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ANNEX P: GUIDANCE ON INFORMATION TO INCLUDE IN THE GRANTEE PROGRESS REPORT

This is an external form to be provided to grantees as guidance on what to include within the progress report. Generally, the report should be no longer than 10 pages long.

Name of Grantee: Smart Kolektiv

Grant Number: No 01CSOSN05

Activity Title: "Development of Youth Business Serbia Program"

Reporting Period: August 20th 2012 till August 15th 2013

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Milestone 12 – Youth Business Serbia Final Report

1. Internships

In total 3 internship cycles were organized within the Youth Business Serbia program resulting in 329 trained young people, 120 placed in companies, 113 finished internships and 37+ employed (37 after first two cycles)

Call for Internship providers

Public calls for internship providers were launched in the 1st and 3rd cycle. In the 2nd cycle we invited potential providers through restricted call. First public call was launched on June 1st 2012 till June 20th 2012. Call was distributed through SLD Project working groups, local media, National Employment Service, Infostud, Local Economic Development Offices and direct mail to potential internship providers. In total, 83 internship providers applied with 243 potential places for interns. However, internship providers planned 28 potential positions for cycle 2, leaving 215 potential positions for the selection process in cycle 1.

In the 2nd internship cycle we have used relevant applications from the first cycle and launched restricted call on September 7th 2012 to companies recommended by members of the IMC working groups for youth employment. As only companies targeted by the regional coordinators and SLD Project IMC working groups were approached all 24 compliant applications were accepted later in the selection process.

For the third cycle of internship, BMS team decided to launch an open call for internship providers on December 28th 2012 till February 8th 2013. We received 26 compliant applications with 91 potential positions for interns.

	# internship providers	# internship positions
Public call for internship providers Cycle 1	83	215
Restricted call for internship providers Cycle 2	24	79
Public call for internship providers Cycle 3	26	91
TOTAL	133	385

Selection of internship providers

Selection of internship providers in all three cycles was organized in the selection panels with SLD regional office representatives and BMS regional coordinators. Selection criteria were defined in consultation process with youth employment stakeholders on IMC level (SLD Project Working groups for youth employment).

Criteria for selection were:

- Small and medium companies had priority (number of employees used as indicator)
- Companies that state in the application form that they plan to employ new workers in next 6 months
- Companies that participate with business mentors to young entrepreneurs
- Companies that defined internship position job description and presented mentors relevant to defined position

In the second and third cycle, all compliant applications were selected.

	# internship providers	# internship positions
Selected internship providers Cycle 1	13	40
Selected internship providers Cycle 2	24	79
Selected internship providers Cycle 3	26	91
TOTAL	63	210

Preselection of Interns

Preselection of interns was organized without an open call in the 1st cycle. Based on the selected positions BMS asked National Employment Service to do the preselection of interns. In total 98 persons were selected.

For the 2nd cycle, open call for interns was published on October 5th till October 15th 2012. Regional coordinators and SLD regional offices representatives preselected 158 applicants out of 378 received applications, on email selection panels from 18th till 22nd October.

For the 3rd cycle, open call for interns was published on December 28th 2012 till February 15th 2013. We received 373 administratively compliant applications. BMS regional coordinators preselected 150 applicants according to the available internship positions. Additionally, 30 candidates preselected by the National Employment Service, upon BMS request for specific, missing profiles were invited to the training.

	# applications	# preselected interns
Preselected Interns Cycle 1	N/A	98
Preselected Interns Cycle 2	378	158
Preselected Interns Cycle 3	373	150+30
TOTAL	751	406+30

Pre-internship training

In all three cycles potential interns received day long training on active approach to job searching (on how to write CV, motivational letter that reflects their interests, strong sides and other aspects of coherent and carrier related manner, on how to behave on job interview) and on some basic aspects of professional attitude, work place conduct, professional communication and team work.

In the first cycle 4 trainings were organized with 58 participants and orientations in Subotica and Sombor for 17 participants. Training in Subotica, planned for July 7th was canceled after first half an hour, as only 4 participants showed up (out of preselected 23) and they had problem with following the training in Serbian language. Instead, internship coordinator in Smart kolektiv organized orientations for potential interns in Subotica (including Kanjiza) and Sombor, on July 12th. Orientation in Subotica was organized for 6 potential interns, with the interpreter for the Hungarian. In Sombor, orientation was for organized for 11 participants. Also, 7 participants of the training in Niš, left the education, during the last session, without signing the participants list.

For the second cycle 8 trainings were organized for 143 participants.

In the 3rd cycle, six trainings were organized for 111 participants.

	# trainings	# participants
Pre-internship training Cycle 1	4+2	58 +17
Pre-internship training Cycle 2	8	143
Pre-internship training Cycle 3	6	111
TOTAL	18+2	312+17

Interns selected and placed in companies

After the trainings all potential interns had to pass the interviews by the internship providers. Interviews of the potential interns by the internship providers in the first cycle were from July 12th and lasted till August 1st 2012. In the meantime company Adecco joined program implementation team, with the task to organize legal and financial aspects of internship. We entered internship cycle 1 with 25 interns in 11 companies.

In the cycle 2 interviews were organized from October 25th till November 13th 2012. During this period 4 companies decided to step out, as they were not in position to take interns any more, mostly due to the lost capacity. At the same time 12 positions remained unfilled as there were no applicants – mostly engineers (technical, chemical, and electronics). Finally, we have entered internship cycle 2 with 45 interns in 20 companies. Some interns started on November 1st and few on December 3rd.

We have entered Internship cycle 3 with 47 interns in 20 companies. Most interns started in between May 7th and May 20th. Ten interns in two companies in Nis started on April 1st, after the consultations with SLD representatives, as these two companies wanted to involve interns in their production cycles, before summer holidays.

	# interns	# companies
Interns placed in the companies Cycle 1	25	11
Interns placed in the companies Cycle 2	45	20
Interns placed in the companies Cycle 2	47	20
TOTAL	117	51

Internship Monitoring

Regional coordinators had relatively small number of internship providers and interns to be in contact with during Cycle 1. Regional coordinator in Subotica was monitoring two companies with three interns in Sombor, and in the second month only two interns, as one of the interns from RTV Sreće had to finalize after one month due to the new obligations on the faculty. He was also regularly visiting two interns in Subotica (company Masterplast) and one intern in Kanjiza, in the bike shop and service. Regional coordinator from Novi Sad had one company with four interns, and he followed their practice regularly, on half a month bases. The biggest number of interns was in Niš, 8 interns in the two companies and 5 more in nearby municipality Gadžin Han in one company. Regional coordinator had continuous contact with mentors from companies and interns in both municipalities. Coordinator from Kraljevo followed two interns in two companies in Čačak and one intern in Vrnjačka banja. Due to the relatively small number of interns it was relatively easy to follow first internship cycle.

During Cycle 2 regional coordinators followed interns regularly, on half a month bases. Regional coordinator in Subotica was monitoring 5 companies with 9 interns, and there were no changes during the second month of internship. Regional coordinator from Novi Sad had 6 companies with 17 interns during the first month and 16 during second. One intern dropped out after first month due to personal issues. Regional coordinator in Nis communicated with 4 companies and 8 interns and recorded no changes in the course of internships. Coordinator from Kraljevo followed 4 companies and 10 interns during first month, and 9 interns during second month. One of the interns dropped out because she was unhappy with her position and relationship with the employer. Internship coordinator tried to negotiate better conditions with the employer (Lastva doo) but haven't succeed. Other interns from this companies didn't have similar problems and they finished 2 months internship. In total 42 internship was fully conducted during Cycle 2.

Regional coordinators were regularly checking internship implementation during Cycle 3. In the first two weeks regional coordinators were visiting interns (in rare cases checking interns via phone) monitoring production of working plans for the interns, communication with the mentor, and reminding mentors and interns on their obligations toward program. Regional coordinator for Niš IMC started monitoring earlier, as 10 interns in the Tagor EMS and Tagor Electronic were placed in April 1st. Besides them, coordinator was monitoring one more intern in Niš and three more interns in two companies in Leskovac. All internships were regularly implemented, without any problems. Both interns and companies are satisfied with so far done. Regional coordinator in Kraljevo IMC was monitoring internships in 5 positions in two companies in Kraljevo, and 7 positions in two companies in Čačak. Interns were fulfilling their obligations, they were satisfied, and they had good relationships with their mentors and coworkers. Only problem was inaccessibility of the contact person in the Alti d.o.o company in Čačak in the period May 25th till June 6th. In the meantime interns in Čačak communicated with their mentors and regularly fulfilled their obligations. Novi Sad IMC regional coordinator was monitoring 15 internships positions in 7 companies. One internship provider, with 3 positions is in Sremski Karlovci, one provider with 2 positions is in Beočin, and one internship provider with 3 positions is in Temerin. Remaining 7 positions were in 4 companies in Novi Sad. Although, initially started with 16 positions, one of the interns had to cancel contract as he got job on the second day of the internship. All other interns were satisfied with their positions, satisfied with relationships with mentors and they were regularly fulfilling their obligations. Novi Sad IMC regional coordinator was also monitoring internships in the Subotica IMC. Two interns in 2 companies were in Subotica and 3 interns in two companies in Sombor. Interns were satisfied, having good relations with mentors, regularly fulfilling their obligations. During monitoring interns in Subotica regional coordinator identified one more intern that was not registered in the program. During interviews for internship in Sombor and Subotica, for the positions in the Alti doo (company from Čačak with branches in Sombor and Subotica) branch manager selected potential intern for position in Subotica, but didn't report to central contact person, authorized for deciding on internships in the company. As a

consequence, position in Subotica was not presented to BMS regional and national coordinator, and therefore was not identified as placement in the program. In the meantime branch manager invited intern to start with the internship from May 15th. The problem was solved in due time and Adriana Lasak finished two month internship in Alti.

Employment of interns

Six months after both internship cycles BMS regional coordinator were checking employment of all beneficiaries (participating on trainings or being an intern).

Out of 68 beneficiaries of the 1st internship cycle 3 are with permanent employee contract, and 12 with fixed term employment contract.

Internship cycle 1	Niš IMC	Kraljevo IMC	Novi Sad IMC	Subotica IMC
Permanent employee contract	2	0	1	0
Fixed term employee contract	3	0	4	5
Self-employed	0	0	0	0

25 persons out of 131 beneficiary of the internship cycle 2, that participated in the monitoring are employed. Only persons employed during the monitoring period were noted, and incomplete information were not taken in the account.

Internship cycle 2	Niš IMC	Kraljevo IMC	Novi Sad IMC	Subotica IMC
Permanent employee contract	0	2	3	0
Fixed term employee contract	4	1	10	4
Self-employed	0	0	1	0

2. Entrepreneurship

During **Entrepreneurship Cycle 1** YBS provided support to existing young entrepreneurs through business mentoring, training and networking. Mentoring was provided for 25 entrepreneurs, 47 were trained in Finance, Management Skills, Strategic and marketing plan and Sales and 50 were trained in Business plan development, Financial aspect of the business plan, Marketing and Sales strategies. Entrepreneurs were invited to join **YBI Global Entrepreneurs' Directory** and connect with young entrepreneurs world-wide. There were also invited to apply for the **Youth Business Serbia Award (December 6)**, **Start-up weekend in Rijeka (May 20-25)**, **Biznis Nova conference in Novi Sad (May 24-28)**, and to join initiative for establishing **Young Entrepreneurs Association**.

On November 8th Smart kolektiv announced closed call for Youth Business Serbia Award, for programs' beneficiaries 2010-2012. Call was announced through the mailing list of around 80 young entrepreneurs participating in the program from 2010. Award was to be given in 2 categories – Best Business Award (2000 euro prize) and Innovation in Business Award (1000 euro prize) and financial prizes were provided by the Business Leaders Forum.

In total, 11 applications were received and expert members of the award jury – Biljana Stepanović, Business Info Group, GM, Minja Bolesnikov, Grand M doo, GM, Vojislav Stokić, Erste Bank – pre-selected 5 finalists based on the following evaluation grid:

Area	Max.
Business strategy	25
Market	25
Innovation	20
Human resources	10
Financial indicators	10
General impression	10

5 selected finalists had the opportunity to present their businesses at the live finale organized on December 6th in KC Grad in Belgrade. Finalists were:

Miloš Milisavljević, Strawberry Energy, Belgrade
 Jan Privizer, Svet konoplje, Novi Sad
 Ana Petrović, Travel Boutique, Belgrade
 Nemanja Janković, Biserna polisa, Kraljevo
 Zdravka Maksimović, Precizlab, Novi Sad

Each finalist had 5 minutes to present their businesses and additional 15 minutes to respond to questions from the jury and audience. The atmosphere of the event was very positive and cheer, as both finalists and the audience were encouraging presenters on stage. Jury filled finalists with useful comments while interviewing them. Jury announced winners in two categories at the award ceremony that followed presentations. Speakers at the award ceremony were **Andrew Devenport**, the Youth Business International CEO, **Howard Ockman**, Chief of Party, *USAID* SLDP, **Vesna Pavlović**, National Employment Service, **Andrea Brbaklić**, Executive director at Erste Bank and **Neven Marinović**, Executive director, Smart kolektiv. State secretary **Nenad Borovcanin** (Ministry of Youth and Sport) was also confirmed to speak at the event, but he canceled last minute. **Biljana Stepanovic**, President of the jury, announced winners in two categories:

Jan Privizer, Svet konoplje – Innovation in Business Award
Milos Milosavljevic, Strawberry Energy – Best Business Award

Entrepreneurship Cycle 2 Started through the cost share of Ministry of Youth and Sports. On September 25th Youth Business Serbia announced the Call for the business ideas intended for the young people up to 35 years of age with residence in the territory of towns and municipalities: Niš, Merošina, Doljevac, Gadžin Han, Leskovac, Novi Sad, Beočin, Sremski Karlovci, Temerin, Gornji Milanovac, Čačak, Kraljevo, Vrnjačka Banja, Raška, Subotica, Sombor, and Kanjiža. Call was open till November 3rd, and total of 138 applications were received. National selection committee (representatives of Ministry of Youth and Sport, National Employment Service, Erste Bank, *USAID* SLDP and Smart kolektiv) decided to accept all eligible applications, total of 123. All accepted applicants were invited to attend 3 day long training for business idea development, which was designed by the program's training team, supported and trained by Slovenian organization "TiPovej!" in September 2012.

Training

In total, 8 trainings were organized in Novi Sad (3 trainings), Nis (3 trainings), Kraljevo (1 training) and Subotica (1 training) for the total of 96 participants. Each training was delivered by 2 trainers and 2 guest lecturers on finance and sales.

All training participants were invited to attend National Employment Service's training on entrepreneurship literacy (two-day training "Route to Successful Entrepreneur") during December. NES delivered 6 trainings in total, for 76 participants.

Business plan Consultancy

All participants were invited to send first version of business plan by January 10 2013. In total 53 business plans were received (6 from IMC Subotica, 7 from IMC Kraljevo, 19 from IMC Nis and 21 from IMC Novi Sad). All candidates who submitted first versions of business plans received business plan consultants whose role to help them develop their business plans and prepare for selection panels. Program provided 6 pro bono business plan consultants (4 employees of Erste Bank and 2 competent YBS regional coordinators – Milivoje Jovanovic and Boris Saulic) that worked with candidates mostly online, during the period of 5 weeks, donating in total 173 hours of consultation to the program.

Recommendations for Financing

38 candidates submitted finalized versions of business plans. One candidate left the program after submitting the business plan due to private issues. In total 37 candidates were interviewed at 4 selection panels organized from March 5 til March 13 2013 in Nis (10 candidates, one day), Kraljevo (7 candidates, one day), Subotica (6 candidates, one day) and Novi Sad (14 candidates, 2 days). *For Selection Panels composition please see Milestone 6 progress report.*

Partners (SLDP, NES, Erste) provided facilities for selection panel interviews. Interviews helped candidates to further investigate feasibility of their ideas and provided them with substantial feedback.

Selection panels resulted in recommendation for financing 25 business plans

IMC	No of recommended
Subotica	4
Kraljevo	6
Nis	6
Novi Sad	9
TOTAL	25

These business plans were promoted to Erste Bank for favourable Superstep loans, to National Employment Service and to "Pokreni se za posao" program, depending on from which sources candidates requested finance.

Mentoring program

On March 26th Smart kolektiv established mentoring program for 25 recommended candidates by inviting them to submit request for business mentoring. In total 21 candidate applied for mentoring. Candidates were informed that they will be provided with a business mentor up to 2 months from the date of registering a business (by any financial means), as long as they register a business until September 30 2013.

On April 18th candidates received online mentoring orientation – they were presented with YBS mentoring concept, approach and process in form of the PDF presentation and e-mail summary. They also received template of mentoring agreement and were invited to start a discussion on any issue related to the business mentoring.

Access to finance

11 candidates applied for NES grant, but only 1 of them received it. Program manager supported candidates by following up each application with selection panel recommendation to the contact point in the specific NES branch.

9 candidates applied for Eneca program “Pokreni se za posao”. There were more than 3000 applications for this program and 5 YBS candidates received grants from Eneca.

25 recommended business plans were sent to Erste Bank and the Bank decided to finance 9 business plans.

IMC	Municipality	Candidate
Kraljevo	Gornji Milanovac	Dušan Simović
Novi Sad	Novi Sad	Damir Ljubičić
Niš	Niš	Aleksandra Đurić
Kraljevo	Vrnjačka Banja	Viktorija Artinović
Novi Sad	Novi Sad	Petar Noveski
Niš	Niš	Danilo Stojković
Subotica	Subotica	Maja Gabrić Stipić
Novi Sad	Novi Sad	Borislav Đorđević
Niš	Niš	Goran Jovanović
Subotica	Subotica	Nikola Bašić

One of the candidates rejected by the Erste Bank Petar Noveski from Novi Sad asked program manager for additional support – meeting with the Erste bank. Candidate was supported at the meeting by Milos Antic, program staffer from Novi Sad. The program staff helped Petar improve agreed segments of the business plan, and at this moment bank is reconsidering it for finance.

Another candidate that received conditional loan approval rejected the loan (Borislav Djordjevic), but asked for support in alternative Program manager recommended him and arranged the meeting with the Opportunity bank, but the entrepreneur decided not to follow up.

Jobs created

Up until now, program staff recorded in total 29 jobs created – increase in number of employees with existing entrepreneurs (24) and 5 self –employed new entrepreneurs. Additional 3 established businesses are run by young people that are already employed. There is also a projection of in total 7 new jobs that young entrepreneurs will open by the end of 2013.

New jobs were measured by comparing data from program applications in June 2012 (number of employees) and from recent monitoring calls performed by program staff.

Achievements and Challenges

In September 2012 Smart kolektiv signed Memorandum of Understanding with Erste Bank and National Employment Service, defining partnership and roles within the Youth Business Serbia program. In October 2012 Youth Business Serbia became a member of the Youth Business International Network and

program manager Neda Stankovic signed the MoU between Smart kolektiv and YBI in London. Membership in the YBI means access to financial and non-financial support to the program, participation in the global projects, such as connecting young entrepreneurs world-wide, participation in the global award competition, and similar. In May 2013 Youth Business Serbia Advisory Board was established with the aim to support the ongoing development and expansion of Youth Business Serbia program. Programme continuation is secured through new grant from Ministry of Youth and Sport and YBI/Accenture grant, and program team is actively involved in fundraising for the period 2014/2015.

Through the cost share from Ministry of Youth and Sport Smart kolektiv got the opportunity to develop internal training team and educational component to improve results and reach more under-served young (potential) entrepreneurs. In 2012, in cooperation with the Slovenian organisation *TiPovej!* and using the standard training of the National Employment Service, YBS developed training for young people providing a platform for clarification and purification of business ideas, and build up all the elements of their business plans. Specificity of the training is *purifying business idea* module, in the first part of the training, developed based on *TiPovej!* knowledge and experiences. Second part of the training includes basic info on entrepreneurship, legal and fiscal aspects of business and business plan development. Training design was developed by the YBS trainers, trained by the *TiPovej!* senior staff in September 2012. We have received highly positive feedback from participants of business idea development training. YBS is now investing in educational component as one of three pillars for supporting young entrepreneurs, further developing distance learning and more extensive face-to-face trainings.

Taking into account program's FB page, popularity of the program is constantly growing and number of new likes doubled from October 2012 (currently approx. 7000 likes).

One of the biggest achievements is that Smart kolektiv at least doubled the targeted number of employed participants of the internship component (20), and employment was noted with 37 candidates after 2 internship cycles.

Major challenges were related to contract modification process between Chemonics and Smart kolektiv that resulted in freezing of some activities during the course of the program and postponement of Internship Cycle 3. Smart kolektiv succeeded in maintaining the Youth Business Serbia program's reputation and key activities during this period and acted at all times for the benefit of its beneficiaries.

Another major challenge was to reach targeted number of interns (120). 120 candidates in total were placed in companies, but 113 finished internships. This was mainly due to interns drop outs, miscommunication (too many actors involved in communication) and withdrawal of some large internship providers upon receiving a contract from Adecco.

Youth Business Serbia Results 2012/2013

INTRENSHIP results

Internship Cycle 1 (June-July 2012)

Training: 75 trained in job searching and workplace conduct

Internships: 28 interns placed in 11 companies, 25 interns finished internships

Employment: 12 employed

Internship Cycle 2 (November-December 2012)

Training: 143 trained in job searching and workplace conduct

Internships: 45 interns placed in 20 companies, 42 interns finished internships

Employment: 25 employed

Internship Cycle 3 (May-June 2013)

Training: 111 trained in job searching and workplace conduct
Internships: 47 interns placed in 20 companies, 46 interns finished internships
Employment: tbd
TOTAL: 329 trained, 120 placed, 113 finished, 37+ employed

ENTREPRENEURSHIP results

Mentoring: 25 mentored entrepreneurs
Training: 96 trained in business idea development
47 trained in Finance, Management Skills, Strategic and marketing plan and Sales
50 trained in Business plan development, Financial aspect of the business plan, Marketing and Sales strategies
53 received business plan consultancy (total of 173 hours of business plan consultancy provided by the program)
Established businesses: 8 so far
New jobs created: 29 so far
Awards: 2 financial awards given to 2 best entrepreneurs participating in the program (2000 and 1000 EUR, provided by the Business Leaders Forum)

Success Stories

Tagor Electronic and Tagor EMS are private companies, based in City of Niš, distributing electronic components, instruments, tools and components for automatics. Tagor is actively involved in the providing internship positions from the beginning of the program, and during the three internship cycles 30 young persons had an opportunity to get experience in working with the modern technology. Out of 30 interns, 18 stayed in the company – 9 with the short term agreements for further professional orientation, 7 with the fixed term employee contract and 2 with the permanent employee contract.

Ms. Tamara Jovanović, Executive director, Tagor Electronics is putting additional efforts of HR section to maintain participation in all the programs in Serbia, providing an opportunity for internships. They are participating in all the programmes of the National Employment Service programmes, and although these programmes are providing minimal salary to the interns, unlike the BMS programme, she said that most of the new fixed term employees in the company are coming from BMS internship. All of the interns are trying to learn as much as possible, but young **Obrad Ivezić**, student of electronics earned special status. Although with the residence in Niš, he had to move to Prokuplje with his family. In order to use the opportunity for internship he had to self-finance additional 25% of the remuneration gained from BMS programme in order to finance every day commuting. Colleagues say that Obrad is agile and that they want him in the company if he wants to stay.

FKL Temerin is a factory of rolling bearings and cardan shafts with a mission to reach greater business profitability and efficiency completely satisfying our customers with the highest quality and the widest range of products, which production does not affect environment.

FKL was approached directly, by the BMS regional coordinator, for the third cycle of internships. Thanks to the dedication of Ms. Tanja Bokun, Export Manager in the company, although were already used to National Employment Service programmes, and their direct cooperation with University of Novi Sad, FKL provided internship positions for BMS candidates. Unfortunately, only three candidates with the needed education were available. All three of them finished internships, evaluating support from the FKL with the highest grades. Two out of three will stay as employed in the company, only because third intern

decided to focus on his PhD studies. As Ms. Bokun said main strength of the BMS internship programme was that administrative burden of the internship is not on the company. She said that interns had regular weekly meetings with mentors and company HR and director, every Friday at 12.00, talking about working tasks, relations with the colleagues and plans for the next week. Ms. Bokun believes that these regular meetings and time invested in the interns is coming back through their dedication. As an illustrative example of interns dedication she remarked that one of the interns got married during the internship, but insisted to work regularly without taking days off.

Gordana Nikolić, ex-intern, now employed as technology constructor, said that it was very important for her that program was without corruptive selections. She had four years of working experience during the studies, but, as she stated, this was her only experience that everything was done by the book. Finally she said that she is glad to be presented as success story, and that she will present BMS program as success story.

Jasna Žugić is a young journalist. She says that she always wanted to have her own studio and that her parents, economist and a doctor, supported her choice. During studies, she was trying to get as much practice as possible, as officially her faculty is providing only one week of practice for four years. She worked on students' radio, radio in Novi Sad and the Public Broadcasting Service of Vojvodina, usually during the summer months.

She heard for the BMS program from a friend. "I have decided to try, although I was not sure what the program can provide". Her application was accepted, but then internship was delayed from beginning of April to mid-May. "That was my only problem with this program. I was thinking that again I will have to work during the summer months and that is a bad period for media". But, she was matched with Radio 021, on a position of journalist-researcher. "Colleagues are cool" she says, "warm and informal, but yet professional". Editor in Chief was her mentor, and all the support she needed was provided. "He also left us to work on our own, I believe because he trusted us". With her colleague intern she was a *bike reporter*. "My colleague Snežana Marković and I are usually on the bikes, so we were driving around the city and getting all the interesting stories from the spot". As internship was coming to an end, Editor in Chief told them that there will be no possibility to employ interns due to the lack of finances. Jasna immediately started to check for open job vacancies. Over a coffee, her colleagues from a marketing section of the Radio 021 heard that she will be available and immediately offered her to fill in available position. "I will not stay as a journalist, but at least I will stay in the same collective. I like the atmosphere here. It is very difficult to find a job as a journalist these days. Now with this position in the marketing of Radio 021, my part time job at the theatre's box office and sporadic fees as a volleyball judge, I can organize my life in Novi Sad", Jasna says.

Sandra Djurić (31) from Niš took the fact of being unable to find a job as a teacher of physical education and turned it into an opportunity to start her own business. Last autumn, Sandra applied for the Youth Business Serbia business ideas competition. "My idea was a new product – crab apple cider vinegar. I applied for the competition and finished the training for business ideas development. Even before the training I thought a lot about my idea, but the training helped me to reach much further, to envisage the idea and present it in a right way. I would recommend coming to your training to everyone, because even if they don't start a business – they will have an opportunity to learn things that will be very useful both in life and in career. The program also provided me with a consultant for writing the business plan, an expert from Erste Bank with whose help I managed to write a really great business plan, which later brought me the recommendation from the Selection Panel in Niš and a loan approval from Erste Bank. Owing to that loan, now I have an opportunity to make my idea happen, to run my own business and place this new product on the market."

Sandra learned about business from experience – by working for her father. She also learned a lot from her book keeper and salesmen, looking at how they do the job and asking for advice. She never had contact with entrepreneurship education before coming to the YBS training. "I don't believe that I will

ever be sorry for this career decision. I enjoy my work and I couldn't imagine sitting in some office from 9am to 5pm. My own business enables me to travel around, to always be in the field and with people. I think that the most important entrepreneurial attributes are endurance, knowledge, honesty, devotion and loving what you do. Also, you need to have courage to start, cause "If you risk nothing you gain nothing."

Viktorija Artinović (31) from Vrnjacka Banja, medical doctor and assistant at the University of Kragujevac, saw Youth Business Serbia business idea competition last autumn and decided to apply with the idea that has been occupying her mind for some time. "Whenever I traveled in Europe I was always able to buy a smoothie on the street. It's a healthy, fresh drink made of different combinations of fruit and vegetables, almost ideal product for Vrnjacka Banja which is a touristic town but also a national health center (for diabetes). And there was nothing similar in Banja to consume while strolling along the Promenade. I'm a medical doctor so I understand the need for natural minerals and vitamins when it comes to prevention of diseases. I connected the dots, and today I run a little smoothies shop called "Drink and Walk" on the Promenade."

YBS idea development training was very useful for Viktorija since she didn't have any knowledge or experience in economy and business. It helped her reshape the idea and see it from a different perspective. Her greatest challenge was financial planning. "Only now that I started doing business I see many expenses that I didn't take into account before. But that experience is very useful. Program provided me with the business plan consultant from the Erste Bank, and that was extremely helpful. I received Selection panel recommendation and my loan was approved by the Erste Bank."

Viktorija employs 2 young females from Vrnjacka Banja and she already received 2 offers to open franchises in Novi Sad and Kraljevo. "Nothing can be perceived as secure today, and that stands for the job in the public sector as well. I think that many young people hope to get that job because they refuse to face the reality. I don't think that the system is responsible for that, because I am part of that system and I don't perceive "working for the state" as a secure thing. I'm afraid that we are forgetting the individual responsibility when it comes to life decisions: we are the ones who choose what we will be doing, where we will be working or with whom we will be living. I see entrepreneurship as a viable career option. But entrepreneur needs to be ambitious, determined and patient. Also - courageous and ready to embrace novelty and innovation, no matter what people say. People tell me all the time: "What got into you to do this? You have a job and a good salary at the University!", or "This is Banja, it will not work here." But I'm determined and I believe in myself and in what I do, so I know that it will work."

Activities Planned for Next Period

Provide a brief summary or list of bullets for activities planned next period. If planned activities include public/media events (especially with expected participation of USAID/US Embassy officials), please provide the following info:

Purpose of the event:

Suggested date & time:

Suggested location:

Planned key VIPs (to participate in the event)

Planned participants (to be invited to attend the event)

Suggested agenda: (timing, who does what when)