USAID
FROM THE AMERICAN PEOPLE

PREPAREDNESS, PLANNING AND ECONOMIC SECURITY PROGRAM

WORK PLAN FY 2011

Final: September 10, 2010

This report was produced for review by the United States Agency for International Development. It was prepared by Development Alternatives, Inc.

Preparedness, Planning and Economic Security Program

WORK PLAN FY 2011

Final: September 10, 2010

DISCLAIMER
The author's views expressed in this report do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

Development Alternatives Inc.
Stjepana Filipovica 32a
11000 Belgrade, Serbia
Phone:(381) 11 363 99 00
Fax: (381) 11 363 99 50

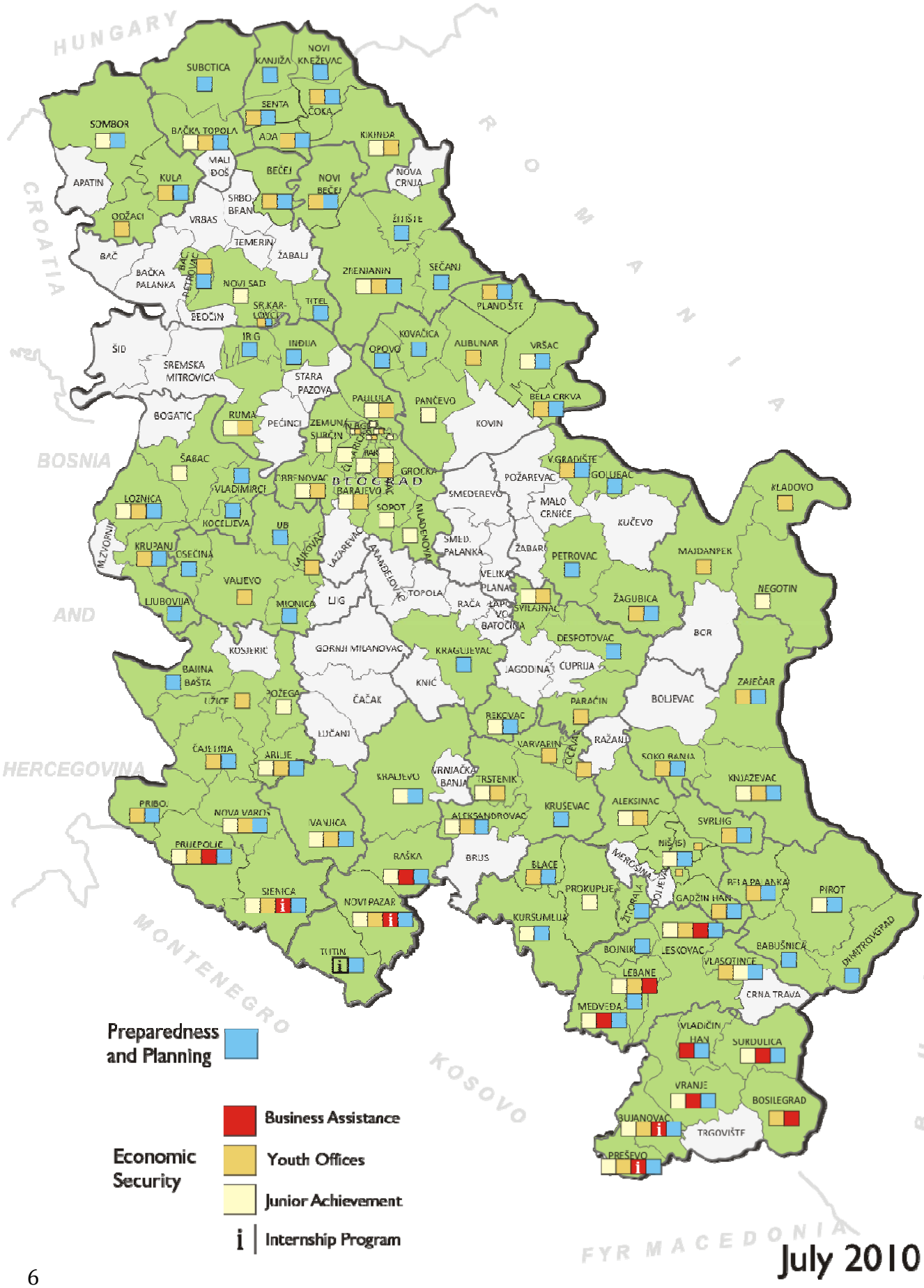
Under Contract: DFD-I-00-05-00250-00
Task Order #1

TABLE OF CONTENTS

7	**INTRODUCTION**
9	**1. PREPAREDNESS AND PLANNING**
	Introduction
11	**I. Building local disaster management capacity for all Serbian municipalities**
11	A. Training and Certifying Municipalities for Enhanced Disaster Resilience
14	B. Effective Local–National Partnerships
15	C. Coordination and Response
18	**II. Institutionalize PPES-developed standards within Sector for Emergency Management – National Training Center**
19	A. Incorporation of Methodology and Standards
22	B. Expansion of NTC Training Curricula
24	C. Strengthening the Capacity of the NTC and its Staff
25	D. Logistics Support
26	E. Federal Emergency Management Agency (FEMA) Study Tour
27	F. Identification of Potential Funding Sources
29	**Preparedness and Planning component challenges and constraints in FY 2011**
31	**2. ECONOMIC SECURITY**
	Introduction
32	**I. PPES support to businesses: demand side**
35	A. Specialized trainings
36	B. Technical assistance
41	C. Trade mission
42	D. Trade fairs
44	**II. Youth entrepreneurship & employment: supply side**
45	A. Support to local-level youth offices
51	B. Support to Junior Achievement Serbia
56	C. Strategic partnerships
59	**Economic security component challenges and constraints in FY 2011**
61	**ANNEXES**
63	**A** Gantt Charts
69	**B** Performance Monitoring Plan
81	**C** Training Calendar (Preparedness and Planning)
83	**D** Resource Request Tables
91	**E** Surge Capacity Activities (Preparedness and Planning)
93	**F** Junior Achievement Serbia
99	**G** Communication Plan
111	**H** Organizational Chart

USAID FROM THE AMERICAN PEOPLE

Preparedness, Planning and Economic Security Program



July 2010

INTRODUCTION

The Preparedness, Planning and Economic Security Program is leaving an indelible imprint on Serbia's ability to secure the safety and property of its citizens and the abilities of business owners and young people to succeed in a modern economy. The four years of work by PPES has resulted in changing cultural norms, the institutionalization of new approaches in emergency management systems and the preparation of youth for the modern labor market.

The Work Plan for Year Five outlined here, which covers the period October 1, 2010 to September 30, 2011, furthers the goal of sustainability for PPES' partner institutions and individual beneficiaries. The program continues to be implemented through the efforts of two program Components (or "teams") – the Preparedness and Planning Team and the Economic Security Team – and the Work Plan herein is organized around the strategies and activities of each of these teams.

In the coming year, the Preparedness and Planning Team select another 40 municipalities[1] to implement its core program of training and technical assistance leading to certification that has proven effective in helping municipalities formulate better responses to emergencies, reduce the time needed to assess damage following a disaster, and increase the speed of delivery of relief and recovery assistance. PPES saw its support for disaster management policy development culminate in the passage of the New Law on Emergency Situations December 2009. The Component in Year Five will transfer the knowledge and skills for its methodology to the newly developed Sector on Emergency Management (SEM) and its National Training Center (NTC). It also will support the efforts of SEM-NTC to institutionalize certification methodology into the bylaws needed to fully implement the new law. Finally, the Component will strengthen the relationships and the formal framework between the certified municipalities and the national government to improve coordination and communications between the levels of government and ensure the role of local government is well considered in the nation's integrated emergency management system. The relationship with the Training Center and the establishment of permanent structures to facilitate coordination between levels of government presents the team with a clear and viable sustainability and exit strategy.

The Economic Security Team, in the year ahead, will continue to provide assistance to medium-sized businesses in two vulnerable regions (Sandzak and South Serbia) in a limited number of sectors.[2] It also will expand its efforts to use enterprise development as a powerful poverty reduction tool and the business support activities to target as many as 20 start-up enterprises from Sandzak and South Serbia for training and technical assistance. Ensuring that youth learn skills relevant to the current job market is equally important; support to Municipal Youth Offices and Junior Achievement are key to this goal. The Component will add 38 Youth Offices and once again, these offices will provide entrepreneurship training in their respective communities. To date, Junior Achievement has each year exceeded its targets for school and student participation. Support to Junior Achievement this year will focus on providing specialized strategic support to strengthen the organizational capacity and build financial sustainability. Finally, to continue to address the high concentration of youth unemployment in Sandzak and Novi Pazar, the Component will support the creation of a Career Counseling Center in the public university in Novi Pazar.

In FY11, the Program continues to transfer skills and information to those in the public and private sectors that are moving Serbia closer to the European Union. In Year 5, both Components conjoin activity expansion with capacity building. As they do so, PPES ensures the ability of the institutional and individual beneficiaries to survive and thrive long after the Program's closure.

---

[1] A total of 120 municipalities to be trained by PPES; (nearly 85% of all Serbian municipalities coverage).

[2] Since 2007, a total of 137 businesses in the agricultural processing, apparel, tourism and services and light manufacturing sectors have received assistance.

1 PREPAREDNESS AND PLANNING

INTRODUCTION

In the past four years, the Preparedness and Planning Component has delivered high-quality disaster management training to nearly half of the municipalities in Serbia[3]. To date, 45 of those municipalities completed all training and actions necessary to become certified as Enhanced Disaster Resilient communities according to PPES emergency management methodology. In total, the Component has trained just over 1,000 municipal and national disaster management team members.

Local-level disaster management training has been the Component's core activity from FY07-FY10. At the same time, the Component encouraged municipalities to address actions to protect citizens and prevent or mitigate the impact of natural or manmade disasters in their communities. The Certified Municipalities Group (CMG) was launched as an informal forum for information sharing among certified communities. In addition to the focus on protection and prevention, the CMG also is a fulcrum for strengthening communications and cooperation with national disaster management authorities. Equally important is the need to establish cooperation between municipalities of different nations that share common risk as natural and environmental disasters do not respect national borders. To this end, last year the Component facilitated the first municipal-initiated, cross-border cooperative effort[4].

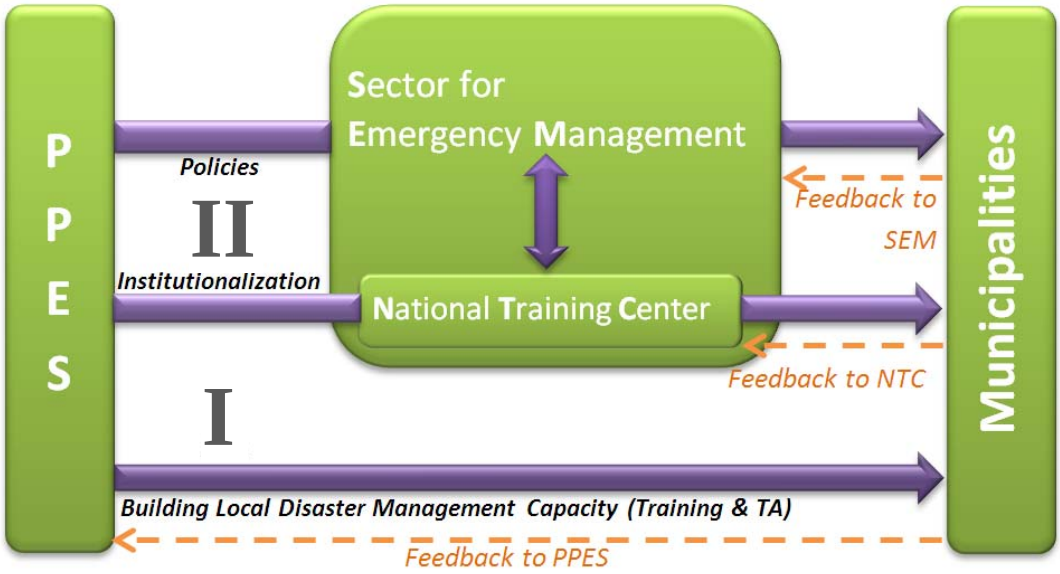


Figure 1-1

Preparedness and Planning Strategic Framework

Nationally, the Component's policy reform efforts resulted in passage of a new Law on Emergency Situations that will bring Serbia's legal framework up to EU standards. The new law devolves significant authority to municipalities for disaster response and management. The law locates national oversight of disaster management in the newly formed Sector for Emergency Management (SEM) in the Ministry of Interior. Within the SEM, responsibility for training coordination is vested with the National Training Center (NTC) for Emergency Management. PPES support provided to the SEM and the NTC has helped to unify activities and personnel previously spread across several ministries.

[3] A total of 80 municipalities have completed PPES-developed training and technical assistance for emergency management.

[4] A Memorandum of Understanding was signed in December 2009 among the Serbian communities Golubac and Veliko Gradiste and the Romanian community Moldova Noua to work jointly on preparedness projects along the Danube River in eastern Serbia.

Specialized training and technical assistance has upgraded the skills and knowledge of national and municipal emergency responders while preparing them to access EU funds for much-needed disaster prevention and protection projects.

These achievements clearly illustrate how a precisely sequenced series of short-term activities, organized and conducted by PPES within a strategic framework were crucial contributions to building an integrated protection and rescue system in Serbia. They also underscore the importance of partnerships with national- and local-level actors.

PPES has helped set new operational norms: transparency, two-way communications and inclusion of many internal and external emergency management stakeholders. These values underpinned the accomplishments of FY10. The wider acceptance of these working values among all local and national institutions coordinating emergency services will significantly reduce the time and resources needed for the SEM and the NTC to sustain and improve upon the PPES methodology.

In Year Five, the Component has two major objectives: (A) reach out to all municipalities not yet participating in PPES training (67) and train up to 40 in PPES methodology[5] and (B) transfer PPES emergency management intellectual capital to the SEM and the NTC.

I. Continue to Build Local Disaster Management Capacity for all Serbian Municipalities: The promise of a modern emergency management system depends on the skills and capabilities of all Disaster Management Teams, especially at the municipal level. Using the lessons learned in the past four years, the Component will change its methodology and reduce the time required by municipalities to reach Enhanced Disaster Resilient status. Existing tools and materials in Year 5 will be refined in accordance with recent legislative changes.

As PPES leads the final group of local governments through the formal risk assessment and emergency management planning process, it will transfer the skills, knowledge and inclusive approach of PPES certification methodology to the NTC.

II. Institutionalize PPES-Developed Methodology within the Sector for Emergency Management – National Training Center: The transition of emergency preparedness training methodology from Preparedness and Planning to the NTC began in Year 4[6]. This work will intensify in Year 5 as the NTC helps implement every step of the methodology, from outreach to municipal certification. Furthermore, the NTC will be included in all PPES work on continuous improvement of Local–District–National coordination in the field. Specifically, the NTC will work side-by-side with the Red Cross of Serbia to conduct simulation exercises for local, district and national level governments and disaster management teams. In addition, PPES will provide training of trainers, presentation skills, adult education methods and other communications training for both the NTC and other SEM staff to ensure they not only know how the certification process works but also can implement the training and technical assistance integral to the methodology.

[5] Bringing the total number of municipalities trained to 120.

[6] The NTC is one of five departments in the new Sector for Emergency Management (SEM) within the Ministry of Interior. Skill development activities in Year 5 will include staff from both the NTC and the SEM.

I. CONTINUE TO BUILD LOCAL DISASTER MANAGEMENT CAPACITY FOR ALL SERBIAN MUNICIPALITIES

To date, the Component has used its Enhanced Disaster Resilience training and technical assistance methodology to improve the emergency management planning capacity for 80 municipalities. It certified 45 of them as having more advanced capacity in the preparation for and response to natural disasters.

Furthermore, PPES has opened peer-level communication channels among local emergency management stakeholders as well as facilitated dialogue between local and national stakeholders. Through the implementation of disaster management focus group discussions, public meetings and other networking activities, PPES revealed to the two key levels of government -- local and national -- that modern emergency management systems are coordinated and interdependent with communications occurring from the bottom up as well as top down. The final version of the Law on Emergency Situations reflected this approach.

In Year 5, the Component will remain focused on local-level activities. It will maintain and expand the communications channels between the local and national emergency management teams to ensure local interests are advanced. Four years of experience and successful endeavors have positioned PPES to further develop its relationships with and enhance the skills of personnel in already-certified municipalities. Simultaneously, the Component is prepared to incorporate new, untrained municipalities into the program.

The Component will reach out to the remaining municipalities in Serbia with a revised training and certification methodology. The activity offers the new communities the opportunity to become compliant with the disaster management policy written into the new law.

To further support the implementation of the law's new policies, the Component, in partnership with the Red Cross, will manage tabletop exercises and field simulations to improve coordination among local, district and national level actors. The dialogue between all levels of government and among peers will continue through a variety of activities: Certified Municipalities Group meetings, public discussions, survey research and technical review of current policy documents for the inclusion of municipal-level input. This will ensure that core program activities (training and certification) continue to support national strategies as new activities help local and national actors achieve the communications and coordination needed to integrate emergency management systems as described in the new law.

A. Continue to Train and Certify Municipalities for Enhanced Disaster Resilience

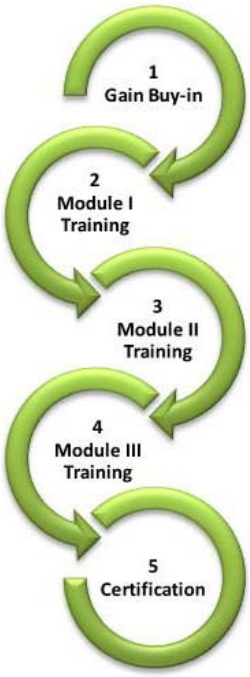
In the coming year, the Component will reach out to the remaining 67 non-city municipalities[7] that have not yet participated in PPES' emergency management training and train up to 40 selected by SEM and PPES. After four years of implementation with the first 80 municipalities, coupled with multiple real-life tests[8], the Component can pare its

[7] The political and administrative structures of Serbia's major cities including Belgrade, Nis and Novi Sad have divisions that also are referred to as municipalities.
[8] Between November 2009 and April 2010, more than 30 Serbian municipalities faced some of the worst single-season flooding in recent decades.

methodology down to a five-step process to reach these new municipalities. The steps are as follows:

Figure 1-2

Five Step Methodology



Gain buy-in from the new municipalities and introduce Mayors with their role and responsibilities.

Introduce municipalities to the new legislation framework, in particular the requirements for establishing Disaster Management Teams at the local level.

Introduce municipalities to the methodology and tools needed to update an existing risk assessment or to conduct a new one.

Introduce municipalities to technical training in the development of Hazard Response Plans for specific threats such as Flood Response Plans and Fire Protection Plans.

Municipalities earn certification and bring their emergency services into compliance with the law by following a rigorous menu of criteria based on PPES' own methodology.

One

Step One: Gain buy-in from New Municipalities; Introduce Disaster Management Team Leaders to their Roles and Responsibilities

To bring new municipalities into the PPES training activity, the Component will organize regional meetings at which Mayors (who are heads of their disaster management teams), other local representatives and the deputy heads of Disaster Management Teams (DMT) will be trained on the new law and the requirements it places on local government for emergency management. Building this partnership and support among PPES, municipal officials and DMT leaders early in the process will expedite the certification process where the political and technical support of the Mayor is needed.

The regional meetings have three objectives: (1) gain buy-in from the municipalities that are not yet part of the Component's trainings, (2) advance understanding, cooperation and communications between local and national emergency management responders; and (3) introduce non-certified to certified municipalities in their region to build peer-to-peer support.

The Ministry of Interior's SEM will lead the meetings with support from the Component. Attendance will include national representatives, local government leaders and disaster management team members from certified and new municipalities. Thus, the meetings not only introduce new municipalities to certified ones from their region, but also open communications across the local and national representatives in attendance, furthering the goal of closer cooperation among the emergency management community.

At each meeting, representatives of the new municipalities will be introduced to the revised national disaster management policy and PPES training and technical assistance methodology. Since every municipality is now obligated to meet standards prescribed in the new law, securing municipal participation will be much easier than in prior years.

Despite this incentive to participate, the Component does not expect all remaining municipalities to be capable of taking advantage of PPES training, either for lack of political will and/or human resource capacity. Thus, the Component will reach out to all 67 remaining non-city municipalities; however, it is expected a maximum of 40 municipalities will be prepared to take full advantage of the training opportunity. SEM and PPES will work together to determine which municipalities to train. If the number of participating municipalities goes above or below 40, the Component will readjust its budgeting and planning.

Four regional meetings will be organized to reach out to all remaining municipalities in Serbia.

To train the country's Mayors and Deputy heads of DMT to implement their roles according to the new law, the Component will hold eight training sessions around the country. PPES will develop and implement new training curricula for these officials.

Two

Step Two: Module 1 training. This module introduces selected municipalities to the new legislative framework, in particular the requirements for the creation of local Disaster Management Teams. Participants will learn best practices in the field of emergency management and the procedures for the development of Municipal ordinances related to the formation of a Disaster Management Team. As many as 40 municipalities will be included in Module 1 training.

Three

Step Three: Module 2 training. This module informs selected municipalities of the new law's requirements mandating that all municipalities conduct a risk assessment. Participants are provided the methodology and assessment templates needed to update an existing risk assessment or to conduct a new one. Municipalities also look at their own abilities to manage risk and the importance of continuously updating their risk analysis. Finally, this module addresses the role of the public in emergency management systems. 20 Municipalities will receive Module 2 training.

Four

Step Four: Module 3 training. This module provides technical training for the development of Hazard Response Plans for specific threats such as Flood Response Plans and Fire Protection Plans. The participants from up to 20 selected municipalities will be provided with best practices for the management of such emergencies, and they are mentored in the development of plans that comply with new laws related to disaster and water management and fire protection.

Five

Step Five: Certification of Municipalities. The certification process is the final step in the new five-step methodology. Municipalities earn certification by implementing the rigorous criteria based on the PPES methodology, fulfilling the requirements of the new law and accepting the recommendations of the United Nation's International Strategy for Disaster Risk Reduction known as the "Hyogo Framework for Action."[9] To qualify, municipalities must improve their emergency management abilities by completing a formal risk assessment, pass necessary ordinances and other rules or regulations to manage risk, and

[9] 2005. United Nations' International Strategy for Disaster Resiliency "*Report on the World Conference on Disaster Reduction.*" The five major recommendations for local municipalities included in the Hyogo Framework for Action are: (1) Making disaster risk reduction a priority; (2) Improving risk information and early warning; (3) Building a culture of safety and resilience; (4) Reducing the risks in key sectors; and (5) Strengthening preparedness for response.

update or write an emergency response plan. The certification program introduces previously trained municipalities to the best practices in the field of municipal disaster management and helps them create a safer environment for citizens and their property.

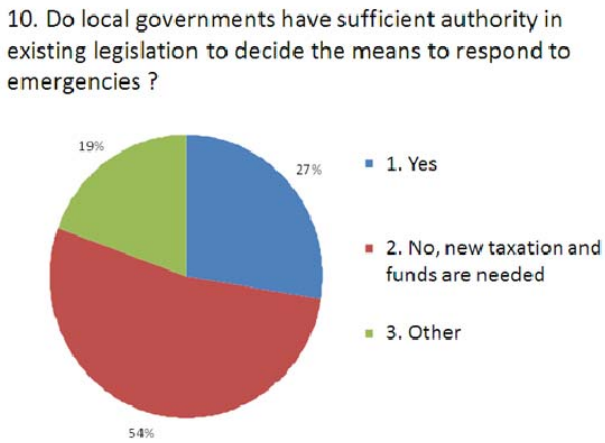
PPES' continuation of the certification activity in Year 5 expedites the orderly transition of responsibilities from the Program to the new Serbian institutions, NTC and SEM. With the opportunity to collaborate directly in the delivery of all five steps under the Program's mentorship, the NTC and the SEM become prepared to manage the certification process long after PPES has ended.

Results

- *Four regional meetings organized, covering all Serbian municipalities.*
- *Train all non-city municipal mayors (from new and existing PPES municipalities, contingent upon availability) on their roles and responsibilities in disaster management (Eight training sessions).*
- *Representatives from 40 selected municipalities trained on how to build a successful Disaster Management Team.*
- *Disaster Management Team members of 20 municipalities trained in risk assessment methodology.*
- *Disaster Management Team members of 20 municipalities trained in flood or fire response plan development.*
- *Ten of the new municipalities certified.*

B. Foster Partnerships for More Effective Local–National Cooperation

To keep emergency management and disaster prevention at the forefront of the public agenda, PPES will remain involved in the area of policy reform. In FY11, the Component will continue to support changes to national-level policy through understanding local-level issues and fostering local-national dialogue.



During Year 4, the Component supported the SEM to ensure a transparent and public process and to provide input from local government in the development and passage of the Law on Emergency Situations.[10] Bylaws and regulations to fully implement the new law are still needed. Additionally, the SEM is developing a national *Strategy for Protection of Citizens in Emergency Situations*. This formal document requires input from other ministries and institutions. The Component will support the Strategy's development by ensuring local-level views are considered.

[10] PPES conducted both qualitative and quantitative research among local government officials and managed four regional public discussions to gather local input in preparation for the final draft of the law.

Among the actions planned:

- **Opinion surveys** provide an efficient, transparent, and quantifiable method to secure local government input in the most important national actions related to emergency services. This research proved invaluable in the passage of the new law in 2009. The data analysis provided empirical results that improved final decision making. The research findings demonstrated to national government the significance of improved local and national government cooperation and opened the door for ongoing relationships using vehicles like the Certified Municipalities Group. In Year 5, the need to prepare and pass implementing bylaws and complete the *Strategy for Protection of Citizens in Emergency Situations* offer opportunities to include local government knowledge and experience in these key national policies.

- **Technical assistance and specialized legal review** of draft texts will be performed through an informal expert group if needed and requested by the Ministry.

- **Public and Roundtable discussions** on specific issues will continue to be organized within the CMG framework. In Year 5, PPES intends to facilitate the creation of a formal communications channel or mechanism that would: (1) present to national government results of the discussions, (2) advocate for local governments' interests with national government,[11] and (3) establish a long-term, sustainable role for the CMG, which would host most public discussions.

The actions outlined in this section are projected to meet the policy needs of the MoI's SEM. The Component should remain flexible and develop specific activities based on the pace established by the Ministry; therefore, specific activities that might be undertaken within this area are contingent on the Ministry's initiative.

Results:

- *Local representatives' opinions on key policy issues gathered through opinion surveys or public discussions and presented to the SEM.*
- *Discussions between local and national actors on the most important issues facilitated through a specific forum, such as public and roundtable discussions.*

C. Improve Coordination and Response through Concrete Networking Activities

The high level of interaction and communications between the municipal and national levels of government is one of PPES' most important achievements. The CMG is a value-added result of the certification process. Its creation, facilitated in Year 4 by PPES, increased local governments' communications with national government and opened the door for ongoing peer-to-peer cooperation among both certified and non-certified municipalities. This cooperation and coordination between local and national government that has grown from the PPES certification process are important links in an integrated, modern emergency management system. However, management of natural disasters typically extends beyond municipal boundaries and requires response from many

[11] A conclusion of the second CMG meeting, June 23, 2009, was to explore the potential of the Standing Conference of Cities and Municipalities to establish a permanent Committee on Emergency Situations.

communities at once. Serbia's 27 Administrative Districts and their Capital cities[12] are seen as the District-level coordinators for area-wide emergency management coordination and communications. In FY11, the Preparedness and Planning team will facilitate networking opportunities to further develop this middle level of emergency coordination for Serbia, which can serve as the vital communications and organizational link to a truly integrated emergency management system.

Continued support of the Certified Municipalities Group Network

PPES formed the CMG and facilitated an initial meeting in February 2010. Through the facilitation of regular lesson-learned and best practices discussions, PPES is helping the CMG become a vehicle to strengthen local-level disaster management systems as well as a valuable resource for the SEM in the implementation of the new Law on Emergency Situations.

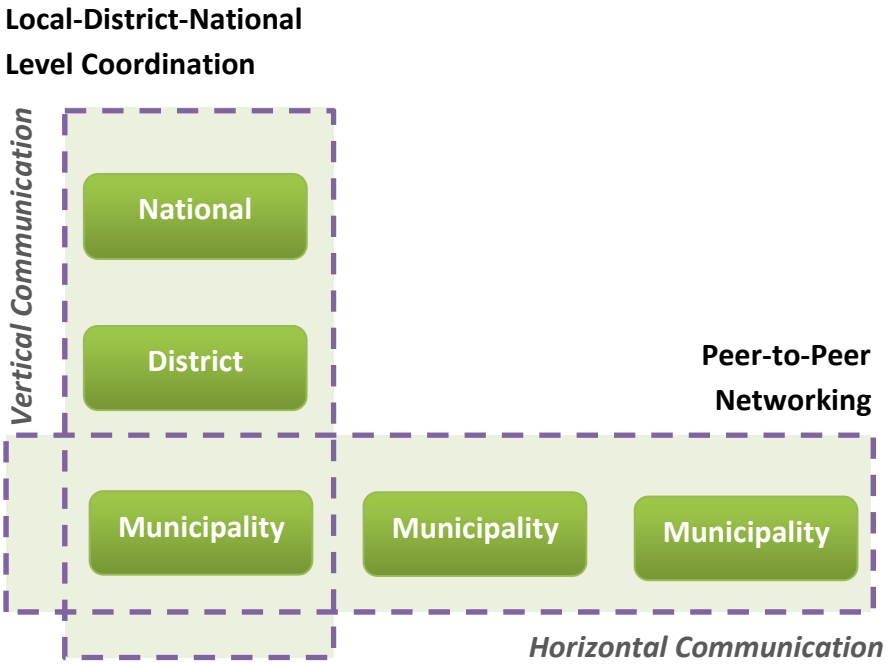


Figure 1-4

PPES actions result in improved horizontal and vertical communications among emergency management stakeholders.

To further secure the CMG's position as the interlocutor between national government and municipal peers, PPES plans to enhance their role in FY11. The CMG will work with PPES to coordinate three training activities: (1) host one-day seminars to introduce Mayors of new municipalities added in FY11 to the legal requirements for municipalities under the new law (Module 1 training); (2) host one-day seminars to provide legal updates for municipalities that completed PPES methodology before passage of the new law; and (3) cooperate with PPES' external partners (Red Cross of Serbia and NTC) on improving coordination and response through simulation exercises and enhanced communication among the member municipalities.

Improving Local-District-National Level Coordination and Enhancing Response through Tabletop Exercises and Field Simulations

In the process of delivering training and technical assistance to municipal leaders and disaster management teams, the Component recognized problems of coordination and

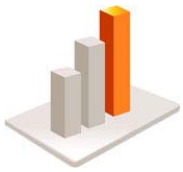
[12] The largest city in an Administrative District serves as a "capital" housing the administrative functions of the national government in that region.

communications whenever more than one municipality in a district was managing a disaster. Currently, the path for cooperation is clear between municipalities and national institutions, but little attention has been paid to district-level coordination. *Ad hoc* actions to fill the vacuum have been attempted. However, a systematic and sustainable approach will provide this much-needed middle-level organization to support coordinated management and communications among several municipalities struggling simultaneously to cope with disaster(s).

The Preparedness and Planning team recommends employing the Tabletop Simulation Exercises and training managed by the Red Cross of Serbia because its methodology builds on work already started in several district capital city-municipalities. PPES expects the open discussion format of the Tabletop Exercises to achieve three clear goals: (1) help district capital municipalities understand the role of all important stakeholders in the disaster management system: local, district and national levels; (2) identify communications and coordination bottlenecks that can and do occur during the response to emergencies; and (3) help NTC staff improve training skills, curriculum development and ability to conduct Vulnerabilities and Capacities Assessments by their helping to prepare and deliver the district level exercises.

Results:

- *Organize four regular Certified Municipalities Group meetings on the specific issues.*
- *Establish Disaster Resilient Communities' e-mail list for improved internal communication.*
- *Hold four one-day seminars by CMG for Mayors of new and former participant municipalities on the new law's requirements for municipal mayors.*
- *Initiate coordination of activities with the SEM's NTC.*
- *Perform an initial assessment on the efficiency of the local first responders' coordination and communication through tabletop simulations carried out in several district capital municipalities.*
- *Coordinate with and participate in Red Cross simulation exercise activities.*
- *Establish and test communication and coordination lines within individual districts.*



II. INSTITUTIONALIZE PPES-DEVELOPED STANDARDS WITHIN SECTOR FOR EMERGENCY MANAGEMENT – NATIONAL TRAINING CENTER

The purpose of the Component's planned support of the NTC is to build its capacity and institutionalize PPES' Municipal Disaster Management Certification methodology. In Year 4, PPES completed an assessment of the SEM's training needs and held an initial strategic planning retreat to define a vision and action plan for the NTC. It also facilitated the preparation and implementation of a management plan that is now led by five operational Task Forces. The Component continues to provide leadership, coaching and team-building support for the NTC Director and his staff. In FY11, PPES actions will be directed more toward the sustainable transfer of PPES methodology and standards to the NTC.

Figure 1-5

Organizational scheme for the newly created Sector for Emergency Management
The new law consolidates emergency management functions from five Ministries into a single one - the Ministry of Interior.

The National Training Center is one of the five organizational units within the Ministry of Interior's Sector for Emergency Management. Its mandate is to design and provide trainings to all entities included in the disaster management system in Serbia; it is to improve the professionalism of the country's entire emergency management infrastructure.

The current Task Force management structure will lead the NTC through the first 18 months of organizational and staff development. A strategic approach developed for the NTC in November 2009 and refined in February 2010 sets the goals and actions for the five Task Forces. PPES, working with the NTC's Director, wrote detailed action plans for each Task Force to further ensure each hits its interim milestones. To date, the structure has proven to be a successful method to deliver technical assistance and to monitor and evaluate the NTC's development. Table 1-1 describes each Task Force, its function and primary responsibility.

Task Force	Management Function	Management
Facility	Planning for and design of permanent location for NTC and procurement of facility equipment	Identify a permanent location; develop designs for renovation/re-construction
Institutional development	Human resources	Create organizational systems and procedures, orientation programs, and skills development for NTC staff
Curriculum development	Development of training guidelines and improvements to existing guidelines	Assess training needs, and design curricula and implement programs.
Standardization and certification	Development of procedures and relevant certification for NTC	Set programmatic and organizational standards according to the law and prevailing best practices.
Preparation of bylaws	Preparation of implementing bylaws for the Law on Emergency Situations and guide the functions of NTC	Prepare implementing bylaws and regulations related to NTC.

Table 1-1

NTC Management Task Forces: Roles and Responsibility

As the Component supports the work of the Task Forces to permanently secure the future of the NTC, its core focus in Year 5 is to permanently set standards for emergency management into Serbia's legal and institutional framework for the NTC. This will ensure the modernization of Serbia's disaster management system. In planning it activities for Year 5, PPES not only considered the current needs of the NTC but also envisioned what the nascent SEM and its NTC would need in the future in order to achieve the goals and mandates of the new law. In Year 5, PPES Senior Advisors will take steps to strengthen the NTC and accelerate its progress through a series of activities:

1. Encourage the Incorporation of Methodology and Standards through Draft Bylaws;
2. Assist the NTC in the Expansion of its Training Curricula;
3. Strengthen the Operational and Professional Capacity of the NTC and its Staff;
4. Provide Temporary Space and Support Identification of Permanent Facilities;
5. Organize a Federal Emergency Management Agency (FEMA) Study Tour to Introduce SEM and NTC Senior Leaders' to New Strategic Approaches and Models for Training and Response; and
6. Support SEM – NTC in identifying Potential Funding Sources.

A. Encourage the Incorporation of Methodology and Standards through Draft Bylaws

In section A-1 of the Work Plan, the Component outlined its work to update and revise its training methodology and certification process to reflect best practices and lessons learned. In Year 4, and with an even greater concentration planned in Year 5, PPES directly involved the NTC staff in the process of managing the training and certification activity. In Year 5, PPES intends to maintain its focus on the continuation of certification standards that PPES introduced in Serbia and that helped municipalities in every corner of the country exceed expectations in emergency management, often just months after being awarded Enhanced Disaster Resilient status. Additionally, PPES will work to develop and conduct training on Geographic Information System (GIS) science to support new national standards for risk management and disaster management decision making.

Institutionalization of these standards requires passage of bylaws and regulations to fully implement the new Law on Emergency Situations. Accordingly, the work within the NTC falls to the Task Force for Drafting Bylaws and the Task Force for Standards and Certification. In Year 4, the Component helped draft a *Regulation on training, curricula, programs and norms for teaching equipment*, one of the 29 implementing bylaws and regulations for the new Law on Emergency Situations. Additional standards have been shaped into bylaws and in Year 5, PPES will support the preparation of necessary bylaws that properly institutionalize its certification standards. A team of specialists from multiple sectors within the Ministry of Interior will participate in a comprehensive review and information exchange process to ensure all proposed standards are developed and implemented according to the bylaws. This team includes the Ministry's Sector for Emergency Management's (SEM) Departments of Civil Protection and Risk Management and its National Training Center as well as the Ministry's Department for Education and Sector for IT, Analytics and Data Encryption.

1. **Local-Level Disaster Management Standards – Developed by the PPES Program and implemented jointly in Serbian municipalities with the Sector for Emergency Management.** Through a partnership with the U.N.'s International Strategy for Disaster Reduction (UNISDR), PPES will explore the opportunity to further expand the certification methodology, possibly to use it as a tool to improve the abilities of district city capitals to coordinate and communicate in area-wide emergencies.

   The National Training Center is working in close cooperation with the Department of Civil Protection to review standards and develop new training methods for local level disaster management.

2. **Standards in the use of GIS in natural hazard risk and disaster management trainings. Risk assessment and hazard mapping are key elements in the Sector for Emergency Management strategic plan.** Therefore, the use of GIS will extend beyond mere mapping to include the interpretation of event or spatial relationships, patterns and trends that support improved risk assessment. GIS also is to be used during disasters to provide real-time information that helps managers deploy resources as efficiently and rapidly as possible. Several municipalities (Nis, Sombor, Valjevo, Indjija, etc.) already have well-developed GIS databases developed to manage land records, property values, planning and zoning regulations and other administrative tasks. The goal for national disaster management is to use GIS to assess risks and to prevent and manage potential natural threats.

   The Sector for IT, Analytics and Data Encryption will define and maintain the GIS standards. However, both SEM's Department of Risk Management and National Training Center will participate in the development of the GIS platform and be its primary users. They also will be responsible for training disaster management officers in the use of GIS.

   Training needs assessment on GIS-related subjects and identification of priorities in the development process are to be defined after the U.S. study visit planned for October-November 2010 with assistance of local experts in GIS. This will be followed by pilot trainings delivered by FEMA experts. It is expected those trainings could be held by Spring 2011.

Results:

- *Ensure that the Bylaws and Standardization and Certification Task Forces meet monthly and mentor the Task Forces in implementation of their decisions.*
- *Further define PPES methodology on the local level disaster management trainings through standards and bylaws.*
- *Assess the needs of implementation of standards for using the geographic information systems (GIS) for natural hazard risk and disaster management trainings and perform pilot trainings.*

B. Assist the National Training Center in the Expansion of its Training Curricula

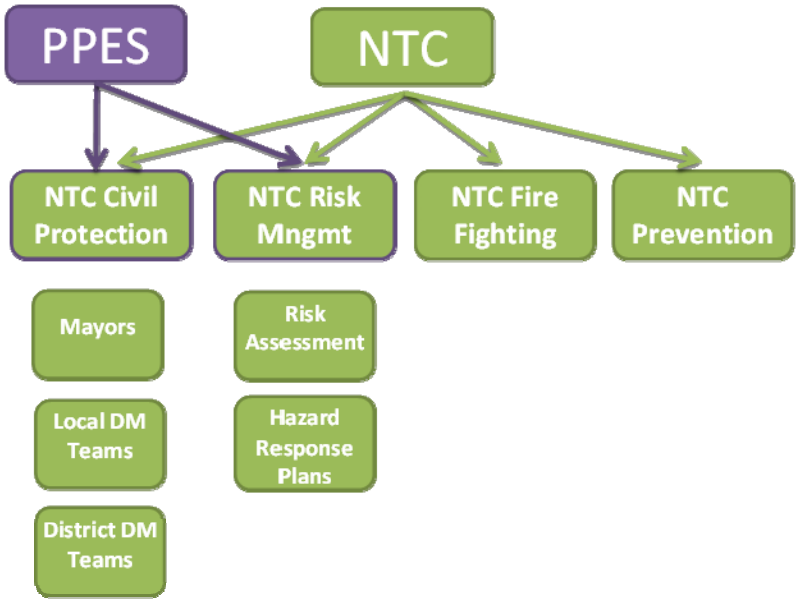


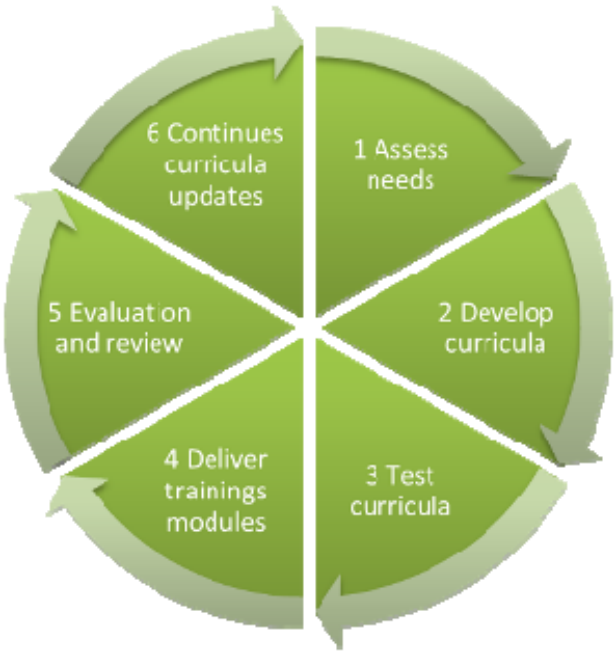
Figure 1-6

NTC Task Force structure unifies emergency management activities formerly divided between the Ministries of Defense and Interior.

The NTC is given broad responsibility under the law to prepare both Serbia's first responders and SEM staff in the latest and best practices in emergency management. As can be seen in Figure 1-6, however, the partnership between PPES and the NTC encompasses local governments' needs to manage and prevent disasters while protecting citizens and their property. Thus, while PPES in Year 5 trains the remaining Serbian municipalities, strengthens cooperation across governmental levels and institutionalizes standards for municipal emergency planning and preparedness, it will use each activity to further develop the NTC's and the SEM's abilities to strengthen the roles and responsibilities of municipal governments in the future.

Working with the Curriculum Development Task Force in Year 4 of the Program, current educational curricula available through the Ministry of Defense and Ministry of Interior or other entities were identified and evaluated. Also, potential new training needs of local Disaster Management Teams and Mayors based on new legal requirements were assessed.

In this Program year, PPES devised a six-step municipal training process to buttresses the effort to permanently transfer PPES training and technical assistance methods. It begins with clear knowledge of needs and builds to continuous evaluation. Incumbent in the evaluation process, however, is to go beyond training-participants' feedback to also evaluate information and knowledge being used in the region and throughout Europe to improve Serbia's emergency management systems. Through the process, the NTC is positioned to develop courses that address priority needs, deliver cutting-edge information that is practical and accessible to all municipalities, and to continuously evaluate training needs and information quality. This process is outlined in the diagram below:



1. Assess training needs of stakeholders
2. Develop curricula based on adult learning models
3. Test curricula
4. Deliver training modules to stakeholders

Figure 1-7

The six-step process improves the NTC's ability to assess training needs and deliver modern training curricula.

5. Evaluation from stakeholders and review by professional trainer and technical experts
6. Continuous curricula update based on evaluation process

Results:

- *Ensure the Curriculum Development Task Force meets monthly and mentor the Task Force in the implementation of its decisions.*
- *Revise PPES training manuals.*
- *Develop methodology and manuals for training of mayors.*
- *Develop methodology and manuals for development of fire protection planning.*
- *Assess training needs and expand NTC training curricula accordingly.*

C. Strengthen the Operational and Professional Capacity of the NTC and its Staff

The NTC is a new organization established as a result of the adoption of the new law. In FY10, the Component is supporting a smooth transfer of PPES methodology as it works to build staff cohesion to provide an equally smooth transition among the NTC staff. In FY11, PPES wants to speed up the ability of the NTC to assume the management and training responsibilities that are its mandate and mission. NTC staff currently lack experience in basic skills in planning, setting up day-to-day operations, information management and thinking strategically about future needs. Thus, emphasis on installing basic organizational and operational management systems and the development of the professional skills needed to implement and maintain them are planned for FY11. To attain these two objectives, PPES will undertake the following activities:

Help the NTC establish a new identity that unifies employees who formerly worked in different ministries. Housing the Center in its own facility expedites unification. The Component's senior staff will continue the process in Year 5 as it facilities the creation of an organizational vision, culture and values. Furthermore, PPES will help the NTC establish basic operational procedures to manage day-to-day responsibilities including the construction of a flexible, user-friendly database to monitor and communicate with stakeholders.

Guide an orientation process for newly arrived NTC staff. As many as seven new NTC staff members are expected to arrive and PPES is preparing an orientation. Preliminary plans include a) individual interviews to determine expertise and experience and to ascertain employees' initial expectations of their new assignment, b) orientation to bring them into the team and c) briefing of new arrivals on critical responsibilities and introduction of all ongoing activities to integrate them into NTC's management process.

Build a strong and collaborative relationship with the Ministry of Interior's Department of Education. The Education Department within the ministry has long held the responsibility for all training. Currently, the Department accredits and certifies all emergency management training courses; it also holds comprehensive budgetary authority over all training expenses. Going forward, the SEM most likely will serve as a co-credentialing body. Cooperative relationships with the Department will help the NTC achieve its goals.

Results:

- *Ensure the Institutional Capacity-Building Task Force meets monthly and mentor the Task Force in the implementation of its decisions.*
- *Develop operational procedures.*
- *Formally orient new NTC staff (contingent on arrival of new staff.)*
- *Train NTC staff to implement municipal-level training and technical assistance methodology (contingent on progress of institutionalization of PPES methodology).*

D. Provide Temporary Space and Support Identification of Permanent Facilities

The vision for the National Training Center, as defined jointly by SEM senior management and NTC staff in November 2009, identifies (among many other needs) the importance of establishing a "***well-equipped, national training facility located near Belgrade"*** which will:

- Serve as a hub for training management, program development and quality assurance in curriculum development, training-of-trainers, certification and creation of important standards;
- Provide training services to decision makers (high-level government teams, Mayors and other stakeholders);
- Provide training services requiring specialized equipment and expertise that cannot be easily replicated in regional centers or municipalities; and
- Provide municipal-level training services to the City of Belgrade's 17 municipalities.

Photo:

Assistant Minister Predrag Maric, Head of Sector for Emergency Management, celebrates opening of NTC office in April 2010. The NTC shares space with the Red Cross in Belgrade while preparing for a permanent location.

It is expected the permanent facility for the NTC will use a government building that could be renovated to meet NTC needs[13]. Among the facility's needs are a modern training space, equipment for interactive, adult education and, based on models and best practices from the region, the Federal Emergency Management Agency and other professional organizations, residential capacity to house training participants or accommodate staff during emergency situations. It is expected that the government of Serbia will designate one of several facilities currently unused or underused by the Ministry of Defense or Ministry of Interior.
PPES will continue to provide a temporary facility through February 2011 at which time the program may consider options other than direct support. One potential alternative is for the Program to consider including the provision of space for the NTC as part of a larger bundle of services provided by the Red Cross of Serbia.

Results:

- *Temporary facility is provided (status of support to be re-evaluated in February 2011).*
- *Project reconstruction design supported (if requested).*
- *Monthly meetings of Task Force for identifying permanent facility facilitated.*

[13] Space requirements for the NTC's training, lodging and auxiliary needs suggest about 40,000 square feet (4,000 square meters) and nearly 15 acres (6 hectares) are needed to properly house a National Training Center for Emergency Situations. Throughout the summer, the NTC Task Force on Permanent Facility is visiting prospective locations. PPES will continue to work jointly with the USAID Mission and the U.S. Embassy to explore the potential for U.S. Department of Defense funds to be made available for the reconstruction/renovation of a building or buildings to house the NTC. Also, once the location is selected and approved, PPES may, to the extent possible, support a project plan/reconstruction design if such assistance is requested by the SEM-NTC. Ultimately, the final decision on a site most likely will be made at the ministerial level within the two key ministries (MoD and MoI).

E. Federal Emergency Management Agency (FEMA) Study Tour to Introduce SEM and NTC Senior Leaders' to New Approaches and Models for Training and Response

Based on PPES' experience, NTC and SEM senior leaders would benefit greatly from an opportunity to witness first-hand a state-of-the-art, comprehensive approach to emergency management systems. Currently, both the Sector and NTC staff base decisions on what they know to be true from the past rather than uncovering what they need to know in order to build a highly-reliable system capable of meeting the challenges of today and tomorrow. Lack of exposure to innovations and emerging research in the areas of emergency prevention, risk management, and local level recovery slows the NTC's development and is an obstacle in the full consolidation of all emergency services into the new SEM.

To support and expand the knowledge and understanding of NTC and SEM professionals for modern emergency management systems, PPES will plan and facilitate a study tour for six to eight NTC and SEM senior staff members to visit FEMA headquarters in Washington, D.C., as well as its national residential training facility, the Emergency Management Institute (EMI), located in Emmitsburg, Maryland. This study tour builds on two prior, highly successful collaborations organized by PPES between SEM and FEMA/EMI: the participation of a Senior FEMA officer in the two-day NTC strategy development session held in November 2009 and the May 2010 FEMA study tour for Deputy Minister of Interior and Head of SEM Predrag Maric and his Assistant Head of Sector, Ivan Baras.

In addition, PPES will arrange visits to Washington area emergency response sites relevant to SEM priorities – for example a 911 dispatch center – to demonstrate the skills and best practices required to manage and maintain quality standards in this component of an integrated emergency system. Further, PPES will work to maximize the visit by scheduling opportunities to initiate and/or strengthen bi-lateral and international relationships between SEM/NTC and other select international emergency management institutions with offices in Washington.

Specific study tour objectives will be agreed to in collaboration with the NTC and SEM but are anticipated to include:

- Enhanced understanding of FEMA/EMI training systems, programming methodology, specific courses and facilities.
- Exposure to state-of-the-art training methodologies and their application to the Serbian context
- Deeper understanding of viable, decentralized approaches to training (local-regional-national training) and of current coordination models between EMI and FEMA (the national training institute and the executive agency).
- Initial planning for a FEMA-led training course on 'Disaster Management Leadership' to be conducted in Serbia in the future.
- Data -gathering (best practices and lesson learned) relating to capacity-building of Disaster Management players/stakeholders pertinent to the Serbian context (e.g., national-local coordination, financing of disaster prevention, response and recovery efforts, etc.)

Results:

- *Increased capacity of NTC and SEM senior leaders to design and implement innovative emergency management training courses/methodologies.*
- *Enhanced capacity of SEM and NTC to plan strategically for emergency management training.*
- *Identification of specific FEMA courses that may be adapted for implementation in Serbia.*
- *Outline and initial agreements on the design/delivery of a FEMA-facilitated Emergency Management Leadership course.*
- *Identification of national-regional-local coordination best practices from the US context that may be adapted to Serbia.*

F. Support Sector for Emergency Management – National Training Center in the Identification of Potential Funding Sources

The financial needs of the new SEM/NTC will grow with the integration of 580 staff[14] from the Ministry of Defense's former Department of Emergency Management.[15] While provisions have been made to pay salaries, the need for space, future equipment and other direct costs will stress the Ministry's budget. Identification of new resources is a high priority for the SEM. In Year 5, PPES plans to support efforts of the SEM and the NTC to identify potential donors to help meet its new needs.

Specifically, PPES plans to facilitate a Donor Meeting to bring the Sector and potential funders together for a single presentation. The event not only has the potential to introduce the SEM to those who can provide much-needed resources but also provides the pressure to motivate the SEM to implement key actions in order to qualify for donor funds.

Facilitate Donor Meeting

In Year 4, PPES discussed the possibility of organizing a donor meeting on behalf of the Sector but it was mutually agreed the timing was premature because: (a) the donor community needed more time to understand the Ministry's plans for reform and strengthening of the SEM; and (b) the Ministry needed to demonstrate it had the full support of the Serbian government for its emergency management policies and programs.

With the future direction of the SEM clarified by the new law and the Systematization Act on Integrating Departments from the two ministries, organizing a donor meeting is now feasible. In order for PPES to support a donor gathering, the SEM must fulfill four important requirements to overcome the inevitable caution of donor agencies and build support for the Ministry's program. Those four actions/preconditions are:

[14] Of the 580 staff planned to be moved from MoD, nearly 450 are based in local municipalities. The remaining 130 will be based in different departments within the new Sector for Emergency Management; of that 130, five to seven will become part of the NTC team.

[15] The Law on Emergency Situations consolidated emergency services from five different ministries into the Sector for Emergency Services within the Ministry of Interior.

1. **A clearly articulated strategy.** The SEM must develop a clear vision of how a particular activity fits into its overall strategy. That strategy needs to be *technically sound* (e.g., consistent with current global standards or regional best practices), *operationally feasible* (e.g., reasonably within the reach of the relevant implementing agencies) and *politically realistic* (e.g., broadly supported by key stakeholders and constituents).
2. **Evidence of host government commitment.** Achieved by adoption last year of the Law on Emergency Situations.
3. **Evidence of burden-sharing.** Donor support seen as only a part of a larger commitment of resources by the government. Donors need to be reassured that the government is assuming the major burden for financing and sustaining the program.

Technical Assistance for Project Development and IPA Fund Applications

During Year 4, PPES supported the Ministry and local governments in the development of projects for European donors through training on Instrument for Pre-Accession (IPA) fund application and project management. The Component's training and technical assistance to both local-and national-level actors on project cycle management and IPA funds was universally endorsed by recipients as practical and immediately useful. Thus far, 16 projects are being designed by emergency management teams for much-needed infrastructure improvements with the support of technical assistance from PPES.

Budget reductions planned by the Serbian government as part of the agreement with IMF and necessitated by revenue shortfalls restricts the SEM's ability to move quickly to implement its plans. In Year 5, the Component will provide technical assistance to the SEM representatives on project proposals packaging.

Results:

- *Support SEM to organize Donor Conference.*
- *Provide technical assistance to the SEM and NTC for project development.*

PREPAREDNESS AND PLANNING COMPONENT CHALLENGES AND CONSTRAINTS IN FY 2011

Due to an undefined legal framework in past years, the Preparedness and Planning Component had the flexibility and institutional independence to implement activities that were not contingent upon government efforts. With the adoption of the Law on Emergency Situations in December 2009, this year's work plan activities are more dependent than ever upon the pace of the Ministry of Interior's progress which poses specific challenges and potential constraints to the Component's ability to achieve all results planned in Year 5.

Sector for Emergency Management Fails to Include the New Staff.

The new law planned for a full integration of the government's emergency management personnel into the new SEM consolidating staff from five different ministries. This change affects the Ministry of Defense the most as the ministry's entire Department for Emergency Management would be moved to the Ministry of Interior.

Implementing bylaws and regulations are needed to enforce the consolidation. Without official legal mandates the assimilation of the MoD staff into MoI depends as much on political will as it does on the legal intention of the law. To date, actions have been mixed; discussions for the transfer of personnel are ongoing but progress is slow.

The NTC's organizational development and professional staff complement is based on this consolidation. Consequently, the Component's planned activities and projected results for the transfer of PPES' training and technical assistance methodology rely heavily on the integration of the Ministries of Defense and Interior. Anticipating future actions based on prior actions, PPES has been conservative in this work plan but continued delays or a decision to obstruct the consolidation of emergency services will negatively influence the Component's ability to perform the work described herein.

SEM Fails to Implement the Law on Emergency Situations due to Lack of Implementing Bylaws

This work plan reflects the Component's responsiveness to the SEM's need for improved local-level disaster resilience. However, Serbian Municipalities expect the Component not only to offer training and technical assistance to help them modernize their disaster management responses but also to help them achieve complete compliance with the new legal framework. At present, no implementing bylaws and regulations have been approved; this affects PPES' ability to support municipalities' goal for full legal compliance by participating in the training activity. Drafts of bylaws and regulations do exist, however, and the Component and the NTC will use these drafts in modifying and then delivering the training methodology to help municipalities anticipate final legal expectations.

In addition to the challenges in meeting the new Law's requirements, the Component faces other work hurdles. Cooperation between the NTC and the Component is highly dependent on the presence of NTC's staff. However, plans for a fully staffed NTC have been delayed and the SEM cannot commit to a deadline for fulfilling the staff complement, although the initial transfer of five new staff has begun. Meanwhile, the Component will continue to work with all full-time employees of the NTC and other representatives of the SEM and the Ministry of Defense involved in NTC development process.

MoI/MoD do not agree to or locate a future site.

PPES' activities in Year 5 are directed toward a sustainable NTC. An element of that permanent future is the location of a site for a permanent facility. Should the Ministries of Interior and Defense fail to negotiate or agree upon an appropriate building(s) available through the government or other institution, PPES' planned results for securing a site, setting a foundation for a modern training facility will be compromised and an alternative will need to be devised.

NTC does not reach performance objectives and study tour fails to materialize

The study tour's goal to broaden the perspective of key senior staff from the SEM and NTC is dependent upon those individuals reaching a prescribed level of organizational and professional development. Among the most important development milestones targeted are: creation of annual training plan, comprehensive database of certified municipalities established and initial training needs assessment completed. If the NTC fails to reach those milestones or to make sufficient progress toward them, as deemed appropriate by PPES, the study tour would be premature and will not take place.

Willingness of Mayors and 40 municipalities to participate in training program

Participation in PPES training and technical assistance methodology is voluntary, even in the new era of legislated municipal mandates for emergency preparedness. PPES has proven its value over four years of implementing the training activity. Its relationships with local officials are strong and its reputation is well-documented, but a lack of available human resources or inappropriate timing can cause a municipality to opt out of training in FY11. The final number of Mayors and municipalities trained will depend on the willingness of municipalities to commit time, people and money to the activity.

2 ECONOMIC SECURITY

INTRODUCTION

Economic Security for Serbia will be achieved when citizens and businesses are less vulnerable to political and economic instability. Pre-conditions for this security include a skilled, motivated work force with access to jobs in businesses prepared to compete successfully in a market economy. The Economic Security Component of PPES has addressed these needs through activities that both strengthen businesses in vulnerable regions and strengthen the human resource capacity of youth to meet the demands of the current workforce. Thus, activities in Year 5 directly link businesses' need for labor (demand side) and skills development among youth (supply side) as seen in Figure 2-1.

PPES' work continues to be characterized as both near-term and long-term support for the reduction of economic insecurity. Near-term support includes actions to strengthen the Project's business partners which have provided significant immediate and measurable results. Long-term support includes the preparation of youth to become future employees of these businesses as well as to show them how to become Serbia's future business owners. Near-term work is more concentrated technically and geographically, in order to be efficient and targeted. Long-term work is less concentrated; the goal is to reach as many Youth Offices as possible across Serbia, and to plant the seeds that will bear fruit in Serbia's future.

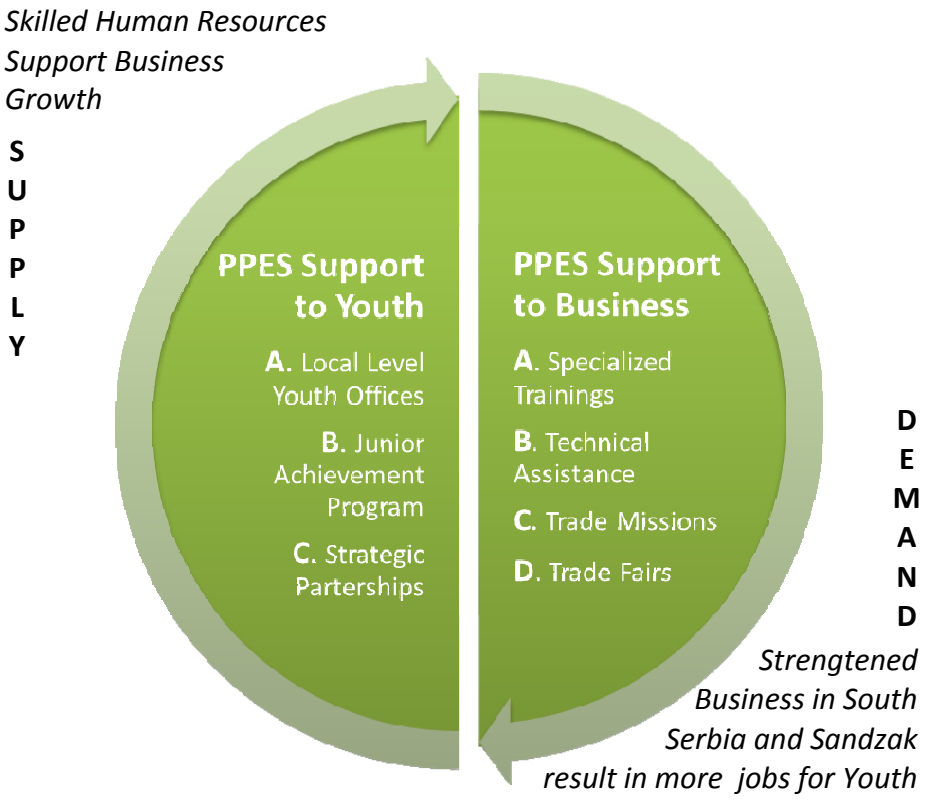
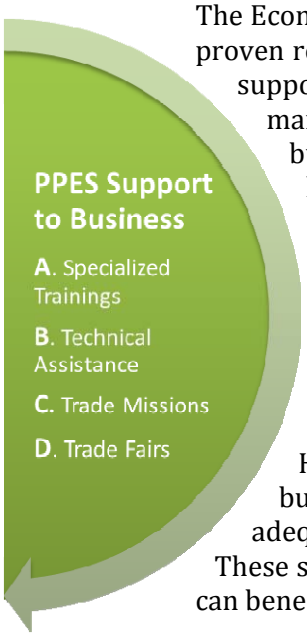


Figure 2-1

Improving Overall Economic Security

I. PPES SUPPORT TO BUSINESSES: DEMAND SIDE



The Economic Security Component will continue in FY11 with the strategy that has shown proven results over the past year. The program will work with the 137 businesses that it supported in FY10[16], continuing to assist in the steps necessary to both access new markets and gain market share in already-existing markets. The help these businesses receive in the coming year will build on earlier program assistance, leveraging previous USAID investments and increasing their likelihood of success long after PPES departs. Specifically, the businesses will move through the sequential methodology developed by PPES: They already have been assessed and provided a first level of training and are at various places on the timeline of tailored technical assistance, trade fair support, and trade mission support. PPES will not include new mature businesses or new sectors at this point in the program.

However, PPES will broaden the scope of businesses it works with to integrate business support assistance with youth entrepreneurship assistance. To capture an adequate number of businesses, PPES will expand its sector focus for this group. These startups and their young owners are all at such an early phase of growth that they can benefit from assistance that is not sector-specific.

The emphasis of Year 5 will be on steps 7 – 10 of the PPES' business support methodology as detailed in Table 2-1. These steps make it possible to the target specific needs of the three groups of businesses defined below. Planned activities for businesses that have partnered with Economic Security in previous years will better position them to locate export partners while developing the ability to support the expanded opportunities. Technical assistance for young entrepreneurs confronts the importance of legally registering a business and the skills needed to survive and thrive in the early years of business development.

Table 2-1

PPES Business Support Sequential Methodology – Implementation Timeframe

	Year 06/07	Year 07/08	Year 08/09	Year 09/10	Year 10/11
Step **1: Determine implementation municipalities** (highest priority given to the most vulnerable) and subsectors (highest priority given to the highest potential). *Output: Municipalities, and subsectors within municipalities, selected for assistance*			X	X	X
Step **2: Ensure local buy-in** by presenting the strategy for economic security to the municipality and ensuring willingness of municipality to create a better business-enabling environment. *Output: Signed MOU*			X	X	X
Step **3: Assess subsector to identify gaps.** *Output: Subsector reports with implementation strategy*			X	X	X
Step **4: Identify most influential actors in business community.** *Output: A list of high potential businesses*			X	X	X
Step **5: Work with business community and ensure buy-in** by presenting subsector assessment and recommendations. *Output: A list of subsector-level interventions*			X	X	X
Step **6: Identify firms for assistance** based on their growth potential consistent with PPES strategy. *Output: Firms selected for assistance*					X

[16] PPES business support targets four sectors: food production, apparel and textiles, tourism and services, and light manufacturing.

Step **7: Support trade show attendance and study tour** participation to ensure exposure to best practices and new technology. *Output: A list of firm-level interventions*					
Step **8: Train in business skills, marketing, product design, and sales;** assist with international quality standards acquisition; and invest in strategic capital expenditures. *Output: Revised strategy, updated business plans and more competitive products*[17]					
Step **9: Introduce companies to buyers** through buyer trips, create market linkages at trade shows, and assist firms to access financing. *Output: Sales contracts and increased capital to firms*					
Step **10: Economically more secure municipality** as evidenced by a quantifiably strengthened private sector.					

Beginning **25% complete** **50% complete** **75% complete** **100% complete** **X no planned activity**

Geographic Coverage, Targeted Sectors and Group Definitions

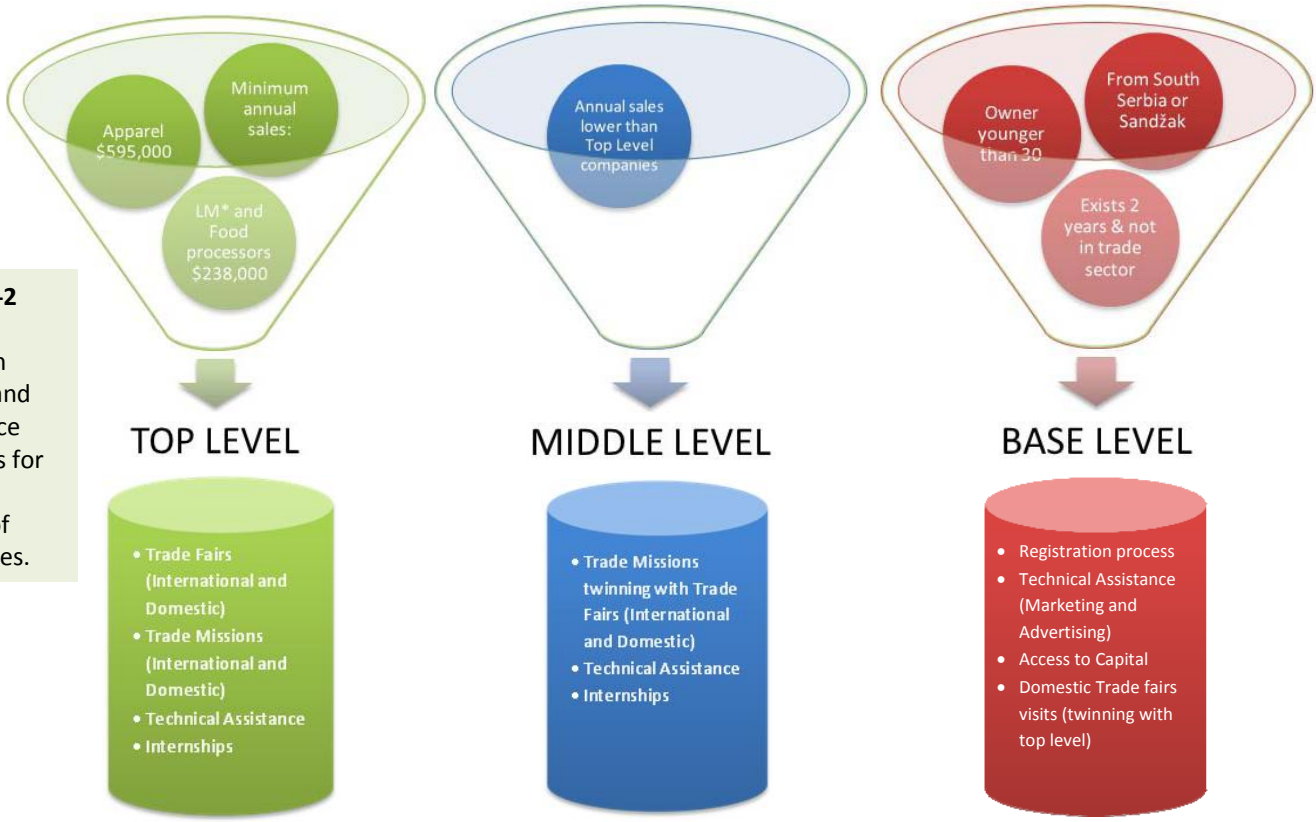
As stated above, the project not only targets its technical assistance for better results, it also focuses its business support geographically to be more efficient and effective. The geographic coverage of business support will remain the same in the year ahead: Southern Serbia south of the City of Nis (Jablanica and Pcinja districts) and the Sandzak region (including the municipalities: Prijepolje, Nova Varos, Sjenica, Novi Pazar, Tutin and Raska).

Businesses receiving support from PPES in FY11 will be divided into three groups: *Top*, *Middle*, and *Base*. Groups *Top* and *Middle* comprise businesses currently assisted by PPES. Group *Base* represents the group of start-up businesses that are new to PPES and will be identified in early FY11. Business support will be packaged to enhance the growth and development of the companies based on total revenues as well as human resource and operational capacity of the Component's business partners to manage and benefit from the assistance package. In FY11, the goal is to help each of the PPES supported companies move to the next level of sales and performance as the management and production abilities to sustain growth in a global market are put into place.

[17] Product competitiveness can be measured by ability to capture market share or by increase in sales. PPES does not measure market share data so, therefore, defines "competitive products" as those products that create more sales for the company.

Figure 2-2

Selection criteria and Assistance Packages for various groups of businesses.



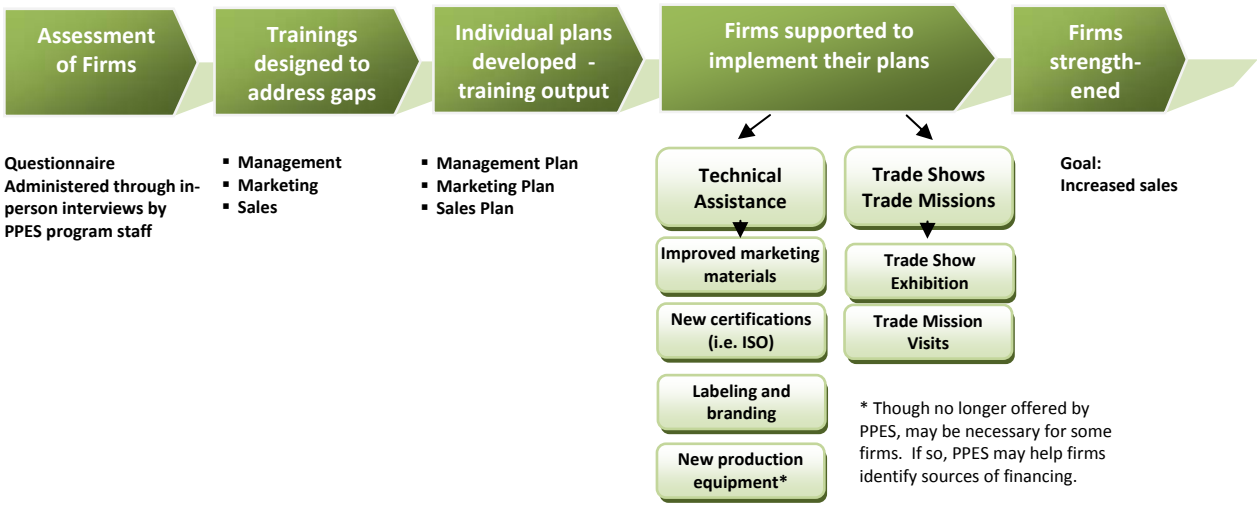
*LM – Light Manufacturing

Business Assistance Packages - Introduction

PPES business assistance elements are designed to build upon one another. As a menu of services, they also allow the project to shape unique service packages for individual business groups. The activities will focus on the business group priority levels outlined above. For example, *Top* and *Middle* group will receive the specialized technical assistance necessary to successfully exhibit and negotiate sales at trade fairs and mission visits. *Base* group of businesses will receive basic business technical assistance to help them register, access financial resources and properly establish core business functions. The separate business groups will engage in different activities. The only exception is for Top and Middle companies scheduled to attend trade fairs; each will receive basic training to prepare for fair exhibition and sales. The following figure illustrates the progression of the Component's business support activities and how they can be packaged to deliver general assistance or specialized technical assistance based on the business group. The business assistance activities for FY11 are described in detail in the following sections.

Figure 2-3

Business Assistance Package Sequence and Elements



A. SPECIALIZED TRAININGS

To address the problem of internal management capacity that hinders the development of many companies in South Serbia and Sandzak, the program provides specialized trainings to improve technical skills in critical business functions: management, marketing and sales. Training in FY11 will build on sessions offered by PPES in FY10 and tackle the need for more specific skills and deeper knowledge to resolve the competitive challenges marketing and sales managers and staff face daily. The ultimate goal for the training is to support the companies' efforts for sustained growth.

1) Marketing Training leads representatives of *Top* and *Middle* companies through the process of preparing a comprehensive marketing strategy. The planning process includes market research and analysis, market segmentation and targeting, product positioning and differentiation for target markets and a marketing budget -- all to guide near- and long-term business development decisions and actions. The selected trainer will review the participants' marketing plans, provide written feedback and offer recommendations. The plans will correspond to and reflect the markets the companies will enter vis-à-vis trade fairs and missions.

2) Key Account Management training seeks to educate company management and its sales department on methods to improve sales techniques, and, thereby, sales results. The session focuses on existing customers through Customer Relations Management (CRM) and how its use leverages increased sales from current customers. This training also better prepares companies receiving program support for trade fair and trade mission attendance.

The table below details the training to be offered during FY 2011.

Table 2-2

Training Support to Business, FY 2011

Economic Security Component FY 2011: Firm Level Training Assistance					
Implementa-tion period:	**Training Course: (Provider)**	**Proposed Training Subjects:**	**Target sectors (region)**	**Number of participants**	**Duration:**
November 2010	Marketing (RfA)	Marketing Planning for the targeted markets	**2 training courses:** - Fashion Sector (Sandzak) - LM / Agriculture (South Serbia)	10 to 15 (x 2 courses)	2 days
December 2010	Key Account Management (RfA)	Sales techniques, Client management, and Managing distributors	**2 training courses:** - Fashion Sector (Sandzak) - LM / Agriculture (South Serbia)	10 to 15 (x 2 courses)	2 days

B. TECHNICAL ASSISTANCE

Based on the plans developed by individual companies through the training process, the Component will tailor technical assistance and deliver it either individually or through small groups. The types of technical assistance that companies may receive include the following:

1. Improving Marketing Material;
2. Adoption of Certification Standards (i.e. ISO standards);
3. Product Differentiation;
4. Business Registration;
5. Access to Start up/ Capital Funds;
6. Business Management and Financial Software; and
7. Internships.

A detailed description of each follows.

1) Improving Marketing Material, Labeling and Packaging

Poor quality marketing material can be a significant impediment to increasing sales. **Marketing** and sales are linked; positive product awareness through marketing stimulates sales. Consequently, investing in professionally prepared materials can provide strong returns. Thus, PPES includes technical support for some companies to develop highly competitive marketing materials. Training providers will review the marketing plans prepared by the participants attending FY10 training sessions. PPES program staff, together with the training provider, will then determine which of the companies are best positioned to leverage professionally designed marketing, labeling and packaging materials into new sales and market expansion. In selecting firms, PPES will evaluate potential return on investment, the company's capacity to engage in the activity, and its ability to use the new materials for maximum benefit well into the future.

Photo: Investing in professionally prepared materials delivers immediate returns. Fontana Dairies report that current sales are up 20% since introducing new marketing and packaging materials.

Once selected, the businesses work with consultants to improve and develop new marketing materials targeted to customers and markets identified in the marketing plan. For a few of the selected companies, PPES will provide additional support to develop new company websites which not only improve overall design and quality but also add multi-lingual content.

Results

- ***Marketing Materials:*** *The desired output from this assistance should include fully developed and prepared marketing material ready to go to print. An initial run of the new marketing material will be printed in quantities agreed on between PPES, the targeted companies and the marketing agency providing TA.*
- ***Websites:*** *The desired output in the case of developing new company websites should include the newly developed Web site that appropriately reflects the products and services of these businesses.*
- ***Labeling:*** *PPES' goal is to educate processors about the benefits and savings of producing products in line with customer needs (i.e. larger-sized containers).*

Assistance under this area is limited to advice and not support for the actual production of new packaging. The goal is to make minor modifications to existing products that will generate additional interest from customers and result in increasing company sales. Under this task, PPES plans to assist up to 30 companies from all three groups of companies, Top, Middle and Base in South Serbia and Sandzak.

2) Adoption of Certification Standards

PPES-supported companies aspiring to grow and reach new markets need to meet product quality assurance standards that are preconditions for exporting to countries in the region. The ISO and HACCP standards are two certification designations that are considered a top priority for PPES-supported companies. The companies to receive this type of assistance will be selected in a two-step process:

1. PPES will conduct an initial assessment to determine a company's level of interest in this type of assistance; and
2. External consultants will provide professional input into whether a company has the capacity to make the necessary changes in the near term in order to benefit from certification assistance.

This approach ensures selected companies are fully capable of successfully completing the process to adopt and implement the appropriate changes needed for certification. PPES support also will be delivered in two steps:

Photo: PPES-assisted food producer Rekic from Novi Pazar received HACCP certificate during USAID's CRDA Program. It enabled them to reach new markets through PPES Trade Fair support activities.

1. Train company management on the internal and operational processes to be changed and improved in order to comply with new certification standards.

2. The formal process of earning certification through the institutions that determines whether the company's production process and final products are compliant and in line with the specific certification standards.

PPES will offer selected businesses certification training/assistance (step one), while the funding of official certifications (step two) will be conditional on the company's commitment and effort to make the necessary changes. The changes necessary for certification can be expensive. Firms unwilling to invest company resources to upgrade facilities will not receive ES assistance in the certification process.

Results

- *The expected results from this technical assistance are that the targeted companies complete the first part of the training and initiate the proposed changes. Following the changes needed for certification, these businesses are expected to move forward with the certification process and acquire the appropriate standards/certifications needed to access new markets. Under this task, PPES plans to assist up to 10 companies from Group Top in the Sandzak Region. Companies from South Serbia finished this process during FY 2010.*

3) Product Differentiation

Photo:
PPES technical support guided dairy producer Velickovic to research and develop specialty products for Serbia's estimated half-million diabetics.

Too many businesses in South Serbia and Sandzak offer products similar to those of their direct competitors. Businesses gain market share from their competition with better product differentiation. PPES will engage consultants to help businesses improve and expand their product lines in order to create greater distinction between their products and those offered by local and regional competitors.

Results

- *The expected result from this technical assistance is that supported companies will make modifications and adjustments to existing products in order to attract new customers for their products. Under this task, PPES plans to assist up to five companies from Sandzak and South Serbia from Groups Top and Middle.*

4) Registration

Photo:
Citizen's Assistance Center in Sjenica. The CAC provides faster business registration services.

This activity will be targeted to business startups and young entrepreneurs interested in starting their own business. The gray economy in South Serbia and Sandzak negatively impacts businesses that are participating in the formal economy. This activity is an opportunity for the young entrepreneurs to register existing businesses and operate in the market as an equal member. A consultant will be engaged to visit interested young entrepreneurs and explain both the registration process and the obligations and opportunities registration provides a business owner. Additionally, technical assistance in the preparation of applications for new capital resources will be offered as an incentive to register.

Results

- *The expected result from this technical assistance is that supported startups will properly register the business. Under this task, PPES plans to assist up to 20 companies from Sandzak and South Serbia from Group Base.*

5) Raising Capital

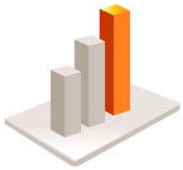
Fewer companies from the South Serbia and Sandzak regions access available government resources than any other part of Serbia[18]. This is due to lack of information and knowledge about procedures and preparing applications. To address this problem, PPES will help business startups and existing interested businesses apply for funds available to the private sector through the Development Fund of the Republic of Serbia (a start-up assistance program managed by the Ministry of Economy and Regional Development).

Image: Low-interest loans accessed through Serbia's Development Fund allowed PPES-supported company Turkovic to improve production, helping the Sjenica-based company to successfully enter export markets.

Additional Government of Serbia resources are available for South Serbia and Sandzak as a majority of the regions' communities fall under one of the four officially designated "*underdeveloped municipalities*" regions. Companies in these municipalities may be eligible for low-interest loans with favorable repayment terms. PPES plans to contract a company or consultants to reach out to interested entrepreneurs. Following the visits, the vendor(s) will prepare an analysis of the businesses' eligibility for government resources. Companies most likely to apply successfully for the loans will be contacted and offered support in the application process.

Results

- *More existing businesses and start-ups from Sandzak and South Serbia will receive business loans from the Development Fund. Under this task, PPES plans to assist up to 20 companies from Sandzak and South Serbia from Groups Middle and Base.*



6) Business Management and Financial Software

Companies from South Serbia and Sandzak have fallen behind in the application of modern IT solutions for production and management. To address this problem, PPES plans to introduce a software solution for companies in Group *Top* that will allow them to systematize many management processes.

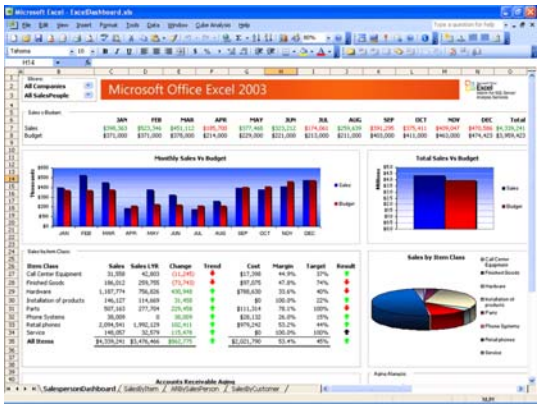


Photo: At Trade Fairs and Trade Mission visits, PPES - supported business representatives can use modern software solutions to quickly and accurately calculate more competitive bids.

First, PPES will assess the human resource capacity of companies in the group to determine if they are prepared to integrate the software into their day-to-day functions. Following the assessment, selected companies will receive training and technical assistance from the Component's training partners to ensure the software works and all appropriate personnel are trained in its applications. The software is more than an IT solution; it is a structural change in how the company and its management plan, organize and control production and other business operations.

[18] June 2010. Ministry of Economy and Regional Development, *Fond za razvoy Republike Srbije*: of 1,579 approved applications in 2009, 73 (less than 5%) were from South Serbia/Sandzak region businesses. Accessed *http://www.fondzarazvoj.gov.rs*.

The new application will support the selected companies' activities at the trade fairs, trade missions and business-to-business meetings supported by PPES. Company representatives will have direct access to information to respond immediately to customer questions and needs with 100 percent accuracy.

Results

- *The expected result from this technical assistance is to prepare up to 10 companies from Group Top to implement this software in their production and use the same during upcoming trade fairs, trade missions and B2B meetings.*

7) Internships

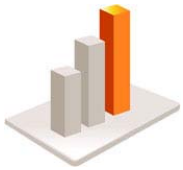
Internship activities in FY11 represent a major shift toward sustainability. In the past two years, PPES has worked with the business communities in South Serbia and Sandzak to demonstrate the value of internships. A wide range of stakeholders have expressed satisfaction with the internship program: businesses have seen the value of investing in young people who might become their employees someday (and some of them have, in fact, done so already); young people have benefited from learning on the job and understanding how to act professionally in the workplace (and understanding what they might need to do in order to be more professional in their next job); schools have seen students' learning applied in a practical setting; parents have remarked upon the positive changes they have seen in their children; local governments have learned how beneficial internships can be and how internships can help to serve the needs of an important and growing constituency; and local service providers such as the Sandzak Economic Development Agency and the Presevo Bujanovac Development Agency have been trained in quality internship program management and have been able to implement successful internship programs under the tutelage of PPES.

Photo:
In the past two years, more than 600 youth from South Serbia and Sandzak received training, 200 worked as interns and 100 companies provided internship opportunities.

An important investment of PPES was the creation of an internship guide that explains clearly how to design and implement an internship program. This concentration of knowledge will enable local leadership to take on internships as a beneficial tool in their communities to create a stronger workforce. In the past years, PPES has actively led the internship program. In the coming year, PPES will shift its support to encouraging local actors to lead the program. Therefore, PPES no longer will provide funds to young people as a stipend for their internship work. Businesses must take on the role of providing a stipend if they want quality workers. There is a role for local governments and schools as well; if they believe in the value of the program they can also provide funding. The emphasis in this FY will be on sharing information on establishing and offering internships so that businesses can choose to employ interns. PPES will not actively influence firms as it has previously to accept interns. Information sharing will be in the form of educating Youth Office Coordinators, assisting the universities in Novi Pazar to act as a bridge between employers and young people seeking internships, and providing support to the Development Agencies as they plan and fund these programs.

Results

- *The expected result from this activity is that businesses will add internship programs to their human resource management practices. Local governments and schools in partnership with local economic development NGOs will employ the structure prepared by PPES and promote internship opportunities in their communities. In prior years, activity took place only in Presevo/Bujanovac and Novi Pazar; since the strategy has changed going forward, all of our companies would be eligible to ask for this assistance.*



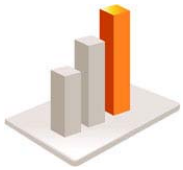
C. TRADE MISSION

PPES improves the competitiveness of Serbian companies in international markets by helping them connect with international buyers. This requires extensive research and understanding of a market's demands, expectations and possibilities. Furthermore, contacts must be established within the target markets if a potential exporter is to successfully push its products into new markets.

In FY11, the program will help its business partners reach new markets by adding trade mission support to its portfolio of activities[19]. PPES will engage short-term consultants to perform market research in collaboration with regional Chambers of Commerce in countries targeted for trade mission activities (potentially chambers from Poland, Kosovo, Albania, and Bulgaria). Upon completion of the research, ES program officers will coordinate visits for management teams of selected companies to establish personal contact with potential business partners in the targeted EU/CEFTA countries. The meetings will encourage businesses relations with foreign sales distributors, value-added agents, potential buyers, and partners for potential strategic business alliances. The targeted trade missions will open doors for South Serbia and Sandzak to potentially expand exports into the targeted countries. Trade mission support will give PPES-supported companies a compeitive edge when attending trade fairs in the target markets; they will have greater insight into customers and competition as they prepare their exhibits and during negotiations with potential customers during the fair. Table 2-3 lists the Trade Misions planned for FY11.

Results

- *The expected results from this activity is that selected companies will successfully enter new markets through participation in Trade Mission visits and that company representatives can negotiate and follow-up with contacts made during the visits. Four trade missions are planned for FY11. Pre-trade fair missions help establish contacts and improve market intelligence prior to attending a fair.*



[19] Trade Mission trips are designed for PPES-supported businesses to meet face to face with potential international partners. Not all Mission visits correspond to a Trade Fair in the visited market; thus, not all companies participating in Trade Mission visits will become exhibitors at a fair.

Table 2-3

Support to Business, Trade Mission Trips FY 2011

No	Date of event	Name of the Event	City, Country	Sector
FY11				
1	October 2010	Meeting in Tirana	Tirana, Albania	Food & Light Manufacture
2	January 2011	Meeting in Warsaw/Poznan	Warsaw, Poland	Apparel
3	February 2011	Meeting in Plovdiv	Plovdiv, Bulgaria	Food & Light Manufacture
4	March 2011	Meeting in Belgrade	Belgrade, Serbia	Food, Light Manufacture & Apparel

D. TRADE FAIRS

Trade fair support will provide a means to meet buyers, distributors, suppliers, and competitors all in one location. Attending trade fairs helps businesses keep up with industry trends and test new products. This activity will help businesses prepare for trade fairs by developing a strategic approach and enabling companies to utilize the opportunity more efficiently.

The preparation activities will include: training courses on sales, marketing, promotion, market research, networking, effective trade fair participation, design and distribution of promotional material, and pre-exhibition technical meetings. Such activities have in the past proven effective in preparing local companies for international fairs, helping them understand how such fairs operate, what to expect, and how to maximize new business contacts and sales.

A list of the trade fairs where company attendance will be supported during FY 2011 and FY 2012 is provided in Table 2-4 below.

Table 2-4

Support to Business, Trade Mission Trips FY 2011

No.	Date of event	Name of the Event	City/ Country	Sector
FY11				
1	November 2010	Albanian Panairi General Fair	Tirana, Albania	**Food & Light Manufacturing**
2	November 2010	Belgrade Furniture Fair	Belgrade, Serbia	**Light Manufacturing**
3	April 2011	Belgrade Construction Fair	Belgrade, Serbia	**Light Manufacturing**
4	May 2011	Pristina Construction Fair	Pristina, Kosovo	**Light Manufacturing**
5	June 2011	International Textile Fair	Poznan, Poland	**Apparel**
6	September 2011	International Fair in Plovdiv	Plovdiv, Bulgaria	**Light Manufacturing**

To select firms for trade fair and trade mission support, ES staff will first analyze their sales and marketing plans. Most of the firms will have developed these plans as part of the PPES assistance package, but it is also possible that a firm has developed such a plan

through its own investment or with the support of another donor. A full list of criteria follows.

Trade Fair Company Selection Criteria	
1. Has potential to grow, capacities to accept and fulfill new orders and compete in open market	5. Has developed marketing and sales plans which include concretely targeted regions (to apply, one of the target markets must be the country in which the specific fair is organized)
2. Has already invested in advertisement and marketing of the company (in country or abroad)	6. Possess HACCP, ISO or other international standards
3. Has a minimum of one product to display (more products is a beneficial quality)	7. Shows interest in meeting and exceeding current industry trends
4. Is export oriented (sales outside the region is considered export) and has capacity to meet requirements and demands of new markets	8. Is ready, motivated and able to financially contribute for participation at the fair

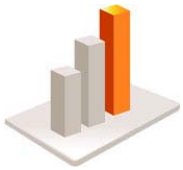
Table 2-5

Trade Fair Company Selection Criteria

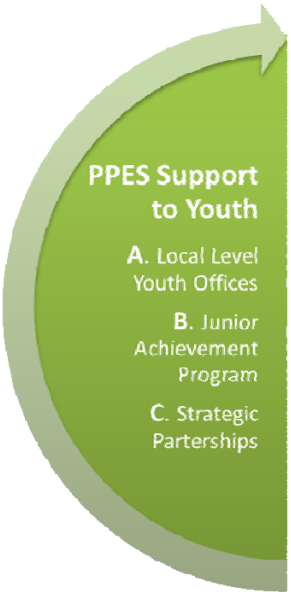
All selected companies to exhibit at the fair must have a desire to reach new customers and/or identify business partners outside their ordinary market in order to expand into new markets, whether that includes the entire Serbian market or EU/CEFTA countries.

Result

- *Companies increase sales through finding new buyers. Over the past three years, Trade Fair attendance support has proven to be an especially effective way to help targeted companies increase sales. In fact, Trade Fair attendance has led to a total of $9.1 million in sales since 2007.*



II. YOUTH ENTREPRENEURSHIP & EMPLOYMENT: SUPPLY SIDE



Development of the entrepreneurial and employment potential of youth remains a primary focus of the Economic Security (ES) component in FY11. Youth activities intersect with and directly contribute to the goals of the component's Business Support activities by addressing the root cause of low workplace performance: limited human resource capacity and leadership skills. Further, by tackling youth unemployment, PPES ensures that this key objective of the National Strategy for Youth remains a national public policy priority[20].

Action taken by the Economic Security Component in prior years of the program has led to changes that permanently transformed both the institutions serving youth and young people themselves. PPES has introduced new knowledge, skills and values to Serbia's youth and those leaders and institutions that serve them. They include actions that led to the passage of the government's first Career Guidance and Counseling strategy, training and coaching young people to become entrepreneurs in their personal and professional lives, and Serbia's Junior Achievement participants competing and winning international business competitions, to name just a few. Such success is the result of strong, quality relationships between the component and its partners, including the Ministries of Youth and Sport and Education, Mayors, international organizations such as Junior Achievement and the global corporation Manpower, Inc., as well as other USAID programs. These relationships are equally important in FY11 as activities continue to generate more focus and resources on the preparation and education of young people to become a driving force in Serbia's economic development.

Programs Support Serbian Youth

PPES youth support can be divided into two main target groups: 1) youth in school; and 2) youth not in school. In-school programs like Junior Achievement Serbia or the career guidance support completed in Year 4 help close the educational gap between what is taught in Serbian public schools and the skills and knowledge demanded by modern business. Activities for young people already out of school provide knowledge of business, career options, interviewing skills, and information on ways to gain practical experience, all to improve their competitiveness in the job market. The primary difference between in-school and out-of-school activities is the delivery methods used to reach the two groups. A detailed description of the support to youth entrepreneurship and employment activities is presented below.

[20] 2009. State Statistics Bureau: 40% of all young people in Serbia 15 to 30 years old are unemployed: a total of 200,000 young people.

A. SUPPORT TO LOCAL-LEVEL YOUTH OFFICES

Youth Offices are local government departments with close ties to the Ministry of Youth and Sport and are the primary vehicle for reaching youth at the local level. Additionally, they play a key role in the implementation of the National Strategy for Youth and the Component's activities specifically target the Strategy's priority for youth unemployment.

PPES has worked continuously with Youth Offices since FY09; to date, the program has provided communications and leadership training to 67 Youth Offices which resulted in 54 of those offices implementing youth entrepreneurship training for young people in their area. In addition, a dozen Youth Offices completed action plans. During FY11, PPES will reach out to Youth Offices from another 38 municipalities. The methodology for assistance to Youth Offices is presented in Figure 2-4, below:

Figure 2-4

PPES Methodology for Assistance to Youth Offices

PPES' reach will extend to a total of 100 assisted Youth Offices in the upcoming fiscal year. Based on the year in which PPES assistance began, Youth Offices are separated into three cohorts:

Consequently, each cohort is in a different phase of PPES assistance. These phases, organized per cohort, are presented below in Table 2-6:

PPES Assistance			
Cohort	**FY09**	**FY10**	**FY11**
Cohort One (30 municipalities) assistance began in FY09	Assessment Capacity Building trainings Entrepreneurship trainings	**Y**outh **E**ntrepreneurship **A**ction **P**lan • Selection • Development • Implementation	Monitoring
Cohort Two (30 municipalities) assistance began in FY10		Assessment Capacity Building trainings Entrepreneurship trainings	**Y**outh **E**ntrepreneurship **A**ction **P**lan • Selection • Development • Implementation
Cohort Three (38 municipalities) assistance began in FY11			Assessment Capacity Building trainings Entrepreneurship trainings

Table 2-6

Youth Office Cohorts and PPES Assistance Phases

The activities planned for FY11 are built on the lessons learned during FY09 and FY10 and will meet the current needs of young people in each municipality. The FY11 activities focus on: 1) continuous monitoring of Cohort One municipalities; 2) assistance to selected Cohort Two municipalities to develop and implement Youth Entrepreneurship Action Plans (YEAP); and 3) selection and capacity-building program for Cohort Three municipalities.

This approach to strengthening Youth Offices has already been endorsed by the project's major stakeholders – the Ministry of Youth and Sport and local government officials. Throughout FY11, PPES will continue close cooperation and activity coordination with both government entities.

Details regarding Youth Office support activities are summarized below.

1) Monitoring of Cohort One Municipalities

PPES will monitor the Youth Offices that entered the program in FY09. No further direct program assistance is anticipated for this Cohort. Instead, the program will search for opportunities to connect them with donors, or advocate on their behalf to government institutions at all levels, and keep them updated with information and management guidance. As Youth Offices and their young leaders grow and evolve in their leadership and management abilities, such assistance sustains the offices' expanding value to local government officials. Additionally, PPES access to information and guidance helps the offices provide input on and influence important government decisions related to youth. It also helps them achieve greater participation through better services for young people in their communities.

Areas to be monitored include:

- Sustainability of Youth Office,
- Change in YO budget,
- Replacement of YO Coordinators, and
- Implementation of youth entrepreneurship programs.

Result

- *Information gathered through the monitoring process will be used as lessons-learned for work with other Youth Offices.*

2) Youth Entrepreneurship Action Plans for Cohort Two Municipalities

These Youth Offices have completed the capacity building in strategic planning, communications and marketing as well as led entrepreneurship training for young people in their area. In phase two, selected Youth Offices from this cohort will develop and implement Youth Entrepreneurship Action Plans (YEAPs).

YEAPs are strategic documents that target actions to alleviate youth unemployment and increase entrepreneurship potential among youth in their communities. Each plan is created to consider the employment context: A plan for a municipality in Belgrade looks very different from that of one in Nis. The objectives for the development of YEAPs are as follows:

- Increase awareness of what entrepreneurship is and why such programs managed through Youth Offices are important to municipalities' overall economic development plans;
- Foster youth entrepreneurship through the facilitation of Youth Entrepreneurship Action Plans in selected municipalities;
- Help Youth Offices define future activities and identify sources for financial support; and
- Mobilize local stakeholders to confront and participate in the solutions for increasing youth employment.

In FY11, PPES will select 11 municipalities from Cohort Two to facilitate the development of a YEAP. The selection process is as follows:

1) A call for application is sent to all Cohort Two Youth Offices;

2) The applications are screened and Youth Offices selected according to predefined criteria, (see Figure 2-5, below);

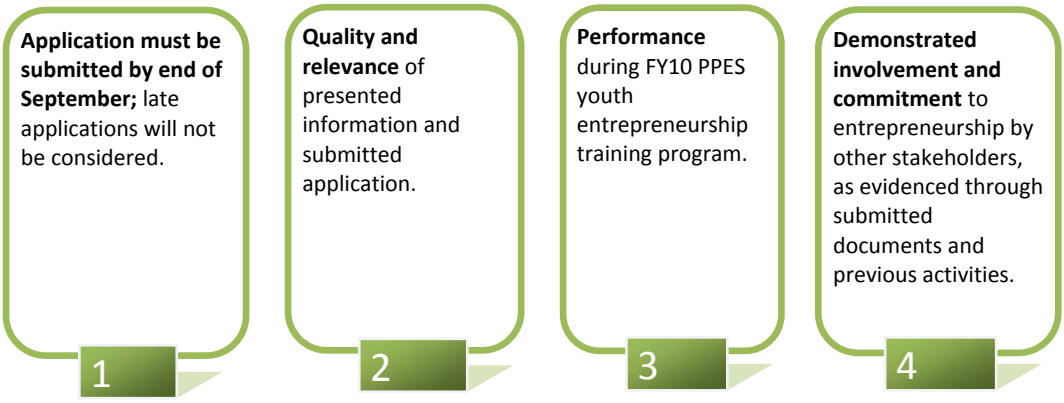


Figure 2-5

Youth Offices Assistance Selection Criteria

3) A Request for Proposals is issued to engage service providers for the facilitation of the action planning process;
4) Service providers selected;
5) Preparation meeting facilitated for coordinators and municipal staff with selected service providers;
6) MOUs signed with selected municipalities; and
7) Action planning processes facilitated in selected municipalities, as illustrated:

Figure 2-6

PPES Methodology for YEAP development

8) Cooperate with local governments and the Ministry of Youth and Sport to implement initial activities presented in the action plans.

Applications from Youth Offices to be among those selected for direct support in the Youth Entrepreneurship Action Plan will be evaluated by October 2010.

The role of the contracted service provider in this activity is to lead the selected Youth Offices through the YEAP process. Potential candidates will be identified and sent Requests for Proposals (RFP). They will be selected through a competitive process based on the following criteria:

- Demonstrated experience in the process of creating strategic documents;
- Experience and understanding in the area of entrepreneurship;
- Good knowledge in public administration processes and procedures for adopting planned documents;
- Familiarity with government activities related to economic development; and
- Internal capacity to implement proposed activities.

Selection of service providers is to be completed during August and September 2010; the YEAP process is expected to start in October 2010.

Photo: Attracting Youth to Agriculture
This summer the Center for Agriculture in Lajkovac, their fields shown at left, will implement PPES -funded Youth Entrepreneurship Action Plan activity to train youth in modern agricultural production.

Following adoption by municipal assemblies of the YEAPs for FY 2010/2011, grants from PPES and local governments will support the implementation of one or more key initiatives. Providers of technical assistance provided to Youth Offices for the implementation of some actions will be selected through competitive bidding.

Direct assistance to breathe life into YEAP initiatives not only ensures that immediate action follows the planning process but also provides experience for Youth Offices and local government leaders to implement YEAP actions in the future. To help Youth Offices implement specific actions and gain experience in project management, PPES will lead a process to secure technical support. This process is as follows:

- PPES and local government representatives will identify specific elements of the action plan for immediate implementation.
- An RFP will be prepared and include all pertinent details (timeframe, budgets, etc). Concurrently, eligible service providers with the appropriate technical expertise will be identified for the proposal call.
- The municipal council will formally adopt the decision to announce the RFP; it also will be advertised through municipal and PPES websites. The Youth Offices, too, will promote the RFP using traditional channels as well as electronic and cell technology.
- A selection committee of staff from PPES and local government will evaluate applications based on the pre-established criteria.
- Selected applicants will implement projects in close collaboration with the Youth Office.
- PPES will monitor the project throughout the entire process.

Result

- *Youth Offices use action plans to implement youth entrepreneurship activities. The action plans should be used to guide and support entrepreneurship activities in municipalities.*

3) Capacity building for Cohort Three municipalities

Youth Offices view unemployment as the biggest challenge confronting Serbian youth, according to PPES' 2009 and 2010 assessments. PPES' experiences in three years of support to Youth Offices as well as its assessments show that Youth Office coordinators lack the skills and abilities to act on the difficult issues surrounding youth unemployment. In fact, the Youth Offices' capacity is so limited that most cannot provide basic entrepreneurial information or knowledge, despite the overwhelming demand and interest by young people.

To help Youth Office coordinators function more professionally and strengthen their ability to become a central resource for youth entrepreneurship information and activities, PPES designed two training courses:

a. **Communication, Promotion and Marketing**
b. **Entrepreneurship**

These courses increase the capacities of Youth Office coordinators to understand, organize, promote, provide logistical support for and deliver trainings to youth. Having successfully implemented training for Youth Coordinators of Cohorts One and Two, PPES will offer the same training to the Cohort Three municipalities. The principal objectives of this training are to:

- Increase capacity of Youth Office coordinators and staff members in recently established Youth Offices, particularly in the area of promotion, and presentation to and communication with target groups and stakeholders;
- Increase the level of knowledge and understanding of entrepreneurship among local Youth Office coordinators;
- Encourage and guide actions to target issues of sustainability for youth entrepreneurship, such as long-term action planning;
- Strengthen cooperation among Youth Offices around Serbia.

New offices selected for assistance and training will follow these steps, which PPES used in prior years:

- Visit and assess Youth Offices' status, level of interest and needs (to be completed by August 2010);
- Select Youth Offices for capacity-building activities, using objective criteria (Criteria, Figure 2-7; proposed Youth Offices, Table 2-7, below);
- Review and update training curriculum (to be completed by September 2010);
- Implement training modules for selected offices (planned for October and November 2010).

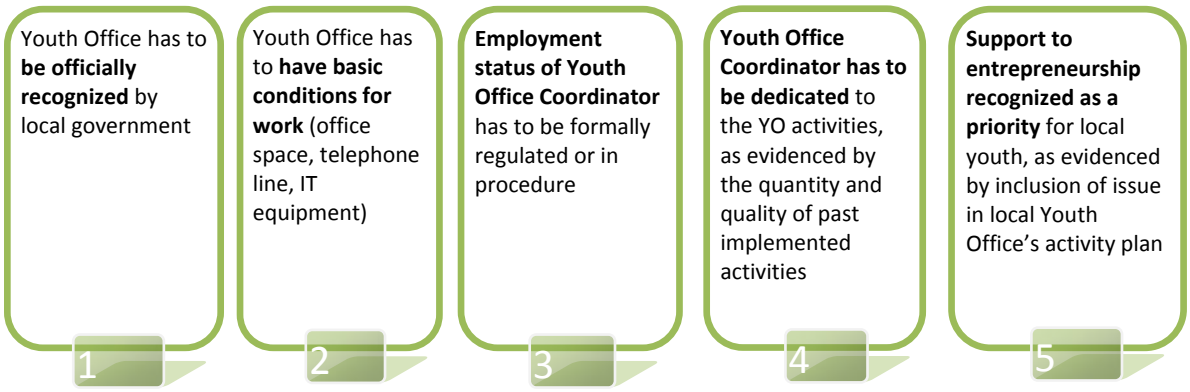


Figure 2-7

Youth Employment, Youth Office Selection Criteria

Assessments of 38 Youth Offices not currently receiving PPES support will be conducted by the ES team during July and August 2010. The Youth Offices to be assessed are listed in Table 2-7.

Bojnik*	Ljubovija	Šid
Bor*	Mali Iđoš*	Smederevo*
Brus	Negotin*	Smederevska Palanka
Crna Trava*	Novi Sad	Stara Pazova
Čukarica	Osečina	Stari Grad
Ćuprija	Pećinci	Subotica
Dimitrovgrad	Petrovac na Mlavi	Temerin
Golubac	Požarevac	Topola
Kanjiža*	Požega	Vladičin Han
Kosjerić	Prokuplje	Vranje*
Kragujevac	Rakovica	Vrnjačka Banja*
Kruševac	Rekovac	Zemun
Kuršumlija*	Šabac*	

Table 2-7

New Youth Offices to be assessed for program inclusion, FY 2011

*These offices were assessed in prior years and will be reassessed

The trainings for these Youth Offices will be organized in October and November 2010. Two, two-day training sessions will be conducted and each session will have approximately 20 Youth Coordinators participating. Training service providers will be selected through an RFP process.

Complementary to this activity, and as part of the program's continued effort to spread entrepreneurship concepts and assist Youth Offices, the ES team will support newly trained Youth Offices in implementation of entrepreneurship initiatives in their communities. Each assisted office will have the opportunity to implement the "Business Planning and Financial Opportunities" module, a two-day training that helps youth with a quality business idea to evaluate it and develop a proper business plan. To date, over 1,000 youth attended these trainings and with the addition of Cohort Three municipalities, another 500 are expected to be trained.

The training goals are twofold. The training provides direct assistance to young people from across Serbia who already started a business or are seriously interested in business ownership. These participants are introduced to the basics of entrepreneurship, provided skills to evaluate their business idea and become acquainted with personal attitudes and values common to successful entrepreneurs. Second, participants from the sessions are more likely to apply for and receive business start-up or development financing through government or other sources. The sessions' content is specifically designed to overcome what current research says are two of the most important obstacles youth confront when thinking about accessing business resources: lack of information and the motivation to go through the process.

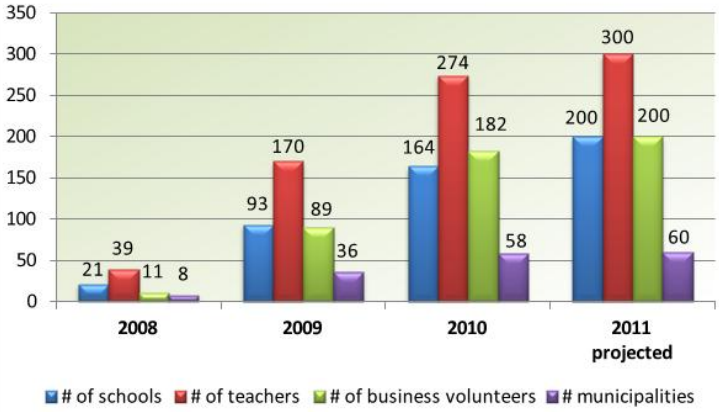
The experience gained from the organization and logistical management of the training activity benefit Youth Offices greatly. Additionally, Youth Office visibility increases through the municipalities especially among local government and the young people it serves. Both positively impact the communities' understanding of the role Youth Offices play and their ability to remain a local government budget priority well into the future.

RESULT

- *New Youth Offices trained to provide entrepreneurship-related services to youth in their municipalities and to be able to carry out advocacy initiatives for support of entrepreneurship at the local level. At least one group of youth in each municipality will participate in entrepreneurship training with the aim to recognize entrepreneurship as a viable employment option.*

B. SUPPORT TO JUNIOR ACHIEVEMENT SERBIA

PPES continues its support for Junior Achievement Serbia's (JAS) efforts to become a nationwide entrepreneurship education program for Serbian students. The JA program directly contributes to PPES' goal of providing the youth of Serbia with the skills and knowledge to develop Serbia's economy. Serbia's public school curriculum does not reflect the changing needs of the country's businesses and the need for entrepreneurship education in the global economy. JA fills this gap. The Table 2-8, below, portrays the extraordinary growth of JA in Serbia in just the past three years.



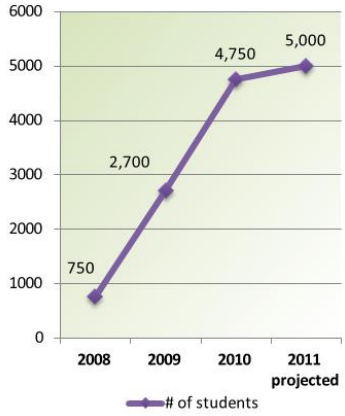


Figure 2-8 & 2-9

Growth of JAS between 2008 and 2010

Participation in JAS expanded rapidly. Stable funding has come more slowly. No private sector funds were raised in 2008. In 2009, 37% of the funding came from the private sector. A significant portion was earmarked for special events.

After three years of rapid growth in participation by schools and students and continuous addition of new JA activities and competitions, Junior Achievement Serbia and PPES envision FY11 as the year that will allow activities to plateau and focus on actions to strengthen the organization. Therefore, expansion efforts are targeted on fundraising of all kinds, especially unrestricted resources like corporate sponsorships, rather than those earmarked for specific competitions or other highly visible events. Concurrently, the ES Component plans to develop the management skills within JAS to improve its core functions of fundraising, financial management and executive management to ensure enduring sustainability.

Specifically in FY11, PPES will provide direct assistance to Junior Achievement through grants and Short Term Technical Assistance (STTA) to strengthen business and financial management functions as well as help JAS locate and secure long-term funding streams. This strategy allows JAS to maintain the quality of its products as PPES' support guides organizational development and fundraising to new levels.

JAS: Importance of Long-Term Sustainability

Junior Achievement Serbia brings an "entrepreneurial ecosystem" to Serbia's schools through after-school programs for students, training of teachers to be JA mentors, recruitment of corporate volunteers and engagement of school principals. Participants in JA develop new attitudes and expectations toward personal and social responsibility, self-reliance and preparation for the future. Entrepreneurship inspires young people to apply the skills of problem solving, decision making, life-long learning, and long-term planning and preparation for their benefit and that of their community and employer – whether as an owner or employee. The prescriptive approach to education as used by Serbian schools has yet to introduce or develop these critical entrepreneurial skills or methods for thinking about life and work.

Consequently, one of PPES' goals is to raise awareness for the importance of teaching entrepreneurship education to Serbia's elementary and secondary school children. Junior Achievement's influence in reshaping Serbia's educational direction extends far beyond its

Value of JA Entrepreneurship Education Programs is well-documented

■ 80% of U.S. high school students say JA prepared them for the workplace.

2006. JA Success Skills®, JA Job Shadow™, and the JA Company® evaluation.

■ 60% of JA-YE participants say they understand economics because of JA.

■ 55% of JA-YE participants believe they are qualified to run a business – prior to participation only 20% thought they were qualified to be business managers.

2009. JA Worldwide Annual Report, ENRI Consultancy Report Number 10

■ 77% of former JA participants in England say they are passionate about their work; only 59% of non-JA participants can say the same.

2008 Junior Achievement United Kingdom Survey of 800 JA Alumni

■ 82% of Polish high schools students say they have the knowledge to own a business because of their JA experience.

2006. Report: General Electric Foundation; Achievement and the GE Foundation student outcomes in Mexico, Poland, and China.

year-to-year growth in participation by schools, teachers, students and corporate sponsors. The country is reaching a tipping point toward a broader policy for entrepreneurial educational programs with JA's expanding relationship with the Ministry of Education and support from key officials with the ministry, the increased awareness by local government officials of Serbian students' success in national and international competition, and the socially responsible ventures JA student companies are creating with local partners.

By focusing on financial security and organizational stability in FY11, JAS can maintain its role as the lead provider of youth entrepreneurship education and an important change agent for its inclusion in Serbian schools.

Result

- *Junior Achievement is a sustainable nonprofit organization which has multiple funding sources, a strong and committed board, and is delivering quality programming to youth. It is recognized as the leader in youth entrepreneurship education and is supported by the Ministry of Education.*

PPES Support to Junior Achievement Serbia FY11

PPES' support for JAS will be delivered through two mechanisms: an institutional support grant and short-term technical assistance. Each is described in more detail, below.

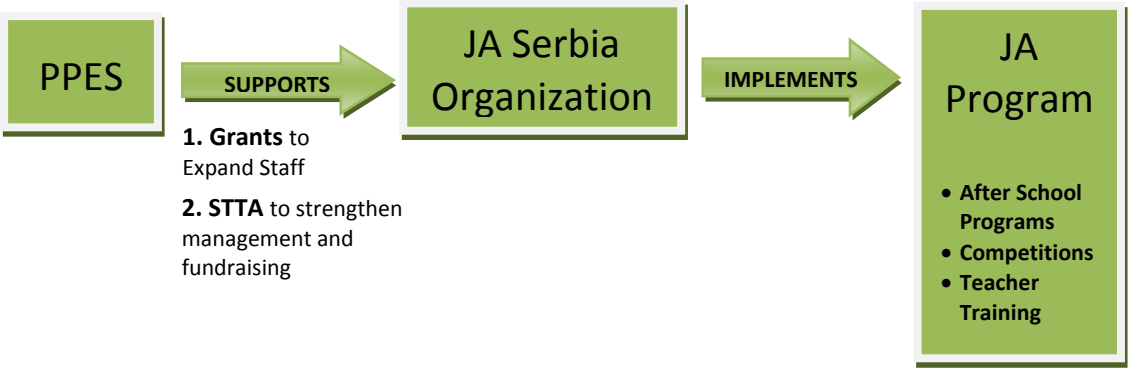


Figure 2-9

Structure of PPES Support to JAS FY11

1) Provide Grant and Short-Term Technical Assistance to support further institutional growth of JA.

Junior Achievement Serbia has taken great strides in its internal systems and infrastructure. In the past 18 months, the JAS Board underwent a dynamic transformation to build a more dynamic and involved board of directors; they have prepared a new mission, vision and strategy. JAS continued to work with the PPES team to improve its organizational functions: strategic planning, financial management and organizational infrastructure. Using an assessment instrument (the OCAT)[21] to monitor progress, Junior Achievement successfully doubled its score between 2009 and 2010.[22]

JAS also experienced a greatly expanded level of funding and corporate commitment in FY10. The numbers, however, are somewhat deceptive. Only two corporate sponsors have committed longer-term funding to JAS: Oracle and Erste Bank. Other sponsors funded specific, one-time activities or provided in-kind donations. These dollars contributed significantly to JAS' ability to broaden its menu of activities and competitions; however, they did not fund core operational costs tied to the functions required to implement all programmatic responsibilities: teacher training, program materials, logistics and organization of events, office functions and so forth.

Thus, in the coming year, PPES will extend institutional support to help the organization offset its core operational costs. The grant support buys time for JAS to target additional sources of unrestricted funding. The STTA provides direct assistance that offers JAS the strategy and planning direction to develop proficient fundraising skills over the long term as it offers immediate remedial action for short-term results.

PPES will provide an institutional support grant to help offset salaries for key JA staff vital to the overall goal for sustainability and to continue to reach school children with youth entrepreneurship programs. Staff positions to be supported are:

[21] The OCAT – the Organizational Capacity Assessment Tool – is a widely accepted standard in organizational capacity assessment for nonprofit organizations that was originally prepared for Venture Philanthropy Partners (VPP) by McKinsey & Company.
[22] The overall score in 2009 was 1.3 on a scale of 0 to 4. The 2010 reassessment of JAS' organizational capacity resulted in a score of 2.7 on the same 0 to 4 scale.

i. Operations Manager – Core Responsibility
Manage and deliver all JAS activities efficiently and effectively.

The operations manager prepares and implements the annual work plan for Junior Achievement. This manager also is responsible for meeting institutional goals, performance measures, budget and fundraising targets. To meet performance goals, this individual oversees relationships and communications with all stakeholders critical to JAS' strategic goals: corporate sponsors and other donors, students, teachers, school principals, government and media.

ii. Education Officer – Core Responsibility
Oversee the quality and logistical management of the JA's programs including professional development for teachers and the teacher Training of Trainers courses.

The education officer assists in the selection of the highest-quality teachers and manages the orientation program for teachers. This individual also maintains a relationship with the Ministry of Education to ensure that the curricula are taught according to JA Worldwide standards and maintain Ministry accreditation for teachers' time.

2) Provide strategic guidance and development

The second half of PPES' strategy to direct FY11 support to the long-term viability of JAS will provide strategic guidance and development through short-term technical assistance. Six experts will be engaged to improve the productivity of key institutional functions.

Table 2-8

Short-term technical experts to be engaged to strengthen JAS in FY 11.

ASSISTANCE TOPIC	LEVEL OF EFFORT (LOE)	KEY RESPONSIBILITIES
Strategic Management	5 days, quarterly (Total 20 days)	• Mentor JAS board, organization and stakeholders. • Recommend communication strategies that are in line with organization's objectives. • Mentor all staff (including Alumni) in effective program delivery. • Support skill development and performance management. • Assist the CEO in coordination and facilitation of board's meetings.
Curriculum	10 days semi-annually (Total 20 days)	• Build JAS' curriculum standards • Provide specific advice for management of JA programs in the Serbian culture and socio-economic context. • Identify research methods to appropriately assess JAS programs.
Marketing	5 days quarterly (Total 20 days)	• Develop marketing strategy to increase JAS visibility and brand awareness within the Serbian business community. • Broaden public communications reach using mass media and direct communications. • Prepare media budget.

Finance	10 days first 6 months + 5 days (Total 15 days)	• Devise a financial plan that improves forecasting of profit and expenses. • Build a financial plan to manage cash flow, create savings, project profit and build future income. • Assist JAS Financial Officer in creation and management of internal controls, procedures, analysis, and report all standard organizational financial statements.
Alumni Association Development	10 days in first and 5 days in the second six months (Total 15 days)	• Develop a structure for the JAS Alumni Association. • Develop an Alumni Association plan with goals and bylaws. • Advise JAS Alumni on organizational development and event planning.
Lobbying	5 days quarterly (Total 20 days)	• Prepare a lobbying strategy • Build political awareness and support for Junior Achievement. • Strengthen relationships with Ministry of Education and other relevant government institutions

PPES' grant and STTA support will allow Junior Achievement Serbia to continue its full program of activities. It also permits it to add Job Shadowing as yet another opportunity for young people to learn about career opportunities and job expectations.

C. STRATEGIC PARTNERSHIPS

PPES' goal for young people in Serbia is to prepare them for their role in ensuring their country's economic stability by bridging the gap between the current educational system's offerings and the needs of the private sector. This goal requires resources, experience and cooperation of numerous stakeholders. PPES has positioned itself as a leader in linking and networking with other USAID and other donor international or local programs and institutions to increase the influence and impact of its own activities. It will continue to do so in FY 2011. Among the strategic partnerships planned for FY11 are:

1) University Career Center in Novi Pazar

Photo:
In spring 2010, PPES helped the International University in Novi Pazar open the region's first career center.

Career Centers are key mechanisms for connecting youth with businesses and providing them with practical information regarding their future careers. These centers provide trainings, counseling, information, internships and other services that will help youth better prepare for future work.

In spring 2010, PPES helped the International University in Novi Pazar open a career center. In just a few short months, the center already provides a wide range of services to the University's students and is recognized by the local business community as a resource for workforce development.

The university-based career center is now a proven model for both students and local business; in FY11, PPES will help to open a center in the State University of Novi Pazar (*Drzavni Univerzitet u Novom Pazaru*). Novi Pazar and the surrounding region have the country's highest concentration of young people and one of the highest youth unemployment rates in Serbia[23]. The two universities serve nearly 5,000 of region's students with the fewest financial resources and choices. Typically, those young people that can leave the region for school and work typically do not return. The students from two Novi Pazar universities become the region's educated work force yet they have little exposure to career opportunities. Opening a second career center addresses a critical need for the young people living and studying in the region and continues to support the business community with its need for highly capable professionals. Both PPES and the university will invest in the center using the same model PPES introduced at the International University.

Results

- *The State University of Novi Pazar has a functioning career center that is offering quality services to its students, serving the needs of the private sector, and responding to the greater community in Novi Pazar.*

[23] May 2010. National Employment Service, 42 percent of Novi Pazar's population is under the age of 30; unemployment in Novi Pazar is nearly 52 percent and more than a third of all unemployed are between the ages of 15-30.

2) Manpower and Ministry of Youth and Sport

During FY10, PPES facilitated a formal partnership between Manpower, Inc., a global human resource company, and the Ministry of Youth and Sport. The two signed an MOU that calls for the creation of two career information and training centers within selected Youth Offices.

In FY11, PPES will continue its support of the partnership and will help adapt and translate training material, career information and other professional guidance documents into the Serbian context and language, as well as offer training to help selected Youth Offices build the capacity to add these new services.

Result

- *Two municipalities have functioning, viable career centers that offer to local youth quality employment services which were developed and tested by Manpower, Inc.*

3) National Democratic Institute (NDI)

Over the past two years, PPES has helped NDI embed entrepreneurship training into its Young Leaders curriculum. The partnership is an opportunity to educate future community leaders in the basics of entrepreneurship and demonstrate the importance of entrepreneurship to society. Participant feedback ranked the entrepreneurship sessions as very useful; thus, PPES will continue to offer them for NDI's future training programs.

Result

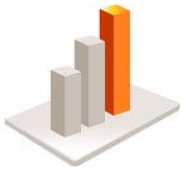
- *Entrepreneurship curriculum offered to NDI's Young Leaders program once in FY11.*

4) Serbian Economic Growth Activity (SEGA)

Through SEGA, PPES can offer financial education to the young people participating in its activities. PPES will explore new opportunities to expand youth knowledge of good financial habits; the program will use its other activities (specifically Youth Offices) to distribute SEGA's materials on financial literacy.

Result

- *Material on Financial Literary distributed to Youth Offices.*

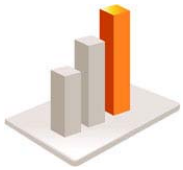


5) Agribusiness Project and Civil Society Advocacy Initiative (CSAI)

PPES will partner with both USAID projects to support Junior Achievement programs. Cooperation with the Agribusiness program began last year, resulting in JA programs in agricultural schools across Serbia and new contacts with agricultural companies as potential sponsors of JAS. Cooperation with CSAI is currently under negotiation and is dependent upon available future funds.

Result

- *Diversified USAID support to Junior Achievement.*



6) World Learning

PPES actively supports World Learning projects, particularly the Community Connection project, which *promotes public diplomacy through cultural exchange and practical training between participants and U.S. host families and organizations.* PPES staff actively participates in information dissemination, selection committees and follow-up implementation on topics/areas of interest to the program. In the coming year, PPES will seek opportunities to support Community Connection activities in career guidance, internships and corporate social responsibility.

Result

- *PPES staff participates in at least one Community Connection program as reviewers, and provides support in the program design, assistance in recruiting applicants, and advice in implementing action plans that support PPES program objectives.*

ECONOMIC SECURITY COMPONENT CHALLENGES AND CONSTRAINTS IN FY 2011

The level of support the Economic Security Component of PPES can provide to its partners may be challenged or constrained by a variety of external influences. First among the threats are the country's economy and the difficult decisions the government must make to bring its budget into balance.

Business Support Activities

When PPES consciously and deliberately shifted from a supply-side support program (grants for production equipment) to a demand-side program (assistance in accessing new markets and being able to compete in them), the global financial crisis posed an immediate impediment by depressing demand for products.

Sustained PPES support to business assumes that firms will contribute their own resources toward reaching new markets. If firms are unwilling or unable to cost share, then PPES will be unable to send as many firms as anticipated to trade shows and, therefore, will not meet targets in the Performance Monitoring Plan (PMP). PPES' strategy is to only support trade show attendance for firms with sound financials which are actively seeking new markets. However, PPES clearly cannot control those variables.

In addition to the challenges faced in selecting appropriate companies to attend trade shows, the Fair organizers themselves pose challenges. For example, in 2009, the Skopje Agriculture Fair changed its date multiple times, affecting the ability of PPES and firms to plan for attendance. Low pre-registration might cancel a trade show and the Global Financial Crisis has influenced their availability as well. PPES plans to register only for very well-established Fairs.

PPES supports new, youth-owned businesses (referred to above as "Group Base") because they are vital to stimulating economic growth and can leverage additional funds. Specifically, the Serbian Government, through the Development Fund of the Republic of Serbia, has funding available for these young business owners, and PPES can support the firms in accessing those funds. PMP targets were set assuming that these funds will be available. PPES is researching other sources of funding available in case the Serbian Government funds are not.

Youth Offices

PPES' partnership with the Ministry of Youth is crucial to its support of youth. PPES is often the first donor in the door after a new Youth Office is established. One concern is that the Ministry might not have appropriate resources to continue to open Youth Offices. Even more troubling is public mention that the Ministry of Youth and Sport itself might be dissolved as the Serbian Government attempts to meet EU and other multilateral donor requirements and reign in its fiscal expenditures.

Locally, Youth Offices are funded by municipalities but local governments are tightening budgets because of Serbia's economic situation and mandates to reduce the number of public employees. These factors indicate a risk in relying on Youth Offices as a conduit to reaching young entrepreneurs.

Junior Achievement

Junior Achievement Serbia has been able to significantly expand and strengthen in the past year due to the support of PPES. In order for JA Serbia to continue to grow in size and quality, it must raise funds from other sources. The organization is at risk given the reluctance of the Serbian private sector to fund NGOs.

ANNEXES

A Gantt Chart (Preparedness and Planning)

Gantt Chart – Preparedness and Planning

ACTIVITIES 2010/2011	Type of Assist.	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Activity A. Continue to build local disaster management capacities for Serbian municipalities													
1. Continue to train and certify municipalities for enhanced disaster resilience		●	●	●	●	●	●	●	●	●	●		
Step One: Gain buy-in	*LTTA, ODC*	●	●	●		●	●	●		●			●
Step Two: Module 1 training	*LTTA, ODC*			●	●			●					
Step Three: Module 2 training	*LTTA, ODC*					●			●				
Step Four: Module 3 training	*LTTA, ODC, Grants*						●			●			
Step Five: Certification	*LTTA, ODC*							●		●			
2. Foster partnership for more effective local-national cooperation													
Gathering opinions from local governments on key policy issues (from Sep '10)	*LTTA*	←		●			●			●			●
Conducting public and roundtable discussions	*LTTA, Grants, ODC*	●			●			●			●		
3. Improve coordination and response through concrete networking activities													
Regional Conferences/ Workshops organized on the specific issues (CMG)	*LTTA, ODC*	●				●			●			●	
Coordinate activities with the NTC/ SEM	*LTTA*	●	●	●	●	●	●	●	●	●	●	●	●
Establish mailing list of Disaster Resilient Communities	*LTTA*	●											
Conduct simulation exercise activities with Red Cross of Serbia	*LTTA, Grants*	●							●		●		
Conduct table-top simulations	*LTTA, Grants*		●	●		●							
Communication and coordination lines within individual districts established and tested	*LTTA*	●	●	●	●	●	●						
Activity B. Institutionalize PPES-developed standards with SEM/ NTC													
1. Encourage the incorporation standards through draft bylaws													
Facilitate monthly meetings of Task Forces for Bylaws and for Standards and Certification; incorporate PPES methodology and standards in draft bylaws	*LTTA, ODC*	●	●	●	●	●	●	●	●	●	●	●	●

ACTIVITIES 2010/2011	Type of Assist.	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
2. Assist the NTC to expand curricula													
Facilitate monthly meetings of Task Force for Curriculum development	*LTTA, ODC*	●	●	●	●	●	●	●	●	●	●	●	●
Revise PPES training manuals	*LTTA, ODC*	●	●	●	●	●	●						
Develop methodology and manuals for training of mayors	*LTTA, ODC*	●	●										
Develop methodology and manuals for development of fire protection plan	*LTTA, ODC*				●	●	●	●	●				
Conduct training needs assessment (Sep)	*LTTA*	←											
3. Strengthen professional and operational capacity for NTC and its staff													
Facilitate monthly meetings of Task Force for Institutional Capacity-building	*LTTA, ODC*	●	●	●	●	●	●	●	●	●	●	●	●
Develop operational procedures	*LTTA, ODC, Local STTA*	●											
Formally orient new NTC staff	*LTTA, ODC, Local STTA*	●	●	●									
Conduct ToT for NTC staff to implement municipal-level training and technical assistance methodology	*LTTA, ODC, Local STTA, Expat STTA*					●	●	●	●	●	●	●	●
4. Provide temporary space and support permanent facilities identification													
Facilitate monthly meetings of Task Force for identifying permanent facility	*LTTA, ODC*	●	●	●	●	●	●	●	●	●	●	●	●
Provide temporary facility for NTC	*ODC or Grant*	●	●	●	●	●	●	●	●				
Support reconstruction design	*LTTA, Local STTA*				●	●	●	●	●				
5. Support SEM/NTC potential funds identification													
Organize Donor Conference	*LTTA, Expat STTA, ODC*								●				
Provide technical assistance to the SEM and NTC for projects development	*Grant*	●	●	●	●	●	●	●	●	●	●	●	●

Gantt Chart – Economic Security – Business Support

ACTIVITIES 2010/2011	*Type of Assistance*	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
A. TRAININGS Key Objective: *Increase capacities of Groups A, B, and C businesses to formulate and articulate plans that will enable them to strategically expand their customer base and enter new markets.*													
1) Marketing	*Grants*	●	●	●	●								
2) Key Account Management	*Grants*	●	●	●	●								
B. TECHNICAL ASSISTANCE Key Objective: *Provide targeted technical assistance that enables Groups A, B, and C businesses to efficiently and effectively fill gaps that prevent them from expanding in their current market and entering new markets.*													
1) Improving Marketing Materials	*Grants*	●	●	●	●	●	●	●					
2) Adoption of Certification Standards	*Grants*	●	●	●	●	●	●	●					
3) Product Differentiation	*STTA*					●	●	●	●	●	●	●	
4) Registration process	*STTA*		●	●	●	●	●	●	●	●	●	●	
5) Access to funds	*STTA*		●	●	●	●	●	●	●	●	●	●	
6) Business Management and Financial Software	*STTA*	●	●	●					●	●	●	●	●
7) Internship	*STTA*		●	●	●	●	●	●	●	●	●	●	
C. TRADE MISSIONS Key Objective: *Enable firms to both make initial contacts and follow-up on previous contacts in order to enter new markets in a targeted fashion; lay groundwork for Trade Fair exhibitions in the same markets.*													
Meeting in Tirana [Light Manufacturing]	*Grants*	●	●										
Meeting in Poland [Apparel]	*Grants*			●	●	●							
Meeting in Plovdiv [Light Manufacturing & Food]	*Grants*				●	●	●						
Meeting in Belgrade [Apparel, Food & Light Manufacture]	*Grants*					●	●	●					
D. TRADE FAIRS Key Objective*: Facilitate firms' ability to enter and service target markets.*													
Belgrade Furniture Fair	*Grants*	●	●	●	●								
Albanian Panairi Fair	*Grants*	●	●	●	●								
Belgrade Construction Fair	*Grants*					●	●	●	●	●			
Pristina Construction Fair	*Grants*					●	●	●	●				
International Textile Fair Poland	*Grants*							●	●	●	●		
International Fair in Plovdiv	*Grants*									●	●	●	●

Gantt Chart – Economic Security – Youth Support

ACTIVITIES	*Type of Assistance*	Oct	Nov	Dec	**Jan**	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
A. LOCAL-LEVEL YOUTH OFFICES													
1. Capacity Building for new Youth Offices Key Objective: *Increase capacities of local Youth Office Coordinator to successfully implement youth entrepreneurship program*													
Assessment of new YO (Jul-Aug '10)		←											
Procurement of service providers for basic trainings in Communication and Entrepreneurship (Sep '10)		←											
Implementation of Communication and Entrepreneurship trainings for YO Coordinators			●	●									
Guidelines for implementation of trainings on local level			●	●									
2. Entrepreneurship trainings in new Youth Offices Key Objective: *Provide information and education to youth interested in starting their own business*													
Procurement of service providers for youth entrepreneurship trainings				●									
Implementation of youth entrepreneurship trainings						●	●	●					
Evaluation of results									●				
3. Youth entrepreneurship plans in '09 Youth Offices Key Objective*: Provide selected municipality with a tool to strategically target issues of youth unemployment*													
Invitation for application (Sep '10)		←											
Selection of municipalities		●											
Procurement of service providers for development of YEAPs		●											
Development of YEAPs			●	●	●	●							
4. Implementation of adopted YEAPs Key objective: *Establish model for implementation, Achieve first successes in implementation of YEAPs and target priority issues preventing development of youth entrepreneurship*													
Joint call for proposals with local governments							●	●					
Selection of proposals								●					
Implementation									●	●	●	●	●
B. JUNIOR ACHIEVEMENT PROGRAM Key Objective: *Strengthen the internal capacity of JAS to raise and manage financial resources for long term sustainability.*													
STTAs to provide strategic guidance in the following areas:													

ACTIVITIES	*Type of Assistance*	Oct	Nov	Dec	**Jan**	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Strategic Advisor (Mentor)		●				●			●		●		
Marketing	*LSTTA*	●				●				●			●
Finance Expert	*LSTTA*	●				●				●			●
Alumni Association Adviser	*ESTTA*		●				●						
Lobbying	*LSTTA*	●	●			●			●				
Curriculum Adviser	*ESTTA*	●				●							
Fundraiser	*LSTTA*												
Strategic Planner	*ESSTA*												
C. CROSS CUTTING / PARTNERSHIPS Key Objective: *Leverage strategic partnerships to increase the competitiveness of Serbian youth through career guidance, leadership training, financial literacy and international exchange.*													
1. Novi Pazar Career Center													
Develop a project proposal (Sep '10)		←											
Sign MOU with the University/Faculty		●											
Obtain project approval		●											
Procurement for equipment		●	●										
Implement the project			●	●	●								
2. Manpower													
Establish Pilot Centers		●	●										
Implement the project			●	●	●	●							
Evaluation							●	●					
3. NDI/SEDA World Learning													
Support Youth Leadership Training				●						●			
Provide Financial Literacy Materials to YO				●			●	●					
Assist Community Connection Program			●						●				

Performance Monitoring Plan - Preparedness and Planning

	# Indicator	Objective Unit	Disaggregated by: Data Source:	Year, Base-line	2007 2008 2009 2010 Target	2007 2008 2009 2010 (3-31) Actual	2011 Target
	Performance Indicators:						
1	**Score on Municipal Emergency Management Capacity Index (MEMCI)** Note: The score reported reflects the average baseline score of all MEMCI target municipalities that will be approved for inclusion in team activities.	IR 2.113 Quantitative score	Municipality, Sectors, Baseline administration Approved by USAID for inclusion in the program.	2006 N/A	N/A N/A N/A N/A	59 49 / 62 N/A **N/A**	N/A
3	**Number of municipalities with policy/planning documents approved by locally elected authorities**	IR 2.113 Percent of municipalities participating in SCOPES capacity-building	Municipality, Type of policy or planning document	2006 0	33% 30% (13/41) 40% (25/60) 50% (41/80)	33% (7/21) 32% (16/41) 50% (30/60) 68% (48/70)	**50% (140/ 70)**
4	**Number of municipalities certified as "enhanced disaster resilient"**	Activity 1.1 Number (Cumulative)	Municipality	2006 0	N/A 10 24 40	N/A 11 28 38	**65**
7	**Number of municipalities surveyed for MEMCI baseline** Note: This activity is completed.	1.1.3 Number (Cumulative)	Region	2006 0	N/A 70 80	29 81 81	**N/A**

	# Indicator	Objective Unit	Disaggregated by: Data Source:	Year, Base-line	2007 2008 2009 2010 Target	2007 2008 2009 2010 (3-31) Actual	2011 Target
					80	81	
10	**Number of persons included in MEMCI interviews** Note: This activity is completed	1.1.3 Number (Cumulative)	Industry, Municipality	2006 0	N/A 300 650 700	113 613 650 650	**N/A**
13	**Number of modules prepared and delivered in trainings** Note: Based on revision of training curriculum, 7 training sessions are replaced with new methodology containing 3 training modules.	1.1.3 Number	Subject area	2007 0	TBD 7 3 3	6 3 3 3	**3** **(5 pre-pared)**
14	**Number of participants trained in target municipalities to monitor and plan for emergencies** Note: This indicator reflects the total number of attendees at all training and capacity-building events. Audiences for any public events, such as field demonstrations, will be estimated and reported separately.	1.1.3 Number (Cumulative)	Municipality Event, Actual Persons, Repeaters through cycle	2006 0	TBD 500 775 1000	258 468 832 1039	**1400**

	# Indicator	Objective Unit	Disaggregated by: Data Source:	Year, Base-line	2007 2008 2009 2010 Target	2007 2008 2009 2010 (3-31) Actual	2011 Target
15	**Number of municipalities with drafted or approved local municipal response ordinances creating a "standing body"**	1.1.3	Municipality, Approving body (executive or legislative)	2006	0 20 35 50	4 20 37 47	**60**
16	**Number of municipalities with communication and coordination elements and Risk Assessment Document incorporated into Response Plans**	1.1.3	Municipality	2006	N/A 31 55 70	3 30 55 65	**80**
17	**Number of municipalities certified as "enhanced disaster resilient" at all levels**	1.1.3	Municipality	2006	N/A 10 24 40	N/A 11 28 38	**65**
19	**Number of crisis simulations and exercises held**	1.1.5 Number (Cumulative)	Simulations, Exercises	2006 0	4 6 8 10	3 6 8 9	**15**
20	**Number of forums held for networking between Mayors and municipal-level technical experts (CMG meetings)** Note: This indicator reflects the total number of capacity-building events that are not training sessions, such as networking events, conferences, and municipal exchanges. 2010 Actual is 8 if Regional Discussions Round Tables are counted.	1.1.5 Number	Municipality, Sector, Event, Date	2006 0	2 3 2 4	1 3 3 4 (8)	**2**

	# Indicator	Objective Unit	Disaggregated by: Data Source:	Year, Base- line	2007 2008 2009 2010 Target	2007 2008 2009 2010 (3-31) Actual	2011 Target
21	**Number of national conferences or local workshops held on media role and responsibility in crisis** Note: This activity is completed	1.1.7 Number	Event, Date	2006 0	3 3 0 0	0 4 0 0	**0**
22	**Number of participants in workshops to improve media responsibility in crisis** Note: This activity is completed	1.1.7 Number	Event, Date	2006 0	TBD 45 0 0	N/A N/A 0 0	**0**
23	**Number of Crisis Monitoring Bulletins produced** Note: This task will be delivered by the P&P Team and will be reported accordingly.	1.1.8 Number	Date	2006 0	12 12 12 12	13 19 12 6	**12**
25	**Surge Planning Documents Produced** Note: This activity is completed	1.1.10 Number		2006 0	1 2 1 0	2 2 1 0	**0**
28	**Number of surge staff fielded in response to crisis**	1.2.1 Number		2006 0	N/A N/A N/A N/A	N/A N/A N/A N/A	**N/A**

	# Indicator	Objective Unit	Disaggregated by: Data Source:	Year, Base-line	2007 2008 2009 2010 Target	2007 2008 2009 2010 (3-31) Actual	2011 Target
29	**Number of days to field surge staff complement**	1.2.1 Number		2006 0	N/A N/A N/A N/A	N/A N/A N/A N/A	**N/A**
30	**Number/Tons of commodities delivered to designated site(s)**	1.2.2 Number		2006 0	N/A N/A N/A N/A	N/A 5 N/A N/A	**N/A**
31	**USD $ Value of commodities**	1.2.2 USD		2006 0	N/A N/A N/A	$231,886 $239,096 ($7,210 this yr.) N/A	**N/A**
32	**Number of grants responding to crisis**	1.2.3 Number		2006 0	N/A N/A N/A N/A	2 1 N/A N/A	**N/A**

Notes: Indicators 21, 22 were removed after Y1 as they no longer reflected the team's strategy
Indicators 5-6 were removed (surge grants and value of commodities) as they duplicated those under 1.2
Indicator 18 was removed as it duplicated impact indicator #4, based on the update of the strategy which ceased to distinguish among "levels" of certification
The indicators are not sequential as some have been dropped over time, as the Component has shifted focus.

PERFORMANCE MONITORING PLAN - ECONOMIC SECURITY

#	Indicator*:	Objective : Unit:	Disaggregated by: Data Source:	Year, Base-line	2007 2008 2009 2010	2007 2008 2009 2010 (3-31)	2011
					Target	Actual	Target
Performance Indicators:							
1	**Number of enterprises receiving business development services from USG-assisted sources**	2.1 Number	Industry Municipality Gender Project data input into TAMIS	2006 N/A	200 250 270 345	133 243 318 349	**365**
2	**Number of micro enterprises receiving business development services from USG-assisted sources**	2.1 Number	Industry Municipality Gender Project data input into TAMIS	2006 0	N/A 200 200 233	N/A 190 218 235	**253**
3	**Number of enterprises participating in USG-assisted value chains**	2.1 Number	Industry Municipality Gender Project data input into TAMIS	2006 0	120 150 170 170	93 130 143 178	**170**

#	Indicator*:	Objective : Unit:	Disaggregated by: Data Source:	Year, Base-line	2007 2008 2009 2010	2007 2008 2009 2010 (3-31)	2011
					Target	Actual	Target
4	**Number of micro enterprises participating in USG-assisted value chains**	2.1 Number	Industry , Municipality Gender Project data in TAMIS	2006 0	N/A 100 110 146	N/A 95 131 148	**146**
5	**Increase in sales in enterprises supported** Note: Actual for 2010 shows weighted sales increase and arithmetic average increase (in brackets). Based on 128 companies, reporting at least 2 Full years of sales data.	2.1 %	Company Industry Municipality Project data in TAMIS	2006 0	0 5% 10% 45%	0 42% 35% 40% (280%)	**45%**
6	**Increase in sales in microenterprises supported** Note: Actual for 2010 shows weighted sales increase and arithmetic average increase (in brackets). Based on 89 companies, reporting at least 2 Full years of sales data.	2.1 %	Company Industry Municipality Project data in TAMIS	2006 0	0 5% 10% 38%	0 10% 33% 17% (291%)	**38%**
7	**Number of youth receiving ES program assistance**	2.1/2.2/ 2.3 Number	Municipality Gender; Project records Project data input into TAMIS	2007 0	N/A N/A 1200 5200	N/A N/A 3406 5430	**6500**
	Monitoring Indicators (Businesses):						
8	**Number of initial sub-sectors/value chains defined**	2.1.1; Number of active sectors	Industry Municipality; Project data input into TAMIS/ Project report	2006 0	7 10 2 3	10 10 2 3	**3**

#	Indicator*:	Objective : Unit:	Disaggregated by: Data Source:	Year, Base-line	2007 2008 2009 2010 Target	2007 2008 2009 2010 (3-31) Actual	2011 Target
9	**Number of sub-sector reports produced, guiding project activities** Note: This activity is completed.	2.1.3 Number	Industry Municipality Project data input into TAMIS/ Sub-sector reports	2006 0	7 10 11 11	10 10 11 11	**11**
10	**Number of profiles of companies in targeted municipalities reported in TAMIS**	2.1.3 Number	Industry Municipality Project data input into TAMIS/ Project report	2006 120	N/A 300 320 367	N/A 306 368 400	**387**
11	**Number of workshops conducted with business community**	2.1.3 Number	Industry Municipality PO reports/ Project report	2007 0	N/A 14 20 26	N/A 9 17 28	**29**
12	**Number of sub-sector level interventions/action plans defined in cooperation with the business community** Note: We did not pursue this activity this year, as we did in previous FYs.	2.1.3 Number	Industry Municipality Project data input into TAMIS/ Project report	2007 0	N/A 10 12 0	N/A 7 7 0	**0**
13	**Number of firms eligible for assistance based on their potential to grow and capture new markets.**	2.1.5 Number	Industry Municipality Gender PO/Project reports	2007 45	N/A 270 290 383	N/A 278 347 378	**383**

#	Indicator*:	Objective : Unit:	Disaggregated by: Data Source:	Year, Base-line	2007 2008 2009 2010	2007 2008 2009 2010 (3-31)	2011
					Target	Actual	Target
14	**Number of trade shows and Trade Missions attended through program assistance** Note: In 2010 ES Team plans four trade shows and four Trade Missions.	2.1.5 Number Number (Cumula-tive)	Industry Project data input into TAMIS	2006 0	N/A 10 14 18	N/A 10 10 14	**24**
15	**Number of companies attending Trade Fairs or Trade Missions**	2.1.5 Number	Industry Municipality Gender Project data input into TAMIS	2007 0	N/A 80 95 204	N/A 152 225 256	**256**
16	**Number of people attending Trade Fairs or Trade Missions**	2.1.4 Number	Gender Industry Municipality Project data input into TAMIS	2007 0	N/A 150 180 416	N/A 362 362 398	**416**
17	**Number of business people receiving training in improving business-related skills**	2.1.4 Number	Municipality Gender Project data input into TAMIS	2006 0	100 300 330 568	223 484 541 647	**667**
18	**Number of companies receiving technical assistance**	2.1.5 Number	Industry Municipality Gender; Project data input into TAMIS	2006 0	20 60 70 118	41 81 93 126	**138**

#	Indicator*:	Objective : Unit:	Disaggregated by: Data Source:	Year, Base-line	2007 2008 2009 2010 Target	2007 2008 2009 2010 (3-31) Actual	2011 Target
23	**Number of companies linked to new buyers**	2.1.5 Number	Company Industry Municipality Project data in TAMIS	2007 0	N/A 75 85 117	N/A 92 92 110	**117**
24	**New jobs created in firms supported** Note: The project's primary focus is sales, and using TA to increase sales. We are no longer using production inputs to increase jobs.	2.1.5 Number	Company Industry Municipality Project data in TAMIS	2006 0	150 150 170 157	114 126 135 128	**167**
Performance Indicators (Youth):							
25	**Number of youth receiving assistance through the ES program**	2.1 / 2.2 / 2.3 Number	Municipality Gender Project data input into TAMIS	2008 0	N/A N/A 1200 5200	N/A N/A 3406 5430	**6500**
26	**Number of schools implementing Junior Achievement program** Note: Targets for FY11 revised as per JA business plan	2.1.4 / 2.1.6 Number	Municipality Project data input into TAMIS	2007 0	N/A 12 40 150	N/A 20 93 164	**200**

#	Indicator*:	Objective : Unit:	Disaggregated by: Data Source:	Year, Base-line	2007 2008 2009 2010	2007 2008 2009 2010 (3-31)	2011
					Target	Actual	Target
27	**Number of students participating in Junior Achievement program** Note: Targets for FY11 revised as per JA business plan.	2.1.4 / 2.1.6 Number	School Municipality Gender Project data in TAMIS	2007 0	N/A 240 1000 4000	N/A 679 2700 4750	**5000**
28	**Number of municipalities covered by the Junior Achievement program** Note: Targets for FY11 revised as per JA business plan.	2.1.4 Number	Municipality Project data input into TAMIS	2007 0	N/A 7 20 40	N/A 7 36 52	**60**
29	**Number of youth assisted through Youth Office Entrepreneurship program** Note: It is expected that additional 400-500 youth will receive assistance through this activity.	2.2 Number	Municipality Project data input into TAMIS	2008 0	N/A N/A N/A 1100	N/A N/A 620 680	**1500**
30	**Number of schools assisted** Note: No new schools will be assisted directly. PPES will monitor progress of already-assisted schools.	2.1.4 / 2.1.6 Number	Municipality Project data input into TAMIS	2008 0	N/A N/A 5 40	N/A N/A 27 41	**41**
31	**Number of companies supporting youth activities** Note: It is expected that additional 30 companies will assist JA.	2.1.4 Number	Industry; Municipality Type of support Project data input into TAMIS	2008 0	N/A N/A 20 80	N/A N/A 61 78	**108**

#	Indicator*:	Objective : Unit:	Disaggregated by: Data Source:	Year, Base-line	2007 2008 2009 2010	2007 2008 2009 2010 (3-31)	2011
					Target	Actual	Target
32	**Number of interns in ES supported internship programs** Note: N/A as PPES will not implement internship program directly.	2.1.4 Number	School Municipality Gender Project data input into TAMIS	2008 0	N/A N/A 25 150	N/A N/A 50 0	**N/A**

Training calendar - Preparedness and Planning

Municipality		October				November				December				January				February				March				April				May				June				July				August				September			
		I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV
COHORT IV	GROUP 1		R				H			M1	H								H		C	H				H			H					H	H		C										C		
	GROUP 2		R				H			M1	H								H		C	H				H			H					H	H		C										C		
	GROUP 3		R				H				H						M1		H	M2	C	H		M3		H			H					H	H		C										C		
	GROUP 4			R			H				H						M1		H	M2	C	H		M3		H			H					H	H		C										C		
COHORT V	GROUP 1			R			H				H								H		C	H				H	M1		H					H	H	M3	C										C		
	GROUP 2			R			H				H								H		C	H				H	M1		H					H	H	M3	C										C		
	GROUP 3				R		H				H								H		C	H				H			H	M1			M2	H	H		C										C		
	GROUP 4				R		H				H								H		C	H				H			H	M1			M2	H	H		C										C		
COHORT VI	GROUP 1				R		H				H								H		C	H				H			H					H	H		C										C		
	GROUP 2					R	H				H								H		C	H				H			H					H	H		C										C		
	GROUP 3					R	H				H								H		C	H				H			H					H	H		C										C		
	GROUP 4					R	H				H								H		C	H				H			H					H	H		C										C		

- **R** Regional Meetings (open for all Serbian municipalities)
- **M1** Training Module 1
- **M2** Training Module 2
- **M3** Training Module 3
- **C** Certification (including municipalities from COHORTS I-III)
- **H** Heads of teams (mayors) training (open for all Serbian municipalities)

A. REVISIONS AND UPDATES OF SURGE CAPACITY PLANS

On December 3, 2007, USAID exercised the Preparedness, Planning and Economic Security Program's surge contract option, which allows it to provide immediate assessment, relief and recovery assistance in the event of a crisis or disaster of up to $9.9 million over the life of the contract.

During the past three years, PPES has adapted and refined its surge capacity plan into an efficient and flexible mechanism for responding to humanitarian crisis and has demonstrated success in responding to disaster events. In the event of a low- or moderate-impact disaster, the project continues to anticipate that procurement of relief supplies and technical assistance can largely be done locally. During the project implementation, the Preparedness and Planning Team revised the Surge Capacity Plan which applies the strategic approach set out in this work plan.

B. IMPACT AND INTERVENTION CONSIDERATIONS

In determining when to recommend the use of surge capacity funding, the project first considers the size and scope of the humanitarian emergency, i.e., whether the disaster is low-, medium- or high-impact. The project is most likely to be called upon to prevent, respond to or recover from low-impact disasters and, as such, has developed several criteria to help determine when to recommend intervention. However, after the Law on Emergency Situations has been passed, intervention considerations are vetted with SEM and local disaster management teams.

1. Low Impact

A low-impact disaster may have some or all of the following characteristics:

- small segments of the local population or of city/municipality affected;
- minimal loss of life;
- minimal damage to homes, basic services and infrastructure;
- little or no population displacement;
- local response ongoing, but may not be adequate;
- minimal requirements for technical assistance, funds or other resources; and
- no official request for assistance.

2. Moderate Impact

A moderate-impact disaster may have some or all of the following characteristics:

- larger numbers of persons, cities/municipalities affected;
- some deaths or injuries reported;
- greater damage or destruction of homes, livelihoods, infrastructure and disruption of basic services;
- medium-scale population displacement;
- local and national authorities respond, as well as international agencies working in Serbia;
- need for significant technical assistance, funds, relief commodities; and
- national authorities request regional/international assistance, including from the U.S. Government.

3. Major Impact

A major-impact disaster may have some or all of the following characteristics:

- disaster affects massive segments of the population;
- large number of people dead, injured or ill;
- extensive damage or destruction of homes, infrastructure, livelihoods, and disruption of basic services;
- large-scale population displacements, including outflows into neighboring countries;
- substantial need for relief commodities, shelter, basic emergency services, technical assistance, and funds;
- national and local authorities, as well as international organizations in the country respond, but existing capacities may not be adequate and timely; and
- national government requests assistance from the international community, including the USG.

C. INTERVENTION CONSIDERATIONS

As a result of close cooperation with SEM, first responders and other local-level disaster management actors, the project is able to identify specific approaches to low-impact and moderate-impact disasters and to recommend surge capacity funding. Generally, the project is likely to be called upon to make procurements in low-impact disasters and the determination of need is triangulated with first responders, the Red Cross of Serbia and local disaster management team members. In establishing whether to recommend a surge intervention/procurement in a given low-level disaster, the project team considers several factors:

- Is there an immediate threat to public health and safety that can be addressed by the procurement?
- Are there foreseeable, continuing threats to public health and safety (*e.g.*, epidemics, aftershocks, building/infrastructure collapse, brushfires, and/or environmental effects) that can be addressed by the procurement?
- Has anyone been displaced as a result of the disaster event? Where is the city/municipality temporarily accommodating people? According to the Red Cross and the local disaster management team, do those facilities have adequate supplies? For how long? and For how many people?
- Do any geographic areas, groups or categories of persons (elderly, children, infirm, disabled, members of national minorities, residents of illegal settlements, institutionalized persons) have special needs? If so, are they being met – or underserved? If funds are limited, it can be easier to identify the needs of and devise an appropriate intervention for discrete categories of people, including those in a specific geographic area, than it is to identify or design an intervention to serve the general population.
- Has the disaster event affected sites of local cultural or natural heritage?
- Can the PPES intervention or procurement support resumption of essential community services?
- Can the PPES intervention or procurement support resumption of livelihoods?
- Can the PPES intervention or procurement support greater public information and involvement, community confidence-building or volunteer service toward those affected by the disaster?
- What is the current assistance climate? Is the national government responding to the disaster with offers of assistance? Has the city/municipality, the Red Cross of Serbia or representative(s) of affected populations requested the project's assistance? If the city/municipality itself has not officially requested project assistance, would assistance nevertheless be publicly recognized and favorably regarded as a gift of the American people?

The above considerations, although not an exhaustive list, shape the information-gathering and information-evaluating process described in PPES' surge capacity internal procedures.

Junior Achievement Serbia: Programs and Activities in FY 2011

JA Serbia, a member of the JA Worldwide network, gives real-world experience to students and equips them to succeed in a knowledge-based economy. All JA programs implemented in Serbia are verified by JA Worldwide; they represent the best practices in delivering entrepreneurial education. Importantly to Serbia, the Junior Achievement model of learning through experience makes Serbia's youth more competitive in a global economy and prepares them to be a driving force in transitioning to a market economy.

Founded in October 2002, JAS over nine years has served more than 25,000 students who were guided by 250 JAS-trained teachers in 200 schools across Serbia[24]. In the 2009/2010 academic year alone, 4,750 students participated in JAS programs, supported by 242 teachers in 164 high schools across 52 municipalities.

JA Programs for FY11

Program	Description	Scale:		Relates to competition:
		# of schools	# of students	
Student Company Program *Hands-on experience learning how businesses work in free enterprise system.*	Students form a mini-corporation, usually under the guidance of volunteer business advisers, where students sell stock, elect officers, produce and market products and services, keep records, conduct stockholders' meetings, and liquidate (usually returning a profit). Within a school year students complete the life cycle of a company.	170	4,000	Best Serbian Student Company
JA Applied Economics *An academic course in basic economics for high school students.*	Students examine the market economic system, explore business operations, study emerging global economic trends and acquire knowledge and skills necessary to function as competent citizens, workers and consumers.	170	4,000	

[24] JAS started in 2002 as a project within NGO European Movement. In the early years, it was supported through various USAID funds, mostly through CRDA program. PPES support has directed attention to organizational development and corporate sponsorships for long-term sustainability as it broadly expanded participation and programs.

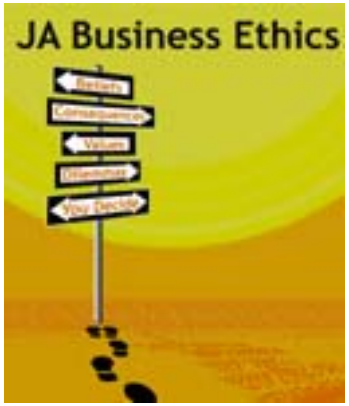
Program	Description	Scale:		Relates to competition:
		# of schools	# of students	
JA Titan (MESE) *Management And Economic Simulation Exercise*	A computer simulation that allows "companies" of students to compete against one another as they manufacture and market the same products. Students are challenged to outperform the competition in profit, sales and market share. The Competition allows students to apply the business and economic knowledge studied during the course against other student teams at the national, European and international levels. Response among Serbian students is very high. In the 2009/2010 European competition, two of the eight finalist companies were Serbian.	50	500	JA TITAN National Competition
Enterprise without Borders *Program runs for one academic year. Students learn the basics of foreign trade.*	A business simulation in which students manage a joint-venture business from capitalization to liquidation with a partner from another European country. Students learn the basics of export and import business, work with students from other European nations, and come to appreciate the diversity and benefits of doing business across European cultures. Volunteers from business community serve as mentors and coaches, where they use practical hands-on activities.	170	4,000	
Banks in Action *Develops financial literacy and encourages new aspirations for financial security.*	An online program in which students gain hands-on experience in the banking industry. They learn about credit and debt, savings, investments, interest rates, liquidity and short-and long-term deposits. A volunteer-led program built around eight classroom sessions, students have the opportunity to apply what they learn in a competitive environment using the JA Banks in Action computer simulation.	50	500	Banks in Action National Competition
JA Business Ethics *A volunteer-led program built around seven classroom sessions.*	Fosters ethical decision-making as students prepare to enter the workforce and take part in the global marketplace. Through this program students come to understand and analyze ethics theory, terminology and concepts. They apply skills through the evaluation of ethical decision-making and gain an understanding of personal values, character development and business ethics. This program also explores students' own ethical values and philosophy to help them establish ethical priorities, recognize key ethical issues, and learn to evaluate their decision-making process.	170	4,000	JA Business Ethics Essay Competition
JA Job Shadowing *Introduces students to many career options through one-day, on-site orientations.*	Job shadowing allows students to enter a variety of work places across many business sectors for an "up-close and personal" short-term experience. With the support of countless businesses, schools, agencies, and organizations at the national, regional, and local levels, young Serbians will have this opportunity in FY 2011. Job shadowing also opens the possibility of more extensive, long-term internships.	10	100	

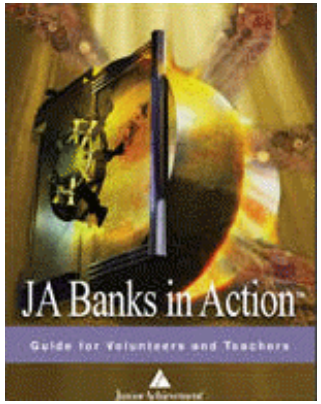
Program	Description	Scale:		Relates to competition:
		# of schools	# of students	
JA Primary School Programs *JAS will continue its pilot programs for primary schools grades one through four.*	Initiated in 2009/2010, JAS has introduced Junior Achievement's basic programs for younger students: **Ourselves:** Uses compelling stories read aloud by the volunteer, along with hands-on activities to demonstrate helping, working, earning, and saving. **Our Families:** Emphasizes the roles people play in the local economy; helps students understand their needs and wants, to think about jobs and the tools and skills needed to achieve them as well as the concepts of interdependence. **Our Community:** Explores the interdependent roles of workers in a community, the work they perform, and how communities work. **Our City:** Studies careers, the skills people need to work in specific careers, and how businesses contribute to a city. **Our Region**: Introduces the relationship between the natural, human, and capital resources found in different regions, explores regional businesses that produce goods and services for consumers. **Our Nation:** Examines how businesses operate within a national context. Students role-play business ownership, interview for jobs, and learn different methods of production while exploring various economic issues that affect business.	30	900	

JA Events and Competitions for FY11

Program	Description	Occurrence:	Scale:	
			# of schools	# of students
Skills@Work Challenge *A national and international competition encouraging young people to use their knowledge and experience in enterprising and innovative ways.*	One-day events that test participants' business knowledge, ability to function in teams, and to solve complex problems under the pressure of time and resource constraints. The final event is a formal presentation in front of a jury of professionals. The exercise mimics real-life business situations and methods of dealing with professional colleagues and challenges. The competition helps prepare students for future employment, giving them confidence to use entrepreneurial thinking.	4 times during the school year	50	400
Best Student Company National Competition *Winning companies demonstrate entrepreneurial spirit through innovative exhibitors and creative marketing.,*	The winner of the Best Student Company Competition emerges from an exhibition of the country's top student companies. In the day-long public event, each company markets and sells its products and services to customers as it tests itself against the "best of the best" in Serbia. The winner moves on to the European Best Student Company Competition.	At the end of the school year	20 selected for the final event	60 at the final event
Banks in Action National Competition *During the simulation, bank teams are judged on the quality of their strategic decisions and profits.*	Through local, regional, and national competitions, JA "Banks in Action" tests high school participants in the principles of operating a bank in a competitive environment. Each team sets short-and long-term interest rates for bank deposits and loans. Teams also develop and market new products to strengthen their position as they compete against each other.	Once during the school year	50	100

JA TITAN National Competition *Students compete locally with the opportunity to advance to the regional event.*	Again, high school students turn knowledge into action as they run a simulated company in the business strategy competition. Teams of two to four students plus their mentors compete in a series of simulated business quarters and cycles. Price, production, marketing, capital investment, and research and development are some of the basic economic concepts the students must know and be ready to use as a basis for their business decisions. Like today's CEOs, students are judged on operations and sales performance and the business decisions they make.	Once during the school year	50	**100**
JA Business Ethics Essay Competition *The JA Business Ethics Essay Competition works in conjunction with the JA Business Ethics program.*	A worldwide JA activity, this competition engages students in critical, ethical decision-making discussions and proposes resolutions through an essay format. Students are given a hypothetical, business conundrum and each writer develops a plan to offer ethical solutions to the problem based on a specified number of possible concepts.	Once during the school year	10 most active schools	50





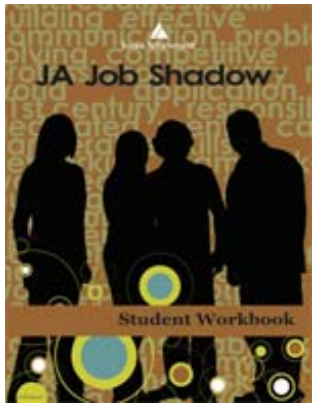


Photo: JA Serbia National Students' Company Fair. May 2010

G Communications Plan for FY 2011

I. STRATEGIC FUNCTION OF COMMUNICATIONS OFFICE

The Communications Office (CO) bolsters PPES activities by developing and deploying carefully crafted messages through selected channels to targeted audiences. This partnership amplifies and reinforces desirable social change developed through the PPES program.

As the PPES program enters Year 5, the CO shifts from spot news directed to mentions of activities toward change management communications aimed at widespread perceptual change linking the program's contributions to meaningful improvements for the citizens of Serbia.

The communications challenge then is greater than creating awareness of an event taking place but needs to convey a deeper sense of PPES' accomplishments and their benefits to the Serbian people.

To achieve this, the CO will employ Integrated Strategic Marketing and Communications (ISMC) using audience segmentation, targeted messaging and direct message delivery. It will develop or refine feedback mechanisms and will place a greater emphasis on delivering an overarching message to audience segments using more direct and personal message delivery techniques. ISMC ensures significant positive mentions of the PPES Program as it garners more in-depth and targeted attention to help audiences draw the key conclusion: USAID provides important resources and PPES activities directly improve the lives of Serbians.

Change Communications: Link Results to USAID Contributions. This should have a positive impact on Serbian attitudes. Research conducted for USAID in 2009 revealed that 64% of Serbians have strong unfavorable opinions of the United States. The same percentage believe that foreign assistance only benefits politicians, and 73% of Serbia's population either has no knowledge that the United States makes financial contributions to Serbia or believe they contribute nothing at all. The study suggests that Serbian citizens exhibit little awareness of their government's partnership with the United States that improves their economic and physical security.

This strategy will bolster PPES activities in a variety of ways:

- It ensures an accurate, timely flow of information among stakeholders;
- It maximizes public outreach by increasing depth of knowledge that leads to understanding and encouraging participation; and
- It develops or refines feedback mechanisms that provide useful information to project management.

The PPES Communications Strategy should meet the following key communication objectives:

1. Increase stakeholder awareness of PPES activities and results as indicated by increased references in stakeholder publications, public events and so on.
2. Increase stakeholder and partner institutions' knowledge and understanding of direct benefits through direct communications and targeted media.
3. Inform the Serbian general public and relevant decision makers about the concept, scope, successes and benefits of PPES activities as indicated by feedback tools, such as public opinion polls and other measurements of public awareness.

II. COMMUNICATIONS ACTIVITIES FOR FY 2011

A. Audience/Stakeholder Analysis

Strategic communications uses audience analysis to segment audiences and target messages with the goal of bringing audiences closer to the program. In doing so, the program controls communications rather than having them filtered through the media's prism.

1. Audience/Stakeholder Mapping

The PPES' ISMC suggests seven stakeholder segments outlined in levels identified in the following table:

Stakeholder Levels	Communications Focus
Level 1: Closest internal audiences	**Audiences vital to PPES and its activities' success including but not limited to:** 1. Preparedness and Planning: ▪ MoI key officials ▪ Mayors ▪ First responders 2. Economic Security ▪ Business owners ▪ Corporate sponsors for JA ▪ Municipal leaders – decision makers over YOs ▪ YO coordinators ▪ YO program participant ▪ USAID & USAID audiences ▪ Ministry of Youth and Sports and Ministry of Education
Level 2: Internal stakeholders	
Level 3: Beneficiaries	**Community Awareness Audiences** ▪ Public leaders ▪ Business leaders ▪ Youth ▪ School principals and teachers ▪ Other decision makers/opinion leaders
Level 4: General decision makers and opinion leaders	
Level 5: Media decision makers	**General populations – segmented as possible into demographic or socio-economic targets** ▪ General Media ▪ Specialized media ▪ Targeted broadcasts ▪ Targeted journalists
Level 6: Mass audience	

2. Internal Audiences: Improve Communications Organization and Strengthen Lines of Communications with Program Offices

To ensure the proper flow of internal communications, CO team will meet all Program Officers bimonthly to review: (1) Detailed work related to activities covering the upcoming two weeks; and (2) Projected work plans for the next two months. This continuing review of immediate and mid-term communications goals should ensure that the CO and Program Officers will be able to manage communications proactively, cooperatively and face more manageable timelines.

The on-going review also ensures that the inevitable immediate responses or last-minute intrusions will not become crises as all actors have a clear picture of the communications responsibility for every event.

B. Message

Each of PPES' two Components (Preparedness and Planning and Economic Security) has left a permanent imprint on Serbia. The Program's work confronted existing cultural norms and offered alternative solutions. Acting as partners with its beneficiaries, the emergency managers, local government officials, business owners and young people now practice and lead the changes introduced by the Program.

- PPES has helped create a true network of municipal trained emergency responders using common protocols and demonstrating cooperative behavior.
- PPES business training and hands-on support has enhanced Serbia's regional and economic competitiveness, especially from the country's most economically vulnerable regions.

A strategic message tells audiences why these accomplishments are personally relevant.

- Preparedness and Planning's local government emergency management training and technical assistance methodology enhances municipalities' readiness to prevent disaster and protect citizens and their property when disaster does strike.

- Economic Security (ES) helps Serbian businesses join the global economy as it helps young people become more competitive in the labor market. ES' work to improve management, marketing and sales for more than 130 companies in Serbia's most underdeveloped regions has pumped $9 million directly into the regions' economy. ES also has engaged more than 6,000 young people in entrepreneurial education through Youth Office and Junior Achievement activities.

Building on these main themes, the CO shapes targeted messages according to the intended audience, segment specific activity and planned results. In the following three sections C through E, the CO outlines the basic objectives for each delivery tool. *Specific communications activities and their relationship in support of the Component's activities can be found in Table G-1*

C. Direct Communications with Stakeholders

The strategic value of direct communications supports the Components' goals in numerous ways:

- Strengthens relationships;
- Builds a foundation of information that makes Program partners responsive to requests for specific actions;
- Inspires Program partners to feel part of something larger than themselves;
- Links direct messages to specific audiences to support specific actions; and
- Helps Program partners and participants relate USAID programs to positive results.

Direct Communications demands development of a database that segments and targets audiences for each component of the PPES Program. In FY11, the CO will continue to build a database according to the stakeholder analysis in Audience Analysis with the guidance and direction of each Component.

D. Public Relations, Media, Materials and the Web

An emphasis on strategic communications does not mean that standard broadcast and print media are ignored. Traditional media will continue to be used for the most important activities, but the focus will be strategically targeted to communicating the overall benefits citizens receive from the program's activities.

The media methods to be used in FY11 are as follows:

a. General Press Releases

Press releases are basic communication tools and will be used as needed to promote Component activities. They will be delivered to relevant local, regional, national and

international media outlets; PPES website; and USAID Serbia Development, Outreach and Communications Office.

b. Specialty (feature) Articles and Interviews

Specialty articles provide in-depth coverage of cumulative achievements to mass audiences and opinion leaders. This type of delivery channel supports successful advocacy efforts, fundraising, and change management activities.

Table G-1: In FY11, the CO proposes the following story lines as feature articles to spotlight PPES activities:

Preparedness and Planning	Economic Security
1) Nearly all of Serbia's municipalities will receive PPES training; how this benefits Serbia. ▪ This can be targeted to local media by creating a story template and then pitching it to regional and local press as well as national media. ▪ It can be built around an actual emergency that is well managed. 2) One-year anniversary of the new law: a feature on the National Training Center and the Sector for Emergency Management, a spotlight on Assistant Minister Maric. ▪ Multiple angles work here, too: a feature on Maric, the importance of a National Training Center, or relationship between local and national government.	1) Business success in South Serbia and Sandzak: What it means for Serbia. ▪ This has the potential for several stories based on total sales results, entering new markets, new developments and success for individual clusters. 2) The Importance of Career Centers in Novi Pazar: A piece of the economic development puzzle. 3) Youth entrepreneurs: feature on youth that went through PPES Youth Office training and look at the progress of the start-ups. 4) Youth Offices and their role in communities: how they have grown, have become mainstream and are tackling youth unemployment. *5)* Track the progress of YEAP activities: target this feature for television.

c. Activity-Driven and Milestone Events

Each Component has developed activities for which events will highlight the Program's role in an activity-driven achievement or reached a key milestone. The CO, in consultation with the Components, has targeted particular activities for events. As FY11 unfolds, additional event options may become apparent and the CO will work with Components to accommodate as is appropriate. All events require the preparation of materials for the media, the U.S. Embassy and USAID's DOC offices.

In addition to the core communications requirements, the CO will prepare CDs to give the media including not only the press release and other necessary information, but also photographs, video, recorded statements by officials and graphics to use as visuals in their stories.

d. PPES as Trusted Media Source

Serbia's media continuously searches for experts in key topic areas. PPES staff has specialized knowledge and would be received as credible by the public. The CO intends to lay the groundwork to position PPES staff as important sources of information on:

- Emergency management;
- Business support to SMEs; and
- Youth entrepreneurship and youth unemployment related issues.

Journalists and the Internet

57% of American journalists search the Internet daily for story ideas.

81% of American journalists use the Internet and blogs to look for experts and sources.

April 2010. Mandate Media presentation, American Medical Association

This effort increases PPES' exposure and provides a new forum to report on PPES' work and contributions in Serbia.

e. Website
PPES' website serves multiple purposes for various USAID, DAI and PPES audiences. The CO in FY11 will retain the core internal and public communications functions of the site and ensure that it is updated weekly with new information, photographs and video clips.

To maximize use of the website, the CO will add two new activities:

1. Direct communications to notify stakeholders about new information.
2. Position PPES website as a media resource to inspire stories based on the success of PPES components.

E. Feedback

The PPES Program desires to convey the knowledge that Serbia is acting to protect its citizens in the event of natural and manmade disasters. It also seeks to create greater awareness and understanding of what is being done to strengthen people's financial security. Assessing these impacts requires more sophisticated measurements than rudimentary tallies of media mentions of an event. Truly strategic communications, then, requires methodologies for measuring the impact of communications efforts.

Each Component has planned feedback tools for FY11; the Communications Office will work with the Components to use the information to develop public opinion and advance the Program's goals.

III. Performance Measures

The following table presents goals set by the Communications Office for the FY 2011.

Performance targets of the Communications Office for October 1, 2010 – September 30, 2011.

Activity	Target
Internal Communications	Bimonthly meetings with Program Officers to review near-term activities (2 weeks) and mid-term activities (2 months out)
Number of Media References	Increase by 10 percent compared to the previous planning period Increase local coverage by 30% compared to previous planning period
Message Delivery	66 percent of all media stories carry target message/theme in the first three paragraphs of the story
Specialty Articles and Broadcast Programming	6 feature articles Broadcast placement One placement per month
Number of PPES website updates	Four times a month
Events	
USAID senior representative's presence at the events.	Present at 50 percent of *high visibility* events
Serbian central government high-level officials (Ministers)	Present at a minimum of four events
Serbian local government high-level officials (Mayors)	Present at 80% of high visibility local-level events

III. Communications Office Activities:

Activity	Timeline	Anticipated # of events	Visibility Level	Message Delivery Tools					Cross-cutting Communications
				1. Internal Reporting Documents	*2. Direct Communication with Stakeholders*	*3. Public Relations and Media*	*4. Events*	*5. Website*	**Legend:** - feedback - direct communications - activity-driven events - feature articles/interviews - milestone-driven events **LOW** – Low visibility event – PPES program officer involvement / limited to no PR and Media activities / direct communication with stakeholders mostly through website **MEDIUM** – Medium visibility event – PPES Program Director involvement / PR and Media at local level, limited national PR and Media activities / website and additional direct communication vehicles / limited events management **HIGH** – High visibility event – US Embassy / USAID Mission involvement – PR and Media activities at local and national levels / website and additional communication vehicles / event management
Component I: Preparedness and Planning									
A. Building Local Disaster Management Capacities									
1. Training and Certifying Municipalities									
Regional Meetings	Oct 10	4	**HIGH**	☑	☑	☑		☑	Communicate results and conclusions of the planned Regional Meetings for new municipalities to stakeholders in the system of emergency situations management in Serbia
Module 1	Nov 10, Dec 10, Apr 11, Sep 11	12	**LOW**	☑				☑	Nearly all of Serbia's municipalities will receive PPES training; how does this benefit Serbia.
Module 2	Jan 11, Feb 11, Jun 11, Oct 11	12	**LOW**	☑				☑	
Module 3	Mar 11, Jun 11, Jul 11, Nov 11	12	**LOW**	☑				☑	
Certification	Nov 10, Jun 11, Dec 11	3	**HIGH**	☑	☑	☑	☑	☑	Enhanced Disaster Resilience Certification ceremonies

2. Fostering Local-National Cooperation Partnerships									
Public and roundtable discussions (CMG meetings)	Oct 10, Jan 11, Apr 11, Jul 11, Oct 11	4	**HIGH**	☑	☑	☑	☑	☑	Disseminate post-meeting reports on Certified Municipality Group activities to all municipalities Anniversary of CMG network
Networking activities for coordination and response in improve.	Oct 11	10	**MEDIUM**	☑	☑	☑		☑	Passage of Bylaws formally adopting PPES methodology FEMA Study Tour – special media coverage
Task Force monthly meetings	Monthly	12	**LOW**	☑					
Task Force monthly meeting	Monthly	12	**LOW**	☑					
Task Force monthly meetings	Monthly	12	**LOW**	☑					
NTC staff orientation	TBD		**LOW**	☑					
Training of Trainers for NTC staff	TBD		**LOW**	☑					
Task forces monthly meetings	Monthly	12	**LOW**	☑	☑				
Locate new facility/reconstruction design			**MEDIUM - HIGH**	☑	☑	☑	☑	☑	
Donor conference			**HIGH**	☑	☑	☑	☑	☑	Donor Conference
Fire Safety Poster Promotion	Sept / Oct 2010	2	**MEDIUM - HIGH**	☑		☑		☑	
Survey among municipalities on emergency preparedness	TBD	1	**LOW**						Report research findings to participants: targeted government institutions, relevant NGOs etc. Survey local government leaders' attitudes on emergency management systems Results of discussions among three levels of government Feedback from Mayors and first responders to PPES training methodology

Special Events / Success Stories / Activity-Driven and Milestone Events			**HIGH**	☑	☑	☑	☑	☑	One-year anniversary of the new law: a feature on the National Training Center and the Sector for Emergency Management, a spotlight on Deputy Minister Maric. One-year anniversary of the adoption of the new law Celebrate PPES training of nearly all Serbian municipalities when the final group enters Module 1 training by fall 2011.
Component II: Support to Business and Youth									
Business Support									
A. Trainings									
Marketing	Oct 10 – Jan 11	4	**MEDIUM**	☑	☑	☑		☑	Report results to companies participating in the Business Support activity
Key Account Management	Oct 10 – Jan 11	4	**MEDIUM**	☑	☑	☑		☑	Report results to companies participating in the Business Support activity
B. Technical Assistance									
Improving Marketing Materials	Oct 10 – May 11	TBD	**MEDIUM**	☑	☑		☑	☑	Report on ES activity results to National and Regional Chambers of Commerce, development agencies such as PBDA, SEDA, among others Promotional event for 21 Sandzak companies Deliver results of Improving Marketing Materials activity to ES participating companies and other relevant stakeholders – SEDA, PBDA etc.
Adoption of Certification Standards	Oct 10 – May 11	TBD	**MEDIUM -HIGH**	☑	☑		☑	☑	ISO Certification ceremony for 10 South Serbian companies Report on ES activity results to National and Regional Chambers of Commerce, development agencies such as PBDA, SEDA, among others Report on the results to companies participating in the Business Support activity and other relevant stakeholders – SEDA, PBDA etc.
Product Differentiation	Feb 11 – Aug 11	TBD	**MEDIUM**	☑					

Registration Process	Nov 10 – Aug 11	TBD	**LOW**	☑					
Access to Funds	Nov 10 – Aug 11	TBD	**LOW**	☑					
Industrial Software	Nov 10 – Aug 11	TBD	**LOW**	☑					
Internship	Nov 10 – Aug 11	2	**MEDIUM -HIGH**	☑	☑	☑	☑	☑	Report on ES activity results to National and Regional Chambers of Commerce, development agencies such as PBDA, SEDA, among others
C. Trade Missions									
Tirana, Albania	Oct 10 – Nov 10	1	**HIGH**	☑	☑	☑	☑	☑	Deliver results of Trade Mission visits to ES participating companies. Report on ES activity results to National and Regional Chambers of Commerce, development agencies such as PBDA, SEDA, among others. April event reporting on Trade Mission visits
Poland	Dec 10 – Feb 11	1	**HIGH**	☑	☑	☑	☑	☑	
Plovdiv, Bulgaria	Jan 11 – Mar 11	1	**HIGH**	☑	☑	☑	☑	☑	
Belgrade	Feb 11 – Apr 11	1	**HIGH**	☑	☑	☑	☑	☑	
D. Trade Fairs									
Belgrade – Furniture	Oct 10 – Jan 11	1	**HIGH**	☑	☑	☑	☑	☑	Deliver results of Trade Fairs visits to ES participating companies. Report on ES activity results to National and Regional Chambers of Commerce, development agencies such as PBDA, SEDA, among others.
Tirana – Panairi	Oct 10 – Jan 11	1	**HIGH**	☑	☑	☑	☑	☑	
Belgrade - Construction	Feb 11 – Jun 11	1	**HIGH**	☑	☑	☑	☑	☑	
Pristina – Construction	Feb 11 – May 11	1	**HIGH**	☑	☑	☑	☑	☑	
Poland – Textile Fair	Apr 11 – Jul 11	1	**HIGH**	☑	☑	☑	☑	☑	
Plovdiv - International	Jun 11 – Sep 11	1	**HIGH**	☑	☑	☑	☑	☑	
Youth Support									
A. Local Level Youth Offices									
1. Capacity Building for new YOs									
Assessment of new YO	Jul 10 – Aug 10	38	**LOW**	☑					.
Communication and Entrepreneurship training for YOCs	Nov 10 – Dec 10	2 x 2	**MEDIUM**	☑		☑		☑	Youth Offices and their role in communities: how they have grown, become mainstream and are tackling youth unemployment.

2. Entrepreneurship trainings in new YOs									
Youth Entrepreneurship Training	Feb 11 – Apr 11	30	**LOW**	☑				☑	Youth entrepreneurs: feature on youth that went through PPES Youth Office training and look at the progress of the start-ups. Youth Office entrepreneurship training
3. Youth Entrepreneurship plans in 9 YOs									
Development of YEAPs	Nov 10 – Feb 11	10	**LOW - MEDIUM**	☑	☑			☑	Deliver briefs to municipal leaders on Youth Entrepreneurship Action Plans (YEAP) to make the value of municipalities' investment in YOs and the YEAP readily apparent Feedback from YEAP participating Youth Offices
4. Implementation of adopted YEAPs									
Implementation	May 11 – Sep 11	10	**LOW**	☑	☑	☑		☑	Deliver briefs to municipal leaders on Youth Entrepreneurship Action Plans (YEAP) to make the value of municipalities' investment in YOs and the YEAP readily apparent Track the progress of YEAP activities: target this feature for television. Feedback from YEAP participating Youth Offices
B. Junior Achievement Program									
JA Trade Fairs	April	1	**MEDIUM**	☑		☑		☑	Report results of JA competitions and other successes to JA teachers, principals & participants; JA competitions and student company trade fairs. JA national Best Company competition.
Enterprise without Borders	Sept 10 – June 11	1	**MEDIUM**	☑		☑		☑	
JA job shadowing	Sept 10 – June 11	1	**MEDIUM**	☑	☑	☑	☑	☑	
Skills @ Work challenges	Sept 10 – June 11	4	**HIGH**	☑	☑	☑	☑	☑	
Best EU student company competition	May	1		☑	☑	☑		☑	
Best student company	May	1	**HIGH**	☑	☑	☑	☑	☑	
Banks in Action challenge	Sept 10 – June 11	2	**MEDIUM**	☑	☑	☑		☑	
EU Banks in Action Challenge	Oct 10 – Mart 11	1	**MEDIUM**	☑	☑	☑		☑	

EU Titan	Oct 10 – Mart 11	1	**MEDIUM**	☑	☑	☑		☑	
Titan Challenge	Sept 10 – June 11	2	**MEDIUM**	☑	☑	☑		☑	
JA Business Ethics Essay Competition	Sept 10 – June 11	1	**MEDIUM**	☑	☑	☑	☑	☑	
JA Board/Staff/STTA Communications	Continuous	1	**MEDIUM**	☑	☑				Develop direct communications strategy for JA staff, board and targeted corporations to support fundraising goals
C. Cross Cutting Partnership									
1. Novi Pazar Career Center									
Opening of the Career Center at State University of Novi Pazar	TBD	**1**	**HIGH**	☑	☑	☑	☑	☑	The Importance of Career Centers in Novi Pazar: A piece of the economic development puzzle. Opening of the Career Center at State University of Novi Pazar

OTHER									
Special Events / Success Stories / Activity-Driven and Milestone Events	TBD		**HIGH**	☑	☑	☑	☑	☑	Business success in South Serbia and Sandzak: What does it mean for Serbia? An event among the companies that participated in Trade Mission visits and the corresponding same-market Trade Fair. Highlight how the visits improved Trade Fair results. Food cluster event for South Serbia highlighting how PPES activities have improved results in that business sector. An event with FY10 and FY11 YEAP participants– similar to the Youth Office MOU signing – highlighting action steps taken by the current YEAP municipalities. Junior Achievement Sponsors event – bring prospective corporate sponsors together with current sponsors. Financial and other results from Trade Fairs and Missions
Communications Office: Internal Reporting Documents									
Weekly Highlights	weekly	50	**HIGH**	☑	☑				
Monthly Monitor	monthly	12	**HIGH**	☑	☑				
Fast Facts	bi-monthly	6	**HIGH**	☑	☑	☑		☑	
Media Monitor	monthly	12	**HIGH**	☑	☑				
Semi-annual Report	twice a year	2	**HIGH**	☑	☑				
Annual Workplan	annually	1	**HIGH**	☑	☑				
Program materials	continuous		**HIGH**	☑	☑	☑		☑	Redesigning and updating of current promotional materials (Components' 1 and 2- pager and Program's 4 -pager).