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SERBIA CONTINGENCY PLANNING AND  
ECONOMIC SECURITY PROGRAM

**WORK PLAN**

**August 15, 2006**

Serbia Contingency Planning and  
Economic Security Program (SCOPES)

**Work Plan**

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## **SECTION 1: INTRODUCTION**

Development Alternatives, Inc. (DAI) is pleased to submit its Work Plan for the Serbian Contingency Planning and Economic Security (SCOPES) Project. This Work Plan covers the period from June 1, 2006 to September 30, 2007, the post start-up period of contract year one adjusted to the USAID Fiscal Year. This Work Plan builds upon the feedback provided by USAID on the earlier draft of this document submitted on July 14, 2006, as well as on the ongoing assessment for the Component One (Preparedness and Planning Component) (slated to be completed on 15 September). Wherever possible and presently known, the recommendations from this assessment have been incorporated into the work plan to provide a more elaborated picture regarding planned activities.

The SCOPES project will build on the experiences and successes of the Serbia Local Government Reform Program (SLGRP) with its focus on municipalities throughout Serbia, the Municipal Economic Growth Activity (MEGA) with its local economic growth focus, and its sister-program Community Revitalization through Democratic Action (CRDA), a nationwide civil society program with an emphasis on community development activities. Nevertheless, SCOPES, in contrast to both, will solely have a particular focus on vulnerable populations and on municipalities with risk for crisis.

This Annual Work Plan for SCOPES covers the first year after the signing of the task order; however, it covers the plans for Activity 1.1 (building the capacity and planning for crisis response), the assessment for Component II, the establishment of at least one initial field office, and any aspect of preparing to implement Component II that can be foreseen prior to the completion of this Work Plan. As per the Task Order Contract, this Annual Work Plan for SCOPES does not include the entire planning for Component I as it excludes the surge capacity rapid response option (Activity 1.2). The Annual Work Plan for Component II will be included in a separate document, due 30 days after USAID concurrence of the assessment for Component II. We have therefore titled the Work Plan “Activity 1.1 “Plus” Program Work Plan” because it includes many of the tasks related to Component II.

## SECTION 2: ACTIVITY 1.1 “PLUS” WORK PLAN TASK SCHEDULE

### Planned Tasks and Activities for Activity 1.1

Based on the DAI Team commitment contained in our proposal, the Task Order contract requirements, and direct communications with USAID staff, the SCOPES Team has identified and then documented our key deliverables, activities to support the accomplishment of tasks, and the time frame for accomplishing these in the attached Work Plan Task Schedule (*see Annex A*). This Work Plan Task Schedule describes activities to be conducted in order to achieve the ten tasks related to Activity 1.1, including the expected timing to achieve the milestones of project implementation for each task.

This Activity 1.1 “Plus” Work Plan deliverable is due before the USAID required deadline for the Component I assessment of the crisis planning, preparedness, and response capacity at the national level and in target municipalities has been completed. The findings and baseline data from the Component I assessment will be used by the SCOPES team to determine the specifics of implementation for building local capacity and planning for crisis response, including but not limited to:

- Needs for technical assistance, training and other capacity building efforts for target municipal and national level actors;
- Required schedule for delivery of training and other capacity building efforts;
- Identification of specific organizations and individuals in the 9 target municipalities for Component I-related capacity building efforts;
- Proposed content for training curricula; and
- Refinement of proposed tools and methodologies.

Therefore, where relevant we have indicated in the Work Plan Task Schedule those activities that are dependent on the findings, recommendations, and preliminary baselines from the completion of the Component I assessment (which is expected in September 2006). Where possible, preliminary recommendations have been incorporated into this document. In addition, the deliverables and activities necessary for the completion of Activity 1.1 Tasks are included in the Summary Sheets included as part of Section 3, the Implementation Planning section.

### USAID SCOPES Component I: Baseline Assessment Planning Overview

#### 1. Timing, Staff and LOE

The Component I assessment of the initial municipalities proposed for inclusion in the program will take place between 18th July and September 15, 2006. This assessment will provide data on the current level of preparedness and response mechanisms in place at the national and generally at the municipal level.<sup>1</sup>

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<sup>1</sup> Once this initial assessment has been conducted, a “follow on” study will be done using participatory methodologies to create individual recommendations for each municipality. For more information, please refer to the section dealing with “Component One, Other Proposed Activities.”

Formatting and drafting of the report would begin in Serbia. A debrief of progress on the Assessment Report will be provided to USAID Serbia in mid August, and final report on September 15. This will allow for additional revisions and editing in advance of the September 15 deadline per the SOW.

The following table lists the membership, positions, and LOE for the Component I assessment team, and includes the proposed dates that they will be working on the assessment while in Serbia.

Assessment Staff	Position	LOE	Proposed Dates in Serbia
Nives Mattich	Assessment lead	30 days	July 23 – Aug 19
John Higgins	Assessment team member	20 days	July 18 – Aug 12
Rexhep Ilazi	Assessment team member	25 days	Btw July 17 & Aug 25
Ksenija Milivojevic	Assessment team member	6 or 7 days	Btw July 24 & Aug 7
Ozren Tošić	Assessment team member	6 or 7 days	Btw July 24 & Au 10

## 2. Component I Assessment Objective

### **Assess crisis planning, preparedness, and response capacity at the national level and in target municipalities and develop recommendations on initial Component One Work Plan.**

In concert with existing actors and donors (UNHCR, and others), and using external and national consultants (see SCOPES staff) the assessment will focus on CPPR-relevant institutions at both the national and municipal levels,<sup>2</sup> to assess their responses to past emergencies. It will also draw on findings from recent USAID- and UN-sponsored assessments evaluating the dynamics that exacerbate or mitigate risks of crisis or conflict. The team will build on the cumulative knowledge, data, and analyses generated by ongoing USAID programs (SLGRP, MEGA, SEDP, and CRDA), as well as from United Nations Development Program (UNDP) and European Agency for Reconstruction (EAR) programs and others such as the East West Institute’s trans-border program.

The assessment will incorporate legal, social, and political as well as technical and logistical considerations. Factors involving communication/media and the role of security institutions in exacerbating or mitigating crises will also be addressed. Finally, the assessment will identify warning indicators and flash points that will inform SCOPES’ development of a proposed Municipal Emergency Management Capacity Index (MEMCI) and continue to refine the source material and data gathering for the Crisis Monitoring Bulletin. During the assessment, the DAI team will also work closely with USAID to establish criteria for SCOPES expansion. The criteria for selecting additional municipalities should closely resemble those employed to select the initial nine vulnerable municipalities.

IRG will provide to the SCOPES team four professionals, two US Citizens and two Serbian local experts, to complete this assessment of the national and municipal level capacity to prepare for and respond to national and local disasters or crises. Individuals provided must

<sup>2</sup> Specifically, the assessment will focus on 11 municipalities and more than a dozen government agencies and Ministries, as well as the work of other INGOs and bilateral agencies working in preparation and preparedness. Interviews will be conducted with relevant national government actors including, but not limited to, MoD, Office of the President of Serbia, Office of the Vice Premier, MoI, MoA, Faculty of Civil Defense, and others.

have relevant experience in disaster preparedness evaluations, assessments and planning with a particular emphasis on previous Balkan and/or Serbia work.

### 3. Component I Assessment Tasks (Performance Requirements)

The IRG consultants are expected to undertake the following Tasks:

- Undertake assessment of **national level** actors, their capacities, interests, authorizing legislation and existing coordination mechanisms with other international organizations and donors participating in emergency preparedness and disaster response. **Output:** Formal report to SCOPES Team (DAI and IRG – period of July 10 – August 18, 2006); this will include the following subtasks:
  1. Orientation and informational meetings with the SCOPES and USAID technical staff,
  2. Informational meetings with relevant international counterparts,
  3. Informational meetings with relevant national office, both governmental and non-governmental,
  4. A review of the controlling legislation within Serbia for disaster preparedness and management,
  5. A review with and through key informants of recent past experiences from a national perspective,
  6. Research and interviews on the standing agreements at the national level between or among regional governments on responding to emergencies,
  7. Periodic progress meetings with the SCOPES team,
  8. Make specific recommendations on the training needs, national institutional capacity building, regulatory modifications and/or technical assistance required for SCOPES to deliver an eventual disaster preparedness program (training strategy and completion of CPPRs),
  9. Complete a draft section on National Level Context for the larger final assessment report.
  
- Undertake assessment of **municipal level** actors, their capacities, interests, authorizing legislation and existing coordination mechanisms with other national and international organizations (and any regional collaboration among municipalities) and donors participating in emergency preparedness and disaster response. The following 11 municipalities must be included in this assessment. Presevo, Bujanovac, Medvedja, Vranje, Leskovac, Novi Pazar, Raska, Tutin, Kraljevo, Kursumlija, and Prokuplje. **Output:** Formal report to SCOPES Team. (DAI and IRG – period of July 10 - August 18, 2006) ); this will include the following subtasks:
  10. Orientation and informational meetings with the SCOPES and USAID technical staff,
  11. Informational meetings with relevant international counterparts,
  12. Travel to and then informational meetings with 11 mentioned Municipalities and their offices, both governmental and non-governmental,
  13. A review of the controlling legislation within Serbia for disaster preparedness and management at the municipal level,
  14. A review with and through key informants of recent past experiences from a local perspective,

15. Research and interviews on the standing agreements at the local level between or among internal regions, or associations of municipalities on responding to emergencies,
16. Periodic progress meetings with the SCOPEs team,
17. Make specific recommendations on the training needs, municipal capacity building, regulatory modifications and/or technical assistance required for SCOPEs to delivery an eventual disaster preparedness program (training strategy and completion of CPPRs for municipalities as required in the project SOW),
18. Complete a draft section on Municipal Level Context for the larger final assessment report,

#### **4. Component I Assessment Deliverables**

The IRG consultants will be responsible for the integration of all findings and recommendations, the initial report presentation and discussion of a draft national and municipal disaster preparedness assessment report (that leads to the final formulation of a training and disaster planning activity for SCOPEs) to USAID the week of August 14-18. At that time, key findings and recommendations that are to be included in the final report will be presented to the participants. Additionally, the IRG consultant(s) will be expected to work with the SCOPEs Component One Team leader to finalize the SCOPEs Crisis Planning, Preparedness and Response Capacity Report by no later than September 10, 2006.

#### **USAID SCOPEs Component I: Training Plan and Schedule**

The Component I Assessment deliverables will include the Crisis Prevention, Preparedness and Response training plan, which will inform the CPPR Training Consultancy that is proposed to begin on/about September 5th. The primary focus of the CPPR training will be municipal actors (including the Municipal Emergency Management (MEM) Team members) and their local partners, but may include other regional or national organizations and staff. The preparation of the training program must take into account SCOPEs programming across its two components (disaster preparedness and local economic development), integrating appropriate elements and opportunities from both. Likewise, it should be adapted to the SCOPEs approach to local grant-making to develop partners and talent in this critical sector.

Requests from DAI partners IRG and TRG have been accepted to be the subcontractor to undertake this study. Once selected and approved by USAID, the consultants will research, design, and develop the strategy for implementing an overall training program for SCOPEs with particular recommendations on local partnerships and resources available for delivery of the program. The draft report will be due to DAI on/about September 24<sup>th</sup>, and to USAID by September 26th.

#### **USAID SCOPEs Component I: Other Proposed Activities**

Although the Component I Assessment has not yet been completed, enough is known about the preliminary results to provide more detailed information on the tasks that will stem from this assessment. It should be noted, however, that in some areas where sufficient information is not yet available, tasks or sub-tasks are marked “TBD.” More information can be provided about these sub-tasks after the final assessment report is submitted on September 15th. These

tasks are described here in greater detail, and are summarized in the Section 3 Activity Summary Sheets and Annex A Work Plan.

*Task 1.1.2 Improve planning and preparedness/response of target municipal actors (Part A)*

Once the initial assessment has been completed, SCOPEs will conduct a series of workshops at the municipal level to introduce the SCOPEs program, the concept of Crisis Prevention, Preparedness, and Response Plans (CPPR Plans), and the concept of human security. These workshops will include representatives of the municipal administration, representatives of civil society, and national and international stakeholders that will be involved in the process of improving planning capability and crisis prevention, response, and mitigation at the municipal level. The introduction of the concept of human security into the capacity building efforts of SCOPEs will create a framework for the SCOPEs project to address crisis preparedness through the lenses of protection and empowerment of all people.

**What is Human Security?**

*Human security means protecting vital freedoms. It means protecting people from critical and pervasive threats and situations, building on their strengths and aspirations. It also means creating systems that give people the building blocks of survival, dignity and livelihood. To do this, it offers two general strategies: protection and empowerment. Protection shields people from dangers. Empowerment enables people to develop their potential and become full participants in decision-making.*

- Report of the UN Commission on Human Security (2003)

These initial awareness raising workshops will lay the groundwork for exercises using participatory methodologies to contextualize the general municipal and national findings of the Component One Assessment within the current circumstances in each community. The goal of these “Follow On” exercises will be to contextualize the general findings of the assessment for each municipality, and to create specific recommendations regarding capacity building needs, and to develop a schedule for each municipality regarding deliverables for the creation of the municipal-level Crisis Prevention, Preparedness, and Response Plans (CPPRs). From this starting point, Tasks 1.1.3 and 1.1.4 will work in tandem to ensure that capacity building and the production of CPPRs support one another. These exercises will provide a level of detail and individualized approach to capacity and planning, including reviewing family roles and responsibilities, in crisis responses. The result will be a dynamic portrait of available resources and the vulnerable groups present in each municipality, and the baseline measurements of the Municipal Emergency Management Capacity Index (MEMCI).<sup>3</sup>

*Task 1.1.3: Build capacity in target municipalities to monitor and plan for emergencies*

The process of working with municipal-level actors to transform the findings from the assessment into CPPR plans will be the starting point for SCOPEs’ focus on building capacity. Meeting the objective—to build a sustainable and systematic approach to crisis planning and response—is highly dependent on the capabilities of key institutions, individuals, and networks at multiple levels. Municipal officials, members of the Municipal Emergency Management (MEM) Teams, and community-based organizations will be the primary beneficiaries of SCOPEs’ capacity-building efforts through a combination of technical assistance, training, and grants. These actors will serve as key counterparts in developing CPPR plans and will be primarily responsible for putting them into action, whether through crisis monitoring and mitigation efforts to address risks and vulnerability or by responding to humanitarian emergencies.

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<sup>3</sup> The development of this tool is still in the early stages, and so still must be further developed by SCOPEs and approved by USAID.

Where the structures have already been established, Municipal Emergency Management (MEM) Teams—usually composed of technical experts from municipal service providers covering areas such as health and sanitation—have the authority to coordinate emergency responses. In municipalities without a MEM structure, SCOPEs’ priority will be to work with municipal officials to establish one, starting with the nomination of qualified members and leadership. Before SCOPEs provides training or delivers any other assistance, municipal officials will be expected to designate a MEM leader to help coordinate capacity-building efforts and serve as a key conduit to facilitate communication among municipal actors.

One of the outputs of the “Follow On” exercises to the Component One Assessment will be a thorough training plan based on the strengths and weaknesses in the current capacity identified through the MEMCI. This plan will provide specific information about the training needed to raise crisis monitoring and preparedness planning capacity in the municipalities. Indicative training models may include training for municipal technical experts within their field (for example, toxic waste, sanitation, and public health), crisis monitoring, participatory planning and coordination, effective crisis communication, or emergency response training for first responders (such as firefighters). Although some trainings will bring together people from several municipalities, other trainings will be provided to the MEMs and other municipal stakeholders together, to encourage team building. In the event of local elections, SCOPEs will work with MEMs to ensure that new members of the crisis team are provided with training in line with their responsibilities.

Parallel to technically oriented training, SCOPEs will upgrade skills of municipal leaders to improve overall crisis monitoring, planning, and response capabilities. Training will target elected political leaders, such as the mayor, and key members of the council responsible for strategic planning, finance, public safety, administration, and local economic development. Modules will be fully elaborated in the training plan, but are currently anticipated<sup>4</sup> to focus on such areas as improving strategic policies, operational planning, collaboration for improving crisis monitoring, and mitigation and response capabilities. Sessions will develop components of an effective municipal-level CPPR plan, with key areas of instructional emphasis placed on building effective institutional mechanisms for identifying, monitoring, and responding to vulnerabilities and risk; models and techniques for engaging citizen participation in reducing crisis or disaster vulnerability; and incorporating best practices in developing crisis planning and management policies.

On the basis of needs identified through the Component One Assessment and the “follow on” exercises, SCOPEs will develop a granting scheme through which civil society organizations working in the targeted municipalities can further address issues related to preparedness, monitoring, and response capacity. Grants may target such areas as public participation in emergency response, drills for citizens in targeted municipalities (including drills geared towards the safety and security of vulnerable groups such as children or the ill in the event of a crisis), or the promotion of standard crisis protocols.

In addition to municipal-level training, SCOPEs will work with the Standing Conference of Towns and Municipalities (SCTM—Serbia’s municipal association) and the Network of Associations of Local Authorities of South East Europe (NALAS) to support CPPR coordination, develop plans, and strengthen horizontal and vertical networks to improve

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<sup>4</sup> Based on preliminary findings of the Component One Assessment.

collaboration in monitoring risks, as well as planning for and responding to crises. Through a combination of challenge grants, training, and technical assistance, SCOPES will work with the SCTM to support peer training and training of trainers targeting municipal officials for crisis monitoring and emergency planning. SCOPES will enhance the capacity of the SCTM to support a learning network that enables the SCTM to assume a critical role as a linchpin that links the growing network of more capable municipal-level emergency planning and response officials—political and technical—with national-level counterparts as one approach to improving coordination between and among national- and local-level stakeholders.

*Task 1.1.4: Complete response plans with initial target municipalities*

Working especially with municipal officials, SCOPES will help the target municipalities develop their CPPR plans, complete with concrete goals, identifiable resources, and a shared appraisal of risk for planning purposes. The plans will build on the individualized assessments

conducted and baseline data gathered in Task 1.1.2, and will anticipate both immediate response and longer-term recovery efforts. The plans will be written in a simple style, providing access to reliable information, containing concise instructions critical to the plan’s success, and clearly designating roles and responsibilities for

*It may be that a crisis event occurs before the plans are fully elaborated and capacity building efforts have finished. For this reason, it will be necessary for SCOPES to work with municipal stakeholders to develop preliminary plans to detail what actions can and should be taken before the capacity is fully built, in the instance that it is necessary to mount a disaster response.*

various activities when responding to a crisis, including decision makers, first responders (including those providing security and safe environments for victims), media relations, and alternates to provide backup. SCOPES will also work with municipal officials and the MEM to seek input and active participation in CPPR planning efforts from civil society, including the private sector and community-based organizations—especially those representing vulnerable or at-risk groups. Specifically, the planning process and the documents themselves will provide for the delivery of humanitarian assistance according to internationally agreed standards such as ICRC and/or SPHERE standards.

CPPRs will include a Communication Strategy that establishes normal and alternate means for relaying information to counterparts, emergency responders, and members of the community. The SCOPES team will work with media outlets, civil society organizations (CSOs), and local governments to develop communication protocols that will be reviewed with community groups and employed in the event of a crisis.

Within 90 days, draft CPPR plans for the five to nine municipalities will be sufficiently advanced to enable municipal officials, the council, and MEMs to solicit input from stakeholders, and especially citizens, through a concerted month-long effort that will include a series of open forums and targeted presentations to community groups to share the content of the plan and elicit feedback, comments, and suggested revisions. Within 120 days, SCOPES will support public hearings to solicit or address final comments, enabling any resulting modifications to be incorporated before the mayor approves the final CPPR plan and submits to the council for approval by Month 6 of SCOPES.

*Tasks 1.1.5 and 1.1.6: Build networks and create linkages for crisis prevention, mitigation, and response*

The Component One Assessment’s findings to date highlight the disparities in capacity among municipalities and the systemic weaknesses in networking and linkages, especially those involving national/municipal collaboration. SCOPES’ approach will focus on

strengthening networks of relevant actors, both governmental and nongovernmental, involved in CPPR and coordination. Findings from the assessment will also help to develop a framework of support composed of a multitiered prevention, response, and coordination network with clearly defined roles and responsibilities for actors at the local, subregional, and national levels. The main focus on networking activities will be to involve subregional and, where appropriate, national stakeholders, in trainings and other activities geared towards the production of the municipal-level CPPRs.

To build networks and create linkages, SCOPES will promote coordination among potential international actors through the formation of a Disaster Management Working Group that will meet to ensure that the planned emergency responses of international stakeholders compliment one another and avoid duplication. Should a crisis event take place, this Working Group will facilitate interagency coordination and rapid response. Members of this Working Group and other stakeholders will also be involved in conducting four simulations and crisis response exercises annually.

Coordination will not be limited to external stakeholders, however. SCOPES will develop networks of municipal technical experts in areas such as agricultural specialists, water and flood specialists, and toxic waste specialists. These linkages may be established through conferences or panel discussions that provide a venue for professional development, or more formal workshops that enable municipalities facing similar problems to develop common strategies. Over time, depending on the extent to which these linkages develop and can be sustained, SCOPES may also establish professional linkages between such individuals and organizations or associations of professionals in the same field from outside of Serbia.

SCOPES will also work to create linkages between national and southeast European regional entities such as the Stability Pact’s Disaster Prevention and Preparedness Initiative (DPPI), which provides a potential network and framework for engaging a range of stakeholders. DAI’s SCOPES partner IOM is a member of the Stability Pact and a past contributor to DPPI’s efforts. Through IOM, we will explore opportunities to re-energize DPPI’s role through a series of regional workshops to enhance the active participation of affiliated international agencies such as the UN Office for the Coordination of Humanitarian Affairs, the Humanitarian Aid Department of the European Commission, and UNHCR. SCOPES will apply their extensive resources and relevant experience to help strengthen cross-border, regional, national, and local planning and response capabilities, and to improve coordination to mitigate as well as respond to broader emergencies in the event of this contingency.

*Task 1.1.7: Build capacity in conflict and crisis prevention and monitoring (CPM)*

The SCOPES team will work to engage organizations with significant bodies of work in conflict prevention<sup>5</sup> to develop strategies and training guides to improve CPM techniques, including facilitation of constructive dialogue, local-level conflict analysis, and CPM training. Community leaders, including men and women representing vulnerable and at-risk groups, will be the primary beneficiaries of these activities.<sup>6</sup> These dialogues, workshops, and leadership training programs will play an important role in helping local leaders to identify sources of tensions and develop strategies to address them. In addition to providing grant

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<sup>5</sup> Such as the Institute for Multi-Track Diplomacy, EMinS, the Center for Peace and Democracy Development (MIR), the Center for Regionalism, and the Cultural Center Damad in Novi Pazar.

<sup>6</sup> These trainings will directly link to Activity 2.3.3, which will be further elaborated in the Work plan for Component Two.

support to local nongovernmental organizations (NGOs) to implement this training, we will encourage participation of, and contributions from, municipal officials, business associations, and religious groups, as well as from the Ministry for Human Rights and IDPs.

The role of media in disseminating timely and accurate information to the public at large in the event of a crisis cannot be overstated. To address this issue, SCOPES will hold workshops for journalists and media outlets to look at how disasters have been reported, to identify problem areas in terms of media networking, channels of communication with the government, and capacity needs of the media sector. As well as assisting SCOPES in providing information to the public, journalists involved in workshops may be involved in providing information to SCOPES regarding emerging issues and crisis content, to be incorporated into the monthly Crisis Monitoring Bulletin.<sup>7</sup>

*Task 1.1.8: Monitor changing political and social dynamics*

The SCOPES team will provide USAID with Monthly Crisis Monitoring Bulletin that summarize critical events, including changes in political and social dynamics. The report will be no more than five pages and will draw from the findings of polling, networking, and monitoring of local media (including minority language media and the Diaspora). The content will provide an accurate representation of assessed risks, and serve as a constantly dynamic snapshot of the facts on the ground. Where appropriate, the SCOPES team may utilize UN or EU sources. It is currently anticipated that data acquisition will also use local reporters.<sup>8</sup>

*Task 1.1.9: Develop assistance strategies for municipalities that lack political will*

If political will does not exist sufficient to ensure commitment to providing crisis response assistance according to international human rights standards and standards of international human rights, the Municipal Emergency Management (MEM) team will consist of a coordinating body of civil society actors. SCOPES will identify prospective partners from among organizations currently active in targeted areas lacking in political will. To ensure that organizations have the capacity to act in this role, the team will pre-select organizations based on their past history of work, and will assess their capacity using the Organizational Capacity Assessment Tool,<sup>9</sup> to ensure that SCOPES’ civil society partners will be able to transparently and effectively administer grants, monitor potential crisis, and respond to any emerging crises. The team will work in anti-reform municipalities by enhancing capacity of, and channeling aid through, civil society organizations. Once this has been done, activities such as capacity building and the development of municipal-level CPPRs will occur, as per the descriptions above.

*Task 1.1.10: Develop a Surge Capacity Plan with USAID/Serbia*

As a key figure in development and relief in Serbia, USAID is in a position to be a leading member in post-crisis humanitarian assistance. Based on the findings and recommendations of the Component One Assessment, the SCOPES team will provide a detailed plan

<sup>7</sup> For more information on the Bulletin, please refer to Task 1.1.8.

<sup>8</sup> To monitor all relevant subject areas, it will be necessary for SCOPES to develop several layers of expert reporters, including Albanian, Hungarian, and Romani language reporters, and reporters with sectoral experience in such areas as the environment and public health.

<sup>9</sup> Formal criteria will be developed to ensure that grants are transparently awarded. Organizations that score beneath a certain level on the OCAT (specifics TBD) will not be eligible for funding. Should SCOPES uncover critical weaknesses in organizational capacity across the majority of organizations in the targeted areas, the project will work with USAID to determine mechanisms to build organizational capacity in such areas as governance, management, and financial transparency.

summarizing the current mechanisms for crisis response in Serbia, and how USAID can liaise with both Serbian and international stakeholders to be a leading force in crisis preparedness, mitigation, and response. The SCOPES team will develop scenarios and simulation exercises that will inform contingencies, which the crisis response plan will address. This plan will take advantage of the cross-border capacities of SCOPES partner IOM, and will provide detailed information regarding the rapid response capabilities of relevant actors, assessments of particular sectors of need in vulnerable areas (localized as much as possible based on available data), and clear guidelines for how USAID can work within the current Serbian disaster management and response systems. Monthly crisis monitoring reports, among other sources of information, will have clear thresholds to activate USAID’s crisis response plan. When finished, the plan will develop and define the protocols, content, and nature of USAID’s response to a series of possible and likely crises. Among those possible responses would be USAID’s activation of Option 1, discussed below. The plan will incorporate approaches for continuing critical ongoing activities under SCOPES if USAID must evacuate, as it did in 1999 during the Milosevic period.

The planning process will also include developing a training plan based on the available capacities, strengths and weaknesses of the SCOPES team, to ensure that all members are capable of responding effectively and efficiently to a crisis. Training may include crisis management training in areas such as communication, rapid response assessment, and establishing monitoring and transparency controls for in-kind distributions, as well as technical areas such as transportation of assistance, storage and warehousing, establishing sanitation controls, and personal security assessments.

### **USAID SCOPES Component I: Surge Capacity (Task Order Option)**

Although the final draft of the Component One Assessment (and thus the final Surge Capacity Plan) is still pending, some indicative activities<sup>10</sup> are currently expected:

#### *Task 1.2.1: Deploy staff*

Upon USAID’s trigger of the Surge Capacity Option, the DAI team’s core staff will adapt their roles and responsibilities to address the priority of responding to the crisis. The Chief of Party will assume lead responsibility and be point of contact for coordinating response activities with USAID and other international and regional disaster response partners as needed. In the event of Option 1, SCOPES will form a Crisis Response Team (CRT) composed of pre-designated SCOPES staff and augmented with additional personnel whose technical skills and experience are commensurate with the nature of the crisis and needs for effectively responding to it. The Deputy Chief of Party will be responsible for mobilizing and deploying members of the CRT so that they are on the ground within 48 hours of notification. Barbara Davis, Component I Team Leader, will assume responsibility for managing the CRT and its support to USAID-led efforts, including coordination with the Commissariat for Refugees/IDPs and other relevant national-level institutions.

The IOM will assume the lead operational responsibility among SCOPES partners for directly implementing crisis response activities, while DAI, working closely with USAID, will administer and manage the grants component within the crisis response option. IOM’s proposed role for SCOPES corresponds to its responsibilities within the UN cluster system for

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<sup>10</sup> The final activities associated with Surge Capacity will be submitted to USAID as a part of the Surge Capacity Plan.

responding to crises in Serbia. This will help facilitate effective coordination and communication among key international actors and promote more effective support in the crisis response efforts. IOM has extensive logistical capabilities that allow it to draw up and draw down quickly in the event of a natural or manmade disaster. Additional surge capacity will be met by drawing from other partner organizations—DAI, CHF, BAH, IRG—including personnel based in the region and beyond who will be pre-identified in the Crisis Response Plan.

*Task 1.2.2: Implement required emergency response appropriate to the nature of the response*  
With a plan in place, the SCOPES team will initiate both an immediate response and a longer-term response tailored to the nature of the emergency. While Serbia is prone to natural disasters such as flooding, we are as likely to be called upon to respond to a humanitarian crisis.

Should events provoke the movement of IDPs within a short period of time, the surge capacity will need to provide emergency support to address immediate humanitarian needs. The majority of IDPs are likely to be accommodated in collective centers and in private housing. The communities, local governments, organizations, centers, and households responding to these urgent needs will require assistance. In addition, SCOPES will pay priority attention to those unable to find even temporary shelter. Humanitarian packages—with food, water, and other basic provisions—will need to be prepared and distributed rapidly, especially to the most vulnerable individuals and groups. Looking beyond the immediate needs, the CRT will meet with national and local partners and stakeholders to support their efforts to address longer-term needs of the displaced, assisting with returns to points of origin or permanent resettlement into new areas. Transitional assistance can be targeted to the most vulnerable populations and the areas most affected. The SCOPES team will address ongoing needs of and longer-term options for IDPs to help them regain a sense of normalcy and to advance the well-being of affected individuals, families, and communities.

*Tasks 1.2.3 and 1.2.4: Activate emergency grants*

Many of the partners that SCOPES will engage through the core activities will be grant recipients upon activation of the \$3.5 million grant fund for the Task Order Option. During the first phase of emergency response, the grants will fill gaps caused by the crisis to obtain materials and provide immediate support to those affected by the crisis and to help the actors who are responding directly to the needs of the victims and those who are supporting them. Other grants will provide funding to CSOs, the private sector, and MEMs to renovate social infrastructure, including temporary shelters and collective centers, and to ensure their effective operation. Additional grants may fund effective communication strategies in appropriate languages developed through SCOPES’ core activities.

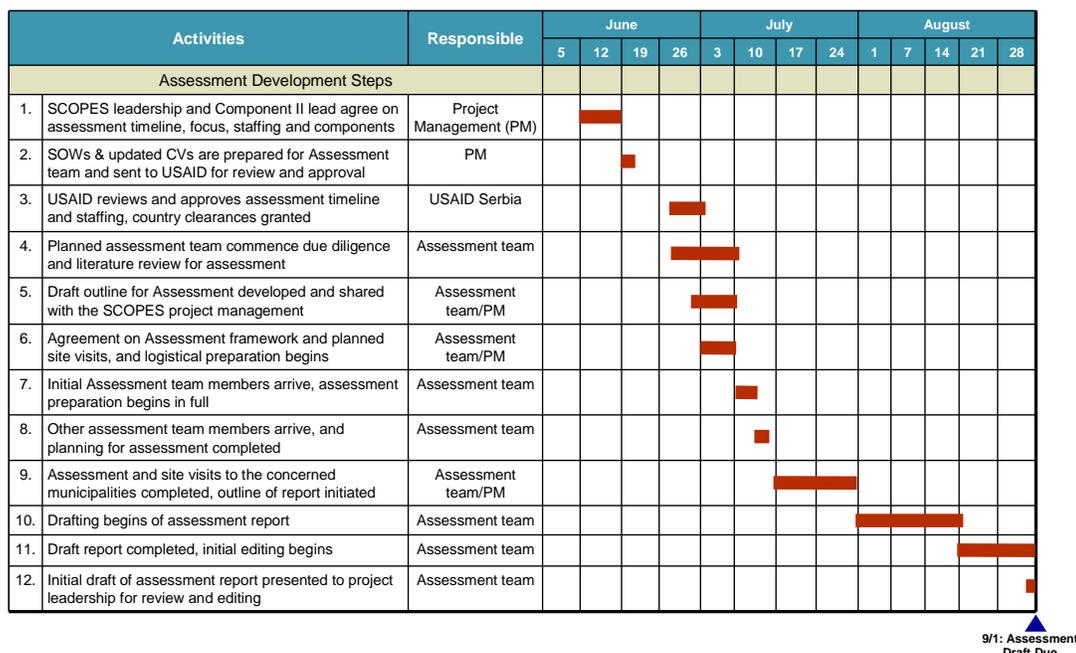
## **USAID SCOPES Component II: Baseline Assessment Planning Overview**

### **1. Timing**

Noting the 120 day deadline and the requirement, per the SOW, to begin working on the assessment within 30 days of award, we propose commencing the assessment the second week of July, 2006. The assessment team will arrive in Serbia on 10 July. Site visits to the municipalities are expected to be completed before 26 July with a debriefing with the USAID to take place on 28 July.

Formatting and drafting of the report would begin in Serbia. A debrief of progress on the Assessment Report will be provided to USAID Serbia the last week of August, and a preliminary draft on 1 September. This will allow for additional revisions and editing in advance of the October 1 deadline per the SOW.

An outline of the proposed assessment timeline appears below.



## 2. Staffing and LOE

Based on similar assessments in Serbia and elsewhere, we propose having the assessment be conducted by a total of four expatriate ST consultants, teamed with at least four local staff with relevant experience and language capability. The team would be divided into at least two groups for purposes of visiting various municipalities and meeting with key counterparts.

Assessment Staff	Position	LOE	Proposed Dates in Serbia
Lawrence Groo	Assessment Co-lead	26	9 – 31 July
Maury Wray Bridges	Assessment Co-lead	30	9 - 31 July
Jonathan Conly	Assessment Member	20	12 – 28 July
Arminé Guledjian	Assessment Member	20	10 – 28 July

This configuration anticipates each team visiting as many as 15 municipalities in the span of two weeks, or up to 30 municipalities total, which we believe is realistic given the requirements for meetings in each municipality and expected traveling in South and Central Serbia, Sandjak and Vojvodina.

The above overview of staffing and LOE is provisional: based on available local staff, the interview schedule and logistical details, each deployed team may be able to visit additional, or relatively fewer, municipalities. Each of the co-leads has significant experience in Serbia, and the Component II lead will join the Assessment as well during mid-July. Additional

SCOPES staff, whether COP or DCOP, could join one or both teams for all or part of the municipality visits as appropriate.

### 3. Assessment Content and Structure

The SOW notes a variety of required components for the assessment. For reference purposes, below is the exact language stipulated for the baseline assessment included in the SOW.

The required points fall into four general thematic areas: (1) background research (BR); (2) program coordination (PR); (3) assistance methodology (AM); and (4) vulnerable population issues (VP). The assessment and report format will address each of these areas within a structure to be agreed upon by the project management.

2.0.0 **Baseline Assessment:** This activity will be completed approximately four months after award. To achieve this outcome, the Contractor will provide the following illustrative services:

2.0.1 Conduct a baseline assessment in target areas including appropriate techniques, such as the following:

- a. A literature review to include prior USG and USAID assessments, USAID project documents, other donor and NGO reports, and relevant news reports. **BR**
- b. Identification of target populations and municipalities in selected areas (with USAID cooperation). **AM**
- c. Assess obstacles to social inclusion for vulnerable populations. **VP**
- d. A gap analysis in selected municipalities to determine which populations may be unengaged, where to focus activities, and gaps in outside assistance aimed for the project objectives. **AM**
- e. SWOT analysis to identify key economic and social interventions. **AM**
- f. Analysis of interests/expectations and resources/assets of target populations.
- g. An assessment of networks to support the expected outcomes in Component II. **AM**
- h. Analysis of what has worked best in other assistance programs in target areas. **BR**

2.0.2 Develop criteria for municipality participation in program activities. **AM**

2.0.3 Develop Activities 2.1 - 2.3 to achieve the expected activity outcomes **AM**

2.0.4 Develop proposals for activities to promote cross-border linkages including, where appropriate, trade, local government, and civil society connections that are within the Contractor's manageable interest to foster. **AM**

2.0.5 Integrate USAID/Serbia cross-cutting objectives (as defined in the USAID/Serbia 2006 Strategy Document) into Component II activities. **PC**

2.0.6 Develop strategy to build linkages between Component II activities, other programs within the USAID/Serbia portfolio, and other USAID programs in the region as appropriate. **PC**

2.0.7 Develop assistance strategies for target municipalities that lack political will to engage in primary component activities or fall under USAID's restrictions on assistance to Serbia. **AM**

2.1.0 **Expand economic opportunities in vulnerable areas:** For the program as a whole, this activity will be the primary focus of Component II; however, the balance of efforts among Activities 2.1, 2.2, and 2.3 may vary greatly from one municipality to

another. The expected outcome of this activity is increased access to economic opportunities that allow people in vulnerable areas to maintain a stable and assured standard of living. To achieve this outcome, the Subcontractor will provide services that flow from the approved baseline assessment, such as the following:

- 2.1.1 For each target municipality, determine and implement the most effective program strategy for increasing the economic security of vulnerable populations.
- 2.1.2 Determine key sectors for program intervention through conducting competitiveness and livelihoods analyses, or using other appropriate analyses, in target areas.
- 2.1.3 Develop appropriate strategies to promote the growth of small, medium, and micro-enterprises that would create jobs for and improve the economic security of vulnerable populations.
- 2.1.4 Develop marketable skills among workers, especially from vulnerable populations, through the support of appropriate training programs.
- 2.1.5 Provide support to local businesses, financial institutions, cooperatives, and agricultural or other appropriate economic associations.
- 2.1.6 Develop public/private partnerships to promote local economic development.

2.2.0 ***Improve local government response to community needs:*** The expected outcome of this activity is improved municipal support for efforts to increase economic security and address issues that breed discontent. This not intended as a separate or stand-alone local government development activity, but as incidental support to local governments in implementing activities 1.1, 1.2, 2.1, and 2.3. To achieve this outcome, the Subcontractor will provide the appropriate services determined during the baseline assessment, such as the following:

- 2.2.1 Build local government capacity to support improved economic opportunities.
- 2.2.2 Improve capability in local government to provide citizen services, particularly to vulnerable populations.
- 2.2.3 Support improved transparency and accountability to citizens, including information dissemination and communication strategies.
- 2.2.4 Increase access to decision-making processes and services for target population.

2.3.0 ***Expand broad-based civic participation:*** The desired outcomes of this activity are the reduced risk of conflict or crisis by giving vulnerable populations increased stake in the future of their communities. This is to be achieved by (a) engagement of vulnerable populations in community decision-making, (b) decreasing social exclusion of vulnerable populations, and (c) supporting community organizations that address economic issues that impact vulnerable populations or breed discontent. This activity may particularly engage issues or activities affecting youth. To achieve this outcome, the Subcontractor will provide services identified in the baseline assessment, such as the following:

- 2.3.1 Implement activities to engage citizens and civil society organizations (including NGOs, business associations, etc.) in local economic development decision-making processes at the municipal level.
- 2.3.2 Promote responsible reporting in the media in order to encourage social inclusion and fairness and avoid aggravating crisis situations.
- 2.3.3 Support civil society organizations (including NGOs, business associations, and religious groups) through grants or mentoring to better address the obstacles facing vulnerable populations.

- 2.4.0 **Project Management:** The expected outcome of this activity is a flexible approach to program implementation that allows USAID to respond with relevance to the changing situation in Serbia and collect data to demonstrate program results. To achieve this outcome, the Subcontractor will provide the following services:
- 2.4.1 Conduct quarterly or semi-annual program reviews as appropriate to assess progress and make needed adjustments.
  - 2.4.2 Provide grants to local and international organizations to achieve both Component I and Component II objectives.
  - 2.4.3 Execute and administer USAID grants for Component II activities (see section on grants under contracts in ICRP IQC [Section C.2.b] for Subcontractor responsibilities and possible grant requirements).
  - 2.4.4 Continue monitoring data gathered in initial baseline assessment to be able to analyze program performance/impact.
  - 2.4.5 Maintain a performance-based management system that allows quick access to data for measuring the results for each component, establishing baseline and target measurements, and identifying the activities and impacts in different program municipalities.
  - 2.4.6 Support mid-term and final program evaluation as determined by USAID.

Other considerations to bear in mind and address include the following:

- What strategy—or alternative project strategies for different situations— will the Contractor use to maximize the economic security of vulnerable populations? **AM**
- What criteria does the Contractor propose to use in recommending to USAID the target municipalities for selection? How will data be gathered to make those recommendations? (Some, but not necessarily all, of the recommended municipalities for initial work on Component II must be included in the assessment report; there must be a plan for selecting the others.) **AM**
- Within the municipalities selected and approved for Component II programming, how will the Contractor identify the vulnerable populations on which the program would focus? **VP**
- Within each municipality selected/approved for implementation of Component II, how will decisions be made about the particular mix or intensity of activities/ inputs to be used? **AM**
- How will the Contractor interact with related programs of other donors, USAID, the Serbian Government, or civil society to achieve the maximum results, leverage other resources, and avoid duplication? **PC**
- How will the program of Component II relate to activities already underway in Component I? **PC**
- How will the program address social tensions or issues that breed discontent among vulnerable populations? **VP**
- How will the grant fund be used to address core objectives of Component II? **AM**

The formal Assessment methodology will be agreed upon by the SCOPES project management, the Component II lead, and the Assessment team in Belgrade. In general, the team will assess the outstanding economic and, where relevant, social aspects of the concerned municipalities, noting key vulnerability indicators such as the levels of poverty in

the community, the ethnicity of impacted groups, and the overall percentage of IDPs in each assessed location. These indicators will provide an initial sense for the *actual need* of the municipality. The Assessment will then assess the *potential impact* of SCOPES Component II interventions by applying an analytical framework that features several evaluative criteria, including:

- **Economic potential:** The likely size and extent of measurable economic and business gains within the targeted municipalities, whether in terms of increased sales, exports, production efficiency, or employment.
- **Community impact:** The extent to which assistance would result in specific and measurable benefits for a large portion, or particularly vulnerable portions, of the local community or the community as a whole, whether defined by improved infrastructure, employment opportunities, local services, educational and vocational training opportunities, etc.
- **Sustainability:** The degree to which assistance would be supported and/or adopted by local champions, community leaders and/or business managers, ensuring a sustainable program over a longer-term operating horizon.
- **Political profile:** The extent to which a program supports improved political stability and Serbian and USG stabilization priorities in the South Serbia region.
- **Return on investment:** The expected economic and/or social and political benefits to the municipality relative to the actual investment and programming commitment undertaken by the SCOPES program.
- **Programming risk:** The extent to which assisting the municipality in question are likely to succeed. The probability of success of programs based on the community context and the operating risks, etc.

In comparing and understanding the potential need of the assessed communities with the potential impact, we will be in a position to make a preliminary determination of the specific municipalities to be engaged in Component II activities. The nature of the LED challenges in each municipality will then lead to specific recommendations for implementation strategies that can be reviewed and approved by USAID. In effect, we cast our net wide to begin, and focus increasingly on core target municipalities as we move forward into the implementation phase.

Wherever possible and appropriate, the Assessment will feature references to findings, recommendations and insights contained in other relevant assessments, reports and studies, ensuring better value for USAID and a more comprehensive analysis that builds on earlier research.

### **USAID SCOPES Component II: Economic Assessment Site Selection**

This is an important Assessment methodological issue, and needs to be clearly presented. First, we intend to assess a larger number of municipalities beyond the Component I group (of 11) in order to develop a fuller understanding of economic issues in the region, and the related inter-connections between various disadvantaged communities – both in characteristics and opportunities. Second, we want to have a sampling of communities in three distinct areas previously agreed to with USAID: Southern Serbia, South Central/Sandjak and Vojvodina.

From this, the list of the thirty (30) proposed sites for the assessment (see below) has been determined through an analysis of multiple important, some of them imperative, such as the

nine core Component One municipalities. Additionally, the assessment will examine two municipalities considered to be more of a model in their approaches to local economic development.

The team will assess the outstanding economic and social aspects of the concerned municipalities, noting key vulnerability indicators such as the levels of poverty in the community, the ethnicity of impacted groups, and the overall percentage of IDPs in each assessed location. These indicators will provide an initial sense for the *actual need* of the municipality. The Assessment will then assess the *potential impact* of SCOPES Component II interventions by applying an analytical framework that features several evaluative criteria, including:

- **Community impact (particularly vulnerable portions):** The extent to which assistance would result in specific and measurable benefits for a large portion, or, of the local community or the community as a whole, whether defined by improved infrastructure, employment opportunities, local services, educational and vocational training opportunities, etc.
- **Political profile:** The extent to which a program supports improved political stability and Serbian and USG stabilization priorities in the South Serbia region.
- **Conflict mitigation potential:** The degree to which economic development programming can lead successfully to the reduction in the local drivers of conflict
- **Economic potential:** The likely size and extent of measurable economic and business gains within the targeted municipalities, whether in terms of increased sales, exports, production efficiency, or employment.
- **Sustainability:** The degree to which assistance would be supported and/or adopted by local champions, community leaders and/or business managers, ensuring a sustainable program over a longer-term operating horizon.
- **Return on investment:** The expected economic and/or social and political benefits to the municipality relative to the actual investment and programming commitment undertaken by the SCOPES program.
- **Programming risk:** The extent to which assisting the municipality in question are likely to succeed. The probability of success of programs based on the community context and the operating risks, etc.
- **Clustering** – proposing relatively contiguous work areas to achieve relative efficiencies in program delivery
- **Fulfilling legitimate unmet needs:** SCOPES must avoid duplicating the efforts of other USAID and other donor programs and focus on solving economic development in the least advantaged and unattended sectors and locales.

In a preliminary comparison among potential municipalities, DAI is recommending the following set of twenty-two that meets the first two requirements as to areas and correspondence to the Component activities and which demonstrate SCOPES intent to understand first and address the key criteria.

**Proposed Assessment Municipalities and Suggested Groupings:**

Southern Serbia	Sandjak Region	Vojvodina
Base: Vranje* Medveda	Base: Novi Pazar Tutin	Base: Indija** Subotica**

Southern Serbia	Sandjak Region	Vojvodina
Bujanovac Presevo Prokuplje* Kursumilja Leskovac Vladicin Han	Raska Sjenica N. Varos Priboj Prijepolje Krusevac Vrnjacka Banja Krajlevo Paracin** Cacak Kragujevac	Sambor Apatin Beocin Sid Backa Palanka Bac Backa Petrova

\* Current Mega Municipalities to Include    \*\* Model Municipalities to include

Notes: Groupings based on ease of travel. The base municipality would be part of assessment.

## SECTION 3: ACTIVITY 1.1 IMPLEMENTATION PLAN

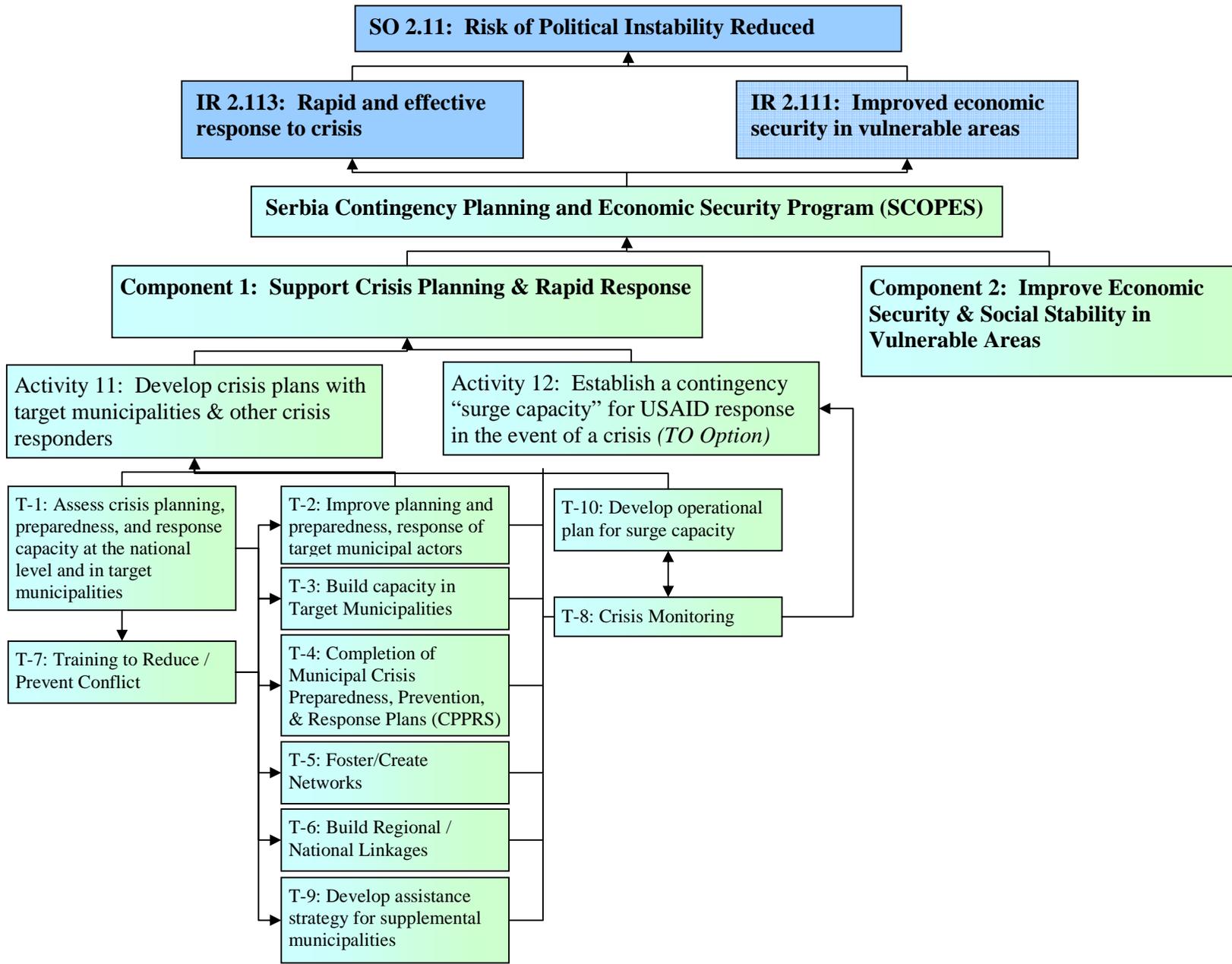
### Activity 1.1 Summary Sheets

The SCOPES Team has included in this section summary sheet tables that include the following key components:

- Program Objectives
- Link to USAID Results Framework
- STTA Type and LOE
- Activities
- Partners
- Outcome
- Deliverables
- Performance Indicators

These components describe the task order-level outputs that the SCOPES Team expects to achieve during the first year of implementation, linked to the initial performance indicators suggested in the SCOPES proposal, and through initial consultations with USAID, DAI partners and staff, and in developing the draft Work Plan for Activity 1.1. These summary sheets serve to link the SCOPES activities and tasks to both the USAID results framework and Strategic plan, and to the monitoring and evaluation system envisioned for SCOPES. Performance Indicators at the activity and task level are presented; however, IR and SO level indicators are not presented as they do no link to particular activities, but rather relate to the successful implementation of all activities.

The Results Framework for SCOPES for Component 1 can be found on page 16 of this report. The Summary Sheets for each Task under Activity 1.1 can be found in **Annex B**.



## **SECTION 4: FIELD OFFICE PLAN**

### **Initial field office establishment plan**

One of the milestones included in the final version of the Mobilization Plan and the SCOPES Team first draft work plan is “a proposal for the field office location, staffing and function of the first one or two field offices.”

**Discussion.** Overall, we believe that DAI’s original field office plan, as articulated in our proposal submission, is still valid. That is, we would establish one office in Belgrade, which would house project management, back-office support functions such as finance, reporting, and IT support, and two field offices, one in Vranje and one in Novi Pazar, which would house most of the professional technical (Component I and Component II) staff. We believe that by working from these three centers that we could provide adequate coverage to all of Serbia – serving North-Central locations from Belgrade, South-South/Central-East locations from Vranje and Southwest and West locations from Novi Pazar.

### **Number of Proposed Field Offices:**

2

### **Proposal for SCOPES Office Locations:**

- Belgrade (Central Office)
- Vranje (Field Office #1)
- Novi Pazar (Field Office #2)

At this point, we do not foresee the need to open any additional field offices, but should circumstances change over the life of the program and it would make sense to move one of the aforementioned field offices or establish a presence in another part of the country, DAI would consult with USAID and seek consent at that time.

### **Function of Field Offices:**

As stated above, the Belgrade office would house project management, shared administrative support services, professional staff needed to cover Vojvodina (if necessary), and professional staff needed for national-level work and coordination. The two field offices will house the majority of the Component I and Component II professional staff, who will carry out the training and technical assistance activities identified in the work plan, and the administrative staff needed to support their operations. In each of the field offices, a senior professional (Component I or Component II) staff member will be appointed as the Field Office Manager and will be management’s designated representative for representational, oversight, and compliance purposes whenever senior management is not present in the field.

### **Status on Specific Office Location Search:**

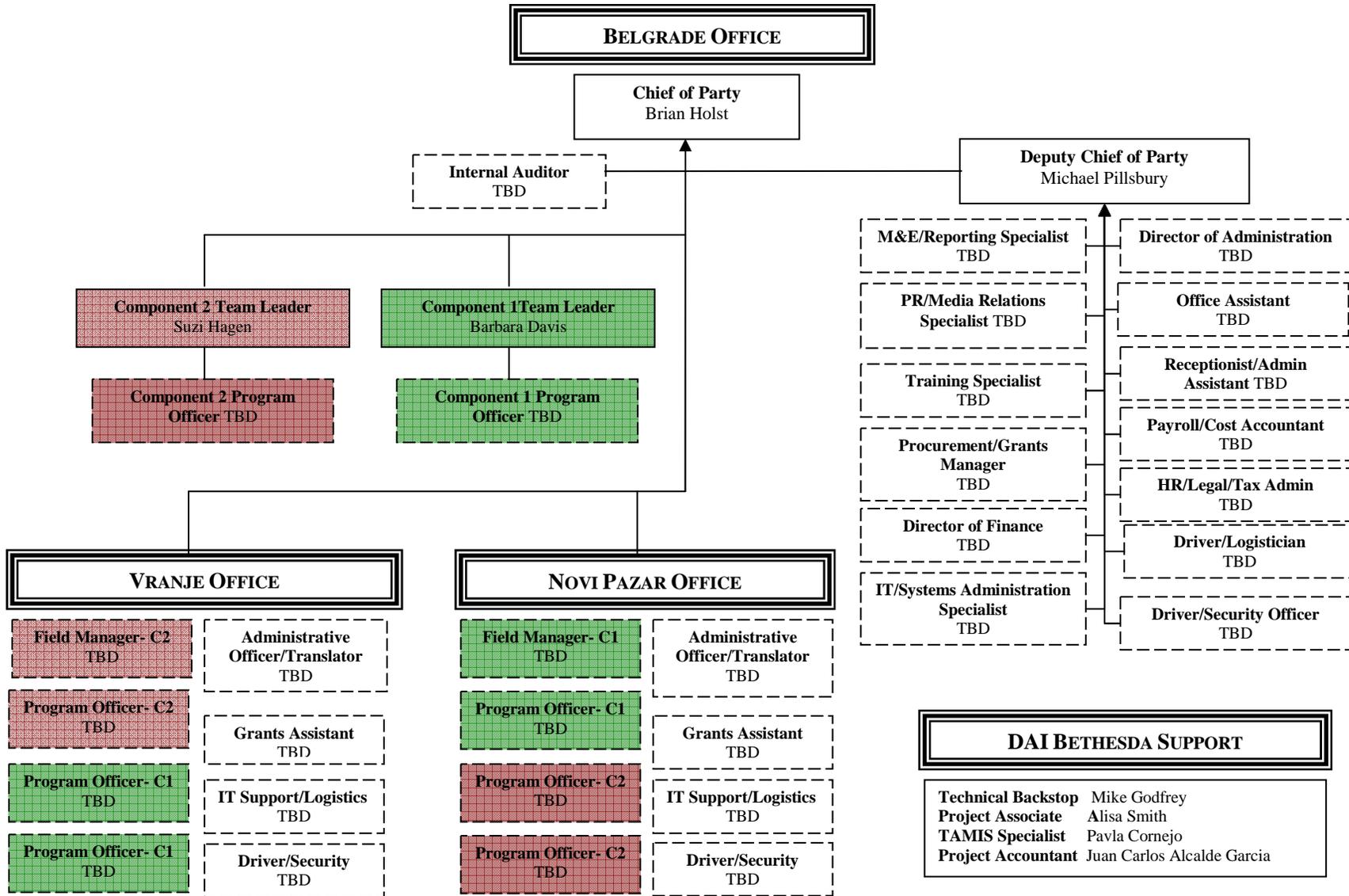
For the Belgrade office we are currently in negotiations with an owner that would provide the project with a central office on / about August 1. For the Novi Pazar office, we have reviewed 7 possible locations that require further vetting by senior management. Realistically, given other program deadlines and demands, we will likely not establish an

independent presence in Novi Pazar until early fall. In the interim, Mercy Corps has offered to make a limited amount of space available for SCOPES staff within their facility.

For Vranje, as proposed in our original submission, DAI/SCOPES will collocate with the current CHF/CRDA project at Cara Dusana 12. We are currently taking steps needed to make this space fully functional for SCOPES staff. SCOPES will occupy the same space formerly occupied by SGLRP staff on the second floor. Separate offices on this same floor have been reserved for USAID, as required in the contract, should USAID decide to post a field monitoring team in Vranje.

**Staffing:**

The current proposed staffing pattern for SCOPES is depicted in the figure on page 19 of the Work Plan. The organizational chart shows the proposed distribution of staff among the three project offices. Positions that have been filled are indicated by solid-lined boxes, positions that are yet to be filled are indicated by dotted lined boxes. Positions that are managed by the Component I Team Lead are indicated by boxes that have been shaded in green. Positions that are managed by the Component I Team Lead are indicated by the reddish boxes. Both Component I and Component 2 technical staff will be overseen by the COP. Boxes that are filled with white are admin, and are managed by the DCOP. On the administrative staffing, it is our intention to try and economize on the number of support staff by identifying individuals who have more than one set of skills. On the professional staff for the two components, note that the proposed level of staffing is still notional and does not have the benefit of having been informed by either of the ongoing, or about to start, assessments. We would prefer to reserve finalization of Component I and II staffing until such time as the assessments and work plans for each have been finalized.



## **SECTION 5: LOCAL STAFF PROFESSIONAL DEVELOPMENT PLAN**

### **Training needs plan for Local Staff**

Based on the initial Work Plan development process for Activity 1.1, the SCOPES Team has identified several possible professional development and training opportunities for local staff that will build sustainability for contingency planning and rapid response, as well as improve the programs achievement of results and impact.

Our analysis suggests that the following training would be particularly relevant to implementation of Activity 1.1, including:

- Conflict analysis
- Conflict management
- Presentation skills
- Training of trainers
- Negotiation skills
- Early warning systems, and
- Networking skills

In addition, it is expected that the SCOPES staff will attend national, regional and international conferences to collect “state of the art” material and methodologies, network with other relevant organizations and experts, and represent the project at important professional events.

After the initial Component I assessment has been concluded, and as local hires come on board the SCOPES Team, we will determine skills development needs and opportunities. While we will be hiring the best of Serbian staff, the SCOPES Team is committed to growing these skills in order to maintain the “gold standard” of assistance to USAID and to help the Serbian response to crisis. The SCOPES training needs schedule will be determined and managed by the Component Team Leaders for each component, and will be shared with USAID by the end of September in order to coincide with the completion of the CPPR Training Consultancy.

### **Expatriate Phase out schedule**

The SCOPES expatriate phase out is an integral component of the DAI field implementation approach. As stated above, all of the capacity building for local staff will be managed by each ExPat Component Team Leader for the technical staff they manage. The DCOP and COP will share responsibility for managing the capacity building for the administrative and logistics staff, as needed. There are four main phases to the expatriate phase out schedule for SCOPES:

Phase I: This phase will focus mainly on on-the-job training in order to bring local staff up to performance expectations as suitable and relevant to their current job descriptions and the technical needs of the activities they help manage. This on-the-job training will include a component of “shadowing” their respective Component Team Leaders – as well as the DCOP

and COP on occasion. This shadowing will encompass following the Component Team Leader throughout a period of time, allowing the local staff the opportunity to observe and taking notes, and asking questions of the Team Leader in order to better understand the process and progress of implementing SCOPES. (*Duration of Phase I: 12 months after the hiring of new staff*).

Phase II: During this phase, targeted professional training will be initiated for professional staff (see list above). This training includes both the building of management and administrative skills, as well as targeted technical skills that can “mature” otherwise good skills into recognized expertise. (*Duration of Phase II: Throughout implementation of the SCOPES program, as needed*).

Phase III: Study tours and attendance of conferences abroad form the core of the capacity building opportunities at this stage. As well, the SCOPES Team intends to make sure that local hire staff attend SCOPES project training in order to collect performance data and ensure the quality of the funded training; but also to allow the local staff to better monitor the progress of the SCOPES project itself through direct observation and attendance. (*Duration of Phase III: Throughout implementation of the SCOPES program, as required*).

Phase IV: Between months 12 and 18 after beginning the implementation of SCOPES, the Component Team Leaders and SCOPES senior management will have identified potential candidates from the local staff pool, who will be groomed to take over the ExPat positions before the end of the SCOPES program. Upon approval by USAID, these Serbian staff will be mentored for approximately 6 to 12 months – working closely with the Component Team Leader they will soon replace. At the beginning of year 2 of implementation (24 months after implementation of SCOPES begins), the ExPat and designated local staff will switch positions, and the Serbian professional will become the Component Team Lead. The ExPat will continue to advise the new Component Team Lead, but will for all purposes no longer be managing the technical direction and implementation of the program. At month 30 after initiation of the SCOPES program, the ExPat Component Leads will be demobilized from the project and cease all program responsibilities. (*Duration of Phase IV: Month 12 through month 30 of implementation*).

## SECTION 6: PROPOSED PROGRAM PMP AND REPORTING SYSTEM

### Performance-Based Management Information System

The Performance-Based Management Information System integrates work plan management, impact and performance monitoring, and project administration into an easy-to-use information system. It is designed to help project managers to plan collaboratively and share information among partners and multi-offices and to maintain monitoring and evaluation information. The system will provide online information on all program activities, organized by program component and by municipality. It will indicate the status of the work plan objectives and implementation of each activity, including real time reporting on the status of monitoring and impact indicators and other tools that will be refined and developed later, most notably the Municipal Emergency Management Capacity Index (MEMCI) that will be used to measure IR 2.111. In addition it will provide informational features like a calendar of planned events, program library of training materials, best practices and success stories.

The SCOPES Team plans to implement this web-based system in the first Quarter of Fiscal Year 2007.

We propose an M&E Framework that includes developing:

- A results framework, where activities are linked to USAID/Serbia's strategy through program results (see draft included in the Activity 1.1 Work Plan)
- A Performance Management Plan (PMP), which includes a performance indicators that will be used to measure and track implementation, impact, and outcomes (which will be delivered to USAID on 15 August, 2006)
- A framework for near-real time data management and storage

The SCOPES **results framework** is be a graphic depiction of the development hypothesis, is linked to the USAID results framework, and includes the critical assumptions required for achievement of results, and the linkages between activities, intermediate results, and achievement of objectives. The results framework will assist in the communication of the SCOPES approach.

The SCOPES **PMP** will detail performance indicators that are linked to the results framework, and include a menu of both standard key performance indicators for higher level results (such as those at the objective level) and activity-level indicators for lower level results (such as those at the implementation level). Both sets of indicators will be objective, clearly defined, useable, direct, realistic, timely, and attributable to SCOPES and USAID interventions. To improve ease of use and management, the PMP will include **performance indicator reference sheets** which will be completed for standard indicators and have established formats for customized indicators to include definitions, justification for use, data quality issues, data collection methodology, frequency of collection, reporting methodologies, etc.

The SCOPES PMP will include a **task schedule** for both monitoring and evaluation. Monitoring will occur on an ongoing basis as determined by the availability and practicality of collecting data, and be reported regularly as required by USAID.

The framework for **data management** will include a customizable, web-based system using the best from CHF’s WebProject Reporting System (WebPRS) and DAI’s web-based Technical and Administrative Management Information System (TAMIS) in order to leverage both these systems to strengthen the impact of SCOPES. This specially designed tool will include a “Performance Management Plan” section and a Work plan monitoring section that will track the achievement of SCOPES milestones and performance indicators – based on near real-time data. The SCOPES data management system will be accessible to DAI project managers in the home and field office, and can also provide to USAID/Serbia with timely information on work plan management, project administration, and impact and performance monitoring. By closely integrating customized modules for each project function, this data management system will allow project staff to reduce the administrative overhead of implementation and to maximize the impact of technical assistance.

Based on discussions with the USAID/Mission, the SCOPES Team has agreed to change the name of the “Crisis Vulnerability Index” (CVI) to the Municipal Emergency Management Capacity Index (MEMCI). This name change from what was discussed in the DAI Proposal for SCOPES is warranted because the CVI name inferred that we would be measuring the degree of vulnerability to crisis, rather than the capacity of municipal or national governmental entities to respond to crisis. The later, or the change in municipal or national governmental entities’ capacity is what the SCOPES Team is planning on affecting, and we will henceforth refer to the MEMCI as the key performance management tool for measuring our impact in this area.

The indicative PMP included in the Technical Proposal included the development of a Crisis Monitoring Network & Early Warning System (CMNEWS) that included a “green, yellow, red” coding system along pre-set themes. Information gathered during the Component I Assessment, however, has led the DAI team to further elaborate on this idea. It would be a potential liability for USAID to have rated a particular situation as “green,” only to have it rapidly destabilize based on information that was not available to the SCOPES team. In addition, there is concern that pre-set themes will lead to a rigidity in the system that will not allow the SCOPES team to consider any and all emerging issues. In place of a coded warning system, the SCOPES team will produce qualitative monthly reports from a variety of news sources and field contacts in the form of a Crisis Monitoring Bulletin.<sup>11</sup> This bulletin will provide USAID with information not readily available through national sources, regarding local issues and the attitudes expressed at the local level, thus filling the same role as the CMNEWS.

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<sup>11</sup> The first Crisis Monitoring Bulletin was submitted to USAID on July 31, 2006.

**ANNEX A: Work Plan Task Schedule**

(See excel spreadsheet attachment titled “Component 1 Work Plan Task Schedule”)

**ANNEX B: SCOPES Summary Sheets and Program Activity Indicators**

(See excel spreadsheet attachment titled “SS&AI.Comp1.all”)









**SCOPES SUMMARY SHEET AND PROGRAM ACTIVITY INDICATORS**

<b>Program Component</b>	<b>1.1: Support Crisis Planning and Rapid Response</b>				
<b>Program Objective</b>	<b>T 1</b> Assess crisis planning, preparedness, and response capacity at the national level and in target municipalities, and develop recommendations for the initial Component One work plan				
<b>USAID Results Statement</b>	IR 2.113: Rapid and Effective Response to Crisis by Relevant Actors				
<b>STTA (Type/Function) and LOE</b>	<b>Name / Position</b>	<b># of days</b>			
	1 Nives Mattich, IRG Consultant (ExPat/Disaster Preparedness)			30	
	2 Jonathan Higgins, IRG Consultant (ExPat/Disaster Preparedness)			20	
	3 Rexhep Ilazi			25	
	4 Ksenija Milivojevic, European Movement			7	
	5 Ozren Tošić, European Movement			7	
	<b>ESTIMATED TOTAL:</b>			<b>89</b>	
<b>Activities</b>	<b>List of Activities (O=Not yet initiated; A=Active; C=Completed)</b>			<b>Milestone Status</b>	
	1 Identify STTA			A	
	2 Refine Assessment tools			A	
	3 Assessment of national level actors, their capacities, interests, authorizing legislation and existing coordination mechanisms with other international organizations and donors participating in emergency preparedness and disaster response			0	
	4 Assessment of municipal level actors, their capacities, interests, authorizing legislation and existing coordination mechanisms with other national and international organizations, and donors participating in emergency preparedness and disaster response			0	
	5 Develop Recommendations			0	
	6 Debrief USAID Staff on findings			0	
	7 Produce formal report to SCOPES			0	
	8 Produce Initial baselines and final tools for SCOPES use (determine which ones are needed)			0	
<b>Partners</b>	DAI, CHF, IRG, European Movement in Serbia,				
<b>Responsible SCOPES Staff</b>	Brian Holst, Michael Pillsbury, Barbara Davis				
<b>Outcome Indicator</b>	Improved planning for and response to crisis by local and national actors, including USAID and other international donors				
<b>Deliverables</b>	Briefings for USAID staff by end of August 2006; Formal report to SCOPES Team in mid-Sept 2006				
<b>Program Activity Indicator</b>		<b>Planned</b>		<b>Actual</b>	
<b>Description</b>	<b>Unit of measure</b>	Q4 2006	Q1 2007	Q4 2006	Q1 2007
Target actors for technical assistance, training, and executive coaching from SCOPES identified and specific needs determined.	List of target actors exists (yes or no)	Yes	NA		
				Q2 2007	Q3 2007
		NA	NA		
				Q4 2007	Q1 2008
		NA	NA		
<b>Program Activity Indicator</b>		<b>Planned</b>		<b>Actual</b>	
<b>Description</b>	<b>Unit of measure</b>	Q4 2006	Q1 2007	Q4 2006	Q1 2007
Criteria established for SCOPES expansion to additional municipalities	Number of target municipalities in SCOPES project	TBD	TBD		
				Q2 2007	Q3 2007
		TBD	TBD		
				Q4 2007	Q1 2008
		TBD	TBD		

**SCOPES SUMMARY SHEET AND PROGRAM ACTIVITY INDICATORS**

<b>Program Component</b>	<b>1.1: Support Crisis Planning and Rapid Response</b>				
<b>Program Objective</b>	<b>T 2 Improve planning and preparedness/response of target municipal actors</b>				
<b>USAID Results Statement</b>	IR 2.113: Rapid and Effective Response to Crisis by Relevant Actors				
<b>STTA (Type/Function) and LOE</b>	<b>Name / Position</b>	<b># of days</b>			
	1 Nives Mattich, IRG Consultant (ExPat/Disaster Preparedness) 2 Jonathan Higgins, IRG Consultant (ExPat/Disaster Preparedness) 3 TBD Based on Component 1 Assessment 4 5	(Incl. in T 1) 0 (***) 0 20			
	<b>ESTIMATED TOTAL:</b>			<b>20</b>	
<b>Activities</b>	<b>List of Activities (O=Not yet initiated; A=Active; C=Completed)</b>			<b>Milestone Status</b>	
	1	Component 1 Assessment (the rest of the activities TBD afterwards)		A	
	2	Tailored CPPR action plans developed based on initial assessment findings for target municipalities		0	
	3	Curriculum for CPPR planning workshops developed		0	
	4	CPPR planning workshops conducted		0	
	5				
	6				
	7				
	8				
	9				
	10				
<b>Partners</b>	DAI, CHF, IRG				
<b>Responsible SCOPES Staff</b>	Barbara Davis (Component One Team Leader)				
<b>Outcome Indicator</b>	Improved planning for and response to crisis by local and national actors, including USAID and other international donors				
<b>Deliverables</b>	Up to 11 planning workshops/sessions; Curriculum for municipal-level training plan in crisis monitoring and planning; Development of tailored CPPR action plans initiated				
<b>Program Activity Indicator</b>		<b>Planned</b>		<b>Actual</b>	
<b>Description</b>	<b>Unit of measure</b>	Q4 2006	Q1 2007	Q4 2006	Q1 2007
Crisis Preparedness Prevention and Response (CPPR) action plans will be developed with participation of target municipalities, national and international actors, and other crisis responders.	Number of awareness raising workshops held at municipal level	4	5		
		Q2 2007	Q3 2007	Q2 2007	Q3 2007
		TBD	TBD		
		Q4 2007	Q1 2008	Q4 2007	Q1 2008
		TBD	TBD		
<b>Program Activity Indicator</b>		<b>Planned</b>		<b>Actual</b>	
<b>Description</b>	<b>Unit of measure</b>	Q4 2006	Q1 2007	Q4 2006	Q1 2007
Crisis Preparedness Prevention and Response (CPPR) action plans will be developed with participation of target municipalities, national and international actors, and other crisis responders.	Number of CBOs and national organizations represented in municipal human security/CPPR awareness-raising meetings	5	5		
		Q2 2007	Q3 2007	Q2 2007	Q3 2007
		TBD	TBD		
		Q4 2007	Q1 2008	Q4 2007	Q1 2008
		TBD	TBD		
<b>Program Activity Indicator</b>		<b>Planned</b>		<b>Actual</b>	
<b>Description</b>	<b>Unit of measure</b>	Q4 2006	Q1 2007	Q4 2006	Q1 2007
Crisis Preparedness Prevention and Response (CPPR) action plans will be developed with participation of target municipalities, national and international actors, and other crisis responders.	Number of CPPR action plans initiated	5	TBD		
		Q2 2007	Q3 2007	Q2 2007	Q3 2007
		TBD	TBD		
		Q4 2007	Q1 2008	Q4 2007	Q1 2008
		TBD	TBD		
<b>Program Activity Indicator</b>		<b>Planned</b>		<b>Actual</b>	
<b>Description</b>	<b>Unit of measure</b>	Q4 2006	Q1 2007	Q4 2006	Q1 2007
Workshops are those that include participation from CPPR relevant actors, and are focused on building consensus for approach, priorities, targets, and timetables for improving disaster/crisis planning and response capacities at the local, regional, and national levels.	Number of strategic planning workshops held in municipalities to contextualize Component One Assessment	TBD	11		
		Q2 2007	Q3 2007	Q2 2007	Q3 2007
		TBD	TBD		
		Q4 2007	Q1 2008	Q4 2007	Q1 2008
		TBD	TBD		

**SCOPES SUMMARY SHEET AND PROGRAM ACTIVITY INDICATORS**

<b>Program Component</b>	<b>1.1: Support Crisis Planning and Rapid Response</b>				
<b>Program Objective</b>	<b>T 3 Build Capacity in Target Municipalities (Part A)</b>				
<b>USAID Results Statement</b>	IR 2.113: Rapid and Effective Response to Crisis by Relevant Actors				
<b>STTA (Type/Function) and LOE</b>	<b>Name / Position</b>			<b># of days</b>	
	1 TBD based on Component 1 Assessment			30	
	2				
	3				
	4				
	5				
	<b>ESTIMATED TOTAL:</b>			<b>30</b>	
<b>Activities</b>	<b>List of Activities (O=Not yet initiated; A=Active; C=Completed)</b>			<b>Milestone Status</b>	
	1	Component 1 Assessment (The rest of activities TBD afterwards)		A	
	3	Identify or form Municipal Emergency Management Teams		0	
	4	Training plans developed based on MEMCI scores for in 9-11 initial municipalities		0	
	5	Curricula developed for modular training sessions in crisis monitoring and planning		0	
	6	Modular Training Sessions conducted in crisis monitoring and planning		0	
	7	Challenge grants awarded to support crisis monitoring and preparedness		0	
	8				
	9				
	10				
<b>Partners</b>	DAI, CHF				
<b>Responsible SCOPES Staff</b>	Barbara Davis, Component One Team Leader				
<b>Outcome Indicator</b>	Target municipalities are more capable of monitoring and planning for emergencies				
<b>Deliverables</b>	Training sessions; seminars; curricula; tailored training plans for each target municipal organization; participant skills/understanding scores; challenge grants				
<b>Program Activity Indicator</b>		<b>Planned</b>		<b>Actual</b>	
<b>Description</b>	<b>Unit of measure</b>	Q4 2006	Q1 2007	Q4 2006	Q1 2007
Municipal Emergency Management Teams (MEMs) are the body at the municipal level that have the authority to coordinate emergency responses. Should be comprised of technical experts from municipal services providers in such areas as health and sanitation. Where such a team does not already exist, it must be created.	Number of Municipal Emergency Management Teams (MEMs) identified or formed	9	TBD		
		Q2 2007	Q3 2007	Q2 2007	Q3 2007
		TBD	TBD		
		Q4 2007	Q1 2008	Q4 2007	Q1 2008
		TBD	TBD		
<b>Program Activity Indicator</b>		<b>Planned</b>		<b>Actual</b>	
<b>Description</b>	<b>Unit of measure</b>	Q4 2006	Q1 2007	Q4 2006	Q1 2007
Training sessions will include modules that can be customized do to assessed needs of participating organizations. May include such subject areas as crisis monitoring or emergency response skills.	Number of Training Sessions held	0	1		
		Q2 2007	Q3 2007	Q2 2007	Q3 2007
		2	1		
		Q4 2007	Q1 2008	Q4 2007	Q1 2008
		2	1		
<b>Program Activity Indicator</b>		<b>Planned</b>		<b>Actual</b>	
<b>Description</b>	<b>Unit of measure</b>	Q4 2006	Q1 2007	Q4 2006	Q1 2007
Participants include municipal leaders such as elected officials, policy makers, council members. Crisis monitoring is defined as systematically tracking & collecting information on potential	Number of training/seminar participants	TBD	TBD		
		Q2 2007	Q3 2007	Q2 2007	Q3 2007
		TBD	TBD		
		Q4 2007	Q1 2008	Q4 2007	Q1 2008

<p>collecting information on potential unstable conditions, such as political, social, or economic, involving an impending abrupt or decisive change that may lead to violence &amp; further instability.</p>	<p>Number of training/seminar participants</p>	<p>TBD</p>	<p>TBD</p>		
<b>Program Activity Indicator</b>		<b>Planned</b>		<b>Actual</b>	
<b>Description</b>	<b>Unit of measure</b>	Q4 2006	Q1 2007	Q4 2006	Q1 2007
<p>Participants include municipal leaders such as elected officials, policy makers, council members, first responders, local officials, civil society members, businesses, regional officials, and other stakeholders. The short skills/knowledge assessment tool will be used to measure changes in participant perceptions of their own capacity and to provide continuous process improvement. The tool will be implemented pre-, post- and post-post all training events.</p>	<p>Average score on individual skills/knowledge assessment rating by training/seminar participants (disaggregated by type of training, location, gender, age, ethnicity, participant type)</p>	TBD	TBD		
		Q2 2007	Q3 2007	Q2 2007	Q3 2007
		TBD	TBD		
		Q4 2007	Q1 2008	Q4 2007	Q1 2008
		TBD	TBD		
<b>Program Activity Indicator</b>		<b>Planned</b>		<b>Actual</b>	
<b>Description</b>	<b>Unit of measure</b>	Q4 2006	Q1 2007	Q4 2006	Q1 2007
<p>Crisis Prevention, Preparedness &amp; Response Plans (CPPRs) developed at the municipal level with participation of target municipalities</p>	<p>Number of municipal-level CPPRs produced</p>	0	5		
		Q2 2007	Q3 2007	Q2 2007	Q3 2007
		TBD	TBD		
		Q4 2007	Q1 2008	Q4 2007	Q1 2008
		TBD	TBD		
<b>Program Activity Indicator</b>		<b>Planned</b>		<b>Actual</b>	
<b>Description</b>	<b>Unit of measure</b>	Q4 2006	Q1 2007	Q4 2006	Q1 2007
<p>Challenge grant funds will be awarded in increments based on the attainment of interim performance milestones defined in the grant agreement.</p>	<p>Percentage of Challenge Grants meeting all performance milestones on time (disaggregated by location, type of grantee, sector of work, etc.)</p>	TBD	TBD		
		Q2 2007	Q3 2007	Q2 2007	Q3 2007
		TBD	TBD		
		Q4 2007	Q1 2008	Q4 2007	Q1 2008
		TBD	TBD		

**SCOPES SUMMARY SHEET AND PROGRAM ACTIVITY INDICATORS**

<b>Program Component</b>	<b>1.1: Support Crisis Planning and Rapid Response</b>					
<b>Program Objective</b>	<b>T 4 Completion of Municipal CPPR Plans</b>					
<b>USAID Results Statement</b>	IR 2.113: Rapid and Effective Response to Crisis by Relevant Actors					
<b>STTA (Type/Function) and LOE</b>	<b>Name / Position</b>				<b># of days</b>	
	1 TBD based on Component 1 Assessment				30	
	2					
	3					
	4					
	5					
	<b>TOTAL:</b>				<b>30</b>	
<b>Activities</b>	<b>List of Activities (O=Not yet initiated; A=Active; C=Completed)</b>				<b>Milestone Status</b>	
	1	Component 1 Assessment (The rest of activities and scheduling TBD afterwards)			A	
	2	Subregional and national organizations and relevant government agencies actively participate in process of preparing CPPRs			0	
	3	Communication strategy established			0	
	4	Stakeholder meetings to create CPPRs			0	
	5					
	6					
	7					
	8					
	9					
	10					
<b>Partners</b>	DAI, CHF					
<b>Responsible SCOPES Staff</b>	Barbara Davis, Component One Team Leader					
<b>Outcome Indicator</b>	Target municipalities and municipal structures are more capable of planning for, mitigating, and responding to crisis					
<b>Deliverables</b>	CPPR Action Plans completed for target municipalities					
<b>Program Activity Indicator</b>						
	<b>Description</b>	<b>Unit of measure</b>	<b>Planned</b>		<b>Actual</b>	
	Crisis Preparedness Prevention and Response (CPPR) action plans will be developed with participation of target municipalities, national and international actors, and other crisis responders. International/regional standards from NATO and the Stability Pack, or other identified standards, will be used as guides for the CPPRs. Standards are those requirements that have been identified as critical to good performance for responding to crisis.	Number of CPPR Action Plans produced	Q4 2006	Q1 2007	Q4 2006	Q1 2007
			TBD	TBD		
			Q2 2007	Q3 2007	Q2 2007	Q3 2007
			9	TBD		
			Oct-07	Jan-08	Oct-07	Jan-08
			TBD	TBD		

**SCOPES SUMMARY SHEET AND PROGRAM ACTIVITY INDICATORS**

<b>Program Component</b>	<b>1.1: Support Crisis Planning and Rapid Response</b>				
<b>Program Objective</b>	<b>T 5 Foster/Create Networks</b>				
<b>USAID Results Statement</b>	IR 2.113: Rapid and Effective Response to Crisis by Relevant Actors				
<b>STTA (Type/Function) and LOE</b>	<b>Name / Position</b>				<b># of days</b>
	1 TBD based on Component 1 Assessment				30
	2				
	3				
	4				
	5				
	<b>TOTAL:</b>				<b>30</b>
<b>Activities</b>	<b>List of Activities (O=Not yet initiated; A=Active; C=Completed)</b>				<b>Milestone Status</b>
	1	Agencies and organizations actively participate in process of preparing CPPRs			0
	2	Formation of Disaster Management Working Group			0
	3	Regular meetings of Disaster Management Working Group			0
	4	CPPR simulations and exercises conducted			0
	5	Networks of municipal-level technical experts supported through networking fora			0
	6				
	7				
	8				
	9				
	10				
<b>Partners</b>	DAI, CHF				
<b>Responsible SCOPES Staff</b>	Barbara Davis, Component One Team Leader				
<b>Outcome Indicator</b>	Improved coordination of crisis mitigation, prevention, and response at all levels within which SCOPES works				
<b>Deliverables</b>	Simulations and exercises; workshops; Seminars; training sessions; national conferences				
<b>Program Activity Indicator</b>		<b>Planned</b>		<b>Actual</b>	
<b>Description</b>	<b>Unit of measure</b>	Q4 2006	Q1 2007	Q4 2006	Q1 2007
Agencies or organizations may involve governmental bodies, non-governmental organizations, bilateral agencies, international donors, or regional bodies such as the Standing Conference of Towns & Municipalities, the Network of Associations of Local Authorities of South East Europe, the Coordination Body in South Serbia, etc. Involved means that the agencies and organizations support the development of CPPRs, help with monitoring risks and developing capacity, & responding to crisis. Active is defined as involved in the discussions and determining roles & responsibilities, as well as protocols and parameters.	Number of agencies or organizations actively participating in developing municipal-level CPPR plans and related trainings	4	4		
		Q2 2007	Q3 2007	Q2 2007	Q3 2007
		TBD	TBD		
		Q4 2007	Q1 2008	Q4 2007	Q1 2008
		TBD	TBD		
<b>Program Activity Indicator</b>		<b>Planned</b>		<b>Actual</b>	
<b>Description</b>	<b>Unit of measure</b>	Q4 2006	Q1 2007	Q4 2006	Q1 2007
International actors will include any international or bilateral agencies, as well as relevant portions of the Serbian government, who may be involved in mounting a disaster response or providing humanitarian assistance in collaboration with or complementary to USAID. Disaster Management Working Group will be a body of organizational representatives that seeks to sharing planning information and identify areas of potential synergy or overlap.	Number of actors and donor agencies participating in Disaster Management Working Group	5	5		
		Q2 2007	Q3 2007	Q2 2007	Q3 2007
		5	5		
		Q4 2007	Q1 2008	Q4 2007	Q1 2008
		5	5		
<b>Program Activity Indicator</b>		<b>Planned</b>		<b>Actual</b>	
<b>Description</b>	<b>Unit of measure</b>	Q4 2006	Q1 2007	Q4 2006	Q1 2007
Participants include municipal, regional officials, ERT leaders, civil society and private sector representatives. Mechanisms are those formalized structures that are focused on planning	Number of participants trained in planning and coordination mechanisms	TBD	TBD		
		Q2 2007	Q3 2007	Q2 2007	Q3 2007
		TBD	TBD		
		Q4 2007	Q1 2008	Q4 2007	Q1 2008

and coordination among and with regional entities, and municipal- and national-level entities within Serbia.		TBD	TBD		
<b>Program Activity Indicator</b>		<b>Planned</b>		<b>Actual</b>	
<b>Description</b>	<b>Unit of measure</b>	Q4 2006	Q1 2007	Q4 2006	Q1 2007
Simulations are highly interactive applications that allow the learner to model or role-play in a scenario. Simulations enable participants to practice skills or behaviors in a risk-free environment.	Number of crisis simulations and exercises held with regional and other relevant players	0	0		
		Q2 2007	Q3 2007	Q2 2007	Q3 2007
		1	1		
		Q4 2007	Q1 2008	Q4 2007	Q1 2008
		1	1		
<b>Program Activity Indicator</b>		<b>Planned</b>		<b>Actual</b>	
<b>Description</b>	<b>Unit of measure</b>	Q4 2006	Q1 2007	Q4 2006	Q1 2007
Fora may include workshops, panel discussions, conferences, or other opportunities for technical experts in such areas as water management, sanitation, public health, and toxic waste to work together across municipal boundaries	Number of fora held for networking between municipal-level technical experts	0	1		
		Q2 2007	Q3 2007	Q2 2007	Q3 2007
		0	1		
		Q4 2007	Q1 2008	Q4 2007	Q1 2008
		0	TBD		
<b>Program Activity Indicator</b>		<b>Planned</b>		<b>Actual</b>	
<b>Description</b>	<b>Unit of measure</b>	Q4 2006	Q1 2007	Q4 2006	Q1 2007
Participants will include technical experts at the municipal level in areas such as toxic waste, sanitation, public health, or flooding and water management	Number of participants in technical networking for a	TBD	TBD		
		Q2 2007	Q3 2007	Q2 2007	Q3 2007
		TBD	TBD		
		Q4 2007	Q1 2008	Q4 2007	Q1 2008
		TBD	TBD		

**SCOPES SUMMARY SHEET AND PROGRAM ACTIVITY INDICATORS**

<b>Program Component</b>	<b>1.1: Support Crisis Planning and Rapid Response</b>				
<b>Program Objective</b>	<b>T 7 Training to Reduce/Prevent Conflict</b>				
<b>USAID Results Statement</b>	IR 2.113: Rapid and Effective Response to Crisis by Relevant Actors				
<b>STTA (Type/Function) and LOE</b>	<b>Name / Position</b>			<b># of days</b>	
	1 TBD based on Component 1 Assessment			20	
	2 TBD based on Component 1 Assessment			5	
	3				
	4				
	5				
	<b>TOTAL:</b>			<b>25</b>	
<b>Activities</b>	<b>List of Activities (O=Not yet initiated; A=Active; C=Completed)</b>			<b>Milestone Status</b>	
	1	Conduct workshops with local and national media on their role and responsibility in crises		0	
	2	Curricula developed for modular training sessions on community-level conflict prevention, mitigation, and resolution		0	
	3	Modular Training Sessions in crisis monitoring and prevention		0	
	4				
	5				
	6				
	7				
	8				
	9				
	10				
<b>Partners</b>	DAI, CHF				
<b>Responsible SCOPES Staff</b>	Barbara Davis, Component One Team Leader				
<b>Outcome Indicator</b>	Target community actors are more capable of preventing, mitigating and resolving conflict				
<b>Deliverables</b>	Workshops conducted with local and national media; Training sessions in crisis monitoring and prevention conducted				
<b>Program Activity Indicator</b>					
<b>Description</b>	<b>Unit of measure</b>	<b>Planned</b>		<b>Actual</b>	
		Q4 2006	Q1 2007	Q4 2006	Q1 2007
These conferences will be focused on the media's role in identifying and examining risks and responses to crisis.	Number of national conferences or local workshops held on media role and responsibility in crisis	0	1		
		Apr-07	Jun-07	Apr-07	Jun-07
		1	1		
		Q4 2007	Q1 2008	Q4 2007	Q1 2008
		0	TBD		
<b>Program Activity Indicator</b>					
<b>Description</b>	<b>Unit of measure</b>	<b>Planned</b>		<b>Actual</b>	
		Q4 2006	Q1 2007	Q4 2006	Q1 2007
Participants include community level organizations such as civil society organizations, businesses, volunteer organizations, interest groups, the local media; as well as national organizations with membership or constituencies in the community, including NGOs, national-level media; and other stakeholders.	Number of training/seminar participants	TBD	TBD		
		Q2 2007	Q3 2007	Q2 2007	Q3 2007
		TBD	TBD		
		Q4 2007	Q1 2008	Q4 2007	Q1 2008
		TBD	TBD		
<b>Program Activity Indicator</b>					
<b>Description</b>	<b>Unit of measure</b>	<b>Planned</b>		<b>Actual</b>	
		Q4 2006	Q1 2007	Q4 2006	Q1 2007
		TBD	TBD		
		Q2 2007	Q3 2007	Q2 2007	Q3 2007
		TBD	TBD		
		Q4 2007	Q1 2008	Q4 2007	Q1 2008
		TBD	TBD		

**SCOPES SUMMARY SHEET AND PROGRAM ACTIVITY INDICATORS**

<b>Program Component</b>	<b>1.1: Support Crisis Planning and Rapid Response</b>				
<b>Program Objective</b>	<b>T 8 Crisis Monitoring</b>				
<b>USAID Results Statement</b>	IR 2.113: Rapid and Effective Response to Crisis by Relevant Actors				
<b>STTA (Type/Function) and LOE</b>	<b>Name / Position</b>				<b># of days</b>
	1 Heather McHugh, DAI (ExPat/M&E and Early Warning Systems Expert), Set UP				15
	2 Goran Cetinic, European Movement				14
	3 TBD based on Component 1 Assessment, Update and Assess				15
	4				
	5				
	<b>TOTAL:</b>				<b>44</b>
<b>Activities</b>	<b>List of Activities (O=Not yet initiated; A=Active; C=Completed)</b>				<b>Milestone Status</b>
	1	Finalize Crisis Monitoring Reporting formats			C
	2	Submit Monthly Crisis Monitoring Reports			A
	3				
	4				
	5				
	6				
	7				
	8				
	9				
	10				
<b>Partners</b>	DAI, CHF, European Movement in Serbia				
<b>Responsible SCOPES Staff</b>	Barbara Davis, Component One Team Leader				
<b>Outcome Indicator</b>	Improve quality of information and data used to track and monitor the potential for crisis in Serbia				
<b>Deliverables</b>	Monthly Crisis Monitoring Bulletin				
<b>Program Activity Indicator</b>		<b>Planned</b>		<b>Actual</b>	
<b>Description</b>	<b>Unit of measure</b>	Q4 2006	Q1 2007	Q4 2006	Q1 2007
Crisis Monitoring Bulletin will provide qualitative data to USAID regarding emerging issues and the way in which local media reports on such issues and vulnerable groups. Will include review of relevant media sources and reports of interviews with key individuals/stakeholders	Crisis Monitoring Bulletin	3	3		
		Q2 2007	Q3 2007	Q2 2007	Q3 2007
		3	3		
		Q4 2007	Q1 2008	Q4 2007	Q1 2008
		3	3		

**SCOPES SUMMARY SHEET AND PROGRAM ACTIVITY INDICATORS**

<b>Program Component</b>	<b>1.1: Support Crisis Planning and Rapid Response</b>				
<b>Program Objective</b>	<b>T 9 Develop Assistance Strategy for Supplemental Municipalities</b>				
<b>USAID Results Statement</b>	IR 2.113: Rapid and Effective Response to Crisis by Relevant Actors				
<b>STTA (Type/Function) and LOE</b>	<b>Name / Position</b>			<b># of days</b>	
	1 TBD based on Component 1 Assessment, Set Up			20	
	2				
	3				
	4				
	5				
	<b>TOTAL:</b>			<b>20</b>	
<b>Activities</b>	<b>List of Activities (O=Not yet initiated; A=Active; C=Completed)</b>			<b>Milestone Status</b>	
	1	Component 1 Assessment (The rest of activities and scheduling TBD afterwards)		A	
	2	Identify municipalities that lack strong political will for crisis prevention, mitigation, and response		0	
	3	Identify CSOs and CBOs that can "influence" leadership in these weak municipalities		0	
	4	Develop action plan with CSOs and CBOs for each weak municipality		0	
	5	Build capacity of CSOs and CBOs in weak municipalities		0	
	6	Conduct contingency planning through partner CSOs and CBOs in weak municipalities		0	
	7	Provide challenge grants for identified civic groups within weak municipalities to build capacity for crisis prevention, mitigation, and response		0	
	8				
	9				
	10				
<b>Partners</b>	DAI, CHF				
<b>Responsible SCOPES Staff</b>	Barbara Davis, Component One Team Leader				
<b>Outcome Indicator</b>	Improved capacity of CSOs and CBOs to response to crisis in supplemental municipalities				
<b>Deliverables</b>	Action plans; Completed grants;				
<b>Program Activity Indicator</b>		<b>Planned</b>		<b>Actual</b>	
<b>Description</b>	<b>Unit of measure</b>	Q4 2006	Q1 2007	Q4 2006	Q1 2007
Organizations are non-governmental agencies who are active in municipalities that lack political will. Assessments will be conducted using a the Organizational Capacity Assessment Tool or similar instrument to ascertain whether organizations have the capacity to effectively administer emergency response.	Number of organizations assessed as potential partners in planning and preparedness	TBD	TBD		
		Q2 2007	Q3 2007	Q2 2007	Q3 2007
		TBD	TBD		
		Q4 2007	Q1 2008	Q4 2007	Q1 2008
		TBD	TBD		
<b>Program Activity Indicator</b>		<b>Planned</b>		<b>Actual</b>	
<b>Description</b>	<b>Unit of measure</b>	Q4 2006	Q1 2007	Q4 2006	Q1 2007
Challenge grant funds will be awarded to CBOs and CSOs in increments based on the attainment of interim performance milestones defined in the grant agreement. The grants will be focused on strengthening the "weak" municipal capacities for crisis prevention, mitigation,	Percentage of Challenge Grants meeting all performance milestones on time (disaggregated by location, type of grantee, sector of work, etc.)	TBD	TBD		
		Q2 2007	Q3 2007	Q2 2007	Q3 2007
		TBD	TBD		
		Q4 2007	Q1 2008	Q4 2007	Q1 2008
		TBD	TBD		

**SCOPES SUMMARY SHEET AND PROGRAM ACTIVITY INDICATORS**

<b>Program Component</b>	<b>1.1: Support Crisis Planning and Rapid Response</b>					
<b>Program Objective</b>	<b>T 10 Develop Operational Plan for Surge Capacity</b>					
<b>USAID Results Statement</b>	IR 2.113: Rapid and Effective Response to Crisis by Relevant Actors					
<b>STTA (Type/Function) and LOE</b>	<b>Name / Position</b>			<b># of days</b>		
	1 Mario Malanca, IOM (TCN/Relief Expert)			16		
	2 Mike Godfrey, DAI (ExPat/Relief Expert)			10		
	3 Donatella Bradic, IOM (TCN/Relief Expert)			10		
	4					
	5					
	<b>TOTAL:</b>			<b>36</b>		
<b>Activities</b>	<b>List of Activities (O=Not yet initiated; A=Active; C=Completed)</b>			<b>Milestone Status</b>		
	1	Identify STTA		C		
	2	Team building with SCOPES Team at DAI/CHF offices		C		
	3	Conduct Assessment of crisis response/preparedness plans of relevant entities, at municipal, national, or international levels for Serbia		C		
	4	Assess USAID and other USG capabilities, interests, readiness, funding and linkages to response actors		C		
	5	Meet with SCOPES staff, USAID, and other USG representatives to discuss potential scenarios for USAID/Serbia		C		
	6	Identify clear thresholds for activation of USAID's Emergency Response Plan		A		
	7	Draft USAID Emergency Preparedness Scenario document		A		
	8	Provide final USAID Emergency Preparedness Scenario document, based on Component One Assessment		O		
	9					
	10					
<b>Partners</b>	DAI, CHF, IOM					
<b>Responsible SCOPES Staff</b>	Barbara Davis, Component One Team Leader					
<b>Outcome Indicator</b>	USAID Operational Plan for Surge Capacity and Crisis Response developed OR USAID response to crisis event improved					
<b>Deliverables</b>	USAID Operational Plan for Surge Capacity					
<b>Program Activity Indicator</b>		<b>Planned</b>		<b>Actual</b>		
<b>Description</b>	<b>Unit of measure</b>	Q4 2006	Q1 2007	Q4 2006	Q1 2007	
The Emergency Preparedness Scenario document will identify critical issues, tentative responses, potential resource requirements, and clear thresholds for activation of USAID's emergency response plan.	Operational Plan for Surge Capacity Completed (Yes/No)	Yes (by July 2007)	N/A			
			Q2 2007	Q3 2007	Q2 2007	Q3 2007
		N/A	N/A			
		Q4 2007	Q1 2008	Q4 2007	Q1 2008	
		N/A	N/A			