d. Banja Luka the contractor to revisit conducted know-how transfer and inspect the equipment that will be handed over.

In order to assess the project performance, approach and modalities, the consultant met with key project partners and stakeholders, members of the Project Board and the Joint Commission for Defence and Security of the Parliamentary Assembly of Bosnia and Herzegovina, and the Strategic Committee for Ammunition, Weapons and Explosives. During these meetings, the consultant not only recorded and accumulated the input necessary for the project evaluation but also for highlighting recommendations and advising on a potential project follow-up phase.

The Evaluation Matrix Template (Annex 3) provides more detail on the data collection methods and tools used for specific criteria as well as the methods used for data analysis.

A structured questionnaire was prepared for the interviews with different stakeholders, beneficiaries and Project Board members. The individualised evaluation questionnaires are provided in Annex 4.

As an integral part of the evaluation report and specifically under the impact criteria, the effect and impact the project had on its target groups are reviewed in chapter 6 (1.1) of this evaluation report. Within this context, the evaluation includes insights from the key national and international partners in the area of ammunition control and management.

A two-page presentation containing the main messages that resulted from the evaluation, including the main findings, highlights the successes, challenges and the political value of the intervention and its recommendations.

**Methodological limitations**

Given the specific topics addressed by the project in relation to the Armed Forces of Bosnia and Herzegovina and the sensitivity of the information obtained by the project stakeholders as well as the fact that local communities were not aware of the ammunition disposal, it was not possible to conduct focus groups with local communities in order to obtain their opinion on the project results.

1. **Data analysis**

The evaluation questions were selected in order to gain an insight into the specific evaluation criteria. The consultant designed different evaluation questionnaires for each evaluation participant (see Annex 4). The project team confirmed the relevance of the questionnaires. Once collected the input from the stakeholders, beneficiaries and partners was entered into the system for content analysis. The opinion of the evaluator, based on observation and the desk review, was taken into consideration during the data analysis. Content analysis was the method used for data analysis. All available documents, including interviewee input and the project documents provided by the project team were used for data analysis. A triangulation approach was applied to data analysis, meaning that three information sources needed to confirm the same statement before it was considered true. This is how the conclusions were drawn and recommendations derived. A summary of the content analysis for each evaluation criteria is provided under Findings. The conclusions, lessons learned, and recommendations were derived from these findings.

1. **Findings and conclusions**
   1. **Relevance**

**Overall finding:** The project objectives were relevant to the needs of the country. Having in mind the political, social and institutional context of Bosnia and Herzegovina, ammunition reduction improved safety and security in the country and this contributed to ensuring the preconditions for the country’s development processes. The European Union contribution to the EU STAR project was tightly aligned with UNDP strategic objectives and Sustainable Development Goal 16 (peace, justice and strong institutions).

* + 1. **Project objective relevant to the needs of the country**

All interviewees said that the project was relevant to the needs of the country from the perspective of safety and security. It is noticeable that both safety and security has increased as a result of the reduction of unsafe ammunition, which is a precondition for public safety and economic and local development processes. By disposing of unstable ammunition, the project contributed to safer ammunition storage sites and improved security for local communities in the vicinity of these sites and ultimately helped increase safety for the entire population of Bosnia and Herzegovina.

“European Union contribution to the Stockpile Management Technical Support and Ammunition Surplus Reduction project’s objectives is highly relevant to the needs of the country. The safety and security of people is the priority, both for the Armed Forces of Bosnia and Herzegovina and citizens. This is one of the most successful stories among internationally funded projects.”

An interviewee statement.

Since 2013, the Armed Forces of Bosnia and Herzegovina have been conducting a complete (100 %) inspection and inventory of the ammunition stockpile. This has revealed that up to 43 per cent of all inspected ammunition is unsafe and thus must be disposed of immediately. Prior to the start of the European Union funded EU STAR project there was a lot of unstable ammunition stored at ammunition storage sites that posed a security threat not only to the soldiers but also to the local communities.

The unsafe ammunition was allocated for disposal either through industrial demilitarisation or by open detonation. The industrial demilitarisation process is performed at the military disposal facility the Technical Workshop for the Maintenance of Ammunition in Doboj. The Ministry of Defence and the Armed Forces of Bosnia and Herzegovina plan, organise and implement ammunition maintenance and the destruction of unstable ammunition using the capacities of the Technical Workshop in Doboj. However, prior to the recent projects, the facility’s capacities were limited and Bosnia and Herzegovina was therefore unable to conduct this process. The European Union supported EXPLODE and EU STAR projects as well as the EXPLODE+ project helped remove the majority of unnecessary and unstable ammunition and almost reached the quantity that the Armed Forces of Bosnia and Herzegovina is able to manage and control by itself.

### 6.1.2. The potential to make an adequate contribution to future development processes

The EU STAR project was a special crisis instrument related to stability and peace in Bosnia and Herzegovina[[8]](#footnote-8) and focused directly on security through ammunition disposal in the country. It was not a development project but rather a preparatory action for development aimed at the creation of a safer environment for economic and local development. The potential derived from the project that contributes to future development processes in the country lies in the further strengthening of the institutionalisation of the Ministry of Defence and the Armed Forces of Bosnia and Herzegovina and in the ability to transfer know-how on how to deal with safety challenges. In general, the potential is high for the development of the Technical Workshop for the Maintenance of Ammunition in Doboj in terms of further ammunition demilitarisation and even ammunition maintenance. Yet the challenge remains significant because all of the ammunition was produced before the war and sometimes it was not stored adequately, especially during the war period. The ammunition is getting older each year and therefore the risk of it becoming unstable and presenting a threat to security increases. Through their shared goal UNDP and the United States work to increase security in Bosnia and Herzegovina and this has resulted in a reduction in the amount of ammunition at storage sites of 7,677 tonnes.

### 6.1.3. Alignment with the relevant national development priorities, the EU enlargement policy/accession agenda, UNDP strategic objectives and Sustainable Development Goal 16

The majority of interviewed stakeholders were of the opinion that the design of the project was relevant to the defence reform process in the country, including the need to establish sustainable capacities and the overall development of the Ministry of Defence and the Armed Forces of Bosnia and Herzegovina. The reform approach to defence is in line with the European Union Road Map to Bosnia and Herzegovina and European Union Accession policy. It has clearly defined standards on how much ammunition the Armed Forces of Bosnia and Herzegovina should possess in relation to the relevant requirements for entry into the European Union. These standards are known as the ‘formation kit’.[[9]](#footnote-9) A couple of interviewees stated that the project was primarily a military rather than a development project but that since it was linked to safety and security it could also be seen as a prerequisite for development in Bosnia and Herzegovina. The overall opinion among interviewees was that the project was in line with the country’s European Union accession agenda, because it was designed on the basis of the country’s priorities as set by the accession agenda.

The international obligations of Bosnia and Herzegovina as ratified through international treaties and agreements, such as the Dayton Peace Agreement and the Small Arms and Light weapons Strategy,[[10]](#footnote-10) require a framework plan on how to deal with ballast ammunition, explosive ordnance and weapons.

The European Union supported EU STAR project was primarily military in nature and had a significant role to play in the developments of EUFOR. If Bosnia and Herzegovina wants to become a member of NATO and achieve EURO ATLANTIC integration then it has to reduce its current level of ammunition. Therefore, the project played a significant role in bringing the country into line with these goals. Control of small arms and light weapons and a reduction in ammunition is one of the priorities defined in the Bosnia and Herzegovina Reform Programme (paragraph 1.1.8).[[11]](#footnote-11)

The new reformed defence agenda[[12]](#footnote-12) has clearly defined standards that are in line with European Union standards. One of the first relates to the allowed quantity of ammunition that the Armed Forces of Bosnia and Herzegovina can manage in its stockpiles if it is to enter the European Union. There is still a surplus of around 10,000 tonnes, but this ammunition is stable. Yet this ammunition could become unstable over time and this is the reason why continuous inspection of ammunition and further demilitarisation is crucial for the security of the population of Bosnia and Herzegovina.

The European Union contribution to the EU STAR project is tightly aligned with UNDP strategic objectives and Sustainable Development Goal 16 (peace, justice and strong institutions). In this case, the Ministry of Defence and the Armed Forces of Bosnia and Herzegovina own and run the process of the disposal of unsafe ammunition.

In regard to the United Nations Development Assistance Framework (UNDAF) for 2015–2020, the authorities in Bosnia and Herzegovina and the United Nations agreed a strategic programme framework for the period 2015–2020. It draws on the full range of expertise and resources of the United Nations Country Team (UNCT) to deliver development results. It constitutes the underlying element of the One United Nations Programme and Common Budgetary Framework for Bosnia and Herzegovina 2015–2019 in addition to the other integral elements of the One United Nations Programme such as the Joint Steering Committee, results groups, and biennial Joint Work Plans. The European Union contribution to the EU STAR project contributes directly to UNDAF through Focus Area 1 (Rule of Law and Human Security) and Outcome 3, which states that there should be effective management of war remnants and strengthened prevention and responsiveness to human-made and natural disasters by 2019.

Without peace, stability, human rights and effective governance based on the rule of law we cannot hope to achieve sustainable development. We are living in a world that is increasingly divided. Some regions enjoy sustained levels of peace, security and prosperity, while others fall into seemingly endless cycles of conflict and violence. This is by no means inevitable but must be addressed. The European Union contribution to the EU STAR project contributes directly to the overall security of the population of Bosnia and Herzegovina by reducing war ammunition remnants.

### 6.1.4. Contribution to gender equality, empowerment of women and human rights of target groups

This EU STAR project was implemented with the Armed Forces and the Ministry of Defence of Bosnia and Herzegovina as the main beneficiaries. Given the nature of the beneficiaries, there was only limited space for female participation. Through its interventions, the project offered the same chance for both men and women to participate. The project team itself consists of one woman and two men. There was also a gender balance in the Project Board. The Minister of Defence of Bosnia and Herzegovina is a woman, the Chair of the AWE Master Plan Committee is a woman and the ammunition disposal processes within the local companies ‘Pretis’ and ‘Binas’ were performed mainly by female staff. The process of ammunition demilitarisation requires precise and detailed work, which women generally perform better. This project increased security for all citizens of Bosnia and Herzegovina and one of the project results mainstreams environmental protection, which also benefits all citizens.

Despite the limitations that the nature of military service imposes on gender equality, the project worked to empower women. At the Technical Workshop for the Maintenance of Ammunition in Doboj where the Armed Forces of Bosnia and Herzegovina perform ammunition disposal, for example, only one of the eighteen participants of the training on the management of ammunition and explosive ordnance as well as ammunition disposal was a woman. Three women work in the medical team at the Technical Workshop for the Maintenance of Ammunition in Doboj and, according to the rules, the ammunition demilitarisation process cannot be performed without them. The Project Board consists of seven members of which three are women.

An environmentally friendly autoclave has been installed to protect against water pollution, which benefits both women and men. Given the fact that the project was designed to increase safety and security for all and especially local communities within the vicinity of the ammunition stockpiles it was of benefit to all citizens.

When it came to human rights, the project increased the basic human right to safety and security for the Armed Forces of Bosnia and Herzegovina personnel, the people who work with ammunition and the citizens living in the vicinity of the ammunition storage sites. Therefore, it has had a significant impact on the population of Bosnia and Herzegovina. The project had a positive influence in terms of environmental protection and therefore contributed toward the basic human right of a healthy environment.

**Conclusion:** There is sufficient evidence to show that the project was both necessary and timely for Bosnia and Herzegovina. At the same time, it was highly aligned with national development priorities, the European Union enlargement policy, the accession agenda, UNDP strategic objectives and Sustainable Development Goal 16 (peace, justice and strong institutions). The project ensured the same chance for both men and women to participate. Among eighteen participants, one woman from the Training and Doctrine Centre in Travnik was trained in the management of ammunition and explosive ordnance as well as ammunition disposal. Additional efforts should be made to increase the participation of women in this area.

* 1. **Effectiveness**

**Overall finding:** There was substantial progress toward the overall objective of the project, which was to reduce the threat to the security of citizens from an uncontrolled explosion of chemically unstable or highly hazardous ammunition or remnant of war in Bosnia and Herzegovina. With just under EUR 3 million the project managed to destroy 2,683 tonnes (around 90% of the planned total) of hazardous and/or obsolete ammunition spread across the 12 ammunition storage sites some of which are located near big cities such as Banja Luka, Tuzla, Sarajevo and Bihać. The removal of each tonne of unstable ammunition makes an important contribution to overall security in the country.

### 6.2.1. Project results

This section measures the extent to which the project has achieved the outputs and outcomes as outlined in the Results and Resource Framework of the Project Document.

The project contributed directly to Outcome 3 of the Bosnia and Herzegovina UNDAF 2015–2020: By 2019, there is effective management of war remnants and strengthened prevention and responsiveness for man-made and natural disasters. Output 1. Support the creation of a safe and secure environment by effective management of war remnants. It tracks progress against the UNDAF indicator: Percentage reduction of war remnants and surplus ammunition stockpiles

Table 1. Project contribution to the UNDAF outcome and output indicators[[13]](#footnote-13)

|  |  |
| --- | --- |
| UNDAF outcome indicators, baselines and targets | Indicative country programme outputs  (including indicators, baselines and targets) |
| Indicator: Percentage reduction of war remnants and surplus ammunition stockpiles.  Baseline: 17,000 tonnes of surplus war remnants (2013).  Target: Reduced by 53% to 8,000 tonnes (2019). | Output 1. Sustainable remnants of war and arms control management in place.  Indicator 1a. Remnants of war quantities decrease in quantity.  Baseline: 16,500 tonnes of surplus military ammunition, 65,000 pieces of weapons (2014).  Target: Decrease the amount of remnants of war to a controllable level (2019). |

Not all interviewees were on the same page regarding the extent to which the Ministry of Defence and the Armed Forces of Bosnia and Herzegovina own and run the process of unsafe ammunition disposal and utilise the already developed technological capacities now operated by their own personnel and manpower established under the previous European Union funded projects. The interviewees thought that the extent to which the Ministry of Defence and the Armed Forces of Bosnia and Herzegovina own and run the process of disposal of unsafe ammunition is much improved and that progress is evident. Yet some found it difficult to assess the level of progress given that the Armed Forces of Bosnia and Herzegovina had not yet started to use the new machinery.

The Ministry of Defence and the Armed Forces of Bosnia and Herzegovina may experience difficulty in running the process on their own in the future since the administrative procedures for approving the ammunition for disposal are long. This is because of the complexity of the government structures and the fact that the Presidency must approve ammunition disposal. In addition to the length of the administrative procedures, different levels of government cover strategic decision-making and this factor influences ammunition stockpile management (sale, donation or disposal).

Similarly, the interviewees did not share the same opinion about the extent to which the officers and soldiers of the Armed Forces of Bosnia and Herzegovina have been capacitated through the transfer of skills and knowledge in the area of demilitarisation implemented by the EU STAR project. The transfer of skills and knowledge from the project and its contractor to the Armed Forces of Bosnia and Herzegovina personnel has been completed and certifications for ammunition demilitarisation obtained. There is a special section at the Training and Doctrine Centre in Travnik that is responsible for training within the Armed Forces of Bosnia and Herzegovina. Three of its members were trained through two separate modules for separate systems: 1) management of ammunition and 2) explosive ordnance and ammunition disposal. This enabled interchangeability and contributed to the Armed Forces of Bosnia and Herzegovina central source of knowledge for future times.

Many of the interviewees believed that the officers and soldiers are well capacitated but that the knowledge gained through the know-how training conducted on the usage of the new machinery had yet to be tested. More detail on the status of the results for each indicator is provided below in Table 2.

Table 2. The status of the results per each outcome and output indicator

|  |  |  |
| --- | --- | --- |
| **Outcome /Outputs** | **Indicator** | **Status of achievement as of December 2019** |
| **Overall Objective:**  Reduce the threat to the security of citizens from the uncontrolled explosion of chemically unstable and highly hazardous ammunition and remnants of war in Bosnia and Herzegovina. | A 29% reduction in war remnants stored at surplus ammunition stockpiles.  Baseline (2017): 10,360 t.  Target (2019): 7,360 t. | A 28% reduction in war remnants stored at surplus ammunition stockpiles.  7,677 tonnes  The threat to the security of citizens from the uncontrolled explosion of chemically unstable and highly hazardous ammunition and remnants of war in Bosnia and Herzegovina has been reduced. The majority of the currently unstable ammunition has been demilitarised. |
| **Specific Objective:**  To reduce the risk to peace, stability and development in Bosnia and Herzegovina through a considerable reduction of the ammunition stockpile to the amount of 3,000 tonnes of unstable ammunition and the full capacitation and transfer of know-how from the project and its contractor to the Armed Forces of Bosnia and Herzegovina personnel, thus developing a sustainable demilitarisation capability in the country. | 1. The extent to which the Ministry of Defence and the Armed Forces of Bosnia and Herzegovina have ownership over and run the process of the disposal of unsafe ammunition, utilising the already developed technological capacities and manpower established under the previous EU funded projects that are now operated by Armed Forces of Bosnia and Herzegovina personnel.  Baseline (2017): It is limited and still significantly reliant upon external assistance and coordination.  Target (2019): The Ministry of Defence and the Armed Forces of Bosnia and Herzegovina have full ownership of the disposal process and are capable of ensuring its future sustainability. | Partially  All preconditions are fulfilled: New technological capacities have been installed and Armed Forces personnel trained. The Armed Forces of Bosnia and Herzegovina are ready to own and run the process of the disposal of unsafe ammunition using the new machinery.  The official transfer of ownership of the new machinery has not yet been realised. |
| 2. The extent to which the officers and soldiers of the Armed Forces Bosnia and Herzegovina have been capacitated through the transfer of skills and knowledge in the area of demilitarisation.  Baseline (2017): Approximately 20 officers and soldiers of the Armed Forces of Bosnia and Herzegovina have gained limited skills and knowledge in the area of demilitarisation (Through Phase I of the project).  Target (2019): A significant increase in knowledge and skills in the area of demilitarisation for at least 20 Armed Forces of BiH personnel located at the Technical Workshop for the Maintenance of Ammunition, in Doboj. The Technical Workshop for the Maintenance of Ammunition has 20 Armed Forces of BiH personnel designated exclusively for disposal activities. | Significantly  A total of 18 Armed Forces personnel (3 at the Training and Doctrine Centre in Travnik and 15 located at the Technical Workshop for the Maintenance of Ammunition in Doboj) have significantly increased knowledge and skills in the area of demilitarisation.  Since they have not yet started to perform their duties on their own the extent of their knowledge and ability has yet to be assessed. |
| **Result 1.**  The war remnants management system is in place and ensuring a significant reduction of ammunition quantities through safe and environmentally benign disposal. | 1.1. Quantitates/tonnes of remnants of war ammunition disposed of in a safe and environmentally benign manner.  Baseline (2017):  10,360 t.  Target (2019): 7,360 t. | 2,683 tonnes of remnants of war ammunition disposed of in a safe and environmentally benign manner.  7,677 tonnes |
| 1.2. Number of contracts between UNDP as the implementing agency and service providers for ammunition disposal signed and implemented.  Baseline: 0  Target: 7 | 6 contracts between UNDP as the implementing agency and service providers for ammunition disposal signed and implemented.  The initially set target (7) was not reached because the desired reduction of 6 was reached with fewer contracts and excellent ratio. |
| 1.3. The disposal services are completed satisfactorily and backed-up by a disposal certificate provided by the service provider.  Baseline:  N/A  Target: Each single disposal certified. | Satisfactory completion of the disposal services backed-up by a disposal certificate provided by the services provider for every single disposal certified. |
| Result 2. The Ministry of Defence and the Armed Forces of Bosnia and Herzegovina are equipped with relevant technologies, knowledge and skills (including know-how transfer from the project and its contractor to the Armed Forces of Bosnia and Herzegovina personnel) for the effective disposal of ammunition. | 2.1. Number of Ministry of Defence and Armed Forces of Bosnia and Herzegovina personnel (sex disaggregated) trained and capacitated in the area of disposal, planning and logistic support in order to ensure efficient and sustainable implementation of the demilitarisation process.  Baseline (year 2017): 10  Target (year 2019): 20 | Significantly  18 personnel of the Ministry of Defence and the Armed Forces of Bosnia and Herzegovina (of which 1 is a woman) trained and capacitated in the area of disposal, planning and logistic support in order to ensure efficient and sustainable implementation of the demilitarisation process.  The training concept included preparation for receiving ammunition, logistics and demilitarisation 3 + 1 training for software logistic support. |
| Result 2: The Ministry of Defence and the Armed Forces of Bosnia and Herzegovina are equipped with relevant technologies, knowledge and skills (including know-how transfer from the project and its contractor to the Armed Forces Bosnia and Herzegovina personnel) for the effective disposal of ammunition. | 2.2. Number of know-how transfer workshops organised for Armed Forces of Bosnia and Herzegovina personnel enabling the subsequent takeover of all ammunition disposal equipment, processes and know-how from the project to the personnel at the Technical Workshop for the Maintenance of Ammunition in Doboj.  Baseline (year 2017): 0 (There were no project activities in 2017).  Target (year 2019): 10 (As per budget proposal B.L. 6.2.1.). | Three know-how transfer workshops organised for Armed Forces of Bosnia and Herzegovina personnel enabling the subsequent takeover of all ammunition disposal equipment, processes and know-how from the project to the personnel at the Technical Workshop for the Maintenance of Ammunition in Doboj.  It was planned to conduct 10 separate workshops but only 3 workshops covering all topics were sufficient and trained all of the required personnel. |
| 2.3. Number of instances where technical assistance was provided in order to successfully utilise, repair and maintain the targeted existing demilitarisation machinery and equipment.  Baseline: 0  Target: 2 | The assessment was conducted in two companies where the machinery upgrade was planned, but it was concluded that none of them fulfilled the requirements and therefore the decision was taken to upgrade AUTOCLAVE at the Technical Workshop for the Maintenance of Ammunition in Doboj. This led to the provision of 1 successful technical assistance to repair, utilise and maintain the targeted existing demilitarisation machinery and equipment. |
| 2.4. Finalised successfully.  The Ministry of Defence of Bosnia and Herzegovina endorsed the Risk Assessment of Ammunition Storage Sites against Local Communities.  Baseline (year 2017): 0  Target: 1 Risk Assessment finalised. | Fully achieved.  Risk Assessment of Ammunition Storage Sites against Local Communities finalised and handed over and endorsed by the Ministry of Defence of Bosnia and Herzegovina. |

The project was designed at the end of 2016 and the fulfilment of the objectives was subject to certain changes that required altering the parameters. Furthermore, the target for the indicator ‘number of contracts’ between UNDP as the implementing agency and the service providers for ammunition disposal signed and implemented was reduced. The project achieved the desired reduction with fewer contracts (6) than the set target of 7 contracts and with an excellent ratio; therefore, although not formally fulfilled, the project actually achieved the needs requirement in full.

### 6.2.2. Positive or negative, intended or unintended, changes achieved by the project interventions

The first and the most important evident positive change brought about by the project interventions was the reduction in the quantity of ammunition at the storage sites. The overall benefit was the increase in safety for both the Armed Forces and the citizens of Bosnia and Herzegovina, particularly in the areas where the ammunition is stored. The storages are from the pre-war period (before 1992) and at the time they were constructed the surrounding areas were not inhabited. Yet over time, residential houses were built close to the ammunition storage sites and the risk elevated. Through the finalisation of the inspection process aimed at an inventory of unsafe ammunition and the current condition of the stockpile sites in Bosnia and Herzegovina, the project was able to target unsafe ammunition in the most efficient manner.

The ammunition was collected from different parts of the country and destroyed at the specialised Technical Workshop for the Maintenance of Ammunition in Doboj. This contributed to increased safety and security in the country as a whole and for local communities within the vicinity of the ammunition storage sites in particular. Positive changes influenced by the project included the new autoclave that was installed at the Technical Workshop for the Maintenance of Ammunition in Doboj providing higher technical and technological levels and the Armed Forces of Bosnia and Herzegovina personnel that were trained and gained new knowledge and skills. The autoclave is more environmentally friendly and therefore the local communities experience less air, ground and water pollution. However, the overall changeover has yet to be fully implemented at the institutional level. Up until the moment of the finalisation of the evaluation, the Ministry of Defence and the Armed Forces of Bosnia and Herzegovina had yet to take over the machinery from the EU STAR project or begun the process of ammunition demilitarisation by themselves. The interviewees did not observe or report any negative changes resulting from the project.

### 6.2.3 The factors that contributed to achieving or not achieving the specific objective/outcome and the outputs/results

The overall perception among the interviewees was that the project had achieved almost all of the objectives. The main factor that contributed to the achievement of the objectives were the excellent coordination among all stakeholders, beneficiaries and project implementers and the contractor that performed the ammunition demilitarisation processes and conducted the know-how transfer.

Key factors that contributed to the underachievement of certain specific targets were the complex administrative structure in the country, the general elections held in 2018 and the shifting composition of the governments, which slowed down the processes and made them even more complicated. Consequently, slow decision-making on ammunition disposal had a direct effect on the project implementation dynamics. Several factors, for example, contributed toward the project not reaching the set target of the disposal of 3,000 tonnes of remnants of war ammunition in a safe and environmentally benign manner. These factors are described briefly below.

The Ministry of Defence Commission for Surplus Weapons and Ammunition and Explosive Ordnance was replaced, and it took almost six months to start working again.

* Following the general elections for the Presidency of Bosnia and Herzegovina in 2018 there was a delay in the administrative decision-making process for ammunition disposal.
* The process of getting a decision on ammunition destruction is long and consists of several steps. The first step involves the Armed Forces Bosnia and Herzegovina inspections. Technical teams perform an inspection and control of the stored ammunition and based on their findings propose the destruction of individual ammunition. There is also a process whereby a chemical analysis of the stability of the ammunition powder is made and based on the findings obtained a proposal for destruction is made. This laboratory is located at the site of the Maintenance and Destruction Workshop at the Technical Workshop for the Maintenance of Ammunition in Doboj. The second step is when the proposal is processed at the level of the Logistics Command of the Armed Forces Bosnia and Herzegovina. It is then sent to the command line (according to the Armed Forces Bosnia and Herzegovina Support Command, a copy is sent to the Armed Forces of Bosnia and Herzegovina Joint Headquarters and then to the Ministry of Defence of Bosnia and Herzegovina). The third step is where the Ministry of Defence of Bosnia and Herzegovina makes a proposal based on the ammunition documentation it received and places that proposal on the agenda of the Commission for Surplus Weapons and Ammunition and Explosive Ordnance. The fourth step is when the Commission for Surplus Weapons and Ammunition and Explosive Ordnance makes its proposal and directs it to the Presidency of Bosnia and Herzegovina. The fifth step is when the Presidency brings the necessary decision.

Over the 30-month duration of the project, this process had a major influence on the ability of the project to demilitarise ammunition.

### 6.2.4. Strengthening the partnership between the Ministry of Defence and the Armed Forces of Bosnia and Herzegovina and the international community and local communities

Most respondents believed that the project contributed to strengthening the partnership between the Ministry of Defence and the Armed Forces of Bosnia and Herzegovina and the international community mainly through the Project Board and daily work. The topic of hazardous ammunition brought together national institutional partners and the international community for a successful partnership.  Since the project was part of the AWE Master Plan, which is a multi-donor project lead by the Ministry of Defence of Bosnia and Herzegovina, the Plan had a significant impact in terms of better communication and understanding between the institutional partners and strengthened partnerships among national and international partners. The Project Board consists of representatives of the international project stakeholders who gathered on a quarterly basis and were informed about the project activities, discussed challenges and took the necessary decisions. This interaction strengthened partnership between the international community, national partners and the implementer. On the other side, there was the interviewee opinion that the project was not strong enough to keep all stakeholders accountable and that this resulted in a slow decision-making process on ammunition disposal among the national stakeholders.

### 6.2.5. Institutionalisation and know-how transfer to the Armed Forces personnel

The European Union supported EU STAR project contracted the company Ammsol doo Banja Luka to perform the ammunition demilitarisation and know-how transfer from the project to personnel of the Armed Forces of Bosnia and Herzegovina. The Armed Forces of Bosnia and Herzegovina personnel were certified for ammunition demilitarisation through the project. Although the EWI, pull apart and autoclave had not yet been transferred to the Armed Forces of Bosnia and Herzegovina, trained Armed Forces personnel already had experience in industrial ammunition demilitarisation and were able to use the new modern and more environmentally friendly machinery. Institutionalisation and changes in management were also about to happen at the governmental level. All of the preconditions will be fulfilled once the equipment is officially handed over to the Armed Forces of Bosnia and Herzegovina and the soldiers and operators start to work on the new machinery.

### 6.2.6 Interaction with other similar European Union funded initiatives aimed at triggering synergies and maximising the results

Since the European Union supported EU STAR project was part of the Bosnia and Herzegovina AWE Master Plan, which is a multi-donor programme, it had significant interaction with other relevant projects. The EU STAR project built on the foundations of the European Union supported project Explosive Ordnance and Remnants of War Destruction (EXPLODE), UNDP implemented the EXPLODE project over the period 2013–2016. The EXPLODE project safely disposed of chemically unstable and unsafe munitions in order to prevent uncontrolled or accidental explosions occurring at ammunition storage sites, improve safety at the ammunition storage sites and enhance the capacity of senior military officials to manage the ammunition stockpiles. EXPLODE continued through the European Union supported project Explosive Ordnance and Remnants of War Destruction plus (EXPLODE +), which began in 2015 and is ongoing.

The UNDP implemented EXPLODE + project works on the disposal of specific highly hazardous and complex remnants of war. EXPLODE + improves safety and security in Bosnia and Herzegovina by supporting the Ministry of Defence and the Armed Forces of Bosnia and Herzegovina in reducing the amount of unsafe and surplus ammunition and weapons quantities, capacity development of the Armed Forces of Bosnia and Herzegovina personnel through the introduction of modern standards and best practice in ammunition and weapons stockpiles management. In this way, it enables the national authorities to take full ownership of the ammunition/weapons surveillance process and safety infrastructure upgrades aimed at improving the conditions of ammunition and weapons storage facilities. This is part of the effort to establish a sustainable management system for ammunition surveillance and prevent uncontrolled explosions at ammunition sites through the introduction of counter proliferation measures to prevent the misuse of SALW and corresponding ammunition.

TETRA Tech. Munitions Response Services, which is a project implemented by the US Department of State, provided a financial contribution for ammunition disposal at Glamoč through open burning/open detonation for ammunition that cannot be demilitarised in other ways.

The OSCE implemented the Security Upgrade of Ammunition and Weapons Storage Sites project (SECUP) in Bosnia and Herzegovina over the period 2013–2017. The aim of SECUP was to upgrade the security infrastructure of ammunition and weapons storage sites in Bosnia and Herzegovina.

The Safety Upgrade of Ammunition and Weapons Storage Sites project (SAFE-UP) in Bosnia and Herzegovina was implemented by OSCE over the period 2017–2019 to reduce the risk of weapons and ammunition proliferation and to improve the national physical security and stockpile management standards. The SAFE-UP project established the Ammunition Laboratory at the Technical Workshop for the Maintenance of Ammunition in Doboj, which is necessary for testing the stability of explosive, and made further upgrades to the security and safety infrastructure and conditions at prospective ammunition and weapons storage sites in Bosnia and Herzegovina in accordance with internationally accepted standards.

Different donors and stakeholders funded different projects but all with the same objective to increase the safety and security of the population and as well as that of military personnel serving at the storage sites in Bosnia and Herzegovina through improved ammunition life cycle management. These projects were complementary and their common efforts to increase safety and security in Bosnia and Herzegovina triggered synergies that have been very effective in maximising results.

**Conclusion:** Although the European Union supported EU STAR project did not reach all of its targets fully it has made a significant contribution to increased safety in the country. Some of the key results achieved by the project include the safe and environmentally friendly disposal of 2,683 tonnes of remnants of war ammunition, 15 personnel at the Technical Workshop for the Maintenance of Ammunition in Doboj have improved ammunition demilitarisation capacities and 3 trainers from the Training and Doctrine Centre in Travnik have improved knowledge on the management of ammunition and explosive ordnance as well as ammunition disposal. No uncontrolled explosion has occurred at an ammunition storage site in Bosnia and Herzegovina since 1995, while many of the surrounding countries have experienced uncontrolled explosions. Cooperation between the European Union as the donor and UNDP as the implementer was very good and interaction with other relevant complementary projects contributing to the same goal triggered synergies that helped maximise the results. The administrative process of decision-making on ammunition disposal is complex and long and had a negative influence on the project implementation dynamics. This issue needs addressing in order to avoid such problems in the future.

* 1. **Efficiency**

**Overall finding:** The financial, human and technical resources were allocated strategically to achieve the project results. The project appears to have had a strong management capacity with appropriate cost-effective measures in place. The project design was based on a realistic and clear intervention logic that was relatively straightforward, but it would have benefitted from more political analysis in advance and analysis of beneficiary commitment to the project. The annual utilisation of planned financial resources experienced quite a low rate in the first year but got on track in the third year.

* + 1. **Management and organisational arrangements**

The EU STAR project team consisted of three core team members: Project Manager, Chief Ammunition Technical Officer and Project Associate. The Project Manager and core team members undertook tasks directly attributable to the implementation of the project. The Project Manager had the authority to run the project on a daily basis on behalf of UNDP and the responsibility to ensure that the project produced the required results and was capable of achieving the benefits outlined in this report. The Chief Ammunition Technical Officer supported project implementation and facilitated the establishment of sustainable monitoring and verification of the demilitarisation process. The full-time Project Associate ensured overall financial, administrative and logistical support. In line with the UNDP quality management framework, the Sector Associate also aided in order to ensure the accuracy of accounting and financial reporting.

In addition to overall coordination and supplementary to other UNDP projects relevant to the European Union supported EU STAR project, the Sector Leader coordinated and supported the Project Manager in managing the complex activity in relation to the Risk Assessment of Ammunition Storage Sites against Local Communities. This was done through synergy with other UNDP sectors heavily involved in work with local communities across Bosnia and Herzegovina and through respective projects with particular relevance to Disaster Risk Reduction.

The project decision-making process was quite efficient. The project used a very democratic and consultative process, with the project team responsible for the day-to-day project management. The Project Board was the group responsible for making management decisions on the project through consensus. Its scope of work included programme oversight and regular review of the work plans, reports and procedures submitted by the project team. The Project Board comprised of representatives of the Ministry of Defence and the Armed Forces of Bosnia and Herzegovina, the Ministry of Security of Bosnia and Herzegovina (SALW Coordination Board member), EUFOR, the Delegation of the European Union to Bosnia and Herzegovina and UNDP.

The Project Board set an example by making decisions through consensus. Over the 30-month duration of the project, the Project Board held seven meetings. The first was on 5 July 2017 and the last on 4 October 2019. The Project Board used to meet on a quarterly basis. It worked effectively and efficiently to ensure that the Project Annual Plans were reviewed and that the selection of project proposals was undertaken in a transparent manner and offered the best value for money, which is indicated in the minutes of the Project Board meetings and reflected in the critical observations made by members of the Project Board.

The procurement process reflected the efficiency of the project, which was generally conducted in accordance with procedures agreed by the UNDP (UNDP methods for open and transparent processes). Due diligence was observed effectively in these matters. No negative observations were found in the Project Progress Reports. Maintaining competitive procurement processes for hiring experts, consultants and other service providers led to cost-effectiveness through the selection of the best bidder and observation of appropriate procedures.

As this was a directly implemented project, the project responsibility in terms of the achievement of its results lay with UNDP. The project design was based on a realistic and clear intervention logic that was relatively straightforward. The intervention logic was strong. The project staff seemed adequate and competent to pursue the project activities although they faced many delays from the side of the beneficiary in terms of approval for ammunition disposal. The project management worked efficiently, and this is reflected in the timely delivery of the majority of the outputs. Each and every interviewee appreciated the efforts of the project team. While the collection of ammunition and its demilitarisation was slower than planned, this was caused largely by external factors beyond the control of the project team. The project team ensured timely planning, procurement of services and delivery of the activities as per the annual plans. It used different mechanisms to improve the accuracy of the demilitarisation ammunition lists, which sometimes proved to be incorrect, speed up the approval process and fill transportation gaps. The project team prepared timely and good quality progress reports.

Given the above findings, it can be concluded that the majority of delays in project implementation were on the beneficiary side. This leads to the conclusion that the project beneficiaries required awareness raising and consultation prior to the beginning of the project in order to increase the capacity for the required administrative procedures and to avoid the bottlenecks that appeared during project implementation.

### 6.3.2. Expenditure efficiency

The total value of the project was USD 2,999,216.31 of which USD 2,900,608.27 had been spent as of 15 March 2020. Table 3, below, shows the rate of project expenditure on an annual basis against the planned amounts.

Table 3. Rate of project budget expenditure against the planned amounts

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Period | Planned | Expenditure | Annual utilisation | Total percentage of the overall budget |
| 1st Year | 1,674,849.72 | 930,768.13 | 56% | 31% |
| 2nd Year | 1,230,680.66 | 1,212,094.19 | 98% | 40% |
| 3rd Year 6 months | 93,685.93 | 757,745.95 | 809% | 25% |
| Total expenditure |  | 2,900,608.27 |  | 97% |
| Remaining balance as of 15.3.2020 |  | 98,608.04 |  | 3% |
| Total Budget | 2,999,216.31 |  |  | 100% |

One issue that influenced the slow budget realisation in the first year of project implementation was the fact that the Verification Commission for Ammunition and Explosive Ordnance Disposal of the Ministry of Defence of Bosnia and Herzegovina was replaced at the beginning of the project and it took almost six months to be replaced. This slowed down the decision-making process on the beneficiary side and adversely affected the project implementation dynamics. Budget realisation in the second year of project implementation was at 98 per cent, while in the third year the project utilised the funds not spent in the first year and reached overall funds utilisation of 97 per cent by the end of November 2019. At the time of the evaluation, the project was in the closedown phase and spending the remaining 3 per cent on the final evaluation and visibility activities. Table 4, below, shows the rate of project expenditure on an annual basis against the planned amounts.

**Conclusion:** The intervention logic was strong but better analysis of the political situation and the administrative procedures of the beneficiaries prior to the start of the project would have given the project design more space to overcome problems related to administrative procedures and therefore reach the planned targets. The technical and human resources were allocated well but the financial resources could have been managed better by taking into consideration the slow start to the project; although the slow start was not under the control of the project.

## 6.4. Impact

**Overall finding:** The main project impact for all of its beneficiaries is increased security and safety, primarily for personnel working on ammunition demilitarisation and for citizens living in localities in the vicinity of the ammunition storage sites but ultimately for the overall population of Bosnia and Herzegovina.

More specifically, the European Union contribution to the EU STAR project had an impact on its beneficiary institutions, the Ministry of Defence and the Armed Forces of Bosnia and Herzegovina, by significantly reducing the amount of ammunition that requires control and management. The trained personnel of these institutions are ready to perform ammunition disposal on their own and to continue with further training on ammunition demilitarisation. Lastly, the project decreased the number of ammunition storage sites and thereby reduced the cost of maintenance and guarding ammunition storage sites.

### 6.4.1. The effect and impact in terms of implemented project activities, both in qualitative and quantitative terms, on the overall improvement of ammunition control and management

The main accomplishment of the EU STAR project was to achieve a reduction of the stockpile of 2,683 tonnes of unstable ammunition, which represents a 28 per cent reduction in surplus ammunition and war remnant stockpiles compared to the situation in 2017 before the start of the project. Because of that effort, the threat to the security of citizens from the uncontrolled explosion of chemically unstable and highly hazardous ammunition and remnants of war in Bosnia and Herzegovina has been reduced and safety and security of both the Armed Forces personnel and local communities in the vicinity of the ammunition storages has been increased. The majority of the unstable ammunition was removed through industrial demilitarisation. The resulting reduction in the quantity of ammunition has resulted in a decrease in the number of locations where ammunition is stored and a corresponding decrease in expenses related to ammunition control, management and the number of soldiers engaged in guarding and maintaining the ammunition storage sites.

One interviewee stated, “This is a small project in terms of funding, but with a huge impact on safety and security.”

Although the EUR 3 million European Union contribution to the EU STAR project might seem small compared to the overall EUR 43 million investment in the area of ammunition control over the last ten years, almost 3,000 tonnes of demilitarised ammunition achieved through this project represents a huge impact.

Quantitatively, the reduction in ammunition almost reached the level where the Armed Forces of Bosnia and Herzegovina are able to control and manage it: 7,500 tonnes. Qualitatively, the transfer of knowledge through training improved the ability of the Armed Forces of Bosnia and Herzegovina to conduct ammunition control and management and this in turn raised institutional responsibility and awareness. Although there is still a surplus of ammunition at present it is stable; however, this could change over time. The Armed Forces of Bosnia and Herzegovina are approaching the goal of 7,500 tonnes of ammunition at its ammunition storage sites.

Since the project objectives were aligned directly with the Small Arms and Light Weapons Strategy (SALW Strategy), the European Union contribution to the EU STAR project contributed directly to implementation of Objective 3 of the SALW Strategy, ‘Management of SALW in the possession of the Armed Forces of Bosnia and Herzegovina’.

### 6.4.2. Main benefits (qualitative and quantitative) for the Ministry of Defence, the Armed Forces and the citizens of Bosnia and Herzegovina

The main benefits of the project are increased security and safety for personnel who work on ammunition disposal and for citizens in localities in the vicinity of the ammunition storages as well as citizens overall. The decrease in the number of locations where ammunition is stored has led to a reduction in the expense of controlling and managing ammunition as well as a decrease in the number of soldiers engaged in guarding and maintaining the ammunition storages. The autoclave machine for explosive melting is installed at the Technical Workshop for the Maintenance of Ammunition in Doboj. It is environmentally friendly and contributes to better water quality. The transfer of knowledge from the contractor (Ammsol doo Banja Luka) to the Armed Forces of Bosnia and Herzegovina personnel has also been completed. Personnel at the technical Workshop for the Maintenance of Ammunition are qualified to work with the new machinery, ammunition control and management have been improved and the system for life cycle management established.

The EU STAR project team coordinated implementation of the Risk Assessment of Ammunition Storage Sites against Local Communities closely with EUFOR and contracted Norwegian People’s Aid as an expert organisation in this field to develop and test the methodology. The methodology was developed together with the Specific Risk Calculator to serve all future risk assessments of ammunition storage sites and was handed over to the Ministry of Defence of Bosnia and Herzegovina.

### 6.4.3. The level of key stakeholder and final beneficiary satisfaction with the project implementation in terms of partnership support and specific expectations concerning potential follow-up assistance

Most stakeholders and all beneficiaries were satisfied with the project implementation and in particular with the level of partnership support. Cooperation between the European Union as donor and UNDP in terms of partnership and coordination was very good as was the case operationally with EUFOR.

When it came to decision making on ammunition disposal it was much less efficient. It was reliant on the Ministry of Defence and the Armed Forces of Bosnia and Herzegovina and had many steps, as mentioned in chapter 6 (2.3) of this report. It was dependent on people and often their commitment to perform their duties and was not linked to time bound procedures. One step in this process involved approval by the Presidency of Bosnia and Herzegovina. It took months after the last elections to constitute the Presidency and then these decisions had to wait until the Presidency decided to place the item on its agenda, which also took months. This is why the partnership with national stakeholders is not perceived to be as good as was intended.

There were different expectations from the stakeholders in terms of potential improvements. One was to continue with ammunition reduction until reaching the quantity required by the Armed Forces of Bosnia and Herzegovina standard formation kit,[[14]](#footnote-14) another was to improve conditions in selected ammunition warehouses in order for them to remain operational in terms of security and bring them to the required standard and another was to improve the infrastructure around all ammunition storage sites. One suggested improvement was that once all unstable ammunition had been demilitarised to change the focus from ammunition to weapons and heavy weapons. Another stressed the importance of strengthening the capacities of Armed Forces of Bosnia and Herzegovina personnel through a continuation of the training.

**Conclusion:** There is no doubt that the project has had a positive effect and impact on safety and security for both soldiers and officers of the Armed Forces of Bosnia and Herzegovina at the ammunition storage sites and citizens living in the vicinity of the stockpiles as well as through an overall improvement of ammunition control and management. All beneficiaries and stakeholders were satisfied with the project implementation and with the level of partnership support in particular yet when it came to decision making the level of satisfaction dropped significantly.

* 1. **Sustainability**

**Overall finding:** The project results are sustainable since the quantity of ammunition has been reduced significantly and the Ministry of Defence and the Armed Forces of Bosnia and Herzegovina have a far lesser burden in terms of managing the stockpiles. This is reflected positively in the reduced number of ammunition storage sites and the corresponding reduction in human and financial resource utilisation in the Ministry of Defence and the Armed Forces of Bosnia and Herzegovina. The autoclave is installed at the Technical Workshop for the Maintenance of Ammunition in Doboj and the officers and operators of the Armed Forces of Bosnia and Herzegovina there have gained knowledge on ammunition disposal. Three instructors from the Training and Doctrine Centre in Travnik are trained in the management of ammunition and explosive ordnance as well as ammunition disposal. This enables the continuation of the process of ammunition demilitarisation on the more environmentally friendly autoclave machine and the continuation of training for new personnel of the Armed Forces of Bosnia and Herzegovina. Full sustainability has yet to be achieved since this is dependent on whether money will be available to keep the machinery running (spare parts and maintenance) and the timely transportation of ammunition.

### 6.5.1. The extent to which the project outputs/results are sustainable

Most interviewees believed that the project results are sustainable. There has been a reduction in ballast tonnes of ammunition, and it will continue to decline as the process is rounded off. The project did a lot in the area of the sustainability of the Technical Workshop for the Maintenance of Ammunition in Doboj, where the newly installed environmentally friendly machinery will remain. One of the keys to sustainability is to maintain a strong training cell capable of training others. However, sustainability should be expanded to include decision making on ammunition disposal. Yet the question remains as to whether money will be available for full sustainability, including maintenance of the machinery and the transportation of ammunition. Slow decision-making processes on ammunition disposal and tender procedures that are often long do not contribute toward sustainability.

### 6.5.2. The extent to which the project approach (intervention strategy) managed to create a sense of ownership among the key national stakeholders

Many interviewees said that the project approach, i.e. the intervention strategy, had managed to create a sense of ownership among the key national stakeholders because the equipment is installed and the Armed Forces of Bosnia and Herzegovina personnel are trained, which enables the continuation of the ammunition disposal process. If the Armed Forces of Bosnia and Herzegovina had its own vehicle for the transportation of ammunition, then the Armed Forces would be far more efficient. The process will become completely sustainable when decision makers raise awareness on the need to reduce the amount of ammunition to the required level and to keep it in a safe and guarded manner.

In the nutshell, the European Union contribution to the EU STAR project is part of the AWE Master Plan that pushes ownership creation to the strategic level. A bottleneck was caused by the slow decision-making process on ammunition disposal. The military was more proactive than the civilian authorities, which were very slow in decision-making.

### 6.5.3. Future priority interventions to ensure the long-term sustainability of the project achievements and its contribution to further ammunition control and sustainable life cycle management of ammunition

Professionals who work with ammunition and arms should be in charge of defining what the future priority interventions should be. The future priorities to ensure long-term sustainability are as follows:

* Reduce the amount of ammunition to 7,500 tonnes, which is the quantity required by the Armed Forces of Bosnia and Herzegovina standard formation kit.
* Complete some tails within demilitarisation from the previous period.
* Instigate the demilitarisation of the rocket programme.
* Ensure the supply of reagents for the laboratory to keep it working at full capacity.
* Ensure maintenance of the machines for ammunition disposal and the provision of spare parts for the machinery since it must be functional all the times.
* Maintain a strong training cell capable of training others (trainers).
* Provide continuous training for Armed Forces of Bosnia and Herzegovina personnel in order to expand their knowledge continuously.
* Close down non-perspective ammunition storage sites in order to reduce the amount of funds required for human support and make a corresponding increase in budgets aimed at improving living conditions in Bosnia and Herzegovina.

**Conclusion:** The project results have not achieved full long-term sustainability, neither financially or in terms of ownership by national stakeholders. The preconditions to create country ownership have been met but the official transfer of the autoclave has yet to be realised. The ownership transfer is expected to take place very soon (in a week or two), but it is already known that there are no financials planned for 2020 for machinery maintenance, reagents needed for laboratory, etc.

# Recommendations

The main goal of the project was ammunition reduction and the project created the precondition for sustainable ammunition management and control by removing the most dangerous quantities from the stockpile. The handover of the equipment is a bonus to this result that will make future ammunition disposal less challenging, safer and easier as Armed Forces of Bosnia and Herzegovina teams will be able to use modern safe and environmentally friendly machines. However, this equipment itself does not influence the impact already made by the reduction in the amount of ammunition.

The evaluation recommends the following in order to create full long-term sustainability in ammunition management:

1.       Keep the momentum by organising a conference that will gather all stakeholders and partners of the European Union supported EU STAR project and its beneficiaries, potential donors and other experts in ammunition and arms control and management. The conference should be used to establish the priorities for sustaining the achievements of the EU STAR project beyond its duration. It is recommended that the next meeting of the Strategic Committee of the AWE Master Plan be used to find appropriate solutions; the Committee could also be proposed as the recommendation holder.

2.       A full range of follow-up interventions in this area of work would enable the full sustainability of all previous accomplishments related to increased safety and security and assist the Ministry of Defence and the Armed Forces of Bosnia and Herzegovina in ammunition control and management throughout the ammunition life cycle.

3.       Raise awareness within the Ministry of Defence and the Armed Forces of Bosnia and Herzegovina and other relevant institutions on the need to plan financials in a timely manner in order to ensure that ammunition control and management remains sustainable throughout the ammunition life cycle. Tailored technical assistance to the key players should be considered.

4.       Improve administrative procedures within the Ministry of Defence and the Armed Forces of Bosnia and Herzegovina in relation to the decision-making process on ammunition disposal. This should include approvals by the Presidency, consideration of additional extensive technical assistance for decision makers and the entire vertical line involved in the decision-making process on ammunition disposal.

**Forward-looking actionable recommendations**

This report provides a reasonable number of practical feasible recommendations directed at the intended users of the report concerning what actions to take and decisions to make in the future.

* 1. Transfer ownership of the autoclave for ammunition demilitarisation immediately from the European Union supported EU STAR project to the Armed Forces of Bosnia and Herzegovina.
  2. The Armed Forces of Bosnia and Herzegovina personnel should start to utilise the safer, more efficient and environmentally friendly ammunition disposal equipment provided through the EU STAR project.
  3. Conduct testing of the practical knowledge and skills of the Armed Forces of Bosnia and Herzegovina personnel on the use of the new equipment for ammunition disposal over a period of one month. If there were a need for additional training, then it would be necessary to organise additional training modules through the Training and Doctrine Centre in Travnik.
  4. Enable greater participation of women in the Armed Forces of Bosnia and Herzegovina in the ammunition disposal process.
  5. Continue the ammunition inspections in order to identify any unstable ammunition for disposal.
  6. Continue the ammunition reduction process in order to dispose of all unstable ammunition and then to reach the required standard so that the Armed Forces of Bosnia and Herzegovina is able to control and manage the required amount of ammunition throughout its life cycle.
  7. Continue the unsafe ammunition reduction process in order to dispose of all unstable ammunition contained at the ammunition storage sites and then to reach the required standard so that the Armed Forces of Bosnia and Herzegovina are able to control and manage the required amount of ammunition throughout its life cycle.
  8. Apply the methodology on the Risk Assessment of Ammunition Storage Sites against Local Communities and the Specific Risk Calculator to all remaining and prospective ammunition storage sites. The extracted data represents the baseline information required for creating a plan for preparedness and emergency measures to be applied in response to a potential uncontrolled explosion at a munitions site.
  9. The above-mentioned extracted data should be included in the UNDP Disaster Risk Analysis System: DRAS platform.[[15]](#footnote-15)
  10. Close the non-prospective ammunition storage sites considered by the AWE Master Plan as no longer safe for the storage of ammunition and that because of the significant reduction in the amount of ammunition are no longer necessary in Bosnia and Herzegovina.
  11. Sell secondary materials gained through the ammunition disposal process in order to raise finance for machinery maintenance and the procurement of reagency for the laboratory at the Technical Workshop for the Maintenance of Ammunition in Doboj.
  12. Make sure that the machinery for ammunition disposal, including the autoclave, and the laboratory at the Technical Workshop for the Maintenance of Ammunition in Doboj are fully functional at all times.
  13. Maintain the training cell within the Training and Doctrine Centre in Travnik so that newly recruited Armed Forces of Bosnia and Herzegovina personnel can be trained, and the necessary knowledge provided to officers and regular operators involved the industrial ammunition disposal process.

# Lessons learned

* 1. Cooperation between the European Union as the donor and UNDP as the implementer was very good as was the operational cooperation with EUFOR. Yet decision making on ammunition disposal on the beneficiary side was less efficient and there was no follow-up.
  2. Cooperation between the European Union supported EU STAR project and other projects with the same objective, such as SECUP, SAFE-UP, EXPLODE and Explode+, maximised the impact, especially when coordinated under the AWE Master Plan in order to avoid duplication.
  3. In the event of a follow-up intervention, more preparatory work would be necessary on the political side and the intervention should be fully in line the AWE Master Plan.
  4. More intensive engagement of and work with national stakeholders is needed in order to raise their awareness about the need to plan financials in a timely manner so that ammunition control and management will remain fully sustainable throughout the ammunition life cycle. Capacity building should address administrative procedures for decision making on ammunition disposal in order to make them more effective.
  5. If national elections fall within the duration of a project, then the project must be flexible enough to adapt the implementation to the new circumstances in order to avoid any slowdown in the event that the election outcome takes longer than expected.

# Annexes

Annex 1. List of stakeholders to be interviewed.

Annex 2. List of documents considered for the evaluation desk review.

Annex 3. Evaluation Matrix.

Annex 4. Questionnaires for beneficiaries, stakeholders and partners.

Annex 5. Results Framework.

**Annex 1. List of stakeholders to be interviewed for the Stockpile Management Technical Support and Ammunition Surplus Reduction project**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **No.** | [**Institution/ Mission/ Agency**](http://home.undp.org/partnership/view_partners.cfm?cty_id_c=BIH&sort_column=partner_name&sort_order=DESC) | [**Partner Type**](http://home.undp.org/partnership/view_partners.cfm?cty_id_c=BIH&sort_column=partner_type&sort_order=DESC) | [**Contact Name**](http://home.undp.org/partnership/view_partners.cfm?cty_id_c=BIH&sort_column=contact_name&sort_order=DESC) | [**Job Title**](http://home.undp.org/partnership/view_partners.cfm?cty_id_c=BIH&sort_column=job_title&sort_order=DESC) | [**Partner Email**](http://home.undp.org/partnership/view_partners.cfm?cty_id_c=BIH&sort_column=partner_email&sort_order=DESC) | **Date** | **Time** | **Venue** |
| 1 | [Armed Forces of BiH](http://home.undp.org/partnership/view_partner.cfm?reg_id=21567) | MOD BiH | Lt. Colonel Bojan Bosiljčić | Commander of TROM Doboj | [bojanbosiljcic@gmail.com](mailto:bojanbosiljcic@gmail.com) | 20.1.2020. | 10 a.m. | Kasarna 3. Maj, naselje Bare, Doboj |
| 2 | AMMSOL d.o.o. Banja Luka | UNDP  Contractor | Svetislav Petković | General Manager | [djogi@teol.net, ammsol@blic.net](mailto:djogi@teol.net) | 20.1.2020. | 11 a.m. | Kasarna 3. Maj, naselje Bare, Doboj |
| 3 | Ministry of Security of BiH | EU STAR Project Board Member | Andreja Elzner-Kujača | Officer at the Ministry of Security of BiH | [andreja.elzner@msb.gov.ba](mailto:andreja.elzner@msb.gov.ba) | 21.01.2020. | 11 a.m. | Ministarstvo sigurnosti Trg BiH 1, velika zgrada pored Parlamentarne skupštine |
| 4 | [Armed Forces of BiH](http://home.undp.org/partnership/view_partner.cfm?reg_id=21567) | EU STAR Project Board member | Colonel Zahid Tankovic | Head of Joint Logistics Operations,  Joint Staff, Armed Forces of BiH | [zahid.tankovic@js.mod.gov.ba, zahatan@hotmail.com](mailto:zahid.tankovic@js.mod.gov.ba) | 21.01.2020. | 1 p.m. | Zgrada Zajedničkog Štaba OS BiH Bistrik 5 |
| 5 | EUFOR | Bilateral donor / agencies | Colonel Martin Trachsler | SAWAD to COM EUFOR and SPL EUFOR MTT 2.1.6.1 | [martin.trachsler@vtg.admin.ch](mailto:martin.trachsler@vtg.admin.ch) | 21.01.2020. | 2.30 p.m. | Muvekita 8, Sarajevo |
| 6 | Organization for Security and Co-operation in Europe  (OSCE) | International Community | Andrei Sarban  and Semin Numic | Security Cooperation Armed Control Project Officer Project Assistant | [andrei.sarban@osce.org semin.numic@osce.org](mailto:andrei.sarban@osce.org) | 21.01.2020. | 3.30 p.m. | Fra Andjela Zvizdovica 1 (Zgrada UNITIC) |
| 7 | Ministry of Defence of BiH | MOD BiH | Šefik Hasanović | Adviser Procurement and Logistic Department | [sefik.hasanovic@mod.gov.ba](mailto:sefik.hasanovic@mod.gov.ba) | 22.01.2020. | 10 a.m. | Zgrada MO BIH Hamdije Kreševljaković 98 |
| 8 | [Ministry of Defense](http://home.undp.org/partnership/view_partner.cfm?reg_id=21566) of BiH | EU STAR Project Board Member | Colonel Darko Marjanović | Officer at the Procurement and Logistic Department | [darko.marjanovic@mod.gov.ba](mailto:darko.marjanovic@mod.gov.ba) | 22.01.2020. | 11 a.m. | Zgrada MO BIH Hamdije Kreševljaković 98 |
| 9 | United States Embassy in Bosnia and Herzegovina / | International Community | Amek Fako |  |  | 22.01.2020. | 12 noon | UNDP conference room, third floor |
| 10 | Joint Commission for Defense and Security of the Parliamentary Assembly of BiH | EU STAR Project Board member | Ljiljana Milicevic | Secretary to the Joint Commission for Defence and Security of the Parliamentary Assembly of BiH | Ljiljana.Milicevic@parlament.ba | 22.01.2020. | 13 p.m. | Trg Bih 1 soba 460 |
| 11 | [Armed Forces of BiH](http://home.undp.org/partnership/view_partner.cfm?reg_id=21567) | AF BiH | Brigadier Nebojša Bosnjak | Head of the Logistics of AF BiH |  | 22.01.2020. | 3 p.m. | Zgrada Zajedničkog Štaba OS BiH Bistrik 5 |
| 12 | Ministry of Foreign Trade and Economic Relations of BiH | EU STAR Project Board Member | Damir Karahodzic | Head of Department at the Department for the Regulation of Arms Production | [damir.karahodzic@mvteo.gov.ba](mailto:damir.karahodzic@mvteo.gov.ba) | 23.01.2020. | 10 a.m. | Zgrada Presjedništva BiH Musala 9 ulaz bočni |
| 13 | Delegation of the European Union to BiH | Donor | Caroline STAMPFER | Representative of the European Union Delegation to International Organizations in Vienna (Western Balkans and Southern Caucasus), FPI Project Manager (Balkans and South Caucasus) | [Caroline.STAMPFER@eeas.europa.eu](mailto:Caroline.STAMPFER@eeas.europa.eu) | 24.1.2020 | 2 p.m. | Skype call |
| 14 | North Atlantic Treaty Organization  (NATO) | Bilateral Donor / Agencies | Amila Gacanovic | Representative of NATO |  | 27.1.2020. | 11 a.m. | Hamdije Kreševljaković 98, zgrada MO BiH |
| 15 | South Eastern and Eastern Europe Clearinghouse for Small Arms and Light Weapons  (SEESAC) |  | Bojana Balon | Head of SEESAC |  | 13.02.2020. | 10 a.m. | Skype call |

**Annex 2. List of documents considered for the evaluation desk review**

Policies and strategies

* 1. EUFOR led Master Plan on Ammunition, Weapons and Explosives
  2. Small Arms and Light Weapons Control Strategy 2016–2020
  3. Bosnia and Herzegovina Reform Agenda 2015–2018

Relevant Project knowledge products, monitoring reports, studies and publications

* 1. UNDP Country Project Document for Bosnia and Herzegovina 2015–2019
  2. United Nations Development Assistance Framework for Bosnia and Herzegovina 2015–2020
  3. EU STAR Description of Action with annexes
  4. EU STAR Annual Progress Report (June 2017 to June 2018)
  5. EU STAR Project Quarterly Reports
  6. Project Board Meeting Minutes

**Annex 3. Evaluation Matrix**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Relevant evaluation criteria** | **Key questions** | **Data Sources** | **Data collection methods / tools** | **Methods for data analysis** |
| Relevance | Are the objectives of the project relevant to the needs of the country, having in mind the political, social and institutional context in BiH, and what is the potential for it to contribute adequately to future development processes? | Project data, the UNDP monitoring tool and interview records | Desk review and key informant interviews | Content analysis |
| To what extent is the project aligned with the relevant national development priorities in BiH, the EU enlargement policy/accession agenda, UNDP strategic objectives and Sustainable Development Goal 16 (peace, justice and strong institutions)? | Project data and the UNDP monitoring tool | Desk review | Content analysis |
| To what extent does the project contribute to gender equality, the empowerment of women and human rights of the target groups? | Project data, the UNDP monitoring tool and interview records | Desk review and key informant interviews | Content analysis |
| Effectiveness | To what extent were the project activities implemented and the intended results and the specific objective/outcome achieved?  What are the main project accomplishments?  Outline of a measurable overview of the project results against the indicators and their target values/statements as defined in the project logframe. | Project data, the UNDP monitoring tool and EUFOR records | Desk review and observation | Content analysis |
| What are the positive or negative, intended or unintended, changes brought about by the project interventions?  This could include, inter alia, an overview of the benefits the project has brought to beneficiary institutions and citizens in local communities. | Interview records | Key informant interviews | Content analysis |
| What factors have contributed to achieving or not achieving the intended specific objective/outcome and output results? | Project data and the UNDP monitoring tool | Key informant interviews | Content analysis |
| Has the project contributed to strengthening the partnership between the Ministry of Defence and the Armed Forces of BiH and the international community and local communities? | Interview records | Key informant interviews | Content analysis |
| Has the project managed to institutionalise and perform the know-how transfer from the project and its contractor to the Armed Forces of BiH personnel? | Interview records | Desk review and Key informant interviews | Content analysis |
| How effective was project interaction with other relevant projects and more specifically similar EU funded initiatives at triggering synergies to maximise the development results? | Project data and the UNDP monitoring tool | Desk review and key informant interviews | Content analysis |
| Efficiency | Were the resources (financial, human and technical) allocated strategically in order to achieve the project results? | Project data | Desk review | Content analysis |
| Are there any weaknesses in the project design, management, human resource skills and resources? | Project data | Desk review | Content analysis |
| Impact | What effect and impact has the project achieved in terms of the implemented project activities, both in qualitative and quantitative terms, on the overall improvement of ammunition control and management in BiH? | Project data, the UNDP monitoring tool and interview records | Desk review and key informant interviews | Content analysis |
| What were the main benefits (qualitative and quantitative) for the Ministry of Defence, the Armed Forces and the citizens of BiH? | Interview records | Key informant interviews | Content analysis |
| To what extent are the key stakeholders/final beneficiaries satisfied with the project implementation and the provision of partnership support in particular and what are the specific expectations for potential follow-up assistance? | Interview records | Key informant interviews | Content analysis |
| Sustainability | To what extent are the project outputs/results sustainable?  How can the project results be further projected and expanded sustainably, having in mind the potential future needs of the Ministry of Defence and the Armed Forces BiH in terms of ammunition control and management? | Project data, the UNDP monitoring tool and interview records | Desk review and key informant interviews | Content analysis |
| Has the project approach (intervention strategy) managed to create a sense of ownership among key national stakeholders and if so to what extent? | Project data, the UNDP monitoring tool and interview records | Desk review and key informant interviews | Content analysis |
| What should be the future priority interventions for ensuring the long-term sustainability of the project achievements and for contributing to continued ammunition control and sustainable life cycle management of ammunition? | Project data, the UNDP monitoring tool and interview records | Desk review and key informant interviews | Content analysis |

**Annex 4. Questionnaires for beneficiaries, stakeholders and partners**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Q1. Ministry of Defence of Bosnia and Herzegovina (MoD of BiH) | | | | | |
| Question | | | Pitanje | | |
| 1. Are the project objectives relevant to the sustainable development of the MoD and AF and how much have they contributed to improving the ability of the MoD and AF to support the overall evolving process in BiH? | | | 1. Da li su ciljevi projekta relevanti za održivi razvoj MO i OS , te koliko su isti doprinjeli mogućnostima MO i OS da podrže ukupni razvoji proces BiH? | | |
| 2. How relevant is the project in relation to the defence reform process, the establishment of sustainable capacities and the overall development of the MoD and AF of BiH within the context of the EU Road to BiH? | | | 2. Šta mislite u kojoj je mjeri projekat bio relevanto postavljen u vezi sa procesom reforme odbrane, uspostavljanjem održivih kapaciteta i generalnim razvojem MO i OS BiH u kontektsu EU puta za BiH? | | |
| 3. To what extent does the programme contribute to gender equality, the empowerment of women and human rights of the target groups? | | | 3. Šta mislite u kojoj je mjeri projekat osnažio participaciju žena i afirmaciju ljudskih prava u radu, a u vezi sa misijom projekta vezanom za rodnu ravnopravnost, osnaživanje žena I ostvarivanje ljudskih prava? | | |
| 4. What are the positive or negative, intended or unintended, changes brought about by the project interventions?  This could include, inter alia, an overview of the benefits the project has brought to beneficiary institutions and citizens in local communities. | | | 4. Koje su pozitivne ili negativne, planirane ili neplanirane promene nastale intervencijama projekta? To može između ostalog uključivati i pregled koristi koje je projekt donio korisničkim institucijama i građanima u lokalnim zajednicama. | | |
| 5. What factors have contributed to achieving or not achieving the intended specific objective/outcome and outputs/results? | | | 5. Koji su faktori doprinijeli postizanju ili ne postizanju zacrtanog određenog cilja / ishoda i rezultata? | | |
| 6. In your opinion, how has the project contributed to strengthening partnership between the Ministry of Defence and the Armed Forces and the international community and local communities in BiH? | | | 6. Šta mislite u kojoj mjeri je projekt doprinio jačanju partnerstva između Ministarstva obrane BiH, Oružanih snaga BiH, međunarodne zajednice i lokalnih zajednica? | | |
| 7. What effect and impact have the implemented project activities, both in qualitative and quantitative terms, had in terms of the overall improvement of ammunition control and management? | | | 7. Koji su projektni efekti i uticaj, u smislu realizovanih projektnih aktivnosti, i u kvalitativnom i u kvantitativnom pogledu, na ukupno poboljšanje kontrole i upravljanja streljivom? | | |
| 8. What are the main benefits (qualitative and quantitative) for the Ministry of Defence, the Armed Forces and citizens of BiH? | | | 6. Koje su glavne koristi (kvalitativne i kvantitativne) za Ministarstvo odbrane, Oružane snage BiH i građane? | | |
| 9. How satisfied are the key stakeholders/final beneficiaries with the project implementation and the level of partnership support?  What are their specific expectations in relation to potential follow-up assistance? | | | 9. U kojoj su mjeri ključne zainteresovsane strane / krajnji korisnici zadovoljni provedbom projekta, posebno u smislu podrške partnerstvu i koja su konkretna očekivanja od potencijalne daljnje pomoći? | | |
| 10. How sustainable are the project outputs/results? How could the project results be further projected and expanded sustainably, having in mind the potential future needs in relation to ammunition control and management of the Ministry of Defence and the Armed Forces of BiH? | | | 10. U kojoj su mjeri održivi rezultati / ishodi projekta? Kako se rezultati projekta mogu dalje održivo projecirati i proširiti, imajući u vidu potencijalne buduće potrebe Ministarstva odbrane BiH i Oružanih snaga BiH u pogledu kontrole i upravljanja streljivom? | | |
| 11. Has the project approach (intervention strategy) created a sense of ownership among the key national stakeholders? | | | 11. U kojoj je mjeri projektni pristup (strategija intervencije) uspio da ključne zainteresovane strane (stakeholders) ovladaju (ownership) novim ulogama koje su dobili? | | |
| 12. What should be the future priority interventions in terms of ensuring the long-term sustainability of the project achievements and for contributing to further ammunition control and sustainable life cycle management of ammunition? | | | 12. Koje bi bile buduće prioritetne intervencije kojima bi se osigurala dugoročna održivost postignuća projekta, te doprinijela daljnjoj kontroli streljiva i održivom upravljanju municijom u njihovom životnom ciklusu? | | |
| 13. To what extent have the Ministry of Defence and the Armed Forces of BiH taken ownership of and run the process of unsafe ammunition disposal utilising the already developed technological capacities and manpower established under previous EU funded projects now operated by Armed Forces of BiH personnel? | | | 13. Što mislite koliko će Ministarstvu obrane i oružanim snagama Bosne i Hercegovine u sistemu za zbrinjavanje municije pomoći kapaciteti i tehnologije razvijeni kako tokom prošlih, tako i EU STAR projekta – budući da je to bio kontinuirani proces? | | |
| 14. To what extent have the officers and soldiers of the Armed Forces of BiH been capacitated through the transfer of skills and knowledge from the project in the area of demilitarisation? | | | 14. Šta mislite o stupnju osposobljenosti časnika i vojnika Oružanih snaga BiH kroz prijenos vještina i znanja iz oblasti demilitarizacije? | | |
| Q2. Armed Forces Bosnia and Herzegovina (BiH) | | | | | |
| Question | | | Pitanje | | |
| 1. Are the project objectives relevant to the sustainable development of the Ministry of Defence and the Armed Forces of BiH and how much have they contributed to their ability to support the overall evolving process in BiH? | | | 1. Da li su ciljevi projekta relevanti za održivi razvoj MO i OS , te koliko su isti doprinjeli mogućnostima MO i OS da podrže ukupni razvoji proces BiH? | | |
| 2. How relevant is the project set up in relation to the defence reform process, the establishment of sustainable capacities and the overall development of the Ministry of Defence and the Armed Forces of BiH within the context of the EU Road to BiH? | | | 2. Šta mislite u kojoj je mjeri projekat bio relevanto postavljen u vezi sa procesom reforme odbrane, uspostavljanjem održivih kapaciteta i generalnim razvojem MO i OS BiH u kontektsu EU puta za BiH? | | |
| 3. How does the programme contribute to gender equality, the empowerment of women and human rights of the target groups? | | | 3. Šta mislite u kojoj je mjeri projekat osnažio participaciju žena i afirmaciju ljudskih prava u radu, a u vezi sa misijom projekta vezanom za rodnu ravnopravnost, osnaživanje žena I ostvarivanje ljudskih prava? | | |
| 4. What are the positive or negative, intended or unintended, changes brought about by the project interventions?  This could include, inter alia, an overview of the benefits the project has brought to the beneficiary institutions and citizens in local communities. | | | 4. Koje su pozitivne ili negativne, planirane ili neplanirane promene nastale intervencijama projekta? To može između ostalog uključivati i pregled koristi koje je projekt donio korisničkim institucijama i građanima u lokalnim zajednicama. | | |
| 5. What factors have contributed to achieving or not achieving the intended specific objective/outcome and outputs/results? | | | 5. Koji su faktori doprinijeli postizanju ili ne postizanju zacrtanog određenog cilja / ishoda i rezultata? | | |
| 6. How has the project contributed to strengthening partnership between the Ministry of Defence and the Armed Forces of BiH and the international community and local communities? | | | 6. Šta mislite u kojoj mjeri je projekt doprinio jačanju partnerstva između Ministarstva obrane BiH, Oružanih snaga BiH, međunarodne zajednice i lokalnih zajednica? | | |
| 7. What effect and impact have the implemented project activities had, both in qualitative and quantitative terms, on the overall improvement of ammunition control and management? | | | 7. Koji su projektni efekti i uticaj, u smislu realizovanih projektnih aktivnosti, i u kvalitativnom i u kvantitativnom pogledu, na ukupno poboljšanje kontrole i upravljanja streljivom? | | |
| 8. What are the main benefits (qualitative and quantitative) for the Ministry of Defence and the Armed Forces and citizens of BiH? | | | 6. Koje su glavne koristi (kvalitativne i kvantitativne) za Ministarstvo odbrane, Oružane snage BiH i građane? | | |
| 9. How satisfied are the key stakeholders/final beneficiaries with the project implementation and the level of partnership support?  What are their specific expectations in relation to potential follow-up assistance? | | | 9. U kojoj su mjeri ključne zainteresovsane strane / krajnji korisnici zadovoljni provedbom projekta, posebno u smislu podrške partnerstvu i koja su konkretna očekivanja od potencijalne daljnje pomoći? | | |
| 10. How sustainable are the project outputs/results? How could the project results be further projected and expanded sustainably, having in mind the potential future needs in relation to ammunition control and management of the Ministry of Defence and the Armed Forces of BiH? | | | 10. U kojoj su mjeri održivi rezultati / ishodi projekta? Kako se rezultati projekta mogu dalje održivo projecirati i proširiti, imajući u vidu potencijalne buduće potrebe Ministarstva odbrane BiH i Oružanih snaga BiH u pogledu kontrole i upravljanja streljivom? | | |
| 11. Has the project approach (intervention strategy) created a sense of ownership among the key national stakeholders? | | | 11. U kojoj je mjeri projektni pristup (strategija intervencije) uspio da ključne zainteresovane strane (stakeholders) ovladaju (ownership) novim ulogama koje su dobili? | | |
| 12. What should be the future priority interventions in terms of ensuring the long-term sustainability of the project achievements and for contributing to further ammunition control and sustainable life cycle management of ammunition? | | | 12. Koje bi bile buduće prioritetne intervencije kojima bi se osigurala dugoročna održivost postignuća projekta, te doprinijela daljnjoj kontroli streljiva i održivom upravljanju municijom u njihovom životnom ciklusu? | | |
| 13. To what extent have the Ministry of Defence and the Armed Forces of BiH taken ownership of and run the process of unsafe ammunition disposal utilising the already developed technological capacities and manpower established under previous EU funded projects now operated by Armed Forces of BiH personnel? | | | 13. Što mislite koliko će Ministarstvu obrane i oružanim snagama Bosne i Hercegovine u sistemu za zbrinjavanje municije pomoći kapaciteti i tehnologije razvijeni kako tokom prošlih, tako i EU STAR projekta – budući da je to bio kontinuirani proces? | | |
| 14. To what extent have the officers and soldiers of the Armed Forces of BiH been capacitated through the transfer of skills and knowledge from the project in the area of demilitarisation? | | | 14. Šta mislite o stupnju osposobljenosti časnika i vojnika Oružanih snaga BiH kroz prijenos vještina i znanja iz oblasti demilitarizacije? | | |
| Q3. Ministry of Security of Bosnia and Herzegovina (MoS BiH) | | | | | |
| No. | | Question | | | Pitanje |
| 1 | | Are the project objectives relevant to the needs of the country, having in mind the political, social and institutional context in BiH, and what potential is there for it to contribute adequately to future development processes in BiH? | | | Da li su ciljevi projekta relevantni za potrebe zemlje, imajući u vidu njen politički, socijalni i institucionalni kontekst u BiH i koji su joj potencijali da adekvatno doprinesu razvojnim procesima u budućnosti? |
| 2 | | How aligned is the project with the relevant national development priorities in BiH and the EU enlargement policy/accession agenda? | | | Šta mislite u kojoj je mjeri projekt usklađen s relevantnim nacionalnim razvojnim prioritetima u BiH, politikom proširenja EU / agendom pridruživanja? |
| 3 | | How much does the project contribute to gender equality, the empowerment of women and human rights of the target groups? | | | Da li znate u kojoj je mjeri projekat osnažio participaciju žena i afirmaciju ljudskih prava u radu u MO I OS a u vezi sa misijom projekta vezanom za rodnu ravnopravnost, osnaživanje žena I ostvarivanje ljudskih prava ciljnih grupa? |
| 4 | | What are the positive or negative, intended or unintended, changes the project interventions have brought about?  This could include, inter alia, an overview of the benefits the project has brought to beneficiary institutions and citizens in local communities. | | | Koje su pozitivne ili negativne, planirane ili neplanirane promene nastale intervencijama projekta? To može između ostalog uključivati i pregled koristi koje je projekt donio korisničkim institucijama i građanima u lokalnim zajednicama. |
| 5 | | What factors have contributed to achieving or not achieving the intended specific objective/outcome and outputs/results? | | | Koji su faktori doprinijeli postizanju ili ne postizanju zacrtanog određenog cilja / ishoda i rezultata? |
| 6 | | How has the project contributed to strengthening the partnership between the Ministry of Defence and the Armed Forces of BiH and the international community and local communities in BiH? | | | Šta mislite u kojoj mjeri je projekt doprinio jačanju partnerstva između Ministarstva obrane BiH, Oružanih snaga BiH, međunarodne zajednice i lokalnih zajednica? |
| 7 | | What effect and impact have the implemented project activities had, both in qualitative and quantitative terms, on the overall improvement of ammunition control and management? | | | Šta mislite koliko je projekat doprinjeo provedbi SALW strategije, odnosno koji su efekti i uticaj, kako u kvalitativnom, tako i u kvantitativnom pogledu, na ukupno poboljšanje kontrole i upravljanja municijom (streljivom)? |
| 8 | | How satisfied are you with the project implementation and specifically with the level of partnership support provided and what are your specific expectations in terms of potential follow-up assistance? | | | U kojoj su mjeri ste zadovoljni provedbom projekta, posebno u smislu podrške partnerstvu i koja su konkretna očekivanja od potencijalne daljnje pomoći? |
| 9 | | In your opinion, how sustainable are the project outputs/results?  How could the project results be projected and expanded further sustainably, having in mind the potential future needs of the Ministry of Defence and the Armed Forces of BiH in terms of ammunition control and management? | | | U kojoj su mjeri održivi rezultati / ishodi projekta? Kako se rezultati projekta mogu dalje održivo projecirati i proširiti, imajući u vidu potencijalne buduće potrebe MO BiH i OS BiH u pogledu kontrole i upravljanja streljivom? |
| 10 | | Has the project approach (intervention strategy) managed to create a sense of ownership among the key national stakeholders? | | | U kojoj je mjeri projektni pristup (strategija intervencije) uspio da ključne zainteresovane strane (stakeholders) ovladaju (ownership) novim ulogama koje su dobili? |
| 11 | | What should be the future priority interventions for ensuring the long-term sustainability of the project achievements and for contributing to further ammunition control and sustainable life cycle management of ammunition? | | | Koje bi bile buduće prioritetne intervencije kojima bi se osigurala dugoročna održivost postignuća projekta, te doprinijela daljnjoj kontroli streljiva i održivom upravljanju municijom u njihovom životnom ciklusu? |
| Q4. Ministry of Foreign Trade and Economic Relations of Bosnia and Herzegovina (MOFTER) | | | | | |
| No. | | Question | | | Pitanje |
| 1 | | Are the objectives of the project relevant to the needs of the country, having in mind the political, social and institutional context in BiH, and what is the potential for their making an adequate contribution to future development processes in the country? | | | Da li su ciljevi projekta relevantni za potrebe zemlje, imajući u vidu njen politički, socijalni i institucionalni kontekst u BiH i koji su joj potencijali da adekvatno doprinesu razvojnim procesima u budućnosti? |
| 2 | | How aligned is the project with the relevant national development priorities in BiH and the EU enlargement policy/accession agenda? | | | Šta mislite u kojoj je mjeri projekt usklađen s relevantnim nacionalnim razvojnim prioritetima u BiH, politikom proširenja EU / agendom pridruživanja? |
| 3 | | How much does the project contribute to gender equality, the empowerment of women and human rights of the target groups? | | | Šta mislite u kojoj mjeri program doprinosi rodnoj ravnopravnosti, osnaživanju žena i ljudskim pravima ciljnih grupa? |
| 4 | | What are the positive or negative, intended or unintended, changes brought about by the project interventions?  This could include, inter alia, an overview of the benefits the project has brought to beneficiary institutions and citizens in local communities. | | | Koje su pozitivne ili negativne, planirane ili neplanirane promene nastale intervencijama projekta? To može između ostalog uključivati i pregled koristi koje je projekt donio korisničkim institucijama i građanima u lokalnim zajednicama. |
| 5 | | What factors have contributed to achieving or not achieving the intended specific objective/outcome and outputs/results? | | | Koji su faktori doprinijeli postizanju ili ne postizanju zacrtanog određenog cilja / ishoda i rezultata? |
| 6 | | How has the project contributed to strengthening the partnership between the Ministry of Defence and the Armed Forces of BiH and the international community and local communities in BiH? | | | U kojoj mjeri je projekt doprinio jačanju partnerstva između Ministarstva obrane BiH, Oružanih snaga BiH, međunarodne zajednice i lokalnih zajednica? |
| 7 | | How satisfied are you with the project implementation and specifically with the level of partnership support provided and what are your specific expectations in terms of potential follow-up assistance? | | | U kojoj su mjeri ključne zainteresovsane strane / krajnji korisnici zadovoljni provedbom projekta, posebno u smislu podrške partnerstvu i koja su konkretna očekivanja od potencijalne daljnje pomoći? |
| 8 | | How sustainable are the project outputs/results? How could the project results be further projected and expanded sustainably? | | | U kojoj su mjeri održivi rezultati / ishodi projekta? Kako se rezultati projekta mogu dalje održivo projecirati i proširiti? |
| 9 | | Has the project approach (intervention strategy) managed to create a sense of ownership among the key national stakeholders? | | | U kojoj je mjeri projektni pristup (strategija intervencije) uspio da ključne zainteresovane strane (stakeholders) ovladaju (ownership) novim ulogama koje su dobili? |
| 10 | | What should be the future priority interventions for ensuring the long-term sustainability of the project achievements and for contributing to further ammunition control and sustainable life cycle management of ammunition? | | | Koje bi bile buduće prioritetne intervencije kojima bi se osigurala dugoročna održivost postignuća projekta, te doprinijela daljnjoj kontroli streljiva i održivom upravljanju municijom u njihovom životnom ciklusu? |
| Q5. European Union (EU) | | | | | |
| No. | | Question | | | Pitanje |
| 1 | | Are the project objectives relevant to the needs of the country, having in mind the political, social and institutional context in BiH, and what potential is there for it to contribute adequately to future development processes in BiH? | | |  |
| 2 | | How aligned is the project with the relevant national development priorities in BiH and the EU enlargement policy/accession agenda? | | |  |
| 3 | | How much does the programme contribute to gender equality, the empowerment of women and human rights of the target groups? | | |  |
| 4 | | What are the positive or negative, intended or unintended, changes brought about by the project interventions?  This could include, inter alia, an overview of the benefits the project has brought to beneficiary institutions and citizens in local communities in BiH. | | |  |
| 5 | | What factors have contributed to achieving or not achieving the intended specific objective/outcome and outputs/results? | | |  |
| 6 | | How much has the project contributed to strengthening partnership between the Ministry of Defence and the Armed Forces of BiH and the international community and local communities? | | |  |
| 7 | | What effect and impact have the implemented project activities had, both in qualitative and quantitative terms, on the overall improvement of ammunition control and management? | | |  |
| 8 | | How satisfied are you with the project implementation and specifically with the level of partnership support provided and what are your specific expectations in terms of potential follow-up assistance? | | |  |
| 9 | | How sustainable are the project outputs/results? How could the project results be projected and expanded further sustainably, having in mind the potential future needs of the Ministry of Defence and the Armed Forces of BiH in terms of ammunition control and management? | | |  |
| 10 | | Has the project approach (intervention strategy) managed to create a sense of ownership among the key national stakeholders? | | |  |
| 11 | | What should be the future priority interventions for ensuring the long-term sustainability of the project achievements and for contributing to further ammunition control and sustainable life cycle management of ammunition? | | |  |
| Q6. United States Embassy in Bosnia and Herzegovina (US Embassy) | | | | | |
| No. | | Question | | | Pitanje |
| 1 | | Are the project objectives relevant to the needs of the country, having in mind the political, social and institutional context in BiH, and what potential is there for it to contribute adequately to future development processes in BiH? | | |  |
| 2 | | How does the programme contribute to gender equality, the empowerment of women and human rights of the target groups? | | |  |
| 3 | | What are the positive or negative, intended or unintended, changes brought about by the project interventions?  This could include, inter alia, an overview of the benefits the project has brought to beneficiary institutions and citizens in local communities. | | |  |
| 4 | | What factors have contributed to achieving or not achieving the intended specific objective/outcome and outputs/results? | | |  |
| 5 | | How much has the project contributed to strengthening partnership between the Ministry of Defence and the Armed Forces of BiH and the international community and local communities? | | |  |
| 6 | | What effect and impact have the implemented project activities had, both in qualitative and quantitative terms, on the overall improvement of ammunition control and management? | | |  |
| 7 | | How satisfied are you with the project implementation and specifically with the level of partnership support provided and what are your specific expectations in terms of potential follow-up assistance? | | |  |
| 8 | | How sustainable are the project outputs/results? How could the project results be projected and expanded further sustainably? | | |  |
| 9 | | Has the project approach (intervention strategy) managed to create a sense of ownership among the key national stakeholders? | | |  |
| 10 | | What should be the future priority interventions for ensuring the long-term sustainability of the project achievements and for contributing to further ammunition control and sustainable life cycle management of ammunition? | | |  |
| Q 7. European Union Forces in Bosnia and Herzegovina (EUFOR) | | | | | |
| No. | | Question | | | Pitanje |
| 1 | | Are the project objectives relevant to the needs of the country, having in mind the political, social and institutional context in BiH, and what potential is there for it to contribute adequately to future development processes in BiH? | | |  |
| 2 | | How aligned is the project with the relevant national development priorities in BiH and the EU enlargement policy/accession agenda? | | |  |
| 3 | | How does the programme contribute to gender equality, the empowerment of women and human rights of the target groups? | | |  |
| 4 | | In your opinion, to what extent have the implemented project activities, intended results and the specific objective/outcome been achieved?  What are the main project accomplishments? | | |  |
| 5 | | How much has the project contributed to strengthening partnership between the Ministry of Defence and the Armed Forces of BiH and the international community and local communities? | | |  |
| 6 | | What effect and impact have the implemented project activities had, both in qualitative and quantitative terms, on the overall improvement of ammunition control and management? | | |  |
| 7 | | What are the main benefits (qualitative and quantitative) for the Ministry of Defence, the Armed Forces and citizens of BiH? | | |  |
| 8 | | How satisfied are you with the project implementation and specifically with the level of partnership support provided and what are your specific expectations in terms of potential follow-up assistance? | | |  |
| 9 | | How sustainable are the project outputs/results?  How could the project results be projected and expanded further sustainably, having in mind the potential future needs of the Ministry of Defence and the Armed Forces of BiH in terms of ammunition control and management? | | |  |
| 10 | | Has the project approach (intervention strategy) managed to create a sense of ownership among the key national stakeholders? | | |  |
| 11 | | What should be the future priority interventions for ensuring the long-term sustainability of the project achievements and for contributing to further ammunition control and sustainable life cycle management of ammunition? | | |  |
| 12 | | To what extent do the Ministry of Defence and Armed Forces of BiH own and run the process of disposal of unsafe ammunition, utilising the already developed technological capacities and manpower established through previous EU funded projects now operated by Armed Forces of BiH personnel? | | |  |
| 13 | | In your opinion, to what extent have officers and soldiers of the Armed Forces of BiH been capacitated through the transfer of skills and knowledge from the project in the area of demilitarisation? | | |  |
| Q8. Organization for Security and Co-operation in Europe (OSCE) | | | | | |
| No. | | Question | | Pitanje | |
| 1 | | Are the objectives of the project relevant to the needs of the country, having in mind the political, social and institutional context in BiH, and what is the potential that it will adequately contribute to development processes in the future?  Could you tell me about the SECUP project implemented by OSCE?  Is SECUP complementary to the EU STAR project and if so how? | |  | |
| 2 | | How does the project contribute to gender equality, the empowerment of women and human rights of the target groups? | |  | |
| 3 | | What are the positive or negative, intended or unintended, changes brought about by the project interventions?  This could include, inter alia, an overview of the benefits the project has brought to beneficiary institutions and citizens in local communities. | |  | |
| 4 | | What factors have contributed to achieving or not achieving the intended specific objective/outcome and outputs/results? | |  | |
| 5 | | In your opinion, how much has the project contributed to strengthening partnership between the Ministry of Defence and the Armed Forces of BiH and the international community and local communities? | |  | |
| 6 | | What effect and impact have the implemented project activities had, both in qualitative and quantitative terms, on the overall improvement of ammunition control and management? | |  | |
| 7 | | How satisfied are you with the project implementation and specifically with the level of partnership support provided and what are your specific expectations in terms of potential follow-up assistance? | |  | |
| 8 | | How sustainable are the project outputs/results?  How could the project results be projected and expanded further sustainably, having in mind the potential future needs of the Ministry of Defence and the Armed Forces of BiH in terms of ammunition control and management? | |  | |
| 9 | | Has the project approach (intervention strategy) managed to create a sense of ownership among the key national stakeholders? | |  | |
| 10 | | What should be the future priority interventions for ensuring the long-term sustainability of the project achievements and for contributing to further ammunition control and sustainable life cycle management of ammunition? | |  | |
| 9. North Atlantic Treaty Organization (NATO) | | | | | |
| No. | | Question | | | Pitanje |
| 1 | | Are the objectives of the project relevant to the needs of the country, having in mind the political, social and institutional context in BiH, and what is the potential that it will adequately contribute to development processes in the future? | | |  |
| 2 | | In your opinion, how much does the project contribute to the development of gender equality and human rights within the Ministry of Defence of BiH, given the assistance the project has provided in other areas such as ammunition disposal? | | |  |
| 3 | | In your opinion, has the project contributed to strengthening partnership between the Ministry of Defence and the Armed Forces of BiH and the international community and local communities? | | |  |
| 4 | | What effect and impact have the implemented project activities had, both in qualitative and quantitative terms, on the overall improvement of ammunition control and management? | | |  |
| 5 | | What are the main benefits (qualitative and quantitative) for the Ministry of Defence, the Armed Forces and citizens of BiH? | | |  |
| 6 | | How satisfied are you with the project implementation and specifically with the level of partnership support provided and what are your specific expectations in terms of potential follow-up assistance? | | |  |
| 7 | | How sustainable are the project outputs/results?  How could the project results be projected and expanded further sustainably, having in mind the potential future needs of the Ministry of Defence and the Armed Forces of BiH in terms of ammunition control and management? | | |  |
| 8 | | Has the project approach (intervention strategy) managed to create a sense of ownership among the key national stakeholders? | | |  |
| 9 | | What should be the future priority interventions for ensuring the long-term sustainability of the project achievements and for contributing to further ammunition control and sustainable life cycle management of ammunition? | | |  |
| 10 | | To what extent do the Ministry of Defence and the forces of BiH own and run the process of disposal of unsafe ammunition, utilising the already developed technological capacities and manpower established through previous EU funded projects now operated by Armed Forces of BiH personnel? | | |  |
| 11 | | In your opinion, have officers and soldiers of the Armed Forces of BiH been capacitated through the transfer of skills and knowledge from the project in the area of demilitarisation? | | |  |
| Q 10. South Eastern and Eastern Europe Clearinghouse for Small Arms and Light Weapons (SEESAC) | | | | | |
| No. | | Question | | | Pitanje |
| 1 | | Are the objectives of the project relevant to the needs of the country, having in mind the political, social and institutional context in BiH, and what is the potential that it will adequately contribute to development processes in the future? | | | Da li su ciljevi projekta relevantni za potrebe zemlje, imajući u vidu njen politički, socijalni i institucionalni kontekst u BiH i koji su joj potencijali da adekvatno doprinesu razvojnim procesima u budućnosti? |
| 2 | | In your opinion, does the project contribute to gender equality, the empowerment of women and human rights of the target groups? | | | Šta mislite u kojoj mjeri program doprinosi rodnoj ravnopravnosti, osnaživanju žena i ljudskim pravima ciljnih grupa? |
| 3 | | In your opinion, to what extent have the implemented project activities, intended results and the specific objective/outcome been achieved?  What are the main project accomplishments? | | | Šta mislite u kojoj su mjeri realizirane projektne aktivnosti i planirani rezultati te su postignuti određeni cilj / ishod? |
| 4 | | How much has the project contributed to strengthening partnership between the Ministry of Defence and the Armed Forces of BiH and the international community and local communities? | | | Šta mislite u kojoj mjeri je projekt doprinio jačanju partnerstva između Ministarstva obrane BiH, Oružanih snaga BiH, međunarodne zajednice i lokalnih zajednica? |
| 5 | | What effect and impact have the implemented project activities had, both in qualitative and quantitative terms, on the overall improvement of ammunition control and management? | | | Koji su projektni efekti i uticaj, u smislu realizovanih projektnih aktivnosti, i u kvalitativnom i u kvantitativnom pogledu, na ukupno poboljšanje kontrole i upravljanja streljivom? |
| 6 | | What are the main benefits (qualitative and quantitative) for the Ministry of Defence, the Armed Forces and citizens of BiH? | | | Koje su glavne koristi (kvalitativne i kvantitativne) za Ministarstvo odbrane, Oružane snage BiH i građane? |
| 7 | | How satisfied are you with the project implementation and specifically with the level of partnership support provided and what are your specific expectations in terms of potential follow-up assistance? | | | U kojoj su mjeri ključne zainteresovsane strane / krajnji korisnici zadovoljni provedbom projekta, posebno u smislu podrške partnerstvu i koja su konkretna očekivanja od potencijalne daljnje pomoći? |
| 8 | | How sustainable are the project outputs/results?  How could the project results be projected and expanded further sustainably, having in mind the potential future needs of the Ministry of Defence and the Armed Forces of BiH in terms of ammunition control and management? | | | U kojoj su mjeri održivi rezultati / ishodi projekta? Kako se rezultati projekta mogu dalje održivo projecirati i proširiti, imajući u vidu potencijalne buduće potrebe Ministarstva odbrane BiH i Oružanih snaga BiH u pogledu kontrole i upravljanja streljivom? |
| 9 | | Has the project approach (intervention strategy) managed to create a sense of ownership among the key national stakeholders? | | | U kojoj je mjeri projektni pristup (strategija intervencije) uspio da ključne zainteresovane strane (stakeholders) ovladaju (ownership) novim ulogama koje su dobili? |
| 10 | | What should be the future priority interventions for ensuring the long-term sustainability of the project achievements and for contributing to further ammunition control and sustainable life cycle management of ammunition? | | | Koje bi bile buduće prioritetne intervencije kojima bi se osigurala dugoročna održivost postignuća projekta, te doprinijela daljnjoj kontroli streljiva i održivom upravljanju municijom u njihovom životnom ciklusu? |
| 11 | | To what extent do the Ministry of Defence and the Armed Forces of BiH own and run the process of disposal of unsafe ammunition, utilising the already developed technological capacities and manpower established through previous EU funded projects now operated by Armed Forces of BiH personnel? | | | Što mislite o stupnju u kojem Ministarstvo obrane i oružanih snaga Bosne i Hercegovine posjeduje i pokreće postupak zbrinjavanja nesigurne municije, koristeći već razvijene tehnološke kapacitete radne snage uspostavljene u okviru prijašnjih projekata financiranih od strane EU-a, kojima sada upravlja njihovo vlastito osoblje? |
| 12 | | In your opinion, have officers and soldiers of the Armed Forces of BiH been capacitated through the transfer of skills and knowledge from the project in the area of demilitarisation? | | | Šta mislite o stupnju osposobljenosti časnika i vojnika Oružanih snaga BiH kroz prijenos vještina i znanja iz oblasti demilitarizacije? |
| Q11. Joint Commission for Defence and Security of the Parliamentary Assembly of Bosnia and Herzegovina | | | | | |
| No. | Question | | | | Pitanje |
| 1 | Are the objectives of the project relevant to the needs of the country, having in mind the political, social and institutional context in BiH, and what is the potential that it will adequately contribute to development processes in the future? | | | | Da li su ciljevi projekta relevantni za potrebe zemlje, imajući u vidu njen politički, socijalni i institucionalni kontekst u BiH i koji su joj potencijali da adekvatno doprinesu razvojnim procesima u budućnosti? |
| 2 | In your opinion, how aligned is the project with the relevant national development priorities in BiH and the EU enlargement policy/accession agenda? | | | | Šta mislite u kojoj je mjeri projekt usklađen s relevantnim nacionalnim razvojnim prioritetima u BiH, politikom proširenja EU / agendom pridruživanja? |
| 3 | In your opinion, does the project contribute to gender equality, the empowerment of women and human rights of the target groups? | | | | Šta mislite u kojoj mjeri program doprinosi rodnoj ravnopravnosti, osnaživanju žena i ljudskim pravima ciljnih grupa? |
| 4 | What are the positive or negative, intended or unintended, changes brought about by the project interventions?  This could include, inter alia, an overview of the benefits the project has brought to beneficiary institutions and citizens in local communities. | | | | Koje su pozitivne ili negativne, planirane ili neplanirane promene nastale intervencijama projekta? To može između ostalog uključivati i pregled koristi koje je projekt donio korisničkim institucijama i građanima u lokalnim zajednicama. |
| 5 | What factors have contributed to achieving or not achieving the intended specific objective/outcome and outputs/results? | | | | Koji su faktori doprinijeli postizanju ili ne postizanju zacrtanog određenog cilja / ishoda i rezultata? |
| 6 | How has the project contributed to strengthening partnership between the Ministry of Defence and the Armed Forces of BiH and the international community and local communities? | | | | Šta mislite u kojoj mjeri je projekt doprinio jačanju partnerstva između Ministarstva obrane BiH, Oružanih snaga BiH, međunarodne zajednice i lokalnih zajednica? |
| 7 | What effect and impact have the implemented project activities had, both in qualitative and quantitative terms, on the overall improvement of ammunition control and management? | | | | Koji su projektni efekti i uticaj, u smislu realizovanih projektnih aktivnosti, u kvalitativnom i u kvantitativnom pogledu, na ukupno poboljšanje kontrole i upravljanja streljivom? |
| 8 | What are the main benefits (qualitative and quantitative) for the Ministry of Defence, the Armed Forces and citizens of BiH? | | | | Koje su glavne koristi (kvalitativne i kvantitativne) za Ministarstvo odbrane, Oružane snage BiH i građane? |
| 9 | How satisfied are the key stakeholders/final beneficiaries with the project implementation and specifically with the level of partnership support provided and what are their specific expectations in terms of potential follow-up assistance? | | | | U kojoj su mjeri ključne zainteresovsane strane / krajnji korisnici zadovoljni provedbom projekta, posebno u smislu podrške partnerstvu i koja su konkretna očekivanja od potencijalne daljnje pomoći? |
| 10 | In your opinion, how sustainable are the project outputs/results?  How could the project results be projected and expanded further sustainably, having in mind the potential future needs of the Ministry of Defence and the Armed Forces of BiH in terms of ammunition control and management? | | | | U kojoj su mjeri održivi rezultati / ishodi projekta? Kako se rezultati projekta mogu dalje održivo projecirati i proširiti, imajući u vidu potencijalne buduće potrebe Ministarstva odbrane BiH i Oružanih snaga BiH u pogledu kontrole i upravljanja streljivom? |
| 11 | Has the project approach (intervention strategy) managed to create a sense of ownership among the key national stakeholders? | | | | U kojoj je mjeri projektni pristup (strategija intervencije) uspio da ključne zainteresovane strane (stakeholders) ovladaju (ownership) novim ulogama koje su dobili? |
| 12 | What should be the future priority interventions for ensuring the long-term sustainability of the project achievements and for contributing to further ammunition control and sustainable life cycle management of ammunition? | | | | Koje bi bile buduće prioritetne intervencije kojima bi se osigurala dugoročna održivost, te doprinijela daljnjoj kontroli streljiva i održivom upravljanju municijom u njihovom životnom ciklusu? |
| 13 | To what extent do the Ministry of Defence and the Armed Forces of BiH own and run the process of disposal of unsafe ammunition, utilising the already developed technological capacities and manpower established through previous EU funded projects now operated by Armed Forces of BiH personnel? | | | | Što mislite o stupnju u kojem Ministarstvo obrane i oružanih snaga Bosne i Hercegovine posjeduje i pokreće postupak zbrinjavanja nesigurne municije, koristeći već razvijene tehnološke kapacitete radne snage uspostavljene u okviru prijašnjih projekata financiranih od strane EU-a, kojima sada upravlja njihovo vlastito osoblje? |
| 14 | In your opinion, to what extent have the officers and soldiers of the Armed Forces of BiH been capacitated through the transfer of skills and knowledge in the area of demilitarisation? | | | | Šta mislite o stupnju osposobljenosti časnika i vojnika Oružanih snaga BiH kroz prijenos vještina i znanja iz oblasti demilitarizacije? |
|  |  | | | |  |
| Q12. AmmSol d.o.o., Banja Luka | | | | | |
| No. | | Question | | | Pitanje |
| 1 | | What role did your organisation play in this project? | | | Kakva je bila uloga vaše organizacije u ovom projektu? |
| 2 | | To what extent does the project contribute to gender equality, the empowerment of women and human rights of the target groups? | | | U kojoj mjeri program doprinosi rodnoj ravnopravnosti, osnaživanju žena i ljudskim pravima ciljnih grupa? |
| 3 | | What are the positive or negative, intended or unintended, changes brought about by the project interventions?  This could include, inter alia, an overview of the benefits the project has brought to beneficiary institutions and citizens in local communities. | | | Koje su pozitivne ili negativne, planirane ili neplanirane promene nastale intervencijama projekta? To može između ostalog uključivati i pregled koristi koje je projekt donio korisničkim institucijama i građanima u lokalnim zajednicama. |
| 4 | | What factors have contributed to achieving or not achieving the intended specific objective/outcome and outputs/results? | | | Koji su faktori doprinijeli postizanju ili ne postizanju zacrtanog određenog cilja / ishoda i rezultata? |
| 5 | | In your opinion, has the project managed to perform and institutionalise the know-how transfer from the project and its contractor to the Armed Forces of BiH personnel? | | | U kojoj je mjeri projekt uspio institucionalizirati i izvršiti prijenos stručnog znanja iz projekta i njegovih izvođača na osoblje oružanih snaga? |
| 6 | | What effect and impact have the implemented project activities had, both in qualitative and quantitative terms, on the overall improvement of ammunition control and management? | | | Koji su projektni efekti i uticaj, u smislu realizovanih projektnih aktivnosti, i u kvalitativnom i u kvantitativnom pogledu, na ukupno poboljšanje kontrole i upravljanja streljivom? |
| 7 | | What are the main benefits (qualitative and quantitative) for the Ministry of Defence, the Armed Forces and citizens of BiH? | | | Koje su glavne koristi (kvalitativne i kvantitativne) za Ministarstvo odbrane, Oružane snage BiH i građane? |
| 8 | | How satisfied are you with the project implementation? | | | U kojoj su mjeri ključne zainteresovsane strane / krajnji korisnici zadovoljni provedbom projekta? |
| 9 | | In your opinion, how sustainable are the project outputs/results?  How could the project results be projected and expanded further sustainably, having in mind the potential future needs of the Ministry of Defence and the Armed Forces of BiH in terms of ammunition control and management? | | | U kojoj su mjeri održivi rezultati / ishodi projekta? Kako se rezultati projekta mogu dalje održivo projecirati i proširiti, imajući u vidu potencijalne buduće potrebe Ministarstva odbrane BiH i Oružanih snaga BiH u pogledu kontrole i upravljanja streljivom? |
| 10 | | In your opinion, to what extent have the officers and soldiers of the Armed Forces of BiH been capacitated through the transfer of skills and knowledge from the project in the area of demilitarisation? | | | Šta mislite o stupnju osposobljenosti časnika i vojnika Oružanih snaga BiH kroz prijenos vještina i znanja iz oblasti demilitarizacije? |

**Annex 5. Results Framework**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **LOGICAL FRAMEWORK FOR THE EU STAR PROJECT** | |  |  |  |
| **OVERALL OBJECTIVE** | **OBJECTIVELY VERIFIABLE INDICATORS** | **Result tonnes (t)** | **Verification sources** | **Assumptions** |
| **end of 2019** |
| **Reduce the threat to the security of citizens from uncontrolled explosion of chemically unstable and highly hazardous ammunition and remnants of war in Bosnia and Herzegovina.** | **A 29% reduction of war remnants in surplus ammunition stockpiles.** | **28%** | **MoD records** |
|  |  | **EUFOR records** |
| **Baseline (2017): 10,360 t.** |  | **Project records** |
| **Target (2019): 7,360 t.** | **7,677** | **UNDP Monitoring Tool** |
| **SPECIFIC OBJECTIVE** | **OBJECTIVELY VERIFIABLE INDICATORS** | **Result end of 2019** | **Verification sources** | **Assumptions** |
| **To reduce the risk to peace, stability and development in Bosnia and Herzegovina through a considerable reduction of ammunition stockpiles to the amount of 3,000 tonnes of unstable ammunition as well as the full capacitation and transfer of know-how from the project and its contractors to AF BiH personnel thus developing a sustainable demilitarisation capability in the country.** | **1: The extent to which the Ministry of Defence and Armed Forces of Bosnia and Herzegovina own and run the process of disposal of unsafe ammunition, utilising the already developed technological capacities and manpower established under previous EU funded projects now operated by AF BiH own personnel.** |  | **MoD reports and disposal statistics,** | **High motivation of MoD and AF BiH to decrease ammunition stockpile** |
|  |  | **EUFOR reports** |
| **Baseline (2017): Limited with significant reliance on external assistance and coordination.** |  | **Training and Doctrine Centre (TRADOC) reports** | **There is keen interest in the MoD and AF of BiH to develop and institutionalise a sustainable demilitarisation capability.** |
| **Target (2019): The Ministry of Defence and the Armed Forces of Bosnia and Herzegovina have taken full ownership of the disposal process and are capable of ensuring its sustainability.** |  | **TROM, Doboj, periodic and annual disposal rate statistics** |
|  |  | **TROM, Doboj, performance reports** |  |
| **2: The extent to which the transfer of skills and knowledge from the project in the area of demilitarisation has capacitated the officers and soldiers of the Armed Forces of BiH.** |  | **Contractor disposal reports and certificates** |  |
| **Baseline (2017): Limited. Approximately 20 officers and soldiers of the Armed Forces of BiH possess skills and knowledge in the area of demilitarisation (a result of the Phase I of the project).** |  | **Project reports** |  |
| **Target (2019): A significantly increase in knowledge and skills in the area of demilitarisation of at least 20 Armed Forces staff located at TROM in Doboj. 20 AF staff designated exclusively to disposal at TROM.** |  |  |  |
| **RESULTS** | **OBJECTIVELY VERIFIABLE INDICATORS** |  | **Verification sources** | **Assumptions** |
| **Result 1: The remnant of war management system is in place ensuring a significant reduction in the quantity of ammunition through a safe and environmentally benign disposal process.** | **1.1: Quantitate/tonnes of remnants of war ammunition for disposed in a safe and environmentally benign manner.** |  | **Source 1: Official records and ammunition disposal certificates of the ammunition verification commission of the MoD.** | **Security and safety ammunition disposal standards improved and institutionalised in the MoD and AF of BiH.** |
| **Baseline (2017):  10,360 t.** |  | **Source 2: Various periodic MoD and AF BiH reports, i.e. the official MoD of BiH annual reports, inventory reports, etc.** |
| **Target (2019): 7,360 t.** | **7,677 t.** | **Source 3: Quarterly Project Board meetings.** | **There is willingness to maintain and further intensify the ammunition disposal pace well after the completion of the project.** |
| **1.2. Number of Contracts between UNDP as the implementing agency and service providers for ammunition disposal signed and implemented.** |  | **Source 4: Disposal certificates provided by the disposal facility/contractor.** |
| **Baseline: 0** |  | **Source 5: The records, presentations and minutes of the Strategic Committee for Weapons, Ammunition and Explosive Ordnance.** |  |
| **Result 1: The remnant of war management system is in place ensuring a significant reduction in the quantity of ammunition through a safe and environmentally benign disposal process.** | **Target: 7** | **6** | **Source 6: The records, presentations and minutes of the Coordination Board for the Control and Disposal of Ammunition and Explosive Ordnance.** |  |
|  |  | **Source 7: News items, press statements and other information from the electronic media and newspapers as well as photographs and video records.** |  |
| **1.3. Satisfactory completion of the disposal services backed up by disposal certificates provided by the service provider.** |  | **Source 8: Project reports.** |  |
|  | **Baseline:  N/A.** |  | **Source 9: Equipment transfer protocols signed with the BiH authorities.** |  |
|  | **Target: Each single disposal certified.** |  | **Source 10: Feedback from the direct beneficiaries.** |  |
|  |  |  | **Source 11: Official records from the meetings with the MoD and AF of BiH, the defence industry and international partners.** |  |
| **Result 2: The Ministry of Defence and the Armed Forces of BiH are equipped with the relevant technology, knowledge and skills (including the know-how transfer from the project and its contractor to AF of BiH personnel) for the effective disposal of ammunition.** | **2.1. Number of Ministry of Defence and Armed Forces personnel (sex disaggregated) trained and capacitated in the area of disposal planning and logistics support in order to ensure efficient and sustainable implementation of the demilitarization processes.** |  | **Source 12: Training manuals.** |  |
| **Baseline (year 2017): 10** |  | **Source 13: EU progress reports.** |  |
| **Target (year 2019): 20** | **18** | **Source 14: The conclusions of the Strategic Committee for Weapons, Ammunition and Explosive Ordnance.** |  |
|  | **1 woman** | **Source 15: The conclusions of the Coordination Board for the Control and Disposal of Ammunition and Explosive Ordnance.** |  |
| **2.2. Number of know-how transfer workshops organised for the AF of BiH personnel enabling the subsequent takeover of all ammunition disposal equipment, processes and know-how from the project to the personnel at TROM in Doboj.** |  | **Source 16: EUFOR reports and briefings on the implementation of the Master Plan.** |  |
| **Baseline (year 2017): 0 (No project activities were conducted in 2017)** |  |  |  |
| **Target (2019): 10 (As per budget proposal B.L. 6.2.1.)** | **3** |  |  |
|  |  |  |  |
| **2.3. Number of instances in which technical assistance was provided in order to successfully utilise, repair and maintain the targeted existing demilitarisation machinery and equipment.** |  |  |  |
| **Baseline: 0** |  |  |  |
| **Target: 2** |  |  |  |

1. DRAS is a software platform that combines and overlaps all potential natural and manmade disasters that could affect local communities in Bosnia and Herzegovina, thus enabling the local population to be more aware and prepared for the potential risks. [↑](#footnote-ref-1)
2. The Ammunition Weapons and Explosives Master Plan designates ammunition storage sites as either prospective or non-prospective. [↑](#footnote-ref-2)
3. World Bank, 2017. Available from [www.worldbank.org/en/country/bosniaandherzegovina](http://www.worldbank.org/en/country/bosniaandherzegovina). [↑](#footnote-ref-3)
4. [www.europeanpolicy.org/en/european-policies/24-justice-freedom-and-security/247-chapter-24-justice-freedom-and-security.html](http://www.europeanpolicy.org/en/european-policies/24-justice-freedom-and-security/247-chapter-24-justice-freedom-and-security.html). [↑](#footnote-ref-4)
5. www.osce.org/bih/106770?download=true. [↑](#footnote-ref-5)
6. www.seesac.org/Stockpile-Security. [↑](#footnote-ref-6)
7. Annex 2. List of documents considered by the evaluation desk review. [↑](#footnote-ref-7)
8. The General Framework Agreement for Peace in Bosnia and Herzegovina (Dayton Peace Agreement). [↑](#footnote-ref-8)
9. The ‘Formation kit’ is the minimum military force requirement in terms of weapons and ammunition required by the military in order to be able to perform its regular duties and operations. The formation kit for the Armed Forces of Bosnia and Herzegovina requires approximately 7,500 tonnes of ammunition. [↑](#footnote-ref-9)
10. The Small Arms and Light Weapons Strategy in Bosnia and Herzegovina for 2016–2020 Paper was drafted by members of the Small Arms and Light Weapons Coordination Board in Bosnia and Herzegovina and its representatives are involved in strategy implementation. [↑](#footnote-ref-10)
11. The Bosnia and Herzegovina Reform Programme November 2019 – November 2020 will trace Bosnia and Herzegovina’s path to NATO. [↑](#footnote-ref-11)
12. Defence White Paper of Bosnia and Herzegovina. [↑](#footnote-ref-12)
13. One United Nations Programme and Common Budgetary Framework Bosnia and Herzegovina 2015–2019:

    United Nations Development Assistance Framework (UNDAF). [↑](#footnote-ref-13)
14. The ‘Formation kit’ is the minimum military force requirement in terms of weapons and ammunition required by the military in order to be able to perform its regular duties and operations. The formation kit for the Armed Forces of Bosnia and Herzegovina requires approximately 7,500 tonnes of ammunition. [↑](#footnote-ref-14)
15. DRAS is a software platform that combines and overlaps all potential natural or human-made disasters that could affect local communities in Bosnia and Herzegovina, thus enabling the local population to be more aware and prepared for the potential risks. [↑](#footnote-ref-15)