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PREPAREDNESS, PLANNING AND
ECONOMIC SECURITY PROGRAM (PPES)

SEMI-ANNUAL REPORT #5

APRIL 1 – SEPTEMBER 30, 2008

October 10, 2008

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

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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.

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SECTION 1: INTRODUCTION

Development Alternatives, Incorporated (DAI) is pleased to submit this Semi-Annual Report for the Preparedness, Planning and Economic Security Program (PPES, formerly SCOPES). This report covers program activity for the period of April 1 through September 30, 2008, as detailed in the Final Year 2 PPES Work Plan submitted to USAID on October 10, 2007. This is the fifth semi-annual report submitted by DAI for PPES and covers activities completed, outputs, and results during the past six months of program activity and cumulative results since project inception.

Despite the challenges posed in the early part of the reporting period by the post-independent Kosovo political climate and the local, provincial and state elections in May, the past six months have proved to be a highly productive period. The program continues to concentrate its efforts on producing positive change in local, provincial and state disaster management systems (in the case of the Preparedness and Planning Team) and to create greater opportunities for private enterprises in Serbia's most vulnerable regions (in the case of the Economic Security Team).

The Preparedness and Planning Team has contributed to heightening the level of awareness of the importance of disaster risk reduction at all levels of government within Serbia. At the national level, the Government of Serbia is inching ever closer to enacting legislation that will establish a new national-level coordination agency and is starting to put significant resources into upgrading its work force and modernizing its equipment. At the provincial level, the Province of Vojvodina is taking an active role in encouraging more coordinated efforts among its constituent municipalities. At the local level, 20 municipalities have now institutionalized disaster management by establishing standing disaster management committees that consider issues of preparedness, prevention, response and recovery on a continuous basis. In addition, municipalities participating in USAID-funded training are exhibiting signs that they are doing a better job of assessing damage faster following an emergency and in delivering more timely relief and recovery assistance following such emergencies. Finally, more municipalities are including in their budgets funds to address prevention issues and provide relief and recovery assistance.

The Economic Security Team has assisted businesses from isolated parts of Serbia reach outside their traditional markets and make linkages with other businesses, by enabling participation at domestic and international trade fairs, among other activities. As a result of the program's business development strategy these businesses are beginning to materialize significant sales contracts and are starting to realize that their products are competitive in higher value markets. This new found success is creating positive economic conditions in underdeveloped municipalities with high concentrations of vulnerable populations and, in a short period of time, will begin to manifest in job creation and better socio-economic conditions in the municipalities where the program has a footprint. The program's simultaneous bottom-up and top-down interventions are creating synergies between government and civil society that are opening new opportunities for private sector enterprises and creating steady, incremental improvements in the municipalities' labor markets.

SECTION 2: PREPAREDNESS AND PLANNING

Summary of Accomplishments

In the period April 2008 through September 2008, the Preparedness and Planning Team continued to focus on municipal level interventions with a particular emphasis on certifying the first group of municipalities as having enhanced disaster resilience. During this reporting period the team also concluded the selection of new municipalities for program inclusion, revised the team's training materials and finalized the certification process.

Certification. During this reporting period the team held three certification events to recognize the most progressive Cohort I¹ municipalities for their efforts to institutionalize their disaster management system. Certification, designed to recognize local governments that have taken measures to improve their capacities to prepare for and respond to natural disasters, was piloted in Kragujevac on June 26, 2008. This event was followed by Kruševac's certification ceremony on July 21, 2008. Both of these municipalities received Level 1 and Level 2 certification.² The third certification event was held on September 25, 2008 where the municipalities of Indjia, Irig, Kanjiža, Kraljevo, Novi Pazar, Raška, Titel, Tutin, and Vranje received Level 1 certification.

Expansion. The Preparedness and Planning program activities expanded during the reporting period. The team began working with seven additional municipalities in Vojvodina (Bečej, Bela Crkva, Kovačica, Novi Bečej, Plandište, Sečanj, and Žitište) this past spring. In September, the team received approval from USAID to start work in 20 additional municipalities throughout Serbia, bringing the total number of municipalities to 61.³ The Preparedness and Planning Team collected baseline data on each of the proposed expansion municipalities by conducting MEMCI⁴ interviews with crises responders inside and outside local government, bringing the cumulative number of MEMCI interviews to 613.

Achievements. The Preparedness and Planning Team's achievements during the reporting period include:

- Seventeen municipal disaster management teams trained to build and institutionalize a local-level disaster management system that addresses preparedness, response, recovery and prevention. 88 individual crisis responders (a total of 400 to date) were trained in six subjects: communication and coordination, organizational roles and responsibilities, legal framework and implementation, planning methodology, crisis identification and risk assessment, and risk management and vulnerability.

¹ Cohort I municipalities are those 41 municipalities where work commenced during programs years 1 and 2. Cohort II municipalities are those 20 municipalities that will join the program during year 3 and Cohort III municipalities are those 20 municipalities that will join the program during year 4. (Please see the map on page 4.)

² For a complete description of certification, including a discussion of the levels, please see Annex C.

³ A final justification memo was submitted to USAID at the very end of the reporting period requesting approval for the inclusion of an additional group of 20 municipalities, which will bring the final total to 81 municipalities.

⁴ MEMCI stands for "Municipal Emergency Management Capacity Index." It is the team's tool for assessing the baseline status of disaster management in municipalities prior to commencing work and a benchmark against which progress is measured. For a more complete discussion of the MEMCI, please see Annex B.

- Seven additional municipalities (for a cumulative total of 30) produced all-hazards planning documents;
- Eight additional local governments (for a cumulative total of 16) institutionalized disaster management by establishing and empowering a standing disaster management body;
- In June and July, the program launched the certification process by certifying two cities, Kragujevac and Kruševac, for Level I and Level II certification. Later, in September, additional 9 municipalities and cities received Level I certification.
- The program held a second best practices fair in Kragujevac on June 26, 2008. The event gathered over 60 participants from 26 municipalities participating in the Preparedness and Planning program.
- The program also held a conference in Titel on the “Role of Volunteers in Local Disaster Management in Vojvodina”. The conference, held on September 30, 2008, gathered around 60 participants from 17 Vojvodina municipalities.
- The team completed revising its training methodology which is now delivered through three consecutive modules. After each training module delivery, the DMTs will be assisted in producing the deliverables discussed during the training.
- The team completed one Surge activity by responding with assistance to Arilje, one of five south-central Serbian municipalities that were severely affected by acute water shortages during August 2008, by providing five water tanks to the local schools and the health center.

Impact in numbers

- 61 municipalities in Serbia are currently included in program activities.
- 16 municipalities have standing disaster management bodies empowered by municipal assembly decisions.
- 30 municipalities produced all-hazards planning documents.
- 402 crisis responders from 41 municipalities have been trained in six subjects to improve municipal disaster management.
- 11 municipalities and cities were certified as demonstrating Level I “Enhanced Disaster Resilience” and 2 cities were certified as demonstrating Level II capabilities.
- Over 120 municipal emergency practitioners attended two best-practices fairs on municipal disaster management in Kragujevac and Titel.



US Ambassador to Serbia, Cameron Munter, with Mayors of nine municipalities awarded Level I "Enhanced Disaster Resilience" status

Activity Update

Building capacity in target municipalities to effectively monitor and plan for a wide range of crises (1.1.3)

The primary objective of the Preparedness and Planning Team is to help municipalities be more resilient to crises and natural disasters by working closely with municipalities to build and institutionalize a robust disaster management system that addresses preparedness, response, recovery and prevention. It does so by helping municipalities to create and adopt planning ordinances and establish a standing disaster management body, among other activities.

During the reporting period the team continued to provide assistance to 41 municipalities throughout Serbia (Cohort I) and has identified an additional 40 municipalities to implement activities in FY 2009 and FY 2010 (Cohort II and Cohort III). All municipalities will continue to receive technical assistance in accordance with the program strategy based on the “Ten Steps to Enhance Municipal Disaster Resilience” as described below:

Ten Steps to Enhance Municipal Disaster Resilience

Step 1: Assess current capacity using the Municipal Emergency Management Capacity Index (MEMCI)

Step 2: Ensure local buy-in (through negotiation of Memorandums of Understanding with Municipal Government)

Step 3: Ensure community wide buy-in

Step 4: Train in local government/civilian role approach, communication, and coordination resulting in a draft ordinance on forming a disaster management standing body

Step 5: Train in disaster risk reduction models, risk assessment and management, resulting in a municipal risk assessment plan

Step 6: Train in planning methodology resulting in a draft specific-hazard response plan required by law (In most cases this is a flood response plan)

Step 7: Provide demand-driven tailored TA to interested municipalities resulting in best practices

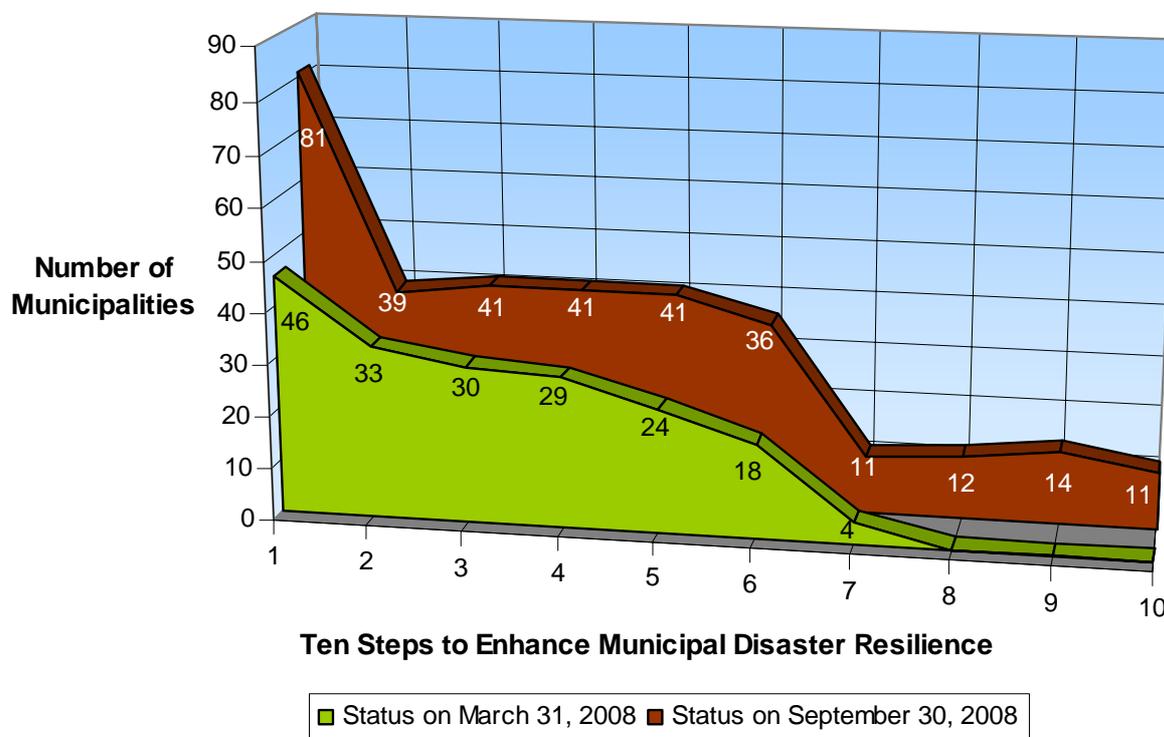
Step 8: Perform quality control by vetting documents with external experts and revise as needed

Step 9: Conduct follow-up capacity assessment (Repeat MEMCI)

Step 10: Certify municipality as Enhanced Disaster Resilient

The chart below presents municipal progress during the reporting period against the Ten Steps.

Chart 2-1: Overview of Municipal Progress⁵



Step 1: Assess current capacity using the Municipal Emergency Management Capacity Index (MEMCI).

The MEMCI assessment is used to establish a baseline against which municipal progress will be measured. The MEMCI interviews also provide the team with information for baseline municipal profiles needed to identify new municipalities and with information required to tailor the program’s subsequent interventions to the specific needs of the municipality.

Three teams of trained MEMCI interviewers led by program officers conducted 304 baseline MEMCI assessments in 35 candidate municipalities and conducted 56 follow-up interviews in 8 municipalities for the purpose of tracking progress. An analysis of the 360 MEMCI assessment interviews conducted during this reporting period can be found in Annex B.

During this reporting period, the team identified and profiled an additional 40 municipalities⁶ for program inclusion in the next two fiscal years. Two justification memos, each including 20 municipalities, were submitted to USAID in August and September. A list of all the municipalities, divided by Cohort, can be found in Annex C.

⁵ Although activities are ongoing in 41 municipalities, the program has signed MoUs with only 39. MoUs were not signed with the Niš city Crveni Krst municipality per USAID’s recommendation and Novi Bečej municipality in Vojvodina was unable to attend the MoU signing ceremony scheduled for this past April.

⁶ MEMCI interviews for five of these 40 candidate municipalities were completed during the previous reporting period.

Step 2: Ensure local buy-in through negotiation of Memorandums of Understanding (MOUs) with Municipal Government.

Step 3: Ensure community wide buy-in.

During the reporting period, the program has formalized joint commitment to strengthen local capacity to plan for and respond to natural disasters, crises and emergencies with six Vojvodina municipalities. Memorandums of Understanding with the six municipalities of Bečej, Bela Crkva, Kovačica, Plandište, Sečanj and Žitište were signed in April 2008. This event was supported by the Assembly of Vojvodina and the provincial Secretariat for Local Self-Government and Inter-municipal Cooperation. .

Based on lessons learned from prior years, more time and effort needs to be invested in ensuring municipal leadership buy-in prior to the commencement of training for technical staff. As a result, the program has modified its approach to include within this step training for mayors of Cohort II and III municipalities, to ensure and reinforce understanding and buy-in from municipal leadership prior to undertaking intensive activities within the municipalities.

Step 4: Train in local government/civilian role approach, communication, and coordination resulting in a draft ordinance on forming a disaster management standing body.

Step 5: Train in disaster risk reduction models, risk assessment and management, resulting in a municipal risk assessment plan.

Step 6: Train in planning methodology resulting in a Specific Hazard Response Plan draft required by law.

Four training sessions on Municipal Disaster Management and Risk Assessment were conducted during the reporting period. In all, 88 individual responders from 17 disaster management teams were trained in six subject areas. As result of the technical assistance and training, seven additional municipalities produced all-hazard planning documents and eight additional local governments institutionalized disaster management by establishing a standing disaster management body.

The results of the training conducted for five City of Nis municipalities proved that without the support of the City of Nis administration, the five constituent municipalities faced challenges in institutionalizing their disaster management systems. As a result of changes in city leadership following the May elections, the program will initiate cooperation with the city during the next reporting period. A summary of Preparedness and Planning Team trainings can be found in the following table.

Table 2-1: Preparedness and Planning Training, April to September 2008

TRAINING	PARTICIPATING MUNICIPALITIES	DATE	AVERAGE PARTICIPANT SATISFACTION (on scale of 1 to 5)	NUMBER OF PARTICIPANTS
Municipal Disaster Management and Risk Assessment	Bečej, Novi Bečej, Plandište, Žitište, Sečanj, Bela Crkva, Kovačica	April 2-4 2008	4.32	39
Municipal Disaster Management and Risk Assessment	Niš city municipalities: Palilula, Pantelej, Medijana, Crveni Krst, Niška Banja	April 14 2008	3.76	8
Municipal Disaster Management and Risk Assessment	Arilje, Ivanjica	April 16-18 2008	4.77	26
Municipal Disaster Management and Risk Assessment	Bojnik, Lebane, Vlasotince	April 21-23 2008	4.50	15

Progress on Steps 4 through 6 slowed during the reporting period because of the national and local elections in May. However, the team took advantage of this slow training period by revising its training methodology, which, going forward, will be implemented through three sequential modules for Cohort II and Cohort III municipalities. The Preparedness and Planning team engaged an external training methodology specialist to reformulate the training methodology from its current form to a series of module-based trainings. The previous program training that was delivered in all 41 Cohort I municipalities covered six broad topics in too short a time period (a frequent comment on past training evaluations). The new methodology includes 3 training modules and one orientation session to be delivered prior to the training. Each module will focus on a specific area and will be conducted at a separate time. The team prepared the internal structure of each module (consisting of theoretical presentations, practical exercises and presentations of case studies from Serbia), and on preparing the training materials for each module. The three training modules are:

- Module 1 – Disaster Management Models and establishing a Municipal Disaster Management Standing Body;
- Module 2 – Municipal Risk Assessment and preparation of a Municipal Hazard Response Plan;
- Module 3 – Preparation of a Specific Hazard Response Plan (in most cases a flood plan).

Previously, all three topics were covered during the course of a single training session. The new training methodology will be offered for review to the Standing Conference of Towns and Municipalities and to technical staff from the Ministry of Defense's Department for Emergency Situations before the material is finalized and used for the next group of municipalities.

Step 7: Provide demand-driven tailored technical assistance to interested municipalities resulting in best practices.

Under this step, the team offers assistance (through its program officers, short-term advisors and the municipalities' own Disaster Management Team (DMT) members) that does not fall into the aforementioned training modules. The activities are designed to fulfill specific needs of municipal DMTs in terms of enhancing coordination, improving communication, creating a strong local network or developing various stand-by arrangements in order to improve their level of preparedness. This type of assistance is structured in a way that helps the municipality build its own capacity towards the next level of certification.

For example per the municipality's request, 126 people from Kruševac Local communities ("MZs") were trained in Disaster communication, coordination and prevention. On this occasion, municipality's own disaster management team (instead of PPES trainers) presented its activities and the role of local communities in disaster prevention and recovery.

During the reporting period 13 municipalities were provided with tailored technical assistance on the development of flood response plans and standing body ordinances (Arlje, Indjija, Irig, Kanjiža, Kraljevo, Kruševac, Leskovac, Novi Pazar, Raška, Titel, Tutin, Vranje and Zrenjanin).

Step 8: Perform quality control by vetting documents with external experts and revise as needed.

Quality control is performed by program staff to ensure that the municipality has met program expectations. A Certification Commission⁷ vetted documents produced by the municipalities identified as candidates for a certain level of certification. During the reporting period, the quality of documents was reviewed on-site in 11 municipalities. During its municipal visits, the Certification Commission conducts a "MUDRAC" assessment.⁸ An overview of the MUDRAC instrument can be found in Annex D.

Step 9: Conduct follow-up capacity assessment (MEMCI 2).

The MEMCI teams conducted 56 follow-up interviews in 8 municipalities (Indjija, Irig, Kanjiža, Kraljevo, Novi Pazar, Raška, Titel and Tutin). The results show significant improvement compared to each municipality's baseline MEMCI assessment with average MEMCI scores improving from 51 to 91 points (out of a possible maximum of 135 points). The results of these interviews, and the additional 304 baseline interviews conducted during the reporting period, can be found in Annex B.

⁷ The Certification Commission is an internally constituted body and includes: the head of the Certification Commission (the Program Officer in charge of certification); Responsible Program Officer for the City/Municipality; Monitoring/Evaluation Specialist; and a Technical Expert (usually an external short-term advisor).

⁸ Municipal Disaster Resilience Assessment and Certification (MUDRAC) is a tool that the program uses to document whether a municipality has qualified to be certified.

Step 10: Certify municipality as demonstrating enhanced disaster resilience.

In compliance with the aforementioned certification process, the program certified a total of 11 municipalities during the reporting period. Two municipalities reached Level 2 – Institutionalization of Disaster Management Capacity status – and nine municipalities reached Level 1 – Increased Disaster Management Capacity. All the certified municipalities fulfilled and exceeded all program requirements to standards described in the MoUs and the municipalities were publicly recognized for their achievements in three events organized by the program:

1. Kragujevac was certified for Level 2 Enhanced Disaster Resilience at the Second Best Practice Fair in Local Disaster Management Prevention organized in Kragujevac on June 26, 2008;
2. Kruševac was certified for Level 2 Enhanced Disaster Resilience at a certification ceremony organized in Kruševac on July 21, 2008;
3. The municipalities of Indjija, Irig, Kanjiža, Kraljevo, Novi Pazar, Raška, Titel, Tutin, and Vranje were certified for achieving Level 1 Enhanced Disaster Resilience at a certification ceremony organized in Belgrade on September 25, 2008.

More information on the certification levels can be found in Annex D.

Build networks for crisis prevention, mitigation and response including the Serbia national Government, local governments, international actors, media outlets, civil society, the private sector, and citizens (1.1.5)

During the reporting period, the program facilitated two exchange events between model municipalities and aspiring municipalities.

The Second Best Practice Fair in Local Disaster Management Prevention held in Kragujevac on June 26, 2008 gathered over 60 participants from 26 municipalities participating in the Preparedness and Planning program. The event was co-organized with the City of Kragujevac and the local Red Cross office. Lectures and panel discussions on prevention against natural disasters were presented by the representatives of the Red Cross of Serbia, IFRC, and the Republic Institute for Water. Representatives of the cities of Kragujevac and Vranje and the municipalities of Titel and Vlasotince presented their experiences in dealing with different disasters. The Red Cross organized a simulation exercise on flood response. The event provided a networking opportunity for all participating municipalities and promoted best practices in municipal organization in disaster management, while simultaneously raising public awareness on prevention against natural disasters during the summer season.

A Conference on Volunteers in Disasters in Vojvodina on September 30, 2008 was organized in Titel that drew representatives of disaster management teams from 17 program municipalities in Vojvodina. The Firefighting Alliance of Vojvodina, IFRC and the Red Cross of Serbia all presented at the event. Over 60 participants attended the event which included interactive presentations, discussions and photo and video exhibitions of the municipalities' experiences in organizing volunteers during times of disaster. Kovačica, Indjija and Titel presented their experience in recruiting volunteers during disasters throughout the different stages of the disaster management cycle. An introduction to the topic of volunteerism was presented by a representative of the Ministry of Defense's Department for Emergency Situations in Vojvodina. The Novi Sad Humanitarian Center (a grantee of

USAID's civil society program, implemented by ISC) presented the latest draft law on volunteerism and the Red Cross and IFRC shared their experience and methodology in recruiting, mobilizing and managing volunteers during and after disasters.

Build linkages between municipalities and relevant national actors to support crisis prevention and planning in accordance with Serbia's commitment to the Stability Pact's Disaster Preparedness and Prevention initiative (1.1.6)

A modern national policy framework on disaster management in Serbia has not yet been defined. The most frequent comment heard from the program's training participants, regardless of their political or institutional affiliation, is that insufficient legislation to define and coordinate national emergency preparedness and response is the single most important reason for breakdowns in the current system. The Preparedness and Planning Team engaged a consultant to review and comment on the two draft laws developed by the Ministry of Defense and the Ministry of Interior. The consultant was asked to review the drafts taking into account international standards and practices, existing domestic legislation related to disaster management, and the role of the local governments in the disaster management system. Commentary on the Ministry of Interior's draft was shared with the MoI in August. The Ministry has confirmed that all of the program's recommendations were taken into consideration for inclusion into the final draft of the law.

In addition, during this reporting period the Preparedness and Planning Team was involved in a series of discussions with the Standing Conference of Towns and Municipalities (SCTM) in an effort to institutionalize the team's disaster management training strategy through the SCTM. To date, the program and the SCTM have agreed on the need to develop a tool for assessing the needs of the municipalities in order to meet their legal obligations and on the need to continue training local governments in the area of disaster risk reduction. This self-diagnosis tool will be developed during the next reporting period.

Provide training strategies in the following areas: local-level actor conflict analysis and management skills, media responsibility during crises, information dissemination during crises, and other areas as needed (1.1.7)

Municipalities are encouraged to include media representatives on their disaster management teams that attend trainings organized by the Preparedness and Planning program (Steps 4, 5 and 6 under task 1.1.3). During the reporting period, PPES negotiated an agreement on cooperation with IREX (the implementer of USAID's media program), where the program presented key issues relevant to media engagement on local-level disaster management at selected IREX trainings and encouraged local disaster management teams to include journalists trained through the IREX program. The team was allotted two hours of time by IREX during each training to organize round table discussions in Bujanovac in May 2008; in Subotica in June 2008; in Preševo in July 2008; and in Zrenjanin in September 2008. Each round table discussion was centered on the topic of "Media Responsibilities and Challenges in Emergency Situations." The discussions included conversations on potential emergency issues specific to each municipality, aspects of editorial decision-making, field teamwork between journalists and camerapersons and journalists' own experiences in the field.

Monitor on an ongoing basis changing political and social dynamics at municipal and national levels through polling, networking, or other appropriate means in order to assess the risks of conflict or civil crisis. Provide concise monthly reporting (1.1.8)

PPES provided six monthly bulletin reports to USAID on topics of importance to the component and/or as requested by USAID. Additionally, the Preparedness and Planning Team produced a series of situation reports on hazards that occurred during this reporting period. They include: three analytical reports on the effect of Kosovo’s declaration of independence; a monitoring report on chemical accidents and the explosion in Zemun’s “Fitofarma” factory; a situation report on hail and floods in central Serbia; and, three situation reports on the consequences of draught in the municipality of Arilje which resulted in surge response.

Table 2-2: Summary of PPES Crisis Monitoring and Reporting

Date	Report Type	Title and/or Topic
Apr 2, 2008	Situation	Kosovo UDI situation report #16, youth issues
Apr 7, 2008	Situation	Fitofarma accident, chemical accident and explosion in Zemun
Apr 9, 2008	Situation	Kosovo UDI situation report #17, minority issues
Apr 23, 2008	Situation	Kosovo UDI situation report #18, budget transfers to Kosovo
May 9, 2008	Monthly	Pre-election polling analysis
June 2, 2008	Monthly	“What do Minorities Want?”
June 30, 2008	Monthly	“Formation of Local Governments”
July 7, 2008	Situation	Storm, hail and floods in Central Serbia
Aug 1, 2008	Monthly	“Implementing the National Strategy on Youth”
Aug 21, 2008	Situation	Draught in Arilje report #1
Aug 22, 2008	Situation	Draught in Arilje report #2
Aug 26, 2008	Situation	Explosion in Kruševac “Trayal” Factory
Aug 30, 2008	Situation	Draught in Arilje report #3
Sep 2, 2008	Monthly	“Central Government Policy-Making and Coordination Challenges and their Effect on Refugee / IDP Issues”
Sep 25, 2008	Monthly	Comparison of MoI and MoD Draft Laws on National Disaster Management

Develop assistance strategies for target municipalities that lack political will to engage in primary component activities or fall under USAID restrictions on assistance to Serbia (1.1.9)

No activities were undertaken under this task during the reporting period. All 41 Cohort I municipalities have demonstrated a willingness to collaborate with the program. The team does not currently anticipate a need to organize any activities that would exclude municipal administration.

Surge Capacity (1.2)

During the past two years, PPES has adapted and refined its surge capacity plan into an efficient and flexible mechanism for responding to humanitarian crisis that is, at the same time, strategically integrated with the project’s developmental programming. It 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 this reporting period, the Preparedness and Planning Team revised the Surge Capacity Plan which applies the strategic approach set out in the comprehensive December 2007 resource document, the *Surge*

Capacity Plan – Serbia, Year 2 Revision, to the current context in which USAID may wish to use surge funding. It is anticipated that this revision, to be submitted to USAID in the first quarter of FY 2009, will be the final full revision of the plan for the remaining life of the program.

Surge in Action - Drought Response

Five south-central Serbian municipalities were severely affected by an acute water shortage due to this past summer’s drought and by insufficient water reservoir capacity in this part of the country. The water supply from the Rzav regional system that supplies the towns of Arilje, Požega, Lučani, Čačak and Gornji Milanovac was declining each day due to a dry spell and the low water level of the river. Over 250,000 inhabitants were directly affected by the water shortage. Water restrictions were imposed following the Government of Serbia’s decision to declare a state of natural disaster. The municipality of Arilje was the most affected. USAID’s Preparedness and Planning program responded with assistance to the municipality by providing five water tanks. The timing of the water shortage coincided with the start of the school year and the lack of water could have delayed the opening of the schools. The municipality formed a Crisis Committee and approached USAID for assistance. As a result, Arilje received five water tanks – four were installed at local schools and one at the local health center. The tanks helped provide an interim solution to the water shortage problem until a more permanent solution was found.

The team worked closely with USAID to process the administrative actions needed to activate the surge response. USAID was able to quickly authorize this surge activity, enabling PPES to procure the requested commodities. Five water tanks (three 2,000 liter tanks and two 3,000 liter tanks) worth a total value of \$7,000 were delivered to the local kindergarten (400 children), one primary school (1,600 students), one high-school (500 students), and a health center on September 5, 2008. As a result, the school year in this municipality started as planned. It took only eight working days from the moment the program received the request for the water tanks from the municipality to the date the tanks were delivered. A detailed timeline is presented in the table below.

Table 2-3: Timetable – Response to Draught in Arilje

Action	Time frame
PPES received a formal request for assistance from Arilje	August 27, 2008
PPES prepared a budget based on the request letter	August 28, 2008
Additional information was requested by USAID	August 29, 2008
Additional information was provided to USAID	September 01, 2008
Final list of commodities was provided to USAID for approval	September 02, 2008
The formal bid collection and review process was completed	September 02, 2008
Selected vendor notified and asked to submit pro-forma invoice	
PPO PDV form for VAT exception were approved by the Tax administration	September 03, 2008
Written approval received for the waiver request for commodities	September 03, 2008
Method and location of transport of commodities confirmed with vendor	September 04, 2008
Vendor notified of VAT exemption approval, bank transfer executed	September 05, 2008
Municipality of Arilje and DAI signed annex to MOU on the donation	September 05, 2008
Commodities transported to Arilje by the vendor where they were inspected on-site by a PPES representative, branded and accepted by the recipient	September 05, 2008
USAID and PPES representatives visited Arilje for press conference	September 10, 2008

Key Activities for the Next Six Months

Step	Action
Step 2	<ul style="list-style-type: none"> ▪ Management team meets with the Mayors of 20 Cohort II municipalities to discuss program details and agree on level of certification; ▪ Formalize agreement with 20 new program municipalities; ▪ Organize training for Mayors of 20 new program municipalities;
Step 3	<ul style="list-style-type: none"> ▪ Conduct 20 Orientation sessions where roles and responsibilities are defined; ▪ Produce road maps for the municipalities;
Steps 4, 5 and 6	<ul style="list-style-type: none"> ▪ Conduct dry run of the training modules; conduct final TOT; ▪ Share the revised Trainers' and Participants' Manuals for module based training with national level actors and solicit feedback; ▪ Finalize the “menu of services” training based on needs of Cohort I program municipalities; ▪ Train 20 new program municipalities in Modules 1 and 2;
Step 7	<ul style="list-style-type: none"> ▪ Continue with technical assistance to prepare for Level 1, 2 or 3 certification for Cohort I municipalities; ▪ Document case studies of municipal disaster management and collect best practice models for municipalities considered for certification; ▪ Organize in collaboration with Vlasotince municipality and the Ministry of Interior a conference focused on lessons learned from past experience in flood response; ▪ Define (together with the local government representatives) an action plan for the FY 2009 to open a youth volunteer firefighting camp in Kovačica ▪ Work with Kraljevo and UNDP/Pro Project to advance the planning for the Ibar river flood prevention project;
Task 1.1.5	<ul style="list-style-type: none"> ▪ Initiate discussion and design a strategy for working with Level 3 candidate municipalities (Kragujevac and Kruševac) on establishing Regional Disaster Management Networks; ▪ Convene a Disaster Management Working Group meeting to focus on issues of implementation of the new disaster management law that is expected to be passed by the Government of Serbia before the end of 2008; ▪ Engage the SCTM in program training activities and national level dialogue activities;
Task 1.1.6	<ul style="list-style-type: none"> ▪ To the extent that such opportunities present themselves, provide support to the Ministry of Interior’s Sector for Protection and Rescue in developing and institutionalizing the new national disaster management framework;
Task 1.1.7	<ul style="list-style-type: none"> ▪ In coordination with IREX, continue to coordinate on media involvement in disaster management;
Task 1.2 (Surge)	<ul style="list-style-type: none"> ▪ Continue monitoring crisis and potential risks to political and social instability and provide USAID with timely analysis of such risks.

SECTION 3: ECONOMIC SECURITY

Introduction

The Economic Security Team has continued to work according to the newly revised strategy that focuses on sector specific technical assistance to promising businesses with the capacity to expand into new markets and gain market share. Despite the changes to the strategy over the past year, the team continued to monitor past investments and activities conducted in the initial seven municipalities. The team's previous work is yielding benefits for businesses and organizations that were the recipients of grants and technical assistance provided by the program, and the results of these interventions are beginning to manifest throughout the municipalities themselves.

Moving forward, the team will continue to work with businesses in south and southwest Serbia but the program's youth development strategy will be broader in scope and will focus in municipalities where the Preparedness and Planning team already has a footprint.

Summary of Results

The Economic Security Team has continued to build on successes from the prior reporting period. The team has cumulatively assisted 243 companies in seven targeted municipalities, providing companies with tailored technical and financial assistance aimed at enabling businesses to grow and become more competitive. The team's progress is evidenced by the success of companies assisted and their ability to access new buyers and markets. Assisted companies have increased their sales by 42% and have created 126 new jobs.

The Economic Security Team has continuing to conduct business training programs in which 484 business representatives have participated to date. These trainings are aimed at improving business knowledge of entrepreneurs and business owners, as well as offering tailored technical support to companies.

To date, 95 grants worth a total of \$937,889 were provided in support of the ES Team's objectives. Of this total, private companies were recipients of 72 grants totaling \$621,230. More than 74% of the total grants disbursed were provided directly to private companies in order to help them improve efficiency, product quality and business performance.

The most significant events that the Economic Security Team supported during the reporting period are as follows:

- The ES Team supported participation of over 60 companies at the 3rd International Agriculture Fair in Bujanovac, held on 7-9 April 2008. PBDA (Preševo and Bujanovac Development Agency) organized presentations of companies from around southern Serbia aimed at

Impact in Numbers
• 42% sales increase by assisted companies
• 243 Companies directly assisted
• 484 Trained business representatives
• 1.1 Million USD in sales realized at trade fairs
• 1.5 Million USD invested by assisted companies



fostering new business links and strengthening cooperation between agricultural producers in the region.

- In conjunction with the Agribusiness project, the ES Team supported the participation of 6 producers from Serbia at the 75th International Agricultural Fair, held in Novi Sad from May 10 to 17. As a result, in the three months following the fair the businesses have achieved \$210,000 in new sales.



- The ES Team supported 6 companies from Sandžak and South Serbia to exhibit for the first time in newly-independent Kosovo at the Priština Agricultural Fair in June. In general, South Serbian firms already have relationships in Kosovo because of a common ethnicity, but the project enabled Serbian firms from the South and Bosniak firms from Sandžak to participate as well. These cross-border and cross-ethnicity linkages further the project's aims of both reaching new markets and creating economic security.

- On June 19, in Kopaonik, the ES Team supported a regional finals competition for 12 Junior Achievement (JA) student companies from eight municipalities. The three best student companies received awards and a special recognition award went to the student company that achieved the most sales during the 2007/2008 school year. This was the final event of the Junior Achievement program that was implemented in 20 high schools in all 7 PPES municipalities and provided entrepreneurship skills to 679 students during the school year.



- On September 17, the ES Team hosted a “Youth Entrepreneurship” round table in Vranje. The purpose of the round table was to identify challenges and constraints to youth employment in south Serbia and to provide a networking opportunity for stakeholders engaged in developing strategies on youth entrepreneurship and youth employment. Participants at the event included representatives from youth organizations located in south Serbia, regional economic development agencies, local government officials, international organizations, local NGOs, the Coordination Body, JA members and the Ministry of Youth and Sports.



- The ES Team in cooperation with the Sandžak Economic Development Agency (SEDA) supported the participation of selected Novi Pazar and Prijepolje-based textile businesses at the 84th International Fashion Clothing, Footwear and Accessories Fair in Zagreb, held from 16 to 21 September 2008. This was the first time that companies from Sandžak attended a fair in Croatia. As a result, the companies achieved \$81,300 in new sales at the fair.



TEN FIRSTS	
1	First exhibition of Serbian firms in newly-independent Kosovo (June 2008).
2	First exhibition of Sandžak apparel firms in post-war Croatia (September 2008).
3	First entrepreneurship training for youth in Medvedja (January – September 2008).
4	First recognition of a Junior Achievement Student Company using sales as a success metric (June 2008).
5	First forming of advisory body for tourism in Prijepolje (November 2007).
6	First packaging in Serbian language for select Albanian dairies in South Serbia (May 2008).
7	First export sales for assisted firms in Kraljevo (March 2008).
8	First business venture for IDP family after leaving Kosovo (May 2008).
9	First accounting training delivered to accountants in Bujanovac and Preševo (January 2008).
10	First Textile Union in Prijepolje created (January 2008).

Program Achievements

During the reporting period the team continued to implement its strategy according to the “Ten Steps to a More Economically Secure Municipality,” which were agreed to in collaboration with USAID during the previous reporting period. (The Year 3 Work Plan, crafted during the last two months of the reporting period, places significantly more emphasis on youth programming.) Program achievements during the reporting, organized by step, are detailed below.

Step1: Determine implementation municipalities (highest priority given to the most vulnerable) and sub-sectors (highest priority given to the highest potential). *Output: municipalities, and subsectors within municipalities, selected for assistance.*

The Economic Security Team continued to work in the initial seven municipalities identified at the beginning of the project, which were selected according to the relative vulnerability of the populations and the level of economic development. The initial seven municipalities are Novi Pazar and Prijepolje in the Southwest, Kuršumljia and Kraljevo in South Central and Preševo, Bujanovac and Medvedja in the South. As noted in the FY 2009 Work Plan, the ES Team will expand support to promising businesses operating in targeted subsectors located in municipalities south of Nis. More specifically, Table 3-1, below, indicates the planned status of activities in municipalities where the program is engaged.

The program’s over-arching approach to private sector development operates on the principals of market integration and is based on sub-sector/value chains (assessed during 2007) with the highest potential to grow and create impact on vulnerable groups. That is, support to promising small and medium-sized enterprises (SMEs) is designed to increase their access to new markets and improve their ability to meet market demands and needs.

Table 3-1: Status of ES Target Sectors, as of October 1, 2008

Sub-Sectors	Municipality	Workstream 1: Support to Business	Workstream 2: Youth Employment	Specifics
Food Processing	Kraljevo	FY06-FY08	FY09-FY11	No new businesses added in FY09.
Fruit (Growing & Processing)	Kuršumlja	FY06-FY11	FY09-FY11	Businesses here will be approached sectorally in the South Serbia region.*
Dairy	Bujanovac	FY06-FY11	FY09-FY11	Businesses here will be approached sectorally in the South Serbia region.**
Fruits, Tourism	Medvedja	FY06-FY11	FY09-FY11	Businesses here will be approached sectorally in the South Serbia region.*
Dairy	Preševo	FY06-FY11	FY09-FY11	Businesses here will be approached sectorally in the South Serbia region.**
Apparel, Food Processing	Novi Pazar	FY06-FY11	FY09-FY11	Trade show assistance.
Tourism	Prijepolje	FY06-FY08	FY09-FY11	Several tourism-related activities are still underway. Work in this sector will be completed by December 2008.
Light Manufacturing	South Serbia (south of Nis)	FY06-FY11	FY09-FY11	The bulk of requests for assistance in the Vranje AOR are from firms in the light manufacturing sector.*

*A sectoral approach results in businesses in the entire region being considered for assistance if they are in the dairy or light manufacturing sectors. We will no longer support firms in an ad hoc manner if they are not in our target sectors.

** South Serbia has the largest number of dairy households in Serbia (Mercy Corps CRDA Dairy Assessment, July 2007).

Step 2: Ensure local buy-in by presenting the strategy for economic security to the municipality and ensure willingness of municipality to create a better business enabling environment. Output: signed MOU.

Local government support is necessary to achieve sustainable local economic development. To help ensure a close working relationship with local government as the ES component expands, PPES will leverage the MOUs signed with municipalities where the Preparedness and Planning component has commenced work. Local-buy in is also achieved through the program's connections with other relevant local economic development actors.

For example, in Medvedja, the program cooperated with local Chambers of Commerce, Unions of Entrepreneurs and Business Development Agencies in improving the business environment and creating better conditions for entrepreneurship. Together with the Ministry of Youth and Sports, and local authorities, PPES has provided support to the NGO Peoples Parliament to establish a Youth Entrepreneurship Center in Medvedja. The Center offers a range of business services and resources to existing and prospective young entrepreneurs in the municipality.

The start up of this center is part of a wider project, "Youth Entrepreneurship Initiative in South Serbia" (co-financed by the PPES program and the Ministry of Youth and Sports), which has led to the development of similar centers in Leskovac and Lebane. The project is

implemented by "People's Parliament" (*Narodni Parlament*), a Leskovac-based organization, which was actively involved in the development of the government's recently adopted National Youth Strategy. From spring 2008 to date, a total of 400 young entrepreneurs and high-school graduates from Medvedja, Lebane, and Leskovac attended trainings in business planning, project proposal writing, applying for loans and other business financing, financial management, tax administration and marketing. In August, 30 of the best participants were taken on a study tour and visited small successful businesses in Kruševac and national-level institutions, including the Serbian Agency for the Development of Small and Medium-sized Enterprises and Entrepreneurship, the Fund for Development of the Republic of Serbia and the Ministry of Youth and Sports.

Step 3: Assess sub-sector to identify gaps. Output: sub-sector reports with implementation recommendations.

To determine the most appropriate support to each sub-sector, the program initially employed STTA consultants to undertake sub-sector/value chain analyses for Work Stream I (support to business). These reports have continued to serve as the basis on which the program has structured its business-level interventions in targeted municipalities. For Work Stream II (youth employment), the ES Team has used the JA assessment report produced by Muhannad Jarrah (a short term consultant and the Operations Director of Junior Achievement in Jordan) to identify the current gaps that exist in Serbia's JA program in order to begin introducing necessary changes to expand the program in more municipalities. Based on the report, the ES Team began recruitment for two program officers who will work with JA to scale the program to a national level. In addition, the team has conducted meetings with NALED (National Alliance for Local Economic Development) to identify potential individuals to serve as board members and private sector businesses have been solicited to serve as partners for the JA program.

Step 4: Identify most influential actors in business community. Output: a list of high potential businesses and leading business owners.

In the initial seven municipalities, the ES Team has been active for over 21 months and has engaged all relevant businesses and business groups. The Economic Security Team has presented the program's strategy and local businesses are informed of current and future program activities. To date, 306 companies have been assessed by the ES Team and out of those 278 were recognized as promising businesses.

Step 5: Work with business community and ensure buy-in by presenting subsector assessment and recommendations. Output: a list of subsector-level interventions.

In Prijepolje, based on recommendations from the sub-sector report, the ES Team has continued to work with Prijepolje's Tourism Organization (TOP) to develop the tourism industry in the municipality. Out of 8 projects identified by both the ES Team and local stakeholders as projects with the largest potential to impact the tourism industry, the ES Team directly supported 5 projects with 25 grants totaling \$92,157 (24 direct grants to accommodation providers for improving their accommodation capacity and one grant to TOP to improve the signalization on the roads and to support production of a promotional movie and short video that will be broadcast on regional and national TV stations prior to next year's tourism season). Though most of the ES Team's work in the municipality of Prijepolje has been completed, the ES Team will continue to monitor and report on the progress achieved in Prijepolje's tourism industry in subsequent reports.

Continuing the work of a grant given in the previous reporting period to PBDA, a total of 14 registered local accountants were trained on the latest laws in business accounting. The ES Team has continued to strengthen the business community in Preševo and Bujanovac municipalities by enabling PBDA to organize business trainings for 34 local business representatives. Following the two trainings, accountants and company owners worked together to more accurately account for VAT (Value Added Taxes)⁹ and to research the most cost effective combination of employment contracts. Furthermore, more companies formally registered their employees after learning about the benefits provided by the government for employing unemployed workers. Finally, two of the companies filed applications for Serbia's Development Fund.

Another example of benefits continuing to accrue can be found in the follow-up to the study tour organized by PBDA for 36 Serbian and Albanian dairy farmers. The farmers visited a successful dairy cooperative in Bošnjace and a dairy farm in Blace. After this tour, the farmers participated in a one-day workshop on the following topics: how cooperatives work, standards in milk production, new applicable technologies in the dairy sector, importance of cooperation between farmers and the rationale for the creation of a strong network of milk producers. As a result of their new knowledge, two informal associations have registered and transformed into formal associations. In addition, members of several other associations from Bujanovac and Preševo have reorganized their barns in order to improve processes, efficiency and hygiene based on lessons learned in Bošnjace and Blace.

In Kuršumljia, the Regional Chamber of Commerce Nis and the ES Team worked to provide training to 17 women entrepreneurs in various business topics and skill sets needed to run a strong business. As a result, eight business plans were written and one woman's business plan is currently being considered by the municipality of Kuršumljia to receive a start-up award of 100,000 RSD (about \$1800). Furthermore, all the women agreed that the training allowed them to make new contacts and made them feel more a part of the community, especially those who are displaced persons from Kosovo.

The ES Team's work in Kraljevo has focused on food production and the food processing value-chain in which the municipality has much potential. The ES Team supported Kraljevo's Regional Center for SME Development, which has helped associations and cooperatives from Kraljevo improve their business performance. The Regional Center worked to strengthen the capacities of the following 5 associations and cooperatives: 1) Bee association, Kraljevo (218 members); 2) Breeders association "Green Valley," from Ratina (19 members); 3) Meat processors/fruit/vegetable association "Zapadna Morava 2008" (14 members); 4) Tourism association, from Rudno (24 members); and, 5) Meat processors/fruit/vegetable/dairy association "Agro-cluster," from Obrva (39 members). All five associations have produced realistic and actionable planning documents that provide concrete short to medium term steps for improving the efficiency of the associations' administration and strengthening the promotion of its members' interests. In addition, one unanticipated benefit of this activity, all of the associations realized that through their collective efforts they are able achieve results that yield greater benefits to all members. Currently, the directors of the five associations are planning to coordinate their efforts to promote the brand of the municipality, so that visitors that come to the region (for example to stay at a private accommodation in Rudno) can purchase products produced by all five associations.

⁹ One of the most common problems identified was **over-payment** of VAT caused by not applying for refunds.

Step 6: Identify firms for assistance based on their growth potential consistent with PPES strategy. Output: firms selected for assistance.

Through September 30, 2008, the ES Team has provided 95 grants, totaling \$937,889¹⁰. Out of those, 72 grants totaling \$621,230 or 75% were provided directly to businesses. These grants, sorted by municipality, are presented in Table 3-2, below.

Table 3-2: All CTO-Approved and Pipeline Grants by Municipality

Municipality	# of CTO approved grants	\$ value of approved grants	# of pipeline grants	\$ value of pipeline grants
Bujanovac	9	\$ 90,982	3	\$50,000
Kraljevo	16	\$155,461	1	\$20,000
Kuršumlija	2	\$ 21,938	0	\$0
Medvedja	5	\$ 38,543	0	\$ 0
Novi Pazar	10	\$127,728	0	\$0
Preševo	7	\$ 99,980	1	\$20,000
Prijepolje	40	\$309,882	1	\$40,000
AOR	6	\$ 93,375	0	\$0
Total	95	\$937,889	6	\$130,000

The “pipeline grants” referred above are the number and value of grants under development that the team expects will be submitted to USAID and approved during October 2008. Grants identified as “AOR” (Area of Responsibility) covered more than one municipality, such as the Junior Achievement grant.

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.

During the reporting period, the ES Team supported, through two purchase orders and two grants worth a total of \$68,668, businesses and associations to exhibit at four international fairs—The 3rd International Agricultural Fair in Bujanovac, The Priština Agricultural Fair, The 75th Novi Sad Fair (agriculture), and The 84th Zagreb Fair (apparel). Also, after a break of two years, the ES Team helped revitalize the 3rd International Agricultural Fair in Bujanovac in order to foster new business links and strengthen the cooperation between agricultural producers in the region. The revival of this fair in Bujanovac was an important event for local economic development since most business is oriented around agricultural production.

The ES Team supported companies from Sandžak and South Serbia to exhibit for the first time in newly-independent Kosovo at the Priština Agricultural Fair. Additionally, the team supported businesses from Sandžak to exhibit at the Zagreb Fair, which was unique in that this was also the first time in the post-war period that businesses from Sandžak exhibited at a fair in Croatia. At the Novi Said Fair, the ES Team collaborated with USAID’s Agribusiness project to assist businesses to participate at the fair. The two programs worked together to promote 13 companies under a joint brand and worked with the businesses prior to and after the fair in an effort to close deals on new sales. All 13 companies received training in “Sales and Effective Trade Show Participation” prior to the show.

¹⁰ This figure includes only grants approved by the CTO.

Step 8: Train in business skills, marketing, product design, and sales; assist with international quality standards acquisition; and invest in strategic capital expenditures.
Output: updated business plans and more competitive products.

The Economic Security team continues to cooperate with local training providers in developing and implementing training programs. The aim of these programs is to help local entrepreneurs to gain skills necessary to improve their business and to help aspiring entrepreneurs to obtain information and knowledge on entrepreneurship and business opportunities. The trainings vary from general business planning training to specialized technical training, such as accounting training for bookkeepers or training in finance management for entrepreneurs.

The ES Team through consultancies, grants, and tailored trainings has also provided direct technical assistance to 81 companies to help improve their business performance. This assistance included trainings on selected topics requested by the entrepreneurs, such as finance or marketing, but also included study tours and preparation for trade fairs, aimed at capturing new markets and increasing sales.

During the reporting period, the ES Team supported Kraljevo's Center for Entrepreneurship (CfE), a nonprofit organization that encourages and promotes entrepreneurship. The organization works with youth, women, unemployed and redundant workers and internally displaced people to assist them in finding work. The organization provides business advisory and information services, business training, and business plan writing services. Entrepreneurs from Kraljevo and Kragujevac utilize the Center's two offices as resource centers for learning about local credit offerings, business contacts and networking with buyers and suppliers. PPES' grant enabled CfE to: 1) open a second office; 2) establish a business assistance website (which currently receives about 25 inquiries per month); 3) develop a comparative guide to bank credit offerings; and, 4) most importantly, transform the organization into a sustainable entity that will continue to benefit aspiring entrepreneurs and established businesses in both municipalities in the future.

In total, the Economic Security Team has provided assistance to 243 companies¹¹ from Sandžak and Southern Serbia. These companies have increased their sales by 42%, through establishing new business contacts and improving product quality. Assisted companies have created 126 new jobs, while 484 business people received training in improving business skills.

Job creation in ES targeted municipalities reflects the evolution, over the course of the past year, of the strategy from production inputs to new market access. The program anticipated 150 new jobs based on the level of resource investment at the beginning of the year. As the focus went from jobs to sales, the results did as well. Jobs did not increase as much as originally anticipated, but sales did increase. In Kraljevo and Novi Pazar, two large municipalities where less jobs were realized than anticipated, resource investment over the past year was mostly in the form of trainings, technical assistance, and support for trade shows. None of those activities immediately increase jobs because firms must first increase their sales to necessitate new positions in order to fill orders. Over time, the realized figure will mirror the anticipated.

¹¹ With the revision of the team's strategy this past year, the team's Performance Monitoring Plan (PMP) was also adjusted to reflect the new strategy. In the previous reporting period 392 companies were reported as having been assisted by the Program. This figure represented the sum of all business participating in all program training, so if a business attend two separate trainings, it would be included twice. The ES team's PMP has been refined and this indicator clarified to reflect the total number of individual businesses.

Table 3-3: Jobs – Committed and Realized

Municipality	# of Companies receiving grants	Total value of Grants	# of Jobs Committed	# of Jobs Realized	Difference
Kraljevo	13	\$ 108,601	37	28	-9
Novi Pazar	7	\$ 77,741	20	11	-9
Prijepolje	37	\$ 267,132	60	65	5
Preševo	7	\$ 99,980	15	13	-2
Bujanovac	4	\$ 39,990	10	8	-2
Medvedja	3	\$ 14,690	4	1	-3
Kuršumlija	1	\$ 13,096	4	0	-4
TOTAL	72	\$ 621,230	150	126	-24

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.

The ES Team has put more focus on facilitating and creating targeted business linkages in the second half of FY 2008. As mentioned above, the program supported companies to create market linkages by attending four trade shows: 1) The 3rd International Agricultural Fair in Bujanovac 2) The 75th International Agricultural Fair in Novi Sad 3) The Priština Agricultural Fair and 4) The 84th International Zagreb Autumn Fair (apparel). The ES Team’s support to businesses during these four fairs resulted in \$487,940 in anticipated sales made during the fairs. Given that the Priština and Zagreb fairs took place more recently, the team will continue to track businesses’ sales figures in the months ahead and will present cumulative information in subsequent reports. The cumulative total of sales achieved by businesses at all the fairs supported by the program is \$1,153,000. This represents a return-on-investment (ROI) of over ten to one on the \$111,603 invested to support business attendance at the fairs.

The table below presents businesses’ sales figures during the fair, 3-months and 6-months following the fair.

Table 3-4: Sales at Trade Shows

#	Trade Show	# of firms	anticipated sales at fair	ACTUAL SALES		value of PPES assistance	ROI
				3 months	6 months*		
1	48th International Fashion fair in Belgrade (October 2007)	21	\$ 272,800	\$ 170,000	\$ 384,700	\$ 9,880	39 to 1
2	Business Base 2007 (November 2007)	37	\$ 277,000	\$ 310,000	\$ 502,700	\$ 12,748	39 to 1
3	5th International Fashion and Equipment Fair in Novi Pazar (April 2008)	31	\$ 338,600	\$ 280,500	\$ 265,600	\$ 20,307	13 to 1
	<i>Note: Sales figures decreased from "anticipated" to "3 months" due to unrealized sales, and increased from "3 months" to "6 months" due to more sales realized over time</i>	TOTAL	\$ 888,400	\$ 760,500	\$ 1,153,000	\$ 42,935	27 to 1
4	Bujanovac Agricultural Fair (May 2008)	41	\$ 29,140	\$ 110,000		\$ 23,222	5 to 1
5	Novi Sad Agricultural Fair (May 2008)	6	\$ 232,500	\$ 210,000		\$ 20,646	10 to 1
	<i>Note: Sales figures increased from "anticipated" to "3 months" due to more sales realized than expected</i>	TOTAL	\$ 261,640	\$ 320,000		\$ 43,868	7 to 1
6	The 84th International Zagreb Autumn Fair (September 2008)	8	\$ 81,300			\$ 19,800	
7	Priština Agricultural Fair (June 2008)	8	\$ 145,000			\$ 5,000	
	<i>Note: Sales figures (3 months) are not yet available for Priština Fair</i>	TOTAL	\$ 226,300			\$ 24,800	
GRAND TOTAL			\$ 1,376,340	\$ 1,080,500	\$ 1,153,000		

* 6 month sales figure is cumulative

Step 10: Formally recognize municipalities that have embarked upon reforms to enhance the business environment. *Output: recognition ceremonies in successful municipalities.*

The Economic Security team has worked to supplement support to the private sector by assisting local governments to better create an environment favorable to private investment and local economic development. The twofold problem of increasing revenues so that local governments can offer better infrastructure, and at the same time reduce the tax and fee burden on business is a complex one. The program worked in conjunction with the Municipal Economic Growth Activity (MEGA) project to engage a consultant who is an expert in this area in Central and Eastern Europe. To support his work the program also worked with a NGO, DTI. Together, the team worked in Prijepolje and Novi Pazar municipalities to analyze revenue streams and costs to business. In the next period, the program will brief the mayors of the respective municipalities and hold public hearings to educate the business community on the issues that affect their business. The goal of the activity is to convince local governments to reduce fees and taxes to businesses without decreasing the necessary revenue stream for the municipality. This can be done by better collecting taxes and fees that are appropriate for citizens to pay, and by increasing the collection rate from businesses as well.

Key Activities for the Next Six Months

Support for Work Stream I (support to business) and Work Stream II (support for youth) will remain the priority for the Economic Security Team in the next six months.

Work Stream I	<ol style="list-style-type: none"> 1) Expand universe of firms who might potentially be supported by analyzing data from Chambers of Commerce for all our target municipalities south of Nis. 2) After restricting the universe of firms with set criteria (including sector criteria), do a needs assessment of firms to establish targeted interventions 3) The goal of the above is to bring new firms into the project and diversify away from continued support to the firms who have been receiving US government assistance over the last eight years. 4) Assess potential buyers in Belgrade through buyer trips and visits to supermarkets and distributors, and expand assessment to other economic centers such as Nis, Priština, Skopje, and Sofia if appropriate. 5) Design a roadmap for future trade show support.
Work Stream II	<ol style="list-style-type: none"> 1) Develop relationships with other international donors working with youth (acknowledging that most are not working in the area of youth entrepreneurship) 2) Assess youth offices through surveys and in-person visits to offices. 3) Assess and analyze youth entrepreneurship offerings across the region (Central and Eastern Europe) and their applicability for Serbia. 4) Sign a Memorandum of Understanding with the Ministry of Youth for youth entrepreneurship program offering support. 5) Provide TA to work in collaboration with the Ministry of Youth and Sport to scale-up operations of Youth Entrepreneurship centers. 6) Sign a Memorandum of Understanding with the Ministry of Education on JA implementation. 7) Form a functioning board of directors for JA with a designated champion. 8) Develop a strategic plan to guide change for JA both internally and externally. 9) Develop a program for educational exchange and organize thematic study trips.

SECTION 4: SUCCESS STORIES

PREPAREDNESS AND PLANNING PROGRAM'S SWIFT ASSISTANCE TO ARILJE'S WATER SHORTAGE

Drought Strikes Central Serbia

Due to an extended dry season during August and September, the reservoir levels at the Rzav regional water system that supplies the towns of Arilje, Požega, Lučani, Čačak and Gornji Milanovac declined precipitously, leaving over 250,000 inhabitants in five central Serbian municipalities severely exposed to acute water shortages. In reaction to the crisis, the Government of Serbia declared a state of natural disaster and the affected municipalities imposed water restrictions for periods of 8 to 12 hours per day.

USAID's Response Helps Schools Open On Time



On August 27, the most affected municipality of Arilje approached USAID's Preparedness and Planning program for assistance to deal with its water shortage. In response to their request, the program delivered five water tanks (three-2,000 liter and two-3,000 liter tanks) on September 5. The total value of the donation was about \$7,000. Two water tanks were delivered to the local kindergarten "*Dečji vrtić Arilje*" (400 children), one to a primary school "*Stevan Čolović*" (1,600 students), one at "*Sveti*

Ahilje" High-school (500 students), and the fifth one was installed at the municipality's health center "*Dom Zdravlja Arilje*."

Since the water shortages coincided with the start of the academic school year, the municipality had initially planned to postpone the first day of class due to an inadequate water supply. "The situation was very serious and not the least bit encouraging before the start of the school year. This is why we decided to react quickly by forming a Crisis Committee and approached USAID for assistance. As a result of USAID's donation we went ahead and began the school year as planned," said Mirjana Avakumović, the Mayor of Arilje, at a press conference on September 10. She added, "This assistance is very valuable since this water supply problem has been a recurring issue in our municipality. These water tanks will help us in the future to cope with such events until a permanent solution can be found." Local, regional print and broadcast media as well as a national TV broadcaster (B-92) covered the event and carried news reports on the donation ceremony.

The program's donation was complimentary to the Serbian Government's efforts to alleviate water shortages in central and western Serbia, by providing adequate on-site and mobile storage of water in public places. The Ministry of Defense responded to the region's request for help by sending 11 mobile water tanks to the affected municipalities. The municipality of Arilje contributed as well by providing an additional 160,000 dinars (about \$3,000) from its budget for fuel, per diem for drivers, and other costs related to transporting water from a neighboring municipality to Arilje.

Planning a Long-term Solution

Following the event, the Agriculture Minister Saša Dragin visited the region and told the public that the Ministry will prioritize the start of construction on Lake Svračkovo's reservoir. This three year project, once completed, will permanently solve the water supply problems for 250,000 people living in the region. Over 280 million dinars (about \$5 million) have already been secured through the National Investment Plan (NIP) for this project. In the meantime, the five municipalities have recognized the need to be better prepared to deal with draught in the future. "We have learned a lot from this year's experience and since this problem will not be solved by next year, we'll know how to organize ourselves better next time such an event occurs," said Vlade Isailović, Coordinator for the Municipal Council of Safety, a member of the Municipal Council and an expert on water management security. In the future, the water tanks donated by USAID will be used by the municipalities in the event that similar circumstances occur (or to provide on-site storage capacity in the event of other emergencies).

ELEVEN CITIES AND MUNICIPALITIES CERTIFIED FOR DEMONSTRATING ENHANCED DISASTER RESILIENCE

Kragujevac and Kruševac were the first two cities certified for demonstrating “Enhanced Disaster Resilience.” To acknowledge the municipalities’ progress in local disaster management and the efforts and readiness of local stakeholders to improve disaster management systems in their communities, USAID’s Preparedness and Planning program certified them on achieving Level 2 “Enhanced Disaster Resilience” status this summer. Additionally, nine other municipalities and cities included in the program were certified for achieving Level 1 “Enhanced Disaster Resilience” status, which implies increased disaster management capacity at the local level.



Ambassador congratulates awarded Mayors at the certification ceremony in Belgrade

The US Ambassador to Serbia, Cameron Munter, and other high-level USAID officials presented the awards to the municipalities at three separate certification ceremonies, held in Kragujevac, Kruševac and Belgrade, respectively. “The Disaster Preparedness and Planning certification program is designed to recognize local governments that have taken measures to improve their capacities to prepare for and respond to natural disasters. The municipalities and cities in Serbia have shown

significant progress in building and improving disaster management systems at the local level, but at the same time they have much to contribute to the design of new disaster management systems at the national level,” said Ambassador Munter at the certification ceremony of nine municipalities at Belgrade’s City Hall on September 25. Ambassador Munter went on to add, “Unfortunately, no place can be made disaster proof, but with good planning and coordination, damages to people and property can be minimized. That is what you in your cities and municipalities have been doing and it is why we are recognizing your efforts.”

In the past several years, the Cities’ of Kragujevac and Kruševac have shown initiative to invest time and resources in improving and institutionalizing disaster management capacity in order to ensure citizen safety in the event of disasters. Both cities have formalized a Disaster Management Team (DMT) through the passage of a city ordinance, prepared all-hazards planning documents and updated hazard-specific plans for flood emergencies and chemical accidents and other disasters. Furthermore, both cities have allocated budget resources for emergencies and a number of permanent staff members with backgrounds in disaster management have been hired and included on the cities’ DMTs. The City of Kragujevac has taken this one step further by authorizing the creation of a City Civil Protection Service, which was recently elevated to the level of a department within the city’s administration. These actions underscore the two cities’ commitment to local-level disaster preparedness and proactive nature of local stakeholders to continually improve their disaster management system.

Since different municipalities are exposed to different risks, the Preparedness and Planning Team has worked with municipal disaster management teams to modify their response systems accordingly. For example, Kragujevac has faced two severe storms in less than two years and suffered hundreds of landslides due to heavy rain in 2005. In response, Kragujevac’s authorities along with the city’s disaster management team provided shelter to

numerous families who were left homeless in the aftermath. This incident along with other such crises that the city has had to cope with have contributed to building a functional, well structured and operational disaster management system in the city.



Emergency response exercise in Kragujevac

2007. The event was co-organized by the municipality of Kruševac and USAID's Preparedness and Planning program.

Both cities have worked toward integrating ward-level representatives from local communities into the disaster management planning and response system. Through educational efforts initiated by Kragujevac and Kruševac's disaster management teams along with technical assistance provided by the program, 257 people were trained in reporting on damage assessment following a crisis. Not only have the cities reached out to lower levels of government, but they have played an instrumental role for other municipalities by exchanging their experiences and promoting cooperation amongst all municipalities. Kruševac and Kragujevac hosted two best practice fairs in local disaster management, which provided a unique networking opportunity for around 200 municipal emergency practitioners from municipalities engaged in the program. The second such nationwide exchange of best practices in disaster management at the local level focused on prevention and was organized in Kragujevac on June 26.

While Kragujevac and Kruševac have participated in the program from the beginning, the other nine Level 1 certified municipalities—Indjija, Irig, Kanjiža, Kraljevo, Novi Pazar, Raška, Titel, Tutin, and Vranje—were included in the program at a later date. They have all benefited from capacity building training, nationwide networking events and technical assistance provided by the program in an effort to improve disaster preparedness, response, and recovery. "This award is in recognition of our efforts and an incentive to our local self-government and other local actors to commit themselves to undertake further steps towards improving disaster management in our communities," said Ms. Bogdanka Lekić, a member of the DMT from Irig and an expert for environmental protection, at the certification ceremony in Belgrade. The Level 1 municipalities' commitment to strive toward Level 2 certification, was illustrated by their participation at the conference on the "Role of Volunteers in Response to Emergencies in Vojvodina," organized by the municipality of Titel, just five days after the certification in Belgrade. Similarly, Kragujevac and Kruševac's dedication to the program is evidenced by their future role in the program, as they will serve as regional centers in the field of disaster management for aspiring municipalities, which will eventually qualify them for Level 3 "Enhanced Disaster Resilience" status.

BUSINESS SUCCESSES FROM SOUTHERN SERBIA

Authentic Recipes made from Organic Products as of Autumn in Belgrade

One of the food producers in the region with the most potential is the company Natural Food. The company specializes in collecting, processing, and packing mushrooms and wild fruits. Currently, the majority of the company's revenues derive from exporting high-quality, forest mushrooms (*Boletus edulis*) that thrive in Bujanovac to Austria, Italy, and Germany. In 2008, by utilizing a USAID assistance grant of \$20,000 in conjunction with their own resources, the company plans to boost their *championi* mushroom production capacity by building three more refrigerated "grow rooms." The company employs 15 people, on a permanent basis, and engages over 1,200 workers during the high season.



"The strategic plan for our company is to maintain our leadership position in our target markets and to expand into new markets, such as Belgrade, where we will develop new product lines that include jams, syrups and dried and frozen fruits," said Oliver Varagić, the company's owner.

As of this autumn, Belgraders will be able to enjoy all of the delicacies of Natural Food's products, as Oliver plans to open a retail and distribution center in Novi Belgrade (at Block 38). All of Natural Food's products are made according to authentic, old recipes and include the finest natural ingredients that are prepared without any additives and preservatives.

Expanding to New Markets

The Fontana Company is the largest dairy producer in the region, processing over 6,000 liters of milk daily. The company produces various products such as FETA cheese, which accounts for 80% of their total production, as well as yogurt, sour milk, sour cream and other specialized cheeses. In their desire to increase production and improve the quality of packaging, Fontana participated in and was one of the winners of the USAID Economic Security program's business plan competition. They used the program's grant to purchase an automated packaging machine, which allowed the company to increase its processing



capacity from 4,500 liters/day to 6,000 liters/day, employ two new workers and increase sales by 15 percent. "We are planning to expand company sales to new markets, primarily Macedonia, and work on design and marketing, which is necessary in today's competitive market," says Armend Ibrahim, the owner's eldest son. He adds, "Our products are competitive throughout the entire region because of our good quality and low prices."

The company's newly constructed processing facility and recent acquisition of HACCP and ISO 9001 product standards will go a long way in realizing their expansion plans.

The Razvitak Company is the second largest dairy processor in the region with a capacity of 2,500 liters of milk per day. In addition to their line of dairy products, the company possesses a unique competitive advantage in that it has the capacity to produce its own plastic containers used for packaging mineral water, which are sold to Bivoda, a local water bottling company. Leaning on their expertise in plastics production and their aspirations to improve the packaging design of the company's milk products, USAID assisted the company in the acquisition of a machine used to produce 0.5, 1.0 and 3 liter bottles. "Not only will this lower internal production costs by 35%, the plastic bottles will be sold to other companies in need of such material, such as Fontana, as the nearest other manufacturer of such bottles is located in Niš," said Tomislav Zdravković, owner of the dairy.

FIRST BUSINESS ENDEAVORS OF JUNIOR ACHIEVEMENT STUDENT COMPANIES



Marilynn Schmidt, USAID's Deputy Mission Director, with student company winners at the JA regional competition, Kopaonik, June 19, 2008

For most of the high-school students participating in the Junior Achievement program in seven southern municipalities throughout the 2007/2008 school year, it was the first time that they received training in business economics, entrepreneurship, financial management, and marketing. Through the JA program, these young people gained an understanding of business concepts and obtained hands-on experience in running their own businesses by establishing student-run companies. “I am absolutely convinced that the skill-sets acquired through their participation in

the program will help them in their future career, regardless of whether they start their own business or work for an employer,” said Michael Pillsbury, USAID’s Preparedness, Planning and Economic Security program director, at the student company regional finals competition in Kopaonik, held in June this year.

Making partnerships

At the onset of the program, students are tasked with the responsibility to come up with profitable business ideas for their companies. In their effort to determine the most lucrative venture, fifty members of Novi Pazar General High School’s company “Play” decided to pursue several business activities: a school coffee club, a creative workshop where students designed hand-made crafts, touristically orientated promotional marketing material, and organizing school entertainment events. The majority of the company’s revenues were generated from the creative workshop’s sales of hand-made bags and other decorative souvenirs, which the students presented at the 5th International Fashion Fair in Novi Pazar (28-30 March).

“After our board of directors analyzed all our business’ performance, we realized that the creative workshop had become more profitable than we had expected, despite the fact that we invested more time and energy into the school coffee club, so we decided to change our business strategy and concentrated our efforts on the creative workshop,” said Ilda Koca, manager of the workshop. Impressively, in a very short period of time (from February to June), the company managed to forge business partnerships with numerous local companies: Rekić (a trade company), Hit and Etiketa (a print shop), Stig (a textile company), Panama Jack (a footwear store), as well as VIP (a mobile phone operator).

Business spirit and warm hearts

Mentors of the “White Team” Company from Novi Pazar’s Secondary Medical School, Nermin Dražanin and Enis Jerebičanin, helped students start-up and run a business. The forty-two students decided to focus the company’s activities on what they were most familiar with and opted to make drawings of body organs (such as those seen in medical books). Lacking start-up capital for the business, they collected left over shards of glass from a recently renovated kindergarten and recycled it, and then used the finished glass to frame

their drawings. This creativity dramatically reduced the company's costs to produce its



*Junior Achievement student company "White Team"
5th International Fashion Fair, Novi Pazar, March 2008*

products and resulted in a larger profit margin for the company. Just as their colleagues from "Play" Company, they presented their products at the 5th Fashion Fair in Novi Pazar and sold three pictures on the spot for 4,500 RSD each. The students' hard work during the fair resulted in new business contracts, as two business owners, one a local optometrist and the other a Turkish businessman, ordered custom drawings.

In another effort to apply their medical knowledge to make a profit, the students organized a blood-pressure measuring stand on a major pedestrian street during International Women's Day. "This activity proved to be a very practical experience for the students, as they learned how to treat and interact with future patients that they, one day, will have to treat professionally upon finishing medical school," said their teacher, Nermin Dražanin. Many of the students advocated that the company donate part of its proceeds to a charity, and organized a donation collection of second-hand toys, which they later donated to a Hospital in Novi Pazar. The White Team's victory at an earlier competition, the municipal MESE contest (an interactive internet-based game that teaches students to make business decisions), cemented their reputation as one of the most successful JA student companies this past year.

TOUCH THE WHITENESS OF PRIJEPOLJE

Springs of life, spirituality, adrenalin and fun are four of the attractions that Prijepolje and its surroundings have to offer to the world. The hills around the town hold something for everyone: mountaineers, adventurers, scouts, explorers and other nature lovers. The promotional slogan chosen by the Municipality “Touch the Whiteness of Prijepolje” captures the essence of its tourism potential. Well-preserved nature, picturesque landscapes with attractive waterfalls and watermills, beautiful meadows, the famous White Angel fresco and friendly, hospitable villagers are all sure to capture any visitor’s heart.

Having previously been known for its developed textile sector, the closings of many of its factories and the resultant job losses have forced Prijepolje to look for creative ways to reinvigorate its economy and create new jobs. One of the sectors where Prijepolje hopes to do this is through tourism and it has been working on many fronts to make this a reality. To help the Municipality with its efforts, USAID’s Economic Security program is helping Prijepolje’s tourism industry to promote the area as a tourist destination by assisting them with near-term action planning to further improve the quality of their tourism offerings, preparing for and participating in Tourism Fairs and providing training, technical assistance and limited material assistance to rural accommodation providers to help improve the quality of accommodation facilities for visitors.

Belgraders say their vows in Sopotnica

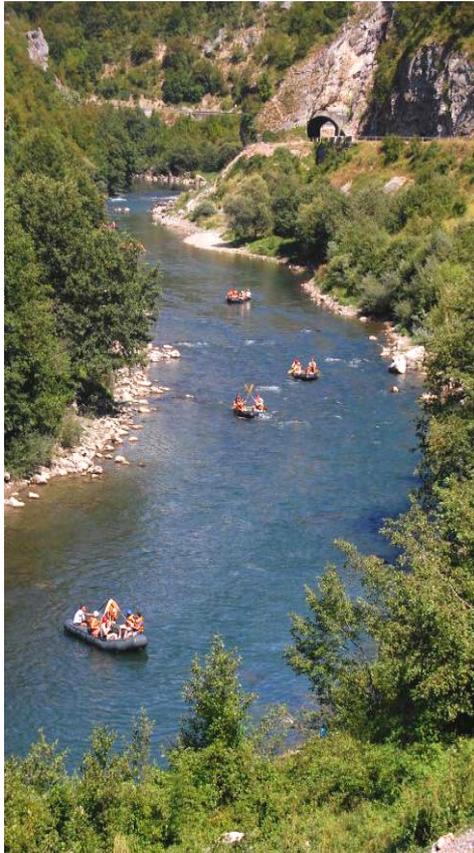
Among the first to uncover the natural beauty that Sopotnica offers were alpinists, who in their quest for new discoveries to explore became enchanted with the charms of the region. Ljubinko Tmušić, one of the rural accommodation providers from Sopotnica (17km from Prijepolje) remembers when this happened: “Branka, a mountain climber, brought the first visitors to Sopotnica twelve years ago. At that time the area was much less developed. Now I have more guests, even international guests,” says Ljubinko, whose house sits 900m above sea level. He jokes, “If I only knew that there was a future in this business, I would have invested in accommodations, rather than tractors.” Mr. Tmušić received a silver medal for his homemade pear *rakia* at the 2003 International Agricultural Fair in Novi Sad. Full room and board service at Ljubinko’s costs 1200 RSD per person per night and includes unlimited *rakia* and homemade specialties, such as buckwheat pie, sausages, sour cream, *kajmak* along with a vast assortment of other culinary delights.



“If I only knew that there was a future in this business, I would have invested in accommodations, rather than tractors.” Mr. Tmušić received a silver medal for his homemade pear *rakia* at the 2003 International Agricultural Fair in Novi Sad. Full room and board service at Ljubinko’s costs 1200 RSD per person per night and includes unlimited *rakia* and homemade specialties, such as buckwheat pie, sausages, sour cream, *kajmak* along with a vast assortment of other culinary delights.

Few can resist the beauty of the of Sopotnica and Prijepolje’s surroundings. A couple from Belgrade decided to host their wedding ceremony in an unfinished small church adjacent to the Mountaineers cabin in Sopotnica. All 70 guests had a great time rafting down the Lim River in a “Wedding Regatta.” For the many guests that come to Prijepolje to visit the Monastery Mileševo, which holds inside it the one of the most significant cultural treasures of not only Serbia, but arguably all of Europe, the fresco of the “White Angel,” a visit to the museum of Prijepolje is also a must see. Since autumn of last year, a permanent exhibition of the NBA star Vlade Divac stands to commemorate the hometown legend. “From Sept 2007 to July 2008, the museum has been visited by over 7,000 individuals, most of which are foreigners,” said Slavoljub Pušica, the museum’s director.

Mt. Everest climber from Prijepolje guide European students



Dragan Petrić, vice-president of the Mountaineers club “Kamena Gora” and Ilija Andrejić, both alpinists from Prijepolje that managed to scale Mt. Everest in 2007, currently work with the Tourism Office to organize individual and group tours for various sport activities: ranging from mountain hiking and mountain climbing to paragliding and river rafting. This summer, the two alpinists guided a tour of foreign exchange students from 11 countries down the Lim River. Students from Spain, Russia, Slovenia, Italy, Greece, Czech, Holland, Ukraine, Poland, Belgium and Germany arrived through the European student organization AEGEE’s summer program and spent two weeks in Serbia. “We are hosting 31 students this year,” said Nikola Miladinović an AEGEE member from Belgrade and added that “Every night at the Mountaineers cabin we hang-out and learn about each others’ customs.”

“I like the Balkans and many people had recommended that I come here,” says Jyrka from Czech Republic. “My best experience so far has been river rafting. Next year I’m planning to come again to Serbia and go to the Guča festival.”

ANNEX A: PERFORMANCE MONITORING PLAN

A) Preparedness and Planning

#	Indicator*:	Relates to Work Plan Objective:	Unit of Measure:	Disaggregated by:	Baseline		2007		2008		2009	2010	2011
					Year	Value	Target	Actual	Target	Actual	Target	Target	Target
Performance Indicators:													
1	Score on Municipal Emergency Management Capacity Index (MEMCI) <i>Notes:</i> 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. Monitoring administration	2006	N/A	N/A	59	N/A	49 62 (all/old Cohort I municip avg.)	N/A	N/A	N/A
2	Number of municipal-level Response Plans produced <i>Notes:</i> The Response Plans are produced in conformance with prevailing Serbian law and promote municipal compliance with law. Targets are cumulative.	IR 2.113	Number (Cumulative)	Municipality, Response Plan	2006	0	N/A	16	33	30	48	64	80
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 of planning document	2006	0	30%	33% (7/21)	30% (13/41)	32% (16/41)	40% (25/61)	50% (41/81)	60% (49/81)
4	National disaster management policy is drafted by Serbian government.	IR 2.113	Yes/No	Industry Municipality Gender	2006	No	No	No	No	No	TBD	TBD	TBD
5	Number of sectors represented in developing municipal-level Response Plans and in related trainings	Activity 1.1	Number	Municipality, Sector, Republic vs. Municipal	2006	0	4	5	5	5	5	5	5
6	Number of days to field surge staff complement	Activity 1.2	Number	Organization, Title / Responsibilities, Gender, Age	2006	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A
7	USD \$ Value of commodities	Activity 1.2	USD	Type of commodity	2007	0	N/A	N/A	N/A	\$7,210	N/A	N/A	N/A
8	USD \$ of grants responding to crisis	Activity 1.2	USD	FOG/IKG, Type of recipient, Location of recipient, Focus area of grant (shelter, food, etc.), status of grant (active, completed, withdrawn)	2007	0	N/A	N/A	N/A	1	N/A	N/A	N/A
Monitoring Indicators:													
Activity 1.1: Ongoing crisis planning and developing emergency preparedness skills in local government, relevant national governments units and civil society													
9	Number of municipalities surveyed for MEMCI baseline	1.1.3	Number (Cumulative)	Region	2006	0	N/A	29	70	81	80	80	80
10	Number of persons included in MEMCI interviews	1.1.3	Number (Cumulative)	Industry Municipality	2006	0		113	300	613	650	700	700

#	Indicator*:	Relates to Work Plan Objective:	Unit of Measure:	Disaggregated by:	Baseline		2007		2008		2009	2010	2011
					Year	Value	Target	Actual	Target	Actual	Target	Target	Target
11	Number of Municipal Emergency Management Teams identified or formed	1.1.3	Number (Cumulative)	Municipality	2006	0	9 (Up to March)	21	30	40	55	70	80
12	Number of training sessions held annually to build capacity in target municipalities to monitor and plan for emergencies <i>Notes: This indicator reflects the number of trainings held, orientation sessions are not counted.</i>	1.1.3	Number	Municipality	2007	0	TBD	9	15	14	20	20	10
13	Number of modules prepared and delivered in trainings <i>Notes: Based on the revision of the training curriculum, 7 modules delivered in 1 training session has been replaced with 3 training modules delivered in 3 separate sessions.</i>	1.1.3	Number	Subject area	2007	0	TBD	6	7	3	3	3	3
14	Number of participants trained in target municipalities to monitor and plan for emergencies. <i>Notes: This indicators 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.</i>	1.1.3	Number (Cumulative)	Municipality Event, Actual Persons, Repeaters through cycle	2006	0	TBD	258	500	468	775	1,000	1,100
15	Number of municipalities with communication and coordination elements incorporated into Response Plans.	1.1.3	Number (Cumulative)	Municipality	2006	0		3	31	30	55	70	80
16	Number of municipalities with drafted or approved local municipal response ordinances creating a "standing body".	1.1.3	Number (Cumulative)	Municipality, Approving body (executive or legislative)	2006	0		4	20	20	35	50	65
17	Number of municipalities certified as "enhanced disaster resilient" in all levels.	1.1.3	Number (Cumulative)	Municipality	2006	0		N/A	10	11	24	40	55
18	Number of actors and donor agencies participating in Disaster Management Working Group	1.1.5	Number	Categorize as donor, bilateral, direct implementer, government official	2006	0	5	12	10	10	10	10	10
19	Number of crisis simulations and exercises held <i>Notes: To avoid duplication with the ongoing program funded by the International Federation of the Red Cross, some simulations are conducted in cooperation with the Serbian Red Cross. A precondition is the training of sufficient trainers to conduct simulations. Previous years' figures included simulations organized by other programs and attended by PPES staff. Subsequently, only simulations directly supported by the PPES are counted.</i>	1.1.5	Number (Cumulative)	Simulations, Exercises	2006	0	4	3	6	6	8	10	12

#	Indicator*:	Relates to Work Plan Objective:	Unit of Measure:	Disaggregated by:	Baseline		2007		2008		2009	2010	2011
					Year	Value	Target	Actual	Target	Actual	Target	Target	Target
20	Number of fora held for networking between municipal-level technical experts <i>Notes:</i> This indicator reflects the total number of capacity-building events that are not training sessions, such as networking events, conferences, and municipal exchanges.	1.1.5	Number	Municipality, Sector, Event, Date	2006	0	2	1	3	3	2	2	2
21	Number of national conferences or local workshops held on media role and responsibility in crisis <i>Notes:</i> This activity will be coordinated with the new USAID media program.	1.1.7	Number	Event, Date	2006	0	3	0	3	4	0	0	0
22	Number of participants in workshops to improve media responsibility in crisis <i>Notes:</i> This activity will be coordinated with the new USAID media program.	1.1.7	Number	Event, Date	2006	0	TBD	N/A	45	40	0	0	0
23	Number of Crisis Monitoring Bulletins produced <i>Notes:</i> This task will be delivered by the P&P Team and will be reported accordingly.	1.1.8	Number	Date	2006	0	12	13	12	19	12	12	7
24	Number of CSOs trained in humanitarian response. <i>Notes:</i> This indicator represents the core of an alternative assistance network that can be called upon, if necessary.	1.1.9	Number	International CSO, Local CSO	2006	0	0	0	5	5	0	0	0
25	Surge Planning Documents Produced	1.1.10	Number		2006	0	1	2	2	2	1	0	0
Activity 1.2: Support USAID rapid response in the event of a crisis through surge capacity. (TO Option)													
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
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
30	Number / Tons of commodities delivered to designated site(s)	1.2.2	Number		2006	0	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	\$231,886	N/A	\$239,096 (\$7,210 this yr.)	N/A	N/A	N/A
32	Number of grants responding to crisis	1.2.3	Number		2006	0	N/A	2	N/A	1	N/A	N/A	N/A

B) Economic Security

Please note that all targets and actuals are cumulative unless otherwise indicated

#	Indicator	Relates to Work Plan Objective	Unit of Measure	Disaggregated by	Methodology (data source)	Baseline		2007		2008		2009	2010	2011
						Year	Value	Target	Actual	Target	Actual	Target	Target	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	0	200	133	200	243	220	230	230
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			150	190	160	170	170
3	Number of enterprises participating in USG assisted value chains	2.1	Number	Industry Municipality Gender	Project data input into TAMIS	2006	0	120	93	130	130	150	160	160
4	Number of micro enterprises participating in USG assisted value chains	2.1	Number	Industry Municipality Gender	Project data input into TAMIS	2006	0			100	95	110	120	120
5	Increase in sales in enterprises supported	2.1	%	Company Industry Municipality	Project data input into TAMIS	2006	N/A	0	0	5%	42%	10%	15%	20%
6	Increase in sales in microenterprises supported	2.1	%	Company Industry Municipality	Project data input into TAMIS	2006	N/A	0	0	5%	10%	10%	15%	20%
7	Number of youth receiving assistance ES program	2.1 / 2.2 / 2.3	Number	Municipality Gender	Project records, Project data input into TAMIS	2008	0					1200	TBD	TBD
Monitoring Indicators														
WORKSTREAM ONE Support to 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	10	10	2	2	2
9	Number of sub-sector reports produced, guiding project activities	2.1.3	Number	Industry Municipality	Project data input into TAMIS/ Sub-sector reports	2006	0	7	10	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			300	306	320	340	340
11	Number of workshops conducted with business community	2.1.3	Number	Industry Municipality	PO reports/ Project report	2007	0			14	9	20	26	26
12	Number of sub-sector level interventions/action plans defined in cooperation with the business community	2.1.3	Number	Industry Municipality	Project data input into TAMIS/ Project report	2007	0			10	7	12	12	12
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 Reports/ Project report	2007	45			270	278	290	300	300
14	Number of trade shows or study tours attended through program assistance	2.1.5	Number	Industry	Project data input into TAMIS	2007	0			10	10	14	18	20
15	Number of companies attending trade fairs or study tours	2.1.5	Number	Industry Municipality Gender	Project data input into TAMIS	2007	0			80	152	95	110	110
16	Number of people attending trade fairs or study tours	2.1.4	Number	Gender Industry Municipality	Project data input into TAMIS	2007	0			150	362	180	210	210

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#	Indicator	Relates to Work Plan Objective	Unit of Measure	Disaggregated by	Methodology (data source)	Baseline		2007		2008		2009	2010	2011
						Year	Value	Target	Actual	Target	Actual	Target	Target	Target
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	223	300	484	330	360	360
18	Number of companies receiving technical assistance	2.1.5	Number	Industry Municipality Gender	Project data input into TAMIS	2006	0	20	41	60	81	70	80	80
19	Number of grants disbursed	2.1.3	Number	Industry Municipality Gender	Project data input into TAMIS	2006	0	100	24	95	95	150	200	200
20	Value of grants disbursed	2.1.3	USD	Industry Municipality Gender	Project data input into TAMIS	2006	0	750,000	193,470	1,000,000	937,888	2,000,000	3,000,000	3,000,000
21	Number of companies receiving grants	2.1.5	Number	Industry Municipality Gender	Project data input into TAMIS	2007	21			75	72	95	110	140
22	Value of grants to companies	2.1.5	USD	Industry Municipality Gender	Project data input into TAMIS	2007	112,953			700,000	621,230	1,100,000	1,500,000	1,500,000
23	Number of companies linked to new buyers	2.1.5	Number	Company Industry Municipality	Project records, Project data input into TAMIS	2007	0			75	92	85	95	105
24	New jobs created in firms supported	2.1.5	Number	Company Industry Municipality	Project data input into TAMIS/ Project report	2006	0	150	114	150	126	170	190	210
WORKSTREAM TWO Youth Employment Activities														
25	Number of youth receiving assistance ES program	2.1 / 2.2 / 2.3	Number	Municipality Gender	Project records, Project data input into TAMIS	2008	0					1200	TBD	TBD
26	Number of schools implementing Junior Achievement program	2.1.4 / 2.1.6	Number	Municipality	JA reports	2007	0			12	20	40	80	120
27	Number of students participating in Junior Achievement program	2.1.4 / 2.1.6	Number	School Municipality Gender	JA reports	2007	0			240	679	1000	1500	2200
28	Number of municipalities covered by Junior Achievement program	2.1.4	Number	Municipality	JA reports	2007	0			7	7	20	60	80
29	Number of Youth Entrepreneurship initiatives strengthened	2.2	Number	Municipality	Project records	2008	1					10	TBD	TBD
30	Number of schools with updated curriculum	2.1.4 / 2.1.6	Number	Municipality	Project records	2008	0					5	TBD	TBD
31	Number of companies supporting youth activities	2.1.4	Number	Industry Municipality Type of support	Project records	2008	0					20	TBD	TBD
32	Number of interns in ES supported internship programs	2.1.4	Number	School Municipality Gender	Project records	2008	0					25	TBD	TBD
33	Number of youth participating in exchange programs and delivering presentations upon return	2.1.4	Number	School Municipality Gender	Project records	2008	0					30	TBD	TBD

ANNEX B: MEMCI ASSESSMENT ACTIVITIES AND RESULTS

• ABOUT MEMCI

The Municipal Emergency Management Capacity Index (MEMCI) consists of 41 questions, addressed to six categories of respondents inside and outside a municipality’s Disaster Management Team. Each municipality is scored on a scale of from 1-135. The six groups of respondents in each municipality includes: Red Cross, local administration, utilities, health center/public health/veterinary, governmental environmental protection, and either a nongovernmental expert/advocate on environmental protection or other organization involved locally in emergency response.

The “Step 1” MEMCI score is used to establish a baseline against which municipal progress will be measured. The MEMCI interviews also provide the team with information (baseline municipal profiles) needed to tailor the program’s subsequent interventions to each municipality’s specific needs.

The Preparedness and Planning Team conducted 360 MEMCI interviews during this reporting period with crises responders inside and outside local governments, bringing the cumulative total number of MEMCI interviews to 613. This number includes baseline and repeat MEMCI interviews. Table B-1, below, provides an overview of the interviews conducted to date.

Table B-1: Number of Interviews to Date

Previous Reporting Periods			Current Reporting Period		
Baseline MEMCI		MEMCI II	Baseline MEMCI		MEMCI II
Approved municipalities	Proposed municipalities	Approved municipalities	Approved municipalities	Proposed municipalities	Approved municipalities
40 Munis	7 Munis	5 Munis	1 Muni	34 Munis	8 Munis
184	41	28	3	301	56
225		28	304		56
253			360		
613					

MEMCI ACTIVITIES AND RESULTS

MEMCI activities in Cohort II and Cohort III Municipalities

All municipalities considered for inclusion in the program require a MEMCI baseline score. In order to obtain a score, the MEMCI team needs to: a) organize an initial meeting with local authorities; b) conduct MEMCI interviews with representatives of local public institutions and civil society organizations; and c) synthesize the data for inclusion in a justification memo. To meet the goal of collecting all the baseline data needed for all 40 expansion municipalities before the end of FY 2008, the program organized during April to August 2008 three MEMCI teams, each consisting of two trained, short-term administrative assistants. Each team covered different geographic areas. The teams visited a total of 34 municipalities/cities¹². The baseline MEMCI results for all of these municipalities are presented in Table B-2, while Chart B-1 presents the average value of points sorted by representatives of the same institutions.

Table B-2: Baseline MEMCI results for Cohort II and Cohort III Municipalities

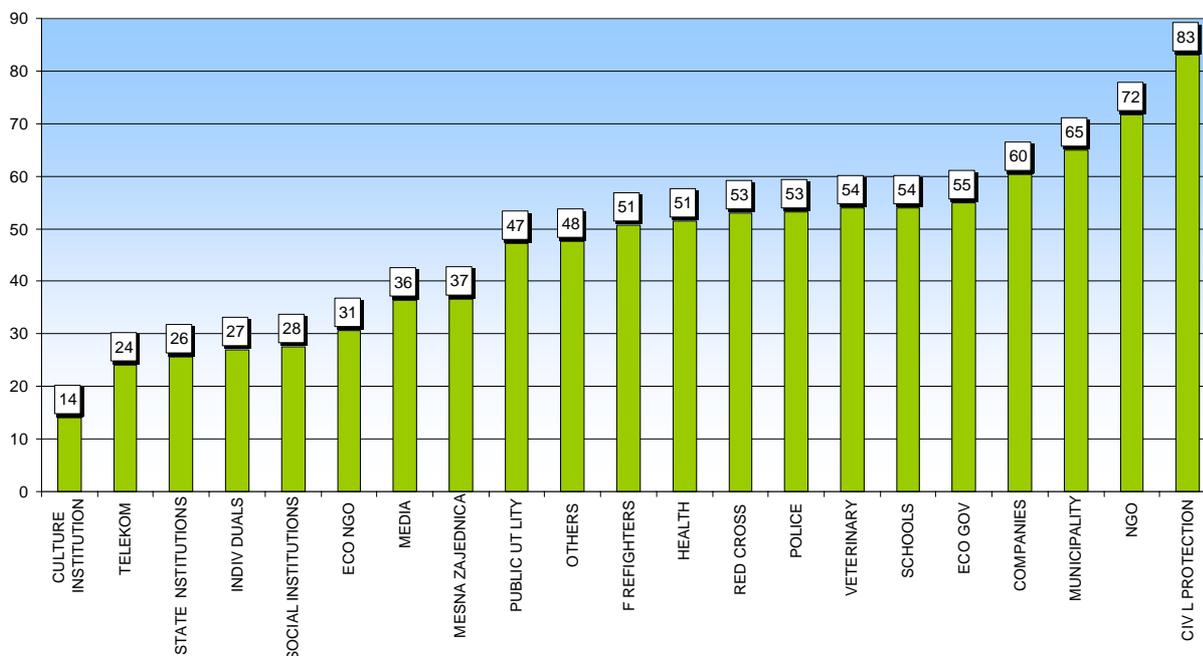
		Municipality	Date in 2008	Total points ¹³	examinees	
1	COHORT II	1	Babušnica	Apr 01	55	7
2		2	Bačka Topola	Jul 08	61	5
3		3	Bela Palanka	Apr 14	54	6
4		4	Čoka	Apr 07	43	9
5		5	Despotovac	Aug 03	48	9
6		6	Dimitrovgrad	Apr 16	58	12
7		7	Gadžin Han	Apr 17	48	5
8		8	Golubac	Apr 01	48	7
9		9	Knjaževac	Apr 15	58	8
10		10	Kula	Aug 15	9	6
11		11	Novi Kneževac	Feb 02	70	6
12		12	Petrovac	Apr 03	74	11
13		13	Pirot	Apr 03	55	8
14		14	Soko Banja	Apr 07	54	7
15		15	Sombor	Feb 02	58	8
16		16	Subotica	Feb 25	32	10
17		17	Svrljig	Sep 12	25	7
18		18	Žagubica	Apr 02	22	9
19		19	Zaječar	Aug 04	59	17
20		20	Žitorađa	Aug 07	66	8

¹² During the previous reporting period seven municipalities were visited. Crna Trava was not recommended for program inclusion requiring that the MEMCI team conduct interviews in 34 new municipalities bringing the total number to 40.

¹³ MEMCI scores are rounded up from 0.51 and truncated from 0.50 and below

21	COHORT III	1	Aleksandrovac	Aug 18	43	11
22		2	Bački Petrovac	Sep 03	48	7
23		3	Bajina Bašta	Aug 21	20	9
24		4	Blace	Apr 18	43	13
25		5	Čajetina	Aug 05	72	8
26		6	Koceljeva	Apr 08	33	9
27		7	Krupanj	May 09	70	9
28		8	Ljubovija	Aug 25	43	9
29		9	Loznica	Aug 08	44	6
30		10	Mionica	Apr 17	74	10
31		11	Nova Varoš	Apr 08	40	7
32		12	Osečina	Apr 15	40	13
33		13	Priboj	Aug 26	59	8
34		14	Prijepolje	Apr 10	45	8
35		15	Rekovac	Aug 22	35	9
36		16	Srem.Mitrovica	Aug 20	58	6
37		17	Surdulica	Aug 22	53	10
38		18	Ub	Sep 07	59	7
39		19	Vladičin Han	Mar 10	66	5
40		20	Vladimirci	Apr 10	46	5
				Average score	49	

Chart B-1: Baseline Scores of Institutions for Cohort I and Cohort II Municipalities



MEMCI activities in Cohort I Municipalities

The follow-on (or “second round”) MEMCI is a precondition for municipalities to be considered for certification. Each municipality with a score above 77 points qualifies for Level 1 certification. The second MEMCI score measures the progress of the municipalities

during the program implementation. Generally, the second round MEMCI is performed from one year to 18 months after a municipality commences with program training (Steps 4, 5 and 6).

During August and September, 2008 the MEMCI team conducted 8 second round interviews for the program municipalities of Indija, Irig, Kanjiža, Kraljevo, Novi Pazar, Raška, Titel, and Tutin. In the previous reporting period, the team conducted 6 second round interviews (in Leskovac, Kragujevac, Kruševac, Medvedja, Preševo and Vranje), for a total number of 14 second round MEMCI municipalities. Tables B-3, B-4, B-5 and B-6 and Charts B-2 and B-3, below, present comparative results of baseline and second round MEMCI scores.

Chart B-2: Baseline and Second MEMCI results for 14 program municipalities

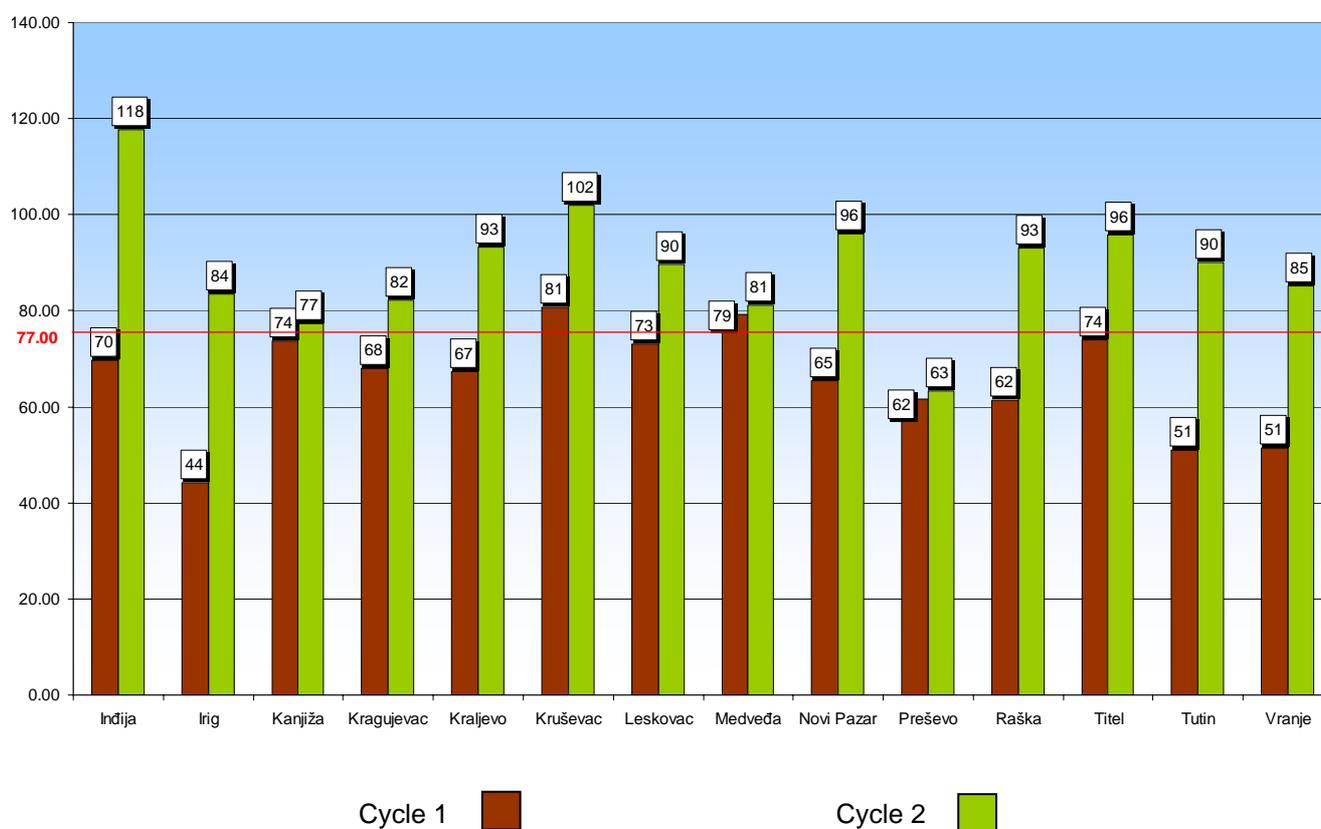


Table B-3: Comparative MEMCI results (2nd MEMCI performed before April 2008)

Municipality	Institution	Total points	Number of interviews	Institution	Total points	Number of interviews
	CYCLE II			CYCLE I		
KRAGUJEVAC	CIVIL PROTECTION	86	1	CIVIL PROTECTION	62	2
	ECO GOV	81	1			
	HEALTH	82	1			
	PUBLIC UTILITY	80	1			
	RED CROSS	82	1	MUNICIPALITY	80	1
	AVERAGE	82	5	AVERAGE	68	3
KRUŠEVAC	MUNICIPALITY	100	3	ECO GOV	60	1
	PUBLIC UTILITY	95	1	MUNICIPALITY	95	3
	RED CROSS	115	1	RED CROSS	57	1
	AVERAGE	102	5	AVERAGE	80	5
LESKOVAC	CIVIL PROTECTION	114	1	CIVIL PROTECTION	101	1
	HEALTH	69	1	ECO GOV	85	1
	NGO	78	1	ECO NGO	72	1
	PUBLIC UTILITY	99	1	MUNICIPALITY	106	1
				NGO	25	1
	RED CROSS	88	1	RED CROSS	50	1
	AVERAGE	89	5	AVERAGE	73	6
MEDVEĐA	CIVIL PROTECTION	82	1	HEALTH	93	1
	HEALTH	90	1	MUNICIPALITY	81	1
	PUBLIC UTILITY	88	1	PUBLIC UTILITY	83	1
	RED CROSS	65	1	RED CROSS	60	1
	AVERAGE	81	4	AVERAGE	79	4
PREŠEVO	ECO NGO	20	1	ECO NGO	11	1
	HEALTH	71	1	HEALTH	60	1
	MUNICIPALITY	62	1	MUNICIPALITY	94	1
				PUBLIC UTILITY	59	2
	RED CROSS	100	1	RED CROSS	86	1
	AVERAGE	63	4	AVERAGE	61	6
VRANJE	CIVIL PROTECTION	89	2	CIVIL PROTECTION	69	2
	ECO GOV	104	1	ECO GOV	75	1
	HEALTH	88	1	HEALTH	68	1
				NGO	17	1
				PUBLIC UTILITY	41	1
	RED CROSS	55	1	RED CROSS	20	1
	AVERAGE	85	5	AVERAGE	51	7
TOTAL INTERVIEWS:			28	TOTAL INTERVIEWS:		
				31		

Table B-4: Comparative MEMCI results (2nd MEMCI performed after April 2008)

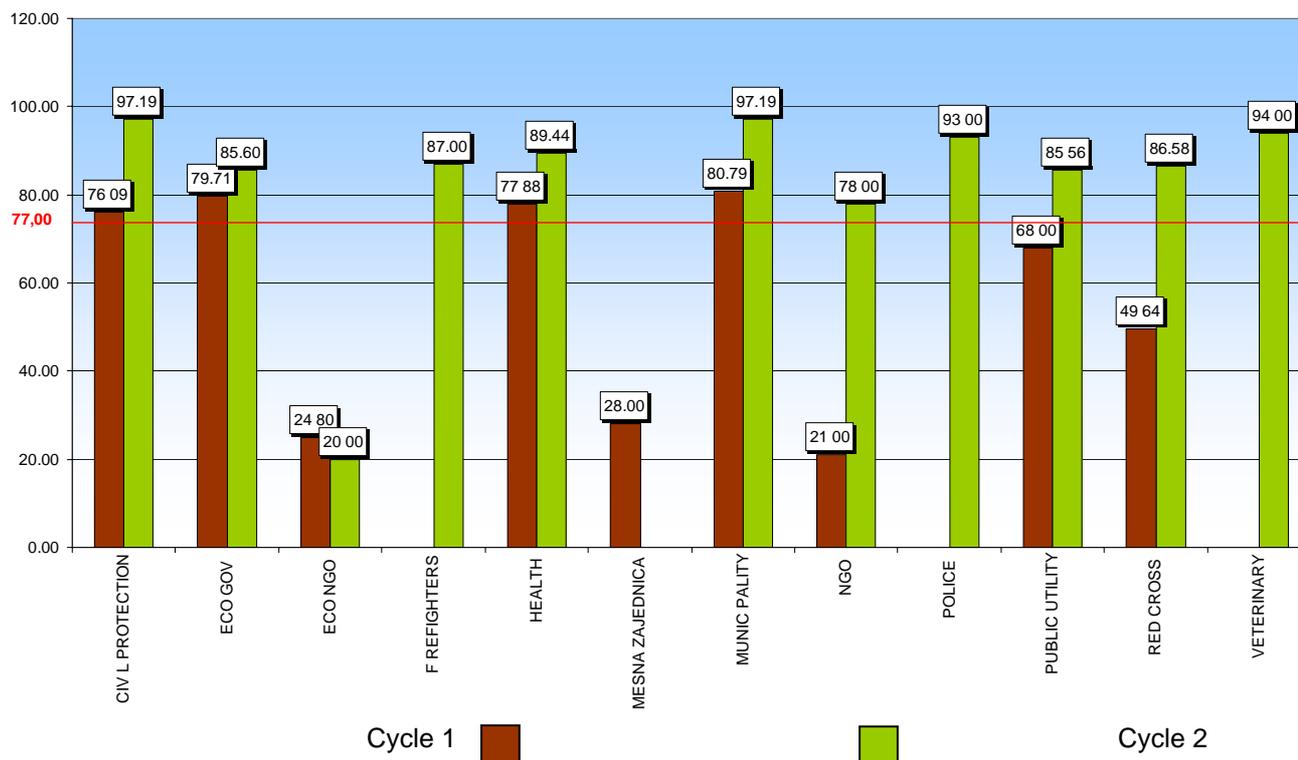
Municipality	Institution	Total points	Number of inter-views	Institution	Total points	Number of inter-views
	CYCLE II			CYCLE I		
INDJIJA	FIREFIGHTERS	116	1	CIVIL PROTECTION	84	1
	HEALTH	120	1	ECO GOV	99	1
	MUNICIPALITY	118	2	HEALTH	92	1
	PUBLIC UTILITY	116	2	RED CROSS	4	1
	AVERAGE	117	7	TOTAL	69	4
IRIG	CIVIL PROTECTION	116	1	ECO GOV	75	1
	ECO GOV	65	1	ECO NGO	24	1
	MUNICIPALITY	82	1	HEALTH	65	1
	POLICE	88	1			
	PUBLIC UTILITY	84	2			
	AVERAGE	83	7	AVERAGE	44	4
KANJIŽA	CIVIL PROTECTION	81	1	CIVIL PROTECTION	84	1
	FIREFIGHTERS	84	1	HEALTH	98	1
	MUNICIPALITY	97	3	MESNA ZAJEDNICA	28	1
	PUBLIC UTILITY	58	3	MUNICIPALITY	74	1
				PUBLIC UTILITY	85	1
	AVERAGE	77	9	AVERAGE	73	6
KRALJEVO	CIVIL PROTECTION	90	3	ECO GOV	82	1
	MUNICIPALITY	105	1	HEALTH	73	1
	PUBLIC UTILITY	72	1			
	RED CROSS	113	1	MUNICIPALITY	47	1
	AVERAGE	93	6	AVERAGE	67	3
NOVI PAZAR	CIVIL PROTECTION	97	2	CIVIL PROTECTION	73	2
	ECO GOV	78	1	ECO GOV	82	1
	MUNICIPALITY	95	1	ECO NGO	7	1
	PUBLIC UTILITY	110	1	MUNICIPALITY	70	2
	RED CROSS	98	1	RED CROSS	82	1
	AVERAGE	96	6	AVERAGE	65	7
RAŠKA	CIVIL PROTECTION	103	1	CIVIL PROTECTION	87	1
	FIREFIGHTERS	76	1	ECO NGO	10	1
	HEALTH	92	1	MUNICIPALITY	75	1
	MUNICIPALITY	102	1			
	POLICE	98	1			
	PUBLIC UTILITY	91	1			
	RED CROSS	88	1			
	AVERAGE	93	8	AVERAGE	61	4
TITEL	CIVIL PROTECTION	98	1	CIVIL PROTECTION	72	1
	FIREFIGHTERS	81	1	HEALTH	74	1
	HEALTH	97	1	MUNICIPALITY	70	1
	MUNICIPALITY	99	1	PUBLIC UTILITY	80	1
	PUBLIC UTILITY	94	1			
	RED CROSS	106	1	RED CROSS	74	1
	TOTAL	95	6	TOTAL	74	5
TUTIN	CIVIL PROTECTION	111	1	MUNICIPALITY	76	1
	ECO GOV	100	1			

	FIREFIGHTERS	78	1				
	HEALTH	96	1				
	MUNICIPALITY	91	2				
	PUBLIC UTILITY	64	1	RED CROSS	26	1	
	TOTAL	90	7	TOTAL	51	2	
TOTAL INTERVIEWS:			56	TOTAL INTERVIEWS:			35

Table B-5: Average MEMCI results by institution from 14 cities / municipalities

	Baseline MEMCI overall results		Baseline MEMCI in new 40 proposed municipalities		OVERALL MEMCI PROCESS IN 14 OLD MUNICIPALITIES			
	Average points	No. of participants	Average points	No. of participants	Baseline MEMCI		2 nd Round MEMCI	
					Average points	No. of participants	Average points	No. of participants
CIVIL PROTECTION	75	44	74	26	76	11	97	16
COMPANIES	60	3	60	3				
CULTURE INST.	14	1	14	1				
ECO GOV	63	31	50	12	79	7	85	5
ECO NGO	39	22	28	6	24	5	20	1
FIREFIGHTERS	47	32	43	27			87	5
HEALTH	50	54	42	30	77	8	89	9
INDIVIDUALS	27	3	27	3				
MEDIA	45	4	36	3				
MESNA ZAJEDNICA	53	18	40	9	28	1		
MUNICIPALITY	63	98	59	65	80	14	97	16
NGO	49	11	59	8	21	2	78	1
OTHERS	47	5	47	5				
POLICE	50	16	50	16			93	2
PUBLIC UTILITY	47	95	42	67	68	6	85	16
RAILWAY	55	1	55	1				
RED CROSS	49	64	47	33	49	12	86	12
SCHOOLS	54	8	54	8				
SOCIAL INST.	27	2	27	2				
STATE INST.	25	3	25	3				
TELEKOM	24	1	24	1				
VETERINARY	51	13	51	13			94	1
TOTAL PARTICIPANTS	529		342		66		84	

Chart B-3: Comparative MEMCI results in 14 municipalities by institution



• **RESULTS ANALYSES**

Attribution. The second round MEMCI data in fourteen Cohort I municipalities shows significant score improvement in all municipalities. To try and ensure that the score captured, to the maximum extent possible, the impact of program assistance, the second round interviews were conducted whenever possible with the same people from the same institutions as during the baseline data gathering exercise. Most all of these individuals also attended program trainings. Thus, one can reasonably conclude that the increase in scores is a direct result of program activities.

Big vs. Small. The MEMCI data continues to illustrate the disparity between small and big municipalities. This disparity is largely due to a smaller municipality’s lack of financial and human resources. Therefore, smaller municipalities will be mentored during the training with additional technical assistance focusing particularly on leveraging financial means for disaster management. The result of this effort can be noticed in the difference between the baseline and second round MEMCI results. The municipalities of Irig, Tutin and Raška, which had extremely low baseline scores, increased their second round scores significantly (see Chart B-2).

Government Sectors. As expected, the highest level of knowledge was exhibited by the Civil Protection sector and the second highest level was exhibited by municipal representatives (see Charts B-1 and B-3). Results from other institutions also under state jurisdiction such as Health and Firefighters have also increased significantly. However, there is a still room to improve in the area of cooperation between local institutions and those that are under state authority. This suggests that more attention needs to be paid to facilitating these linkages during the training.

Non-Government Sectors. Unlike public and state institutions, the results presented in Chart B-3 show that involvement of local NGOs in disaster management, especially ones not directly related to environmental protections, is still weak. This is evident not just by their scores but also by the frequency of their participation in interviews (for example, only one person from an NGO in Indija participated in the second round MEMCI). As with the state – local linkages noted above, the lack of NGO involvement is still a frequent occurrence and suggests that more attention needs to be paid to facilitating these linkages during the training process.

Ward (“MZ”) Level Involvement. The local communities (MZ) representatives either didn't participate as expected in the second round of MEMCI interviews or the ones who participated and showed a very low level of knowledge of their municipality's disaster management systems. With a few notable exceptions (mainly in Vojvodina), most communities are not organized to involve MZ levels of their communities in their disaster management systems.

Serbian Red Cross. The scores in the second round for the Serbian Red Cross increased significantly. This is directly connected to the improved cooperation between representatives of the Red Cross on local and state level.

ANNEX C: LIST OF PREPAREDNESS AND PLANNING MUNICIPALITIES BY COHORT

	Municipality
Cohort I	Arilje
	Bečej
	Bela Crkva
	Bojnik
	Bujanovac
	Indjija
	Irig
	Ivanjica
	Kanjiža
	Kovačica
	Kragujevac
	Kraljevo
	Kruševac
	Kuršumlija
	Lebane
	Leskovac
	Medvedja
	Niš - Crveni Krst
	Niš - Medijana
	Niš - Niška Banja
	Niš - Palilula
	Niš - Pantelej
	Novi Bečej
	Novi Pazar
	Opovo
	Plandište
	Preševo
	Prokuplje
	Raška
	Sečanj
	Senta
	Sjenica
	Sremski Karlovci
Titel	
Tutin	
Vlasotince	
Vranje	
Vršac	
Žitiste	
Zrenjanin	

	Municipality
Cohort II	Bačka Topola
	Bela Palanka
	Čoka
	Despotovac
	Dimitrovgrad
	Gadžin Han
	Golubac
	Knjaževac
	Kula
	Novi Kneževac
	Petrovac na Mlavi
	Pirot
	Sokobanja
	Sombor
	Subotica
	Svrljig
	Žagubica
Zaječar	
Žitorađa	
Cohort III	Aleksandrovac
	Bački Petrovac
	Bajina Bašta
	Blace
	Čajetina
	Koceljeva
	Krupanj
	Ljubovija
	Loznica
	Mionica
	Nova Varoš
	Osečina
	Priboj
	Prijepolje
	Rekovac
Sremska Mitrovica	
Surdulica	
Ub	
Vladičin Han	
Vladimirci	

ANNEX D: MUNICIPAL DISASTER RESILIENCE ASSESSMENT AND CERTIFICATION

Introduction

The Preparedness, Planning and Economic Security Program (PPES) is working with stakeholders at the local and national level and with partner municipalities to develop and institutionalize a certification program for enhanced disaster resilient municipalities. PPES will enable municipalities, based on Hyogo Framework for Action recommendations, to improve their capacities, develop ordinances and other documents, create risk assessments and update response plans to more successfully cope with disasters. The certification program aims to promote best practice examples in the field of municipal disaster management that contributes to creating safer environments for citizens and their property.

In its certification process, the PPES Program cooperates with the following institutions and organizations:

- The Serbian Red Cross (SRC, a.k.a. CKS)
- The International Federation of Red Cross and Red Crescent (IFRC)
- The Standing Conference of Towns and Municipalities (SCTM, a.k.a. SKGO)
- Faculties and Universities (Belgrade, Nis, Novi Sad)
- Municipalities

Hyogo Framework for Action¹⁴

“The Hyogo Framework for Action (HFA) was formulated as a comprehensive, action-oriented response to international concern about the growing impacts of disasters on individuals, communities and national development. Based on careful study of trends in disaster risks and practical experience in disaster risk reduction, and subjected to intensive negotiations during 2004 and early 2005, the HFA was finally brought to fruition and adopted by 168 Governments at the World Conference on Disaster Reduction, held in Kobe, Hyogo Prefecture, Japan, 18-22 January 2005. The outcome it seeks is “The substantial reduction of disaster losses, in lives and in the social, economic and environmental assets of communities and countries.” This is further elaborated into three Strategic Goals and five Priorities for Action. The HFA emphasizes that disaster risk reduction is a central issue for development policies, in addition to being of interest to various science, humanitarian and environmental fields. Disasters undermine development achievements, impoverishing people and nations. Without serious efforts to address disaster losses, disasters will become an increasingly serious obstacle to the achievement of the Millennium Development Goals.

To help attain the expected outcome, the HFA identifies five specific Priorities for Action:

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;
5. Strengthening preparedness for response.

¹⁴ **Words Into Action:** A Guide for Implementing the Hyogo Framework, Author: UNISDR

The HFA describes the responsibilities of different agents for its implementation. Primary responsibility for implementation rests with states, but the collaboration and cooperation among all stakeholders, including NGOs is crucial in order to improve the resilience of communities. The contributions of regional and international organizations are also vital. Here, the multi-stakeholder United Nations International Strategy for Disaster Reduction plays an important role and is assigned specific responsibilities by the HFA. The ISDR system supports national policies and coordination mechanisms, facilitates regional and international coordination, stimulates the exchange of good practices, reviews and documents progress towards implementation of the HFA, and produces practical tools to help policymakers and decision makers promote and implement disaster risk reduction measures in their respective countries and regions.”

Certification Program for Enhanced Disaster Resilient Municipalities

The Certification Program is a tool for evaluation of local communities in the area of municipal disaster management capacity improvement and for measuring their efforts toward creating safer communities with safer climates for citizens and their property. The primary aim of certification is to create an incentive for municipalities to fulfill all Program requirements. According to individual municipal requests and needs, the Program continues to provide additional assistance to municipalities even after certification. The goals of Certification include but are not limited to:

- 1) Strengthening the capacities of local communities in disaster management;
- 2) Helping local authorities define responsibilities for Disaster Management standing bodies, with increased roles in training and developing community capacities for risk identification, vulnerability reduction and disaster resilience;
- 3) Creating and fostering disaster management networking groups, with membership including neighboring local teams, emergency services and utility companies in order to ensure that while the national emergency management strategy is focused at the local level, there is improved coordination of human and technical resources across the country;
- 4) Supporting municipalities in creating local area risk assessment and based upon it a hazard response plan with integrated communication and coordination guidelines;
- 5) Ensuring that comprehensive risk management strategy was adopted and that it integrates disaster management into environmental and community management practices; and,
- 6) Fostering the establishment of a sustainable process of disaster management in the community towards building a safer environment.

Every municipality included in the Program will be encouraged to enter the Certification Process and to achieve the best possible result. The first two levels of certification measure overall progress in enhancing disaster management capacity at the local level and are therefore achievable for all municipalities, regardless of size, resource available and prior experience. Level three is reserved only for cities that are willing to develop into regional disaster management centers and are capitals or main cities in their respective districts. These cities will be trained and supported in their efforts to establish sustainable regional networks and to serve as resource and information centers for their neighboring municipalities. The

Certification program is stratified into three successive levels to describe precisely the stage of disaster resilience achieved by a given municipality or city.

Level of Enhanced Disaster Resilience	Description
Level 1	<p>INCREASED DISASTER MANAGEMENT CAPACITY Improving overall Disaster Management Capacity through establishing Standing Body, creating Risk Assessment document and updating specific hazard response plan.</p>
Level 2	<p>INSTITUTIONALIZATION OF DISASTER MANAGEMENT CAPACITY Establishing a sustainable environment by performing activities on preparedness, planning, prevention, mitigation and recovery through establishing sustainable funding and improving cooperation with first responders in local communities.</p>
Level 3	<p>ESTABLISHING REGIONAL DISASTER MANAGEMENT CENTER Establishing sustainable regional network and serve as a resource and information center for neighboring municipalities.</p>

The Certification process is based on the following: 1) Certification Questionnaire, 2) Certification Committee and 3) Material Evidences for Certification by which all necessary issues were defined. Each level of certification is subject of separate activity and is located at the end of period of training and technical assistance for each municipality.

A detailed description of each follows.

CERTIFICATION QUESTIONNAIRE

LEVEL 1 Enhanced Disaster Resilience

1 The municipality's score on the Municipal Emergency Management Capacity Index (MEMCI2) is 77 or higher.

-- Comparative overview of MEMCI scores obtained at first and second round of MEMCI testing.

2 The municipality has formed a standing disaster management body empowered by decision of the municipal assembly or the city assembly and its work is supported.

-- Copy of municipal or Mayor's ordinance, resolution or executive order AND

-- List of members of Municipal Disaster Management Team AND

-- Proof that office/team has 70% of the following functions:

- Preparation and update of Specific Hazard Response Plans
- Maintaining and improving relations with local key stakeholders relevant for disaster management
- Development and maintenance of Municipal Risk Assessment
- Performs overview and regularly monitors the most vulnerable area/locations in the municipality
- Preparing and implementing prevention and mitigation measures
- Creates and maintain reliable public information system on disasters (Emergency number)
- Provide relevant data for the strategic planning in terms of sustainable development
- Advisory function – to mayor and assembly
- Maintain contacts with other municipal disaster management teams (networking, exchange)
- Communicates regularly with media.

3 At least five different sectors are represented in the disaster management team.

-- Sectors represented:

1. Local government
2. Department of Disaster Management MoD
3. Protection and Rescue Sector Units MoI
4. Local Red Cross/Red Cross of Serbia
5. Health sector / Emergency Health Centre
6. Local Business Community / Public Utilities
7. Local NGO's
9. Local media

Compulsory sectors are Local Government, local business community and local NGOs.

4 The municipality has developed and approved by the municipal assembly or city assembly a comprehensive document on the Municipal Risk Assessment, according to approved methodology, and has been identified major risks and

focal points of its vulnerability as a foundation for development of Specific Hazard Response Plan.

-- Municipal Risk Assessment document

- 5 The municipality has created/updated its major hazard response plan (according to priorities in its Risk Assessment) within the past two years, including current contact information and the municipality's hazard response plan has been approved by the municipal assembly or the city assembly.**

-- Copy of Municipal or Mayor ordinance or letter OR

-- Copy of updated Hazard Response Plan from major hazard identified through Municipality Area Risk Assessment

LEVEL 2 Enhanced Disaster Resilience

(In addition to Level 1 questions – Category – compulsory for Level 2)

- 6 The standing disaster management body has been empowered by a decision of the municipal assembly or the city assembly and its work is financially supported.**

-- Copy of budget decision on funds or commodities allocated to the Standing Body

- 7 The municipality has taken preventive measures to reduce risk from at least one identified hazard.**

-- Copy of budget decision on funds allocated for prevention OR

-- Copy of report by oversight body on activities performed on preventive measures OR

-- Other documentary evidence.

- 8 The municipality has undertaken awareness-raising public information activities.**

-- Campaign report OR

-- Copy of material OR

-- Press clippings, other multimedia documentary evidence OR

-- Copy of proof of expenditure.

- 9 The municipality has developed standby arrangements.**

-- Copy of MOU or letters of agreement with any local humanitarian organizations OR

-- Updated list of volunteers and equipment that is available for quick response.

LEVEL 3 Enhanced Disaster Resilience

(In addition to Level 1 and 2 questions – Category – compulsory for Level 3)

10 The municipality has developed and approved by the municipal assembly or city assembly a comprehensive document on Municipal Risk Assessment, according to an approved methodology, and has identified major risks and focal points of its vulnerability as a foundation for the development of a Specific Hazard Response Plan.

-- Vulnerability and Capacity Assessment performed.

11 The municipality disaster management team has demonstrated multiplier effect.

-- Best practice example OR

-- Documentation on networking leadership OR

-- Evidence of training conducted by the municipality OR

-- Copy of capacity-building material produced by municipality.

12 The municipality has developed standby arrangements.

-- Copy of directions to MZs with communication and coordination matrix OR

-- Copy of a sample pre-existing contract with public and private enterprises on using machinery and workforce in situation of emergency.

13 Municipality provides public information on regular basis that contains:

-- Activities of Disaster Management Team AND

-- Risk Assessment from floods for the area of municipality OR

-- Report on prevention measures taken in last year OR

-- Report on expenditures on sanitation and reimbursement to the citizens.

14 Disaster Management Strategy is integral part of the overall Sustainable Development Strategy for the municipality

-- Municipality has introduced policies to reduce vulnerabilities in the municipality (i.e. urban planning requirement regarding earthquakes) OR

-- Municipality has created a database on disaster management that is integrated in the overall municipal planning system (with economic, strategic planning, environmental and other data.)

CERTIFICATION COMMITTEE

The Certification Committee for Enhanced Disaster Resilient City/Municipality is a responsible body for the Certification Process within PPES. It will work jointly with the Municipal/City Disaster Management Team on assessing municipal disaster management capacity improvement and on measuring their efforts toward creating a safer community. The Certification Committee for Level 1 and 2 consists of Preparedness and Planning Program Officers and technical short-term consultants. Level 3 Committees will additionally include representatives of PPES partners such as the SCTM, SRC and IFRC. Members of the Certification Committee are as follows:

1. Head of Certification Committee;
2. Responsible Program Officer (Municipal Intervention Specialist) for the City/Municipality;
3. Monitoring/Evaluation Specialist;
4. Technical Assistance/Training/General Emergency Expert;
5. Safety and Security Specialist.

The Certification Committee members are expected to:

- Collect municipal data necessary for the Certification;
- Perform interviews with Municipal Disaster Management Team and/or other municipal structures;
- Compile municipal and other documents and other material evidences needed for Certification;
- Revise and offer their opinion on data collected and provide suggestions for refining the documents (if needed);
- Advise Municipal Disaster Management Team on formatting and collecting data needed for the Certification Book;
- Provide Municipality Disaster Management Team with a Road Map for the next level of certification (if applicable) and coordinate next steps;
- Discuss and propose Calendar of activities related to Certification;
- Provide Certification Committee Proposal Report to PPES management.

MATERIAL EVIDENCE FOR CERTIFICATION RETAINED BY PPES

Certification Book – contains compilation of Municipality Background, Certification Documents, Certification Poll, Certification Data, Certification Committee Proposal Report and Road Map of Municipality Disaster Management Team activities. Certification Book may also contain other sources of valid information on disaster preparedness and planning profile of municipality such as, but not limited to: Municipality Risk Assessment, Municipality Profile or Abstract of published scientific papers related to subject. Certification Book is to be published in Serbian and English in circulation of at least 5 copies.

Certification Documents – Contains the documents required by the Certification Process contained in Certification questionnaire, which may contain, but are not limited to: Municipal/City ordinances on Standing Body, Executive decisions, Budgetary decisions, Municipality/City Hazard Response Plans, Ordinances on allocating budgetary funds, Ordinances on damage assessment and reimbursement, Stand-by arrangements with private/communal enterprises and other.

Certification Interviews – consist of MEMCI, MEMCI2 and Certification questionnaires, filled in and processed in order to describe the process of improving Municipal/City Preparedness and Planning capacity and activities.

Certification Data – all other related data, originally not produced by the Municipality/City or Disaster Management Team but which can be used as evidence on disaster preparedness and planning activities in the community. These may contain, but are not limited to: public awareness campaign reports, Red Cross reports or documents, local media reports or other public data, NGO's documents or data, etc.

Media Library – contains all related multimedia data which contributes to the overall impression on Municipality/City disaster preparedness and planning. These may contain, but are not limited to: TV, radio and newspaper clipping, video and audio data on preparedness, planning, mitigation, response or recovery activities etc.

ANNEX E: RESULTS SUMMARY OF TECHNICAL ASSISTANCE SUB-GRANTS

Description of Activity	Municipality	Implementer	Time Frame	Results
<p>Small Business Support</p> <p>This sub-grant will support a local enterprise development and entrepreneurship program in Kraljevo municipality, "Link" project that will assist small enterprises in increasing marketing skills and obtain necessary business information to start their own businesses</p>	Kraljevo	NGO "Center for Entrepreneurship" Kraljevo	February 01 – July 31, 2008	<p>Results include:</p> <ol style="list-style-type: none"> 1) Website created through which companies can get information or make business contacts. Approximately 25 inquires per months come in through the Center's website; 2) More than 25 people completed business training courses (in English), which the center used to create a database of vulnerable groups; 3) Technical support provided to 4 companies [SKR Raza, List DOO, SZTR Nada and SPTR European] in order to prepare for Novi Pazar's Textile Fair; and, 4) A guide to bank's credit offerings was developed, published and provided to beneficiaries. <p><i>Note: Data on new jobs and business start-ups will be reported at 3, 6 and 12 months following the completion of the grant.</i></p>
<p>Youth Entrepreneurship Center</p> <p>This sub-grant will support an NGO to establish a Youth Entrepreneurship Center in Medvedja and organize several training courses related to entrepreneurship for young people in the municipality.</p>	Medvedja	NGO "People's parliament", Leskovac	January 20 – October 20, 2008	<p>Results include:</p> <ol style="list-style-type: none"> 1) Established "Youth Entrepreneurship Center" in Medvedja. The Center offers a range of business services and resources to existing and prospective young entrepreneurs in the municipality; 2) 70 young people trained in entrepreneurship and economic concepts; 3) Created a positive atmosphere in the municipality for SMEs as a possible solution for unemployment in the region; and 4) Created a one-stop shop where interested youth can find all material necessary to start a business.
<p>Women Entrepreneurship</p> <p>This sub-grant will support women entrepreneurship in the municipality of Kuršumljija by organizing a series of training courses and providing consultancy on steps needed to start a new business.</p>	Kuršumljija	Regional Chamber of Commerce Niš , Niš	February 5 - August 5, 2008	<p>Results include:</p> <ol style="list-style-type: none"> 1) 17 women entrepreneurs received training in various business topics and skills sets needed to run a business; 2) Allowed women to make new contacts and made them feel more a part of the community; and, 3) Eight business plans written, of which, one woman's business plan is currently being considered by the municipality of Kuršumljija to receive 100,000 RSD for start-up costs.

Description of Activity	Municipality	Implementer	Time Frame	Results
<p>Tourism Development</p> <p>This sub-grant will support improvement of business activities and competitiveness of perspective SMEs and strengthening of tourism associations in Prijepolje through organization of various training courses.</p>	Prijepolje	Local Center for Support of SME's, Prijepolje	March 1 – July 31, 2008	<p>Results include:</p> <p>1) Increased the knowledge and skill sets of Prijepolje SMEs which will serve to boost their competitiveness on the regional market;</p> <p>2) Improved tourism industry in Prijepolje through capacity building of TOP's staff members;</p> <p>3) Improved knowledge and skills of at least 30 representatives from 30 SMEs in Prijepolje that have the potential to offer employment to vulnerable groups [textile, food processing, wood processing etc].</p>
<p>Accounting Training</p> <p>This sub-grant will support the organization of a one day training course on finance, accounting and most frequent challenges in everyday business for small and medium enterprises.</p>	Bujanovac	Development Agency PBDA, Bujanovac	March 7 – April 22, 2008.	<p>Results include:</p> <p>1) More cost effective accounting for VAT on the part of small-medium sized businesses; and,</p> <p>2) Increase in number of formally registered employees.</p>
<p>Association Strengthening</p> <p>This sub-grant will support the improvement of business activities and competitiveness of agricultural producers and processing companies through organizing training courses for 5 existing agricultural associations in Kraljevo.</p>	Kraljevo	Regional Centre for SMEs Development Kruševac-Kraljevo-Čačak	June 1 – September 30, 2008	<p>Results include:</p> <p>1) Helped five associations and cooperatives from Kraljevo improve their business performance;</p> <p>2) Created better market orientation for all five associations;</p> <p>3) Developed strategic market plan for all 5 associations; and,</p> <p>4) Allowed the associations and cooperatives to realize the importance of integrating all five associations in an effort to promote the brand of the municipality.</p>
<p>Greenhouse Farming Skills</p> <p>This sub-grant will support six months of professional training for 20 farmers from Bujanovac and Preševo municipalities on the latest standards in green house vegetable production. The training will be conducted at the company "Salad Center", a direct supplier for agriculture products for large food service companies [e.g. Mc Donald's, OMV, Hyatt, Metro etc].</p>	Bujanovac	NGO "Life Aid", Vranje	June 1 – December 1, 2008	<p>Results (to date) include:</p> <p>1) 16 farmers from Bujanovac and Preševo trained in skills needed to produce high quality vegetables; and,</p> <p>2) Provided knowledge of production standards required to become direct suppliers to Salad Center.</p>

ANNEX F: SUMMARY OF PPES MEDIA COVERAGE

Period: April – September 2008

During the April-September 2008 reporting period, the Preparedness, Planning and Economic Security program received extensive media visibility in both national and regional/local outlets. This high media profile was a result of increased activities in both program components and the organization of numerous special events. Our media monitoring documented 157 media references related to program activities and issues directly linked to the program’s scope of work. A breakdown of the topics covered can be found in the bottom

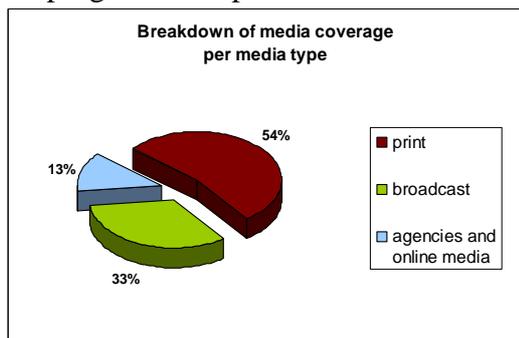
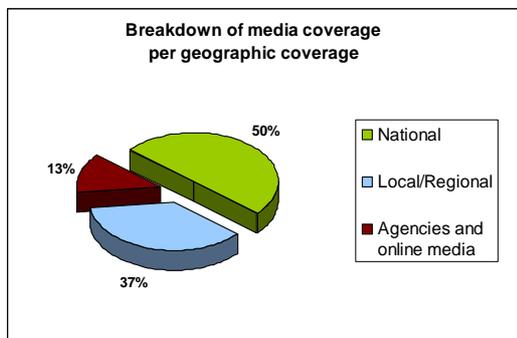


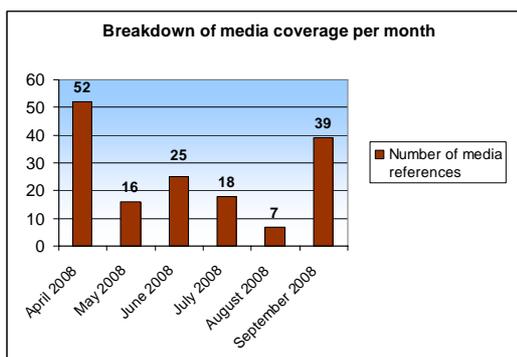
chart to the left. The months in which the program received the most media attention were April 2008 (52), June 2008 (25) and September 2008 (38). The program maintained a high profile in national media outlets as well as local and regional newsrooms. Approximately half of all media references originated from national outlets, while 37% reports originated in local and regional media outlets.

The participation of the US Ambassador to Serbia, Cameron Munter, at four program events, greatly contributed to raising the program's media visibility and collectively generated 46 media references. The Ambassador attended the following events: MoU signing ceremony with six Vojvodina municipalities on emergency planning and response, in Novi Sad, on April 2, The 3rd International Agriculture Fair in Bujanovac, on April 9 (the third day of the Fair),



the certification of the City of Kragujevac for demonstrating enhanced disaster resilience, which involved an emergency simulation exercise held in Kragujevac, on June 26, and the certification ceremony of nine cities and municipalities for demonstrating enhanced disaster resilience, in Belgrade, on September 25. Participation of other USAID senior officials at the program’s events also helped to attract media attention. Ms. Marilyn Schmidt, USAID Deputy Mission Director, took

part in the opening ceremony of the 3rd International Agriculture Fair in Bujanovac, on April 7, the Junior Achievement Regional Finals Competition held in Kopaonik, on June 19, which together generated a total of 33 media reports in regional and national print and broadcast media outlets.



Media attention concentrated on the droughts and water shortages that affected five south-central Serbian municipalities in August/September 2008. PPES received good media visibility when five water tankers were delivered to the municipality of Arilje. On September 10, Walter Doetsch, the program’s CTO, represented USAID at the official donation ceremony and addressed the press. This event alone generated ten media references.

Mr. Danijel Dašić, USAID’s Field Office Manager

in Nis, presented the certification for demonstrating Level 2 Enhanced Disaster Resilience status to the Mayor of Kruševac, Mr. Dragan Azdejković, in Kruševac, on July 21. The event generating eight media references, mostly in local and regional media. Finally, Mr. Alexander Iljenko, USAID's Field Office Manager in Vranje, was one of the keynote speakers at the round table event on youth entrepreneurship held in Vranje, on September 17. The event gathered as many as six regional and local TV stations from Vranje, Bujanovac and Preševo.



Ambassador Munter greets the awarded mayors at the Certification ceremony event in Belgrade

Because of the parliamentary and local elections scheduled for May 11, 2008, the program maintained a low profile during that month. Also, August, a traditional vacation month in the region, was also a slow month for media exposure.

Topics

During the reporting period, the program received more media coverage than in any prior reporting period (157 compared to the previous high of 154). The team organized nine high-profile events from April to September 2008. The events were diverse, ranging from certification ceremonies to round table discussions, as well as domestic and international fairs.

The MoU signing ceremony on emergency planning and response with six Vojvodina municipalities took place in the Assembly building of the Autonomous Province of Vojvodina, hosted by Mr. Bojan Kostreš, President of the Assembly, and included the participation of the U.S. Ambassador to Serbia, Mr. Cameron Munter. The event attracted much media attention with over 22 media representatives present. There were as many as 15 documented media references covering the event: six in national and regional TV outlets, seven in print, and two news agency reports.



Ambassador and Kragujevac mayor at emergency simulation exercise

The certification ceremony of the first city in Serbia awarded for demonstrating enhanced disaster resilience was held in Kragujevac, on June 26, 2008. The 2nd Best Practices Fair in Local Disaster Management Prevention and an emergency simulation exercise illustrating a response to a mock-flood, took place in conjunction with the certification ceremony in Kragujevac.



Kragujevac certification ceremony attracted lots of media and other guests

The event gathered representatives from 14 media houses and generated 20 media references in local, regional and national outlets – nine in print, seven in broadcast and four news agencies, as well as on-line media. A regional weekly carried an extensive feature on the event, covering background information on disaster management legislation and Kragujevac's development of civil protection services.

Later in the reporting period, the program provided assistance to help address an acute water shortage in the municipality of Arilje following its request for help. The program delivered

five water tanks to two schools, a kindergarten and one local Health Center. Mirjana Avakumović, Mayor of Arilje, accepted the donation, in the presence of Walter Doetsch, PPES' CTO, and Michael Pillsbury, COP, both of who addressed the press at the event in Arilje, on September 10. The event was reported in 10 media outlets, the majority of which were national newsrooms. B-92's regional office in Požega covered the event with an extensive news report broadcast on the 11 o'clock news program.



Mr. Doetsch, Ms. Avakumović and Mr. Pillsbury address the press at donation event

The national legal framework regulating disaster management and protection and rescue, remained a topic of interest to the media and the public throughout the reporting period. The efforts of the Ministry of Interior's Head of Protection and Rescue Sector to advocate for swift regulation of the sector and for the adoption of a new law on protection and rescue were more visible in media reporting. After the MoI Protection and Rescue Sector's simulation exercise in September, the formation of a new Sector for Emergencies that would unify all resources (human and

financial) under one roof was announced by Boris Tadić, President of Serbia, and the Minister of Interior, Mr. Ivica Dačić. This message was also confirmed at the certification ceremony in Belgrade by Mr. Predrag Marić, Head of the Sector for Protection and Rescue.

The Economic Security component's activities received much media coverage during the reporting period as well. The event that received the most media attention was the program's support for the organization of the 3rd International Agriculture Fair in Bujanovac held on 7-9 April 2008. The program assisted around 50 agricultural companies and food producers exhibit their products at the Fair. Over 16 local, regional and national media houses from Vranje, Bujanovac, Leskovac, Preševo and Niš covered the event (26 documented references), much of which was contributed by the presence of USAID's official (Ms. Schmidt) and the Ambassador's visit on the third day. Mr. Schmidt held a press conference following the opening of the Fair. On April 6, the night prior to the opening of the fair, the program's management team took part in a live, hour-long evening talk show program, at TV Bujanovac, in order to promote the Fair. Mr. Michael Pillsbury, Program Director, and Mrs. Maury Wray Bridges, Economic Security Team Leader, discussed the program's strategy. Other participants included:



Media representatives at Bujanovac Fair



Mr. Arifi, Mr. Pillsbury, Ms. Wray Bridges and Mr. Aliu at TV Bujanovac studio, April 6, 2008

Nagip Arifi, Bujanovac Mayor, and Armend Aliu, Director of Bujanovac and Preševo Development Agency, the organizer of the Fair.

As the Junior Achievement 2007/2008 school year was coming to a close, the program supported the Junior Achievement program to organize a regional finals competition for the best student companies from eight



USAID's Mission Deputy Director Marilynn Schmidt presents awards

municipalities. The JA Regional Finals Competition, held in Kopaonik, on June 19, gathered 12 companies from eight municipalities. Ten media references reported on the event, out of which, two were on national broadcasters, RTS and B-92. A regional Novi Pazar TV station featured an hour-long program on the event, as the first and third prizes went to Novi Pazar-based high-schools.

At the initiative of PPES' Information Office, the first media/public relations competence group meeting was held on September 26, gathering PR/Media Specialist/Communication Advisors from other USAID projects – MEGA, SEGA, CCASA-BES, Agribusiness Project, and the Competitiveness Project. The aim of the group meeting is to discuss public relations/communication efforts of USAID's projects and the challenges PR/Media Specialist/Communication advisors face in their daily work. It was agreed that each meeting should deal with one topic (such as a common problem) and for the next gathering, scheduled during the first week of November, the subject will be media relations.

Table F-1: High Visibility Events

Month	Description
April 2008	Preparedness and Planning: - <i>MoU signing with six Vojvodina municipalities on disaster management</i> - <i>Disaster management training in Kruševac</i>
	Economic Security: - <i>3rd International Agriculture Fair in Bujanovac</i>
May 2008	Preparedness and Planning: - <i>Civil Defense normative framework</i>
	Economic Security: - <i>Presentation of 13 agriculture producers at the 75th International Agriculture Fair</i> - <i>Junior Achievement student companies' activities</i>
June 2008	Preparedness and Planning: - <i>Certification ceremony, Best Practices Fair in Local Disaster Management Prevention and Red Cross emergency simulation exercise - Kragujevac</i>
	Economic Security: - <i>Junior Achievement student company regional finals</i>
July 2008	Preparedness and Planning: - <i>Certification ceremony in Kruševac</i>
	Economic Security: - <i>Junior Achievement student company regional finals</i>
August 2008	Preparedness and Planning: - <i>Protection and rescue legal framework and reorganization of the Sector</i>
Sept. 2008	Preparedness and Planning: - <i>Certification ceremony of nine cities and municipalities, Belgrade</i> - <i>Reorganization of disaster management services</i> - <i>Conference on the "Role of Volunteers in Local Disaster Management in Vojvodina"</i>
	Economic Security: - <i>Round table on Youth Entrepreneurship, Vranje</i>

PPES Media Coverage - Overview

#	DATE	SOURCE	COVERAGE	TOPIC	SUMMARY
1	1 April 2008	Politika Daily	<i>National</i>	There are half a million people living in poverty in Serbia	According to data from the Deputy Prime Minister Office for the implementation of Poverty Reduction Strategy, there are around 500,000 poor people in Serbia (6.6 percent of the population). The poor, by definition, are considered those whose monthly earnings do not exceed 8,800 dinars per household member.
2	2 April 2008	Srna News Agency	<i>National</i>	America remains a friend	The U.S. Ambassador to Serbia, Mr. Cameron Munter, said that the U.S. is committed to remain Serbia's ally, despite the incident on March 21 st , involving attacks on the U.S. embassy. The Ambassador was present today at a MoU signing ceremony on emergency planning and response, between USAID and six Vojvodina municipalities. USAID has dedicated \$45 million to support the efforts of Serbian municipalities to respond to disasters, such as floods, slides, fires, and improve economic security and opportunity for the Serbian people.
3	2 April 2008	RT Vojvodina	<i>Regional</i>	Cameron Munter in Novi Sad	The U.S. Ambassador to Serbia, Mr. Cameron Munter, said in Novi Sad that the U.S. Embassy is open to all citizens of Serbia, as it is committed to remain Serbia's ally. Mr. Munter signed Memoranda of Understanding on emergency planning and response with six Vojvodina municipalities.
4	2 April 2008	TV SUPER	<i>Local, Novi Sad</i>	Cameron Munter in Novi Sad	The U.S. Ambassador to Serbia, Mr. Cameron Munter, has signed Memoranda of Understanding with six Vojvodina municipalities participating in USAID's Contingency Planning and Economic Security program. Vojvodina's Assembly President, Mr. Kostreš, said that prevention and timely response to emergencies is an issue that requires particular attention.
5	2 April 2008	TV Panonija	<i>Regional, Vojvodina</i>	Assistance program for emergency planning and response	USAID's Contingency Planning Program signed Memoranda of Understanding with six Vojvodina municipalities on emergency planning and response in the Vojvodina Assembly building today. USAID has dedicated \$45 million to support the efforts of Serbian municipalities to improve disaster response and resilience, and to stimulate economic opportunity for the Serbian people: \$19 million through the Contingency Planning program and \$25 million through the Municipal Economic Growth Activity.
6	2 April	Gradjanski list	<i>Regional,</i>	MoU between USAID	USAID's Contingency Planning Program will sign Memoranda of Understanding

	2008	Daily	<i>Vojvodina</i>	and six Vojvodina municipalities	with six Vojvodina municipalities. U.S. Ambassador to Serbia, Mr. Cameron Munter, will address participants at a ceremonial event that will gather representatives from the Assembly of Autonomous Province of Vojvodina, the Provincial Executive Council, the Secretariat for Local Self-Government, the Standing Conference of Towns and Municipalities, as well as mayors and local officials from all six municipalities.
7	2 April 2008	TV B-92	<i>National</i>	U.S. Embassy started issuing visas	U.S. Ambassador to Serbia, Mr. Cameron Munter, said that the consular section at the U.S. embassy has been reopened and visas started to be issued again. This is the best proof that America remains committed to Serbia and through programs such as MEGA and SCOPES it works towards to improve economic opportunities for the Serbian people.
8	2 April 2008	Tanjug News Agency	<i>National (Online)</i>	Munter says U.S. remains committed to Serbia	U.S. Ambassador to Serbia, Mr. Cameron Munter, said today in Novi Sad that the U.S. is determined to "remain committed to Serbia" despite the incident on 21 February, the U.S. embassy remained open for all citizens.
9	2 April 2008	Pregled Daily (and Beta News Agency)	<i>National</i>	\$ 45 million for emergency response	USAID's Contingency Planning Program will sign Memoranda of Understanding with six Vojvodina municipalities today, in Novi Sad. Michael Pillsbury, program director, will sign a MoU with the following municipalities: Bečej, Bela Crkva, Kovačica, Plandište, Sečanj and Žitište.
10	3 April 2008	TV Kanal 9	<i>Local, Novi Sad</i>	Contingency planning program	MoUs on emergency planning and response were signed today by Mr. Michael Pillsbury, director of the Contingency Planning and Economic Security program, and six Vojvodina municipalities: Bečej, Bela Crkva, Kovačica, Plandište, Sečanj and Žitište.
11	3 April 2008	Voice of America (rerun by TV Avala)	<i>National</i>	Agreement between USAID and six municipalities in Vojvodina	Today in Novi Sad, USAID signed Memoranda of Understanding on emergency planning and response with six Vojvodina municipalities. The U.S. Ambassador to Serbia Cameron Munter, said today in the Vojvodina Assembly Building that the relations between the U.S. and Serbia were going through difficult times, but the U.S. government does not give up projects aimed at improving quality of life and opportunities for Serbian people.
12	3 April 2008	Danas Daily	<i>National</i>	Munter: Choose the best way	We expect the upcoming elections to be organized in a democratic spirit, as were the presidential elections, said the U.S. Ambassador to Serbia, Mr. Cameron Munter, yesterday in Novi Sad, at a MoU signing ceremony on emergency planning and response, formalizing the cooperation between USAID's Contingency

					Planning program and six Vojvodina municipalities.
13	3 April 2008	Dnevnik Daily	<i>Regional, Vojvodina</i>	U.S. remains committed to Serbia	The U.S. Ambassador to Serbia Cameron Munter said yesterday in Novi Sad, at a MoU signing ceremony between USAID and six Vojvodina municipalities that the reopening of the consular section at the U.S. embassy confirms America's commitment to Serbia.
14	3 April 2008	Borba Daily	<i>National</i>	Visa of friendship	"The U.S. Embassy has remained open to all citizens of Serbia, as America is committed to Serbia," said U.S. Ambassador to Serbia Cameron Munter, at the signing ceremony of MoU on emergency planning and response, formalizing the cooperation between USAID's Contingency Planning program and six Vojvodina municipalities.
15	3 April 2008	24 sata Daily	<i>Regional, Belgrade</i>	Vojvodina municipalities will receive \$19 million from USAID	USAID and six Vojvodina municipalities signed a MoU on emergency planning and response in the Vojvodina Assembly Building.
16	3 April 2008	Danas Daily	<i>National</i>	Additional six municipalities in USAID program	Since yesterday, an additional six Vojvodina municipalities have been formally included in USAID's Contingency Planning program. Michael Pillsbury, program director, signed a MoU with Bečej, Bela Crkva, Kovačica, Plandište, Sečanj and Žitište in the presence of the U.S. Ambassador to Serbia, Mr. Cameron Munter, and Vojvodina's Assembly President, Mr. Kostreš.
17	4 April 2008	EMportal www.emportal.co.yu	<i>On-line</i>	3 rd Bujanovac International Agriculture Fair	On April 7-9 in Bujanovac, over sixty agriculture companies and food producers will exhibit their products at the 3 rd Bujanovac International Agriculture Fair. The fair has been organized under the auspices of the municipality of Bujanovac, in cooperation with the Presevo and Bujanovac Development Agency (PBDA) and USAID's Economic Security program.
18	4 April 2008	Tanjug News Agency, myserbia.net portal	<i>National (On-line)</i>	Bujanovac Agriculture Fair on 7-9 April	On April 7-9 in Bujanovac, over sixty agriculture companies and food producers will exhibit their products at the 3 rd International Agriculture Fair, in Bujanovac, reported the US Embassy's press release, in Belgrade.
19	4 April 2008	presheva.com	<i>On-line</i>	Presevo and Bujanovac Development Agency organizes an International Fair	The municipality of Bujanovac, USAID and the Sport Centre in Bujanovac have supported the organization of this years 3 rd International Agricultural Fair, from 7-9 April. According to director of the Presevo and Bujanovac Development Agency, Mr. Armend Aliu, the organization of the international fair in Bujanovac is in line with the agency's efforts to improve the economic situation and wellbeing of

					citizens in Presevo and Bujanovac.
20	5 April 2008	Glas javnosti Daily	<i>National</i>	Bujanovac Agriculture Fair	The 3 rd International Agriculture Fair has been opened in Bujanovac. Organizers of the Fair are the municipality of Bujanovac, in cooperation with the Presevo and Bujanovac Development Agency (PBDA) and USAID's Economic Security program. Mr. Nagip Arifi, mayor of Bujanovac, said that the purpose of the fair was to promote agriculture producers from Bujanovac, as well as the region and abroad.
21	6 April 2008	TV Bujanovac (evening program)	<i>Local, Bujanovac</i>	Interview with Mr. Pillsbury, Mrs. Wray Bridges, Mr. Arifi, Bujanovac mayor and Mr. Aliu, of Presevo and Bujanovac Development Agency	<p>Michael Pillsbury, program director, of the Economic Security program stated: The agricultural fair is very important for the overall economic development of the region. The program's expectations are that we'll be able to work with local institutions to make this fair an annual event, as well as to institutionalize the organization of the fair, so that once our program has come to an end, the fair can continue with in this tradition.</p> <p>Maury Wray Bridges, Economic Security's team leader, stated: In terms of our expectations, we would really like to see companies take advantage of the fact that they are all together in one place. Our real interest here in Bujanovac is to raise the level of prosperity here and we see the best way to do that is, once you've created market linkages and increased sales, the business grows and there is an opportunity to create jobs, which as you know is one the most significant problems here.</p>
22-26	7 April 2008	TV Bujanovac, TV 017, TV Spektri, TV Aldi, Radio Ema (City review)	<i>Local (Bujanovac, Vranje, Presevo)</i>	3 rd International Agriculture Fair in Bujanovac	Today, the 3 rd International Agriculture Fair has been opened in Bujanovac. The fair has been organized under the auspices of the municipality of Bujanovac, in cooperation with the Presevo and Bujanovac Development Agency (PBDA) and USAID's Economic Security program. Ms. Marilyn Schmidt, USAID Deputy Mission Director, and Mr. Nagip Arifi, Mayor of Bujanovac, opened the fair.
27	7 April 2008	Danas Daily	<i>National</i>	Improving regional cooperation	Today, the 3 rd International Agriculture Fair has been opened in Bujanovac. The fair has been organized under the auspices of the municipality of Bujanovac, in cooperation with the Presevo and Bujanovac Development Agency (PBDA) and USAID's Economic Security program.
28	7 April 2008	RTV Vranje	<i>Regional, Pcinj District</i>	Agriculture Fair in Bujanovac	The 3 rd International Agriculture Fair has been opened in Bujanovac. Organizers of the fair, include the municipality of Bujanovac, in cooperation with the Presevo and

					Bujanovac Development Agency (PBDA) and USAID's Economic Security program. The fair will be close on April 9th.
29	8 April 2008	EM portal	<i>On-line</i>	International Agriculture Fair open in Bujanovac	The 3 rd International Agriculture Fair was open in Bujanovac's Sports Center "Mladost" yesterday. USAID's Economic Security program was one of the actors supporting the organization of the Fair with \$22,000.
30	8 April 2008	Pregled Daily (Tanjug News Agency)	<i>National</i>	Expanding business relations	The 3 rd International Agriculture Fair was opened in Bujanovac's Sports Center "Mladost" yesterday. The purpose of the fair is to create and foster new business links and strengthen the cooperation between agricultural producers in the region. Ms. Marilyn Schmidt, USAID Deputy Mission Director, and Mr. Nagip Arifi, Mayor of Bujanovac, opened the fair. Mr. Michael Pillsbury, Economic Security program director, and Mr. Nenad Djurdjevic, Director of Coordination Body for South Serbia, also addressed the public.
31	8 April 2008	Danas Daily (Beta News Agency)	<i>National</i>	International Agriculture Fair open in Bujanovac	The 3 rd International Agriculture Fair was opened in Bujanovac's Sports Center "Mladost" yesterday. USAID supported the organization of the fair with \$22,000 along with others actors. USAID Deputy Mission Director, Ms. Marilyn Schmidt, has reiterated that "the United States supports the reforms in Serbia, particularly those related to economical development."
32	8 April 2008	Politika Daily	<i>National</i>	Agriculture Fair in Bujanovac	The 3 rd International Agriculture Fair was opened in Bujanovac's Sports Center "Mladost" yesterday. The three-day event has been supported by the municipality of Bujanovac, in cooperation with the Presevo and Bujanovac Development Agency (PBDA) and USAID's Economic Security program. Two Junior Achievement student companies were presented at the Fair: one from High-school "Sezai Surroi," where classes are held in Albanian and a Serbian-language high-school "Sveti Sava".
33	8 April 2008	Večernje novosti Daily	<i>National</i>	50 agriculture producers exhibit their products	The 3 rd Bujanovac International Agriculture Fair has been opened in the "Mladost" Sports Center under the auspices of the municipality of Bujanovac. Apart from the Presevo and Bujanovac Development Agency (PBDA), the fair was supported by USAID's Economic Security program. "Local companies will have the opportunity to expand into new markets and create new jobs," the key note speakers said at the opening ceremony.
34	8 April	Vranje Press	<i>On-line</i>	U.S. Ambassador's visit	On the occasion of his first official visit to South Serbia, the U.S. Ambassador to

	2008	News Agency, Danas Daily	<i>(National)</i>	to South Serbia	Serbia, Mr. Cameron Munter, paid a visit to Vranje. Mr. Munter visited the 3 rd Bujanovac International Agriculture Fair the second day of his trip to the region.
35	8 April 2008	Bujanovac municipality www.bujanovac.info.org	<i>On-line</i>	3 rd International Agriculture Fair open in Bujanovac	The 3 rd Bujanovac International Agriculture Fair has been organized under the auspices of the municipality of Bujanovac, in cooperation with the Presevo and Bujanovac Development Agency (PBDA) and USAID's Economic Security program, which assisted with \$22,000.
36	9 April 2008	Narodne novine Daily	<i>Regional, Nis</i>	Agriculture Fair in Bujanovac - 50 agriculture producers exhibit their products	The 3 rd Bujanovac International Agriculture Fair has been opened in Sports Center "Mladost" under the auspices of the municipality of Bujanovac. Apart from the Presevo and Bujanovac Development Agency (PBDA), the Fair was supported by USAID's Economic Security program.
37	9 April 2008	Jugpress News Agency	<i>On-line</i>	USAID supports agriculture sector	USAID's Deputy Mission Director, Ms. Marilyn Schmidt, said to <i>Jugpress News Agency</i> that USAID supports scores of projects in the agricultural sector in south Serbia. USAID's Economic Security program financially supported the organization of 3 rd International Agriculture Fair in Bujanovac.
38	9 April 2008	Jugpress News Agency	<i>On-line</i>	Important Fair for Bujanovac	Nagip Arifi, Mayor of Bujanovac municipality, said to <i>Jugpress News Agency</i> that the International Agriculture Fair, being held in Bujanovac, is of great importance. This Fair has been organized with the support from a foreign donor organization.
39	9 April 2008	Glas Javnosti Daily	<i>National</i>	Women entrepreneurship	The women entrepreneurship development project in Kursumlija entails a free of charge, three-month long training in entrepreneurship and business planning course, and the most advanced trainees will be given an opportunity to apply for a grant through USAID's Economic Security program.
40	9 April 2008	Politika Daily – supplement (Implementation of the Poverty Reduction Strategy newsletter)	<i>National</i>	USAID Supports Opening of the Youth Entrepreneurship Centre in Medvedja	USAID's Economic Security program has signed an agreement with the municipality of Medvedja, defining the areas of cooperation and support towards the implementation of the Youth Entrepreneurship Initiative project in Medvedja. The agreement was signed by Mr. Michael Pillsbury, program director, and Mr. Slobodan Drašković, mayor of Medvedja. The project provides for the establishment of a Youth Entrepreneurship Centre in Medvedja, aimed at providing various services and resources to potential and existing young entrepreneurs in this municipality.
41	9 April	Politika Daily –	<i>National</i>	USAID Call: Economic	The US Agency for International Development (USAID) has launched a call for

	2008	supplement		Security Program	projects aimed at enhancing economic security of vulnerable groups and promoting economic development in underdeveloped municipalities. The projects will be supported within the framework of the 2008 Economic Security program.
42	9 April 2008	Politika Daily – supplement	<i>National</i>	Seminar on Marketing and Sales for Agricultural Companies	USAID organized a seminar in marketing and sales for twelve Serbian agricultural companies in preparation for the 75 th Novi Sad Agricultural Fair. Two USAID projects, Agribusiness and Economic Security, will provide financial and technical assistance to 12 small and medium companies for their joint presentation at the largest agricultural show in the region.
43	9 April 2008	Politika Daily – supplement	<i>National</i>	USAID support s 3rd International Fair of Agriculture in Bujanovac	The 3 rd Bujanovac International Agriculture Fair was held on April 7-9, where around sixty agricultural companies and food producers presented their products. The fair was organized under the auspices of the municipality of Bujanovac, in cooperation with the Presevo and Bujanovac Development Agency (PBDA) and USAID's Economic Security program.
44	10 April 2008	Alo Daily	<i>National</i>	Emergencies have to wait	A department that would put the protection and rescue services under one roof does not exist in Serbia yet. It has not yet been decided whether this service will be performed within the Ministry of Interior, the Ministry of Defense or within a Government Agency. Predrag Maric, Head of Protection and Rescue Department, said to <i>Alo Daily</i> , "...the new legislation on protection and rescue is to replace the existing legislation on protection against natural disasters as of 1977."
45	14 April 2008	Perspektiva Weekly	Local, Bujanovac	Albanian participation in parliamentary elections is important	The US Ambassador to Serbia, Mr. Cameroon Munter, visited the Presevo region, meeting political and institutional representatives of the municipality of Bujanovac and Presevo. Ambassador Munter visited the International Agricultural Fair in Bujanovac and expressed his satisfaction with the impressive organization and work of the local government in Bujanovac.
46	14 April 2008	Perspektiva Weekly	<i>Local</i>	Support to agriculture is important for the regional economic development	Bujanovac hosted the International Agriculture Fair, opened on April 7 in the Sports Centre "Mladost". This fair has been organized by the Bujanovac municipality and Presevo Development Agency, along with the support of USAID's SCOPES program. This fair was opened by the USAID's Deputy Mission Director, Ms. Marilyn Schmidt, who expressed her pleasure to be present at the event. She underlined that, "The United States supports reforms in Serbia, especially those related to economical development."
47	18 April 2008	Glas javnosti Daily	<i>National</i>	Plan for the development of	The mayor of Bujanovac, Nagip Arifi, presented a Strategic Development Plan 2007-2017 for the Municipality of Bujanovac to the representatives of Ministry for

				Bujanovac	Regional Development and European Agency for Reconstruction at the conference gathering cities and municipalities of Serbia, on 17 April. An analysis of the recent 3 rd Bujanovac International Agriculture Fair, held on 7-9 April, was also presented at the conference.
48	18 April 2008	Ibarske novosti Weekly	<i>Regional, Kraljevo</i>	Agreement on continuation of economic cooperation	Deputy Chief of Mission, Jennifer Brush, and USAID's Mission Director, Michael Harvey, visited Kraljevo and talked to the city mayor, Mr. Milos Babic, on the continuation of cooperation. Ms. Harvey stressed that USAID has invested substantially in Kraljevo municipality in the last ten years and was currently working with the local self-government within two projects MEGA and SCOPES.
49	18 April 2008	Pečat Daily	<i>National</i>	New fires threaten Serbia	Predrag Maric, Head of Protection and Rescue Department, said that despite the absence of a new Law on Protection and Rescue, the Department formed four regional teams for defense against floods together with the gendarmerie. A task that our Department plans to do for the next year is to develop a rescue operation project in the event of earthquakes and in that way contribute to disaster prevention and to mitigate risks related to natural disasters.
50	22 April 2008	RTV Kruševac	<i>Regional, Kruševac</i>	Disaster management training for Kruševac community-level officials	A two-day training on "Local Communities Communication, Coordination and Prevention in Disasters" was held for members of community-level officials in Kruševac's local government today in hotel Dabi. Organizers of the training were USAID's SCOPES program and Kruševac's disaster management team.
51	22 April 2008	TV Plus Kruševac	<i>Local, Kruševac</i>	Two-day seminar on protection from natural and man-made disasters	A two-day training on "Local Communities Communication, Coordination and Prevention in Disasters" was held in hotel Dabi. The training was designed for members of community-level officials in Kruševac's local government with the aim to prevent natural and other disasters in local communities. Training was supported by USAID.
52	25 April 2008	TV Bankar	<i>Regional, Niš</i>	Bujanovac Fair	On 7-9 April 2008, in Bujanovac, over sixty agricultural companies and food producers exhibited their products at the 3 rd Bujanovac International Agriculture Fair in the Sports Center "Mladost". The fair was organized under the auspices of the municipality of Bujanovac, in cooperation with the Presevo and Bujanovac Development Agency (PBDA) and USAID's Economic Security program. Apart from Mr. Nagip Arifi, mayor of Bujanovac, and Mr. Nenad Djurdjevic, Director of Coordination Body for South Serbia, who were present at the opening ceremony, also in attendance included Mr. Michael Pillsbury, USAID's Economic Security program director and Ms. Marilyn Schmidt, USAID's Deputy Mission Director, who

					officially opened the fair.
53	3 May 2008	Danas Daily	<i>National</i>	The biggest rate of the poor is in Tutin, the smallest in Nova Varos	Citizens in the municipalities of Novi Pazar, Tutin, Sjenica, Nova Varos, Priboj, Prijepolje and Raska are categorized by the World Bank as “actively poor population.” According to the socio-economic researches conducted by the Local Council of European Movement in Novi Pazar, Tutin has the biggest rate of the poor – 49.6%, followed by Sjenica with 43.4% and Novi Pazar with 40.5%. In these municipalities live 8,860 refugees and IDPs, while this year 37,583 people return from the EU.
54	8 May 2008	Radio Sajem	<i>Local, Novi Sad</i>	Entering new markets	USAID’s Agribusiness and Economic Security projects have provided roughly \$40,000 to support 13 producers from Serbia to participate in the upcoming 75 th International Agricultural Fair, in Bujanovac.
55	9 May 2008	Beta News Agency	<i>On-line</i>	USAID supports 13 agriculture producers’ participation at a Fair	USAID’s Agribusiness and Economic Security projects have provided roughly \$40,000 to support 13 producers from Serbia to participate in the upcoming 75 th International Agricultural Fair. The USAID-supported companies and cooperatives are promising businesses from all over Serbia with a sound growth strategy and the potential to gain a larger market share and expand into new markets.
56	9 May 2008	Kurir Daily	<i>National</i>	350 meals per day for the most vulnerable population	A soup kitchen has recently started working in the undeveloped, ethnically mixed municipality of Medvedja, in South Serbia. 350 meals will be prepared each day.
57	12 May 2008	www.ekapija.com	<i>On-line</i>	Collective Presentation of Serbian Companies under the Auspices of USAID	The 75 th International Agricultural Fair is presenting a project of the US Agency for International Development USAID, called "Serbian Food Market". This is a joint exhibition and marketing presentation of thirteen food companies from Serbia.
58	12 May 2008	TV Avala	<i>National</i>	USAID’s support to 13 agriculture producers’ participation at Novi Sad International Agricultural Fair	The growth of market-driven agricultural product sales and exports, and the expansion of businesses to reach new, higher value markets are the main goals of USAID’s Agribusiness and Economic Security programs. To support these goals, USAID supported 13 producers from Serbia to participate in the upcoming 75 th International Agricultural Fair. USAID projects have provided roughly \$40,000 to support the 13 companies find more buyers for their products and services.
59	12 May 2008	Perspektiva Weekly	<i>Local, Bujanovac</i>	Youth Entrepreneur-ship Education	“USAID’s SCOPES program supports Junior Achievement’s program activities, whose aim is to educate and inspire young people to understand business, economy and entrepreneurship values,” says Bujar Mustafa, The professional

					consultant in "Junior Prosperity" company of "Sezair Surroi" high-school in Bujanovac. "Sezai Surroi" high-school students established their company "Junior Prosperity" in March 2008. This is a service-oriented business with a board of directors that includes a General Manager, Service Manager, Finance Manager, Marketing Manager and other positions.
60	15 May 2008	Kurir Daily	<i>National</i>	Massive moving out	"During 2007 and throughout this year a total of 259 people, i.e. 60 families, moved out from the undeveloped and scarcely populated Medvedja municipality," said local police department. There roughly 2,000 young people under the age of 18 in this 10,760 person populated municipality.
61	16 May 2008	Polimlje Weekly	<i>Regional, Prijepolje</i>	Student companies presented	After a three months period of acquiring entrepreneurial skills, three student-companies from Prijepolje had the opportunity to present their work at a public gathering in Prijepolje. The best results were showed by the company "Rio" from Prijepolje's General high-school at the competition held the same day. Among the attendees at the gathering, included: students, teachers, municipal officials and USAID's Economic Security program representatives, who are financially supporting the project.
62	17 May 2008	Perspektiva Weekly	<i>Local, Bujanovac</i>	USAID helps farmers in Serbia	USAID donated \$40,000 in order to support the participation of 13 Serbian food product companies in the 75 th International Agricultural Fair held in Novi Sad, on 10-17 May 2008.
63	23 May 2008	Naša reč Weekly	<i>Regional, Leskovac</i>	Employment for 275 unemployed workers	In Jablanički district, which includes the municipalities of Leskovac, Vlasotince, Lebane, Bojnik, Medvedja and Crna Trava, 37,121 unemployed people have been currently registered, of which 19,082 are women (51.4 %). The highest unemployment rate is in Leskovac – 20,540 persons (55 %).
64	26 May 2008	Pregled Daily	<i>National</i>	Young staff, good atmosphere and up-to date equipment – a key to success	"One of the most important steps to be undertaken in the forthcoming period is a Draft Law on Protection and Rescue. By adopting this Law, the Sector for Protection and Rescue would become the only sector that deals with protection and rescue in emergencies," says Predrag Maric, Head of Sector for Protection and Rescue, Ministry of Interior. Among the municipalities that functioned well in emergencies last year, Mr. Maric sites Kruševac. "They made contracts with companies allowing for the engagement of their machinery and necessary staff."

65	26 May 2008	Pregled Daily	<i>National</i>	Draft Law on Protection and Rescue	Full text of the draft Law on Protection and Rescue
66	27 May 2008	TV Kraljevo	<i>Regional, Kraljevo</i>	Junior Achievement in Serbia	Agriculture Chemical Secondary School "Dr Djordje Radić" hosted a meeting of students from Kraljevo and Kuršumljija's high-schools today, who took part in this year's Junior Achievement program in Serbia. Reporter: The educational program in entrepreneurship intended for high-school students was started thanks to USAID's Preparedness, Planning and Economic Security program and local self-governments. Vesna Dubljanin, mentor at Kraljevo's Agricultural high-school: The JA program trains students to help them find their place in the labor market upon graduation.
67	29 May 2008	Pregled Daily	<i>National</i>	Half a million people are poor	According to the Republic Statistic Bureau's researches on living standards of Serbian population, a number of the poorest population is 480,000. The poorest people in the country are rural inhabitants, especially in southeastern Serbia, who are uneducated, older and in households with small children.
68	29 May 2008	Kurir Daily	<i>National</i>	Half a million people are poor	Half a million of people in Serbia live below the poverty line, indicates the "Study on living standards, Serbia 2002-2007," said Zarko Sunderic, a member of the Deputy Prime Minister's Team for the Implementation of the Poverty Reduction Strategy. The unemployment rate in Serbia is the largest compared to other countries in the region and stands at 18.8 percent, while at the same time is much higher than the average rate in EU countries, where the unemployment stands at seven percent. 75% of those unemployed seek a job for a year or even longer.
69	14 June 2008	Dnevnik Daily	<i>Regional, Novi Sad</i>	Stumbling into poverty socially (i)responsible way	According to the Institute for Market Research's data, the purchasing power of people in Serbia in May this year, has been much lower than in the same period last year, regardless of the fact that salaries have been nominally increased by 19.2 percent. Goran Popovic of the National Association of Consumers disagrees with the official statistics regarding the consumer's basket. The research encompassed only 15 cities in Serbia and goods included in the consumer's basket do not fulfill the basic standards recommended by the Red Cross.
70	19 June 2008	TV B-92	<i>National</i>	Junior Achievement program in Serbia	The most successful student companies, set-up by high-school students within the USAID-supported Junior Achievement program, were announced at the regional

					finals in Kopaonik today. Twelve student companies from eight Serbian municipalities took part in the regional competition.
71	22 June 2008	TV Regionalna	<i>Regional, Novi Pazar</i>	Junior Achievement Competition	Today is the final competition of 12 student companies from eight municipalities who took part in the JA program the previous school year. Those 12 companies are the best out of 20 companies established in the JA program in seven municipalities supported by USAID's Economic Security program. Ms. Marilynn Schmidt, USAID's Deputy Mission Director, presented awards to the best three student companies. "I am absolutely convinced that the skill sets acquired through their participation in the program will help them in their future career, regardless of whether they start their own business or work for an employer," said Michael Pillsbury.
72	23 June 2008	RTS, Public Broadcaster	<i>National</i>	Junior Achievement Competition	The best ideas are born from everyday's needs. This fact was confirmed by students from 12 high-schools from seven underdeveloped municipalities in southern Serbia who thanks to the Junior Achievement program were given an opportunity work as entrepreneurs in the field of tourism, environment, organization of entertainment and sporting events. Awards for the best companies at the regional finals held in Kopaonik were presented by USAID, which has donated \$300,000 to the JA program activities since 2003.
73	24 June 2008	Blic Daily	<i>National</i>	Students from Novi Pazar are the best	Twelve Junior Achievement student companies from eight municipalities in Serbia competed at the regional finals in Kopaonik. A student company "Play" from Novi Pazar's General High-School won first prize. Mr. Michael Pillsbury, Director of USAID's Economic Security program, a sponsor of this event, presented a special recognition award to the student company from Presevo that achieved the most sales throughout the 2007-2008 school year.
74	24 June 2008	Večerenje novosti Daily	<i>National</i>	Start learning about business in teenage years	At the Junior Achievement student company regional competition, which gathered 12 student companies from eight municipalities, Novi Pazar's General High-School's student company "Play" won the first prize. The JA program has been implemented and supported by USAID in Serbia since 2003.
75	25 June 2008	Tanjug News Agency	<i>National</i>	Munter presents certificates to City of Kragujevac tomorrow	The U.S. Ambassador to Serbia, Cameron Munter, will present the certification for demonstrating "enhanced disaster resilience". The best practice fair, organized by the USAID's Preparedness and Planning program together with the City of Kragujevac and the Red Cross office in Kragujevac, participants will have an opportunity to see a simulation exercise illustrating the response to a mock-flood.

77	25 June 2008	Perspektiva Weekly	<i>Local, Bujanovac</i>	SCOPES Supports companies in the municipalities of Bujanovac	USAID's SCOPES program manager Mr. Michael Pillsbury visited the Municipality of Bujanovac and met the Mayor Nagip Arifi to discuss local economic development in the agricultural sector in the Municipality of Bujanovac. Mr. Pillsbury said that the program was interested in further supporting the companies in Bujanovac to sell their products not only on domestic market, but also at international markets as well. Mayor Arifi stressed that USAID's SCOPES program has paid special attention to the economic and agricultural development in the region.
76	26 June 2008	Beta News Agency	<i>National</i>	Certificated for local disaster management	US Ambassador to Serbia, Mr. Cameron Munter, presented certificates to the City of Kragujevac for demonstrating "enhanced disaster resilience".
77	26 June 2008	Tanjug News Agency	<i>National</i>	US Ambassador presented certificates to Kragujevac	US Ambassador to Serbia, Mr. Cameron Munter, presented to the City of Kragujevac certificates for demonstrating "enhanced disaster resilience". One for increased disaster management capacity at the local level, and another for institutionalization of civil protection service. The Ambassador expressed his satisfaction at improved disaster management system, which makes the citizens of Kragujevac safer in emergencies.
78	26 June 2008	RT Kragujevac	<i>Regional, Kragujevac</i>	Kragujevac - First city to receive the USAID certification	The City of Kragujevac is the first municipality certified by USAID's Preparedness and Planning program as having achieved "enhanced disaster resilience". "This is in acknowledgement of the municipality's progress in disaster management," said Kragujevac official Vlado Vučković at the certification ceremony in Kragujevac's City Hall.
79	26 June 2008	RT Kragujevac	<i>Regional, Kragujevac</i>	Best Practices Fair in Local Disaster Management Prevention	The 2nd Best Practices Fair in Local Disaster Management Prevention was held in the City of Kragujevac today. USAID's Contingency Planning Program co-organized the event together with the City of Kragujevac and the local Red Cross office. In order to illustrate the importance of prevention, preparedness and good organization, the Red Cross office in Kragujevac organized a simulation exercise showcasing the emergency response and triage efforts after a dam broke during a mock simulation.
80	26 June 2008	IN TV	<i>Local, Kragujevac</i>	Kragujevac - First city to receive the USAID certification	The City of Kragujevac is the first municipality certified by USAID's Preparedness and Planning program as having "enhanced disaster resilience". The certification was presented by the US Ambassador to Serbia, Mr. Cameron Munter, in the City Hall.
81	26 June	TV 9	<i>Local,</i>	Kragujevac - First city to	The US Ambassador to Serbia, Mr. Cameron Munter, presented certificates to the

	2008		<i>Kragujevac</i>	receive the USAID certification	City of Kragujevac for demonstrating “enhanced disaster resilience”. One for increased disaster management capacity at the local level, and another for institutionalization of civil protection service via the establishment of City Civil Protection Department.
82	26 June 2008	TV Pink	<i>National</i>	Contingency Planning	The US Ambassador to Serbia, Mr. Cameron Munter, presented certificates to the City of Kragujevac for demonstrating “enhanced disaster resilience”. One for increased disaster management capacity at the local level, and another for institutionalization of civil protection service via the establishment of City Civil Protection Department.
83	26 June 2008	TV Info B-92	<i>National</i>	Certificates for Kragujevac	The U.S. Ambassador to Serbia, Cameron Munter, presented the certification to the City of Kragujevac for demonstrating “enhanced disaster resilience”. In conjunction with the certification ceremony, the 2nd Best Practices Fair in Local Disaster Management Prevention was held for all 41 municipalities that are currently engaged in USAID’s Preparedness and Planning Program. The program aims to promote best practice models in municipal disaster management.
84	26 June 2008	“Glas Kragujevac” Municipal On-line Magazine	<i>On-line</i>	Two USAID certificates for Kragujevac Red Cross Flood Simulation Exercise	The City of Kragujevac is the first municipality certified by the Program as having “enhanced disaster resilience”. At that occasion, the US Ambassador to Serbia, Mr. Cameron Munter, presented to the City of Kragujevac two certificates: one for increased disaster management capacity at the local level and another for institutionalization of civil protection service via the establishment of City Civil Protection Department.
85	26 June 2008	Svetlost Weekly	<i>Regional, Kragujevac</i>	Disaster management	Today, the 2nd Best Practices Fair in Local Disaster Management Prevention will be held in the City of Kragujevac. The event is co-organized by USAID’s Preparedness and Planning program, the City of Kragujevac and the local Red Cross office. To acknowledge the progress of the municipality in disaster management, the City of Kragujevac will be the first municipality to be certified by the program as having achieved “enhanced disaster resilience” status.
86	27 June 2008	TV Fox	<i>National</i>	USAID’s Economic Assistance and Preparedness and Planning program	The City of Kragujevac is the first municipality certified by the SCOES program on achieving “enhanced disaster resilience” status. In the next three years, USAID’s PPES program will work with as many as 70 municipalities in Serbia. The Preparedness, Planning and Economic Security program is just one of 36 USAID’s programs that are being implemented in Serbia.
87	27 June	Blic Daily	<i>National</i>	Flood on the Sumaricko	Should Sumaricko Lake’s dam suffer damage, the Red Cross office in Kragujevac

	2008			lake simulated	would need two hours to set up a temporary settlement and evacuate all endangered citizens. Kragujevac is the first city to have received USAID's certification for demonstrating "enhanced disaster resilience" status. USAID's Preparedness and Planning program helps municipalities strengthen disaster response systems.
88	27 June 2008	Večernje Novosti Daily	<i>National</i>	Certification for prevention	The US Ambassador to Serbia, Mr. Cameron Munter, presented to the City of Kragujevac certificates for demonstrating "enhanced disaster resilience": one for increased disaster management capacity at the local level and another for the institutionalization of civil protection service via the establishment of a City Civil Protection Department. "I am honored to be here and acknowledge the hard work of many people that enabled Kragujevac to become the first city in Serbia to increase disaster management capacity to a higher level," said the US Ambassador to Serbia, Cameron Munter.
89	27 June 2008	Alo Daily	<i>National</i>	"Evacuated" American Ambassador	Due to an earthquake, the Šumaričko dam cracked causing flash-floods in the surrounding area. The people were evacuated to a temporary settlement with the help of firefighters and medical emergency units. It was an emergency simulation exercise organized by the Red Cross Kragujevac office showcasing the response of first responders in emergencies. After the exercise, Kragujevac received a USAID certificate for demonstrating "enhanced disaster resilience" status, which was presented to city officials by the US Ambassador to Serbia, Mr. Cameron Munter.
90	27 June 2008	Borba Daily	<i>National</i>	Certificates for emergencies	The US Ambassador to Serbia, Mr. Cameron Munter, presented to the City of Kragujevac certificates for demonstrating "enhanced disaster resilience": one for increased disaster management capacity at the local level and another for the institutionalization of civil protection services via the establishment of a City Civil Protection Department.
91	27 June 2008	Pregled Daily	<i>National</i>	Munter presented the certificates	The US Ambassador to Serbia, Mr. Cameron Munter, presented to the City of Kragujevac certificates for demonstrating "enhanced disaster resilience" status: one for increased disaster management capacity at the local level and another for the institutionalization of civil protection services via the establishment of a City Civil Protection Department. The Ambassador expressed his satisfaction with the improved disaster management system which makes the citizens of Kragujevac safer in emergencies.

92	28 June 2008	Glas Javnosti Daily	<i>National</i>	US Ambassador has a good blood pressure	The City of Kragujevac has become the first city in Serbia which managed to increase disaster management capacity to a higher level. It means that a response system is better and that the city is more ready to response in case of emergency.
93	3 July 2008	Svetlost Weekly	<i>Regional, Kragujevac</i>	Prepared for emergencies	The City of Kragujevac is the first city to be certified by the program for demonstrating “enhanced disaster resilience” status. On that occasion, the US Ambassador to Serbia, Cameron Munter, awarded the City with two certificates -- one for increased disaster management capacity at the local level and another for institutionalization of civil protection services via the establishment of a City Civil Protection Department. A couple of years ago, Kragujevac went ahead with regulating this area, and was among the first cities in Serbia to set-up a Civil Protection service, that has authority over all republic and city institutions in the event of emergencies, such as the police force, health clinics, fire fighters, electric power company and the Red Cross.
94	3 July 2008	Vreme Weekly supplement	<i>National</i>	Recognition for disaster management	The 2nd Best Practices Fair in Local Disaster Management Prevention was held in the City of Kragujevac today. USAID’s Preparedness, Planning Program co-organized the event together with the City of Kragujevac and the local Red Cross office. To acknowledge the progress of the municipality in disaster management, the City of Kragujevac was certified by the Program as having “enhanced disaster resilience”.
95	3 July 2008	Vreme Weekly supplement	<i>National</i>	The Best Junior Achievement Companies	“We belived we were going to win,”exclaimed repretentatives from the first prize winning student company “Play” from Novi Pazar’s General High-School at the Junior Achievement student company regional competition. Twelve Junior Achievement (JA) student companies from eight municipalities competed for prizes at the regional finals in Kopaonik on June 19.
96	4 July 2008	Polimlje Weekly	<i>Regional, Prijepolje</i>	American assistance this year as well	USAID will continue to support activities in Prijepolje through two of its programs: MEGA and SCOPES. Around \$120,000 will be invested in several projects to support the tourism industry in Prijepolje. Marilyn Schmidt, USAID’s Deputy Mission Director, thanked Priljepolje’s mayor, Mr. Turković, for the exceptional engagement and successful implementation of two USAID’s programs (MEGA and SCOPES) during her visit to southwestern Serbia.
97	15 July 2008	Politika Daily supplement	<i>National</i>	Junior Achievement Program - The Best Student Company from	The students company “Play” from Novi Pazar secondary school won first place at the Junior Achievement student company competition. The JA program aims to promote entrepreneurial skills of young people in order to

				Novi Pazar	stimulate them to succeed in the market economy. From program has been supported from the beginning by USAID and, to date, the \$300,000 has been investing into the program since 2003.
98	21 July 2008	TV Kruševac	<i>Regional, Kruševac</i>	USAID Certification for Kruševac	USAID's Preparedness and Planning program certified the City of Kruševac for demonstrating "enhanced disaster resilience". Kruševac is the second municipality in Serbia to be awarded such a designation by the program. Kruševac's mayor, Mr. Azdejković, said that the award would help create an environment in which investors can safely build and invest in the city. The program will continue to be implemented in the next three years.
99	21 July 2008	Pravda Daily	<i>National</i>	Kruševac received Certification from USAID	USAID's Preparedness and Planning program will present a certification to the City of Kruševac for demonstrating "enhanced disaster resilience" today. Kruševac is the second city in Serbia to be awarded such a certification by the program.
100	21 July 2008	Press Daily (Tanjug News Agency)	<i>National</i>	Certificate to Kruševac	USAID's Preparedness and Planning program will present a certification to the City of Kruševac for demonstrating "enhanced disaster resilience" today. Kruševac is the second city in Serbia to be awarded such a certification by the program.
101	21 July 2008	TV Plus	<i>Local, Kruševac</i>	USAID's program	USAID's Contingency Planning Program will certify the City of Kruševac for demonstrating "enhanced disaster resilience". The Mayor of Kruševac, Mr. Dragan Azdejković, received an award today at Kruševac's City Hall. Kruševac is one of the municipalities that has joined USAID's program from the beginning.
102	21 July 2008	TV B-92	<i>National</i>	Interview with Predrag Maric, Head of Sector for Protection and Rescue	I am pleased to announce the first steps in reforming the Sector for Protection and Rescue, but also for defining the emergencies, and setting up a unified service to protect citizens, not only from fires but also from all other natural and manmade disasters.
103	22 July 2008	Blic Daily	<i>National</i>	The Best in Emergencies	Mr. Danijel Dašić, USAID Field Office Manager in Vranje, presented a certification for demonstrating "enhanced disaster resilience" to the Mayor of Kruševac, Mr. Dragan Azdejković, at Kruševac's City Hall.
104	22 July 2008	Večernje Novosti Daily	<i>National</i>	They fought against fires and floods Kruševac received Certification for Enhanced Disaster	USAID's certificate for demonstrating "enhanced disaster resilience" was awarded to the City of Kruševac. The Mayor of Kruševac, Mr. Dragan Azdejković, accepted the certificate. Ella Hoxha, Deputy Director of USAID's Preparedness and Planning program, stated that Kruševac has actively taken part in the program from the beginning. Over 400 first responders from 41 municipalities were trained

				Resilience	with the aim to improve disaster management at the local level.
105	22 July 2008	Politika Daily supplement	<i>National</i>	Junior Achievement Program - The Best Student Company from Novi Pazar	The student company "Play" from Novi Pazar's General High-School won the first prize at the Junior Achievement student company regional competition. USAID has supported the Junior Achievement program since its inception in 2003 and has collectively provided approximately \$300,000 through various projects.
106	22 July 2008	Politika Daily supplement	<i>National</i>	Support to exhibitors at Novi Sad Fair	USAID's Agribusiness and Economic Security Projects have provided roughly \$40,000 to support 13 producers from Serbia to participate at the 75 th International Agricultural Fair, held in Novi Sad, from 10-17 May.
107	24 July 2008	Politika Daily	<i>National</i>	Lightening stroke the Red Cross building in Kursumlija	A fire broke out in the Red Cross building in Kursumlija on Tuesday. The offices were hit by lightening and the roof of the building caught fire. Prokuplje firefighting units under order from the Ministry of Interior's Sector for Protection and Rescue were immediately dispatched to respond and managed to extinguish the fire.
108	24 July 2008	RTS, I Channel	<i>Public broadcaster</i>	Tourist organization of Medvedja has been set up	The municipality of Medvedja has great possibilities to develop rural tourism. We believe that a lot will be done, as we planned activities together with USAID's SCOPES program, which will support publishing of promotional material for all bread and breakfast owners in Sijarski spa this year.
109	25 July 2008	Pobeda Weekly	Local, Kruševac	USAID Certification for Kruševac	The City of Kruševac received another significant recognition last Monday. The United States Agency for International Development awarded a certificate to Kruševac for demonstrating "enhanced disaster resilience." Mr. Danijel Dašić, USAID Field Office Manager in Vranje, presented the certification to the Mayor of Kruševac, Mr. Dragan Azdejković, at Kruševac's City Hall. "We have been cooperating successfully for four years. Kruševac is the second municipality in Serbia, after Kragujevac, to be awarded with such a designation. We hope to continue cooperating more intensively after this certification," said Mr. Dašić.
110	31 July 2008	Pregled Daily	<i>National</i>	More developed South Serbia moves Serbia forward	Serbia cannot develop unless south Serbia's development is supported. President Tadic said that the state should invest in improving the energy situation in Vranje and Pcinjski districts, as well as finishing Corridor 10.
111	1 August 2008	Grad Weekly	Local, Kruševac	Preparedness – A Permanent Task	USAID 's certificate for demonstrating "enhanced disaster resilience" was awarded to the City of Kruševac last week. Mr. Danijel Dašić, USAID Field Office Manager

					in Vranje, presented the certification to the Mayor of Kruševac, Mr. Dragan Azdejković, at Kruševac's City Hall. Kruševac has been included in the Program for four years, and is the second city in Serbia to have been awarded such a certification.
112	9 August 2008	Večernje novosti Daily	<i>National</i>	Unemployed	The unemployment rate in Pcniji district reaches a record high 32.4 percent. Some other municipalities with high unemployment rates are Presevo with 42.2 percent and Vranje with 25.5 percent.
113	21 August 2008	TV Enter	<i>National</i>	Natural disaster due to water shortages	Due to drought and water supply problems, the situation in the municipalities of Moravski district is becoming serious. For 250,000 citizens residing in these municipalities there was 50 liters less water than yesterday, i.e. 350 liters per second, which is half of the usual supply level. The Serbian government made a public call to all state institutions and local self-governments to help the affected municipalities.
114	22 August 2008	Politika and Press Daily	<i>National</i>		The situation is alarming, said Saša Dragin, the Agriculture Minister. The Minister told the public that the Ministry would prioritize the start of construction on Lake Svračkovo's reservoir. 280 million dinars have already been secured through the National Investment Plan (NIP) for this project. However, citizens of Moravski region will suffer from water shortage in the next three years, as the land where the reservoir will be build, has not been expropriated yet.
115	23 August 2008	RTS I Channel and Gazeta Daily	<i>National</i>	Army and police have dispatched water tanks to drought affected region	Five water tanks were delivered in Pozega and Arilje each and one in Gornji Milanovac. "Water tanks that we received from the Army have partially alleviated troubles," said Mirjana Avakumovic, Mayor of Arilje, and further added "What concerns the Arilje dwellers is a decrease of biological standards, as it could lead to environmental catastrophe and endanger public health.
116	29 August 2008	TV Avala	<i>National</i>	Reorganization of the Sector for Protection and Rescue into Sector for Emergencies	Reorganization of the Ministry of Interior's Sector for Protection and Rescue into Sector for Emergencies has started. The reforms will entail human resources, technical and financial reorganization that would equip the Sector just as our counterparts in EU countries, said Predrag Maric, Head of the Sector. All changes are based on the Draft Law on Emergencies which prescribes that the emergency service and local self-government are placed in the service of citizens.
117	30 August 2008	Danas Daily	<i>National</i>	More efficient protection in emergencies	Reorganization of the Sector for Protection and Rescue into a Sector for Emergencies, which will be organized and equipped just like similar services in EU countries, said Predrag Maric, Head of the Sector, and added that the decision

					was based on the need for cooperation between the Sector and local self-governments in order to protect citizens in emergencies.
118	5 September 2008	Kurir daily (Beta News Agency)	<i>National</i>	USAID assists Arilje	USAID will donate five water tanks to Arilje due to this past month's drought and insufficient water reservoir capacity in this part of the country. Michael Pillsbury, USAID Preparedness, Planning and Economic Security's Program Director will present U.S. assistance to the Mayor of Arilje, Mirjana Avakumović.
119	6 September 2008	TV Info B-92	<i>National</i>	USAID donates five water tanks	USAID will donate five water tanks to Arilje and deliver them to the local kindergarten, primary school, high-school and a local health center. Michael Pillsbury, USAID Preparedness, Planning and Economic Security's program Director will present U.S. assistance to the Mayor of Arilje, Mirjana Avakumović.
120	10 September 2008	Pravda Daily	<i>National</i>	Five water tanks for Arilje Municipality	The United States Agency for International Development (USAID) will donate five water tanks to the municipality of Arilje. Michael Pillsbury, USAID Preparedness, Planning and Economic Security's Program Director will present U.S. assistance to the Mayor of Arilje, Mirjana Avakumović.
121	10 September 2008	Press Daily	<i>National</i>	Five water tanks for Arilje Municipality	The United States Agency for International Development (USAID) will donate five water tanks to the municipality of Arilje. Michael Pillsbury, USAID Preparedness, Planning and Economic Security's Program Director will present U.S. assistance to the Mayor of Arilje, Mirjana Avakumović.
122	10 September 2008	Večernje novosti Daily	<i>National</i>	Water tanks	The United States Agency for International Development (USAID) will donate five water tanks to the municipality of Arilje. USAID's Preparedness, Planning and Economic Security program is providing three (2,000 liter capacity) water tanks and two (3,000 liter capacity) water tanks, which have been delivered to the local kindergarten, primary school, high-school and a local health center.
123	10 September 2008	Borba daily	<i>National</i>	Water for Arilje	United States Agency for International Development (USAID) will donate five water tanks to the municipality of Arilje. Michael Pillsbury, USAID Preparedness, Planning and Economic Security Program Director will present U.S. assistance to the Mayor of Arilje, Mirjana Avakumović.
124-125	10 September 2008	TV Lav and TV Klik	<i>Regional, Uzice and Local, Arilje</i>	USAID donated five water tanks to Arilje	Over 250,000 inhabitants from Lučane, Požega, Gornji Milanovac, Čačak and Arilje have been directly affected by acute water shortages. In order to alleviate the problem, Arilje city officials asked USAID for assistance. USAID's Preparedness, Planning and Economic Security program responded with immediate assistance by providing five water tanks - three (2,000 liter capacity) water tanks and two (3,000

					liter capacity) which have been delivered to the local kindergarten, primary school, high-school (and a health center.
126	10 September 2008	TV B-92	<i>National</i>	Water shortages in Arilje	Over 250,000 inhabitants from Lučane, Požega, Gornji Milanovac, Čačak and Arilje have been directly affected by acute water shortages. "The situation was very serious before the start of the school year. This is why we decided to react quickly by forming a Crisis Committee and approached USAID for assistance. As a result of USAID's donation we went ahead and began the school year as planned," said Mirjana Avakumovic, the Mayor of Arilje, when receiving five water tankers from USAID's Preparedness, Planning and Economic Security program.
127	12 September 2008	Cacanski glas Weekly	<i>Local, Cacak</i>	USAID donated water tanks for schools, kindergarten and health center	USAID Preparedness, Planning and Economic Security program donated five water tanks to Arilje Municipality and delivered them to a local kindergarten, a primary and secondary school and a local Health Centre. The tanks were presented by Michael Pillsbury.
128	12 September 2008	RTS I Channel	<i>National</i>	Reforms of the Sector for Protection and Rescue	A new law on emergencies will be adopted soon, which prescribes the establishment of a Sector for Emergencies at the municipal level. An operational center will also be set up with a national emergency telephone line 112. President Boris Tadic supported the reforms of the Sector for Protection and Rescue.
129	12 September 2008	Polimlje Weekly	<i>Regional, Prijepolje</i>	Substantial investment in accommodation capacities	During the year, 24 households from Prijepolje received donations from USAID for upgrading their accommodation facilities. Household accommodation providers become more interested in rural tourism after USAID and the Tourist Organization of Prijepolje (TOP) took them on a study tour to Vojvodina and western Serbia to learn from others engaged in rural tourism.
130	16 September 2008	Biznis daily	<i>National</i>	USAID organized a round table on youth entrepreneurship	USAID's Economic Security program will host a round table on youth entrepreneurship in Vranje on 17 September. The purpose of the round table is to identify challenges of the youth employment in South Serbia municipalities and provide a networking opportunity for all relevant actors in support of youth entrepreneurship and their inclusion in the formal economy.
131	16 September 2008	Tanjug New Agency and naslovi.net web portal	<i>National (on-line)</i>	Round table on youth employment	USAID will host a round table on youth entrepreneurship in Vranje on 17 September. The gathering will address the problems related to the unemployment of young people, since statistics indicate that 40% of youth under the age of twenty-five are unemployed in Serbia.

132	16 September 2008	AVP News Agency	<i>On-line</i>	USAID organized a round table on youth entrepreneurship	USAID will host a round table on youth entrepreneurship in Vranje on 17 September. Problems that young people of southern municipalities face in terms of employment, business skills advancement, access to resources and services needed to be successful on the market will also be addressed at the gathering. USAID's Economic Security program works to equip Serbia's youth with skill sets required to compete in a global economy.
133	16 September 2008	EMportal, business portal	<i>On-line</i>	USAID hosts a Round Table on "Youth Entrepreneurship"	On Wednesday, 17 September, USAID's Economic Security program will host a "Youth Entrepreneurship" round table in Vranje. The one-day round table will address various problems young people face in terms of employment, business skills advancement, access to resources and services and will provide a platform to exchange ideas on how to promote youth empowerment.
134	17 September 2008	Jugpress News Agency	<i>On-line</i>	Youth entrepreneurship	USAID hosted a round table on youth entrepreneurship in Vranje today. The purpose of the round table was to identify challenges of youth employment in southern Serbia municipalities and provide a networking opportunity for all relevant actors in support of youth entrepreneurship. Mr. Stojcic, Vranje Mayor, opened the round table and Michael Pillsbury, Director of USAID's program, and Ms. Mirjana Arsić, Adviser for Youth at Ministry of Youth and Sports, were the key note speakers.
135- 139	17 September 2008	TV Vranje, TV 017, TV Fokus and TV Bujanovac, TV Aldi	<i>Regional and Local (Vranje), Local (Bujanovac and Presevo)</i>	Youth entrepreneurship	"The unemployment rate in seven municipalities of Pcinjski district is high. There are 14,235 unemployed young people under the age of 25. What we are trying to do is to bring more investors in the region to help the economic development and raise employment," said Mirosljub Stojcic, Vranje Mayor, at the USAID-sponsored round table on youth entrepreneurship in Vranje. USAID's Economic Security program works to promote economic growth in underdeveloped municipalities by working with small-and medium-sized enterprises (SMEs) and works to equip Serbia's youth with skill-sets required to compete in a global economy.
140	23 September 2008	Danas Daily	<i>National</i>	Americans support development of youth entrepreneurship	Total number of unemployed people in south Serbia is 28,039, which means that people under 25 years of age looking for a job makes up more than 50% of all unemployed. In Vranje, there are 4,741 unemployed young people by the age of 25. These figures were presented at the round table in Vranje, organized by the USAID's Economic Security program, with the aim to present perspectives for addressing this problem.

141	25 September 2008	Pregled daily	<i>National</i>	Certificates for nine municipalities and cities	U.S. Ambassador to Serbia Cameron Munter will present certificates to the mayors of the following nine municipalities: Inđija, Irig, Kanjiža, Kraljevo, Novi Pazar, Vranje, Raška, Titel and Tutin for achieving “enhanced disaster resilience”, in acknowledgment of their progress in improving disaster management capacities at the local level.
142	25 September 2008	Gazeta daily (Beta News Agency)	<i>National</i>	Certificates for nine municipalities and cities	U.S. Ambassador to Serbia Cameron Munter will present certificates to the mayors of the following nine municipalities: Inđija, Irig, Kanjiža, Kraljevo, Novi Pazar, Vranje, Raška, Titel and Tutin for achieving “enhanced disaster resilience”, in acknowledgment of their progress in improving disaster management capacities at the local level.
143	25 September 2008	AVP News Agency	<i>On-line</i>	Ambassador Munter presented an USAID certificate to Mr. Stojčić	Mayors of the following nine municipalities: Inđija, Irig, Kanjiža, Kraljevo, Novi Pazar, Vranje, Raška, Titel and Tutin were certified today for achieving “enhanced disaster resilience”, in acknowledgment of their progress in improving disaster management capacities at the local level. The certificates were presented by the USAID’s Preparedness and Planning program.
144	25 September 2008	TV B-92	<i>National</i>	US supports independence of Kosovo	At the certification event at which officials of nine municipalities and cities in Serbia were awarded certificated for achieving “enhanced disaster resilience” within the USAID program, US Ambassador to Serbia, Cameron Munter, said that USAID is committed to the prosperity of Kosovo as much as it is committed to the prosperity and development of Serbia.
145	25 September 2008	Kurir (Tanjug News Agency)	<i>National</i>	We encourage all countries to recognize Kosovo	“The US supports the European perspective of Serbia, and because of that we make efforts to strengthen the economic development of Serbia,” said Ambassador Munter at the certification event at which officials of nine municipalities in Serbia were awarded certificates for achieving “enhanced disaster resilience”, in acknowledgment of their progress in improving disaster management capacities at the local level.
146	25 September 2008	Vranjske Weekly	<i>Regional, Vranje</i>	Youth entrepreneurship	Due to an alarming high unemployment rate among youth in Pcinjski district, USAID’s Economic Security program organized a round table on Youth Entrepreneurship in Vranje in a bid to offer some ideas and suggestions as to how to address that issue. Michael Pillsbury, USAID’s Economic Security program Director, said that the program works to promote economic growth in underdeveloped municipalities by working with small-and medium-sized

					enterprises (SMEs) and works to equip Serbia's youth with skill-sets required to compete in a global economy.
147	26 September 2008	Danas	<i>National</i>	For better response in emergencies	U.S. Ambassador to Serbia, Cameron Munter, presented certificates to the mayors of nine municipalities for achieving "enhanced disaster resilience", in acknowledgment of their progress in improving disaster management capacities at the local level.
148	26 September 2008	TV Vranje	<i>Regional, Vranje</i>	Ambassador Munter presented an USAID certificate to Mr. Stojčić	Mayors of the following nine municipalities: Inđija, Irig, Kanjiža, Kraljevo, Novi Pazar, Vranje, Raška, Titel and Tutin were certified today in Belgrade for achieving "enhanced disaster resilience", in acknowledgment of their progress in improving disaster management capacities at the local level. The certificates were presented within the USAID's Preparedness and Planning program.
149	26 September 2008	Dnevnik daily	<i>Regional, Vojvodina</i>	Acknowledgment for improved disaster management	Representatives of the following nine municipalities: Inđija, Irig, Kanjiža, Kraljevo, Novi Pazar, Vranje, Raška, Titel and Tutin were certified today in Belgrade for achieving "enhanced disaster resilience", in acknowledgment of their progress in improving disaster management capacities at the local level. USAID training program is implemented in more than 60 municipalities and, to date, Kruševac and Kragujevac are the only two cities, which have already been certified.
150	28 September 2008	TV Vranje	<i>Regional, Vranje</i>	Special feature on Vranje certification	A one-hour report on the certification event with Mayor of Vranje, Mr. Stojcic and Vranje disaster management team members.
151	29 September 2008	Blic daily (supplement)	<i>National</i>	Touch the whiteness of Prijepolje	USAID's Economic Security program is helping Prijepolje's tourism industry to strategically promote the area as a tourist destination by assisting them in preparing for and participating in Tourism Fairs, and by providing training and study tours for rural accommodation providers. At the same time, USAID has made assistance grants to help improve the quality of accommodation providers' facilities.
152	29 September 2008	Blic daily (supplement)	<i>National</i>	Success from South Serbia	One of the food producers in the southern Serbia region with the most potential is the company Natural Food. In 2008, by utilizing USAID's assistance grant of \$20,000 in conjunction with their own resources, the company plans to boost their champi mushroom production capacity by building three more refrigerated "grow rooms".

153	29 September 2008	Ekonomist Weekly	<i>National</i>	USAID supports young entrepreneurs	Participants at the round table on Youth Entrepreneurship held in Vranje, organized by United States Agency for International Development (USAID) said that 40% of young in Serbia were unemployed, and in Vranje alone around 5,000 young people by 25 are out of work. The USAID's Economic Security program is committed to working with young people in underdeveloped regions and the program's youth development strategy focuses on youth entrepreneurship, through such programs as Junior Achievement. According to Michael Pillsbury, the Program Director, over 1,000 students from 40 schools in 20 municipalities have been included in the program by the end of the year.
154	30 September 2008	TV Vojvodina	<i>Regional, Vojvodina</i>	Disaster management	In order for local self-government to respond rapidly and protect its citizens more efficiently, modern legislation on protection and rescue should be passed to include a law on volunteerism, agreed representatives of Vojvodina municipalities and USAID at yesterday's conference on Role of Volunteers in Local Disaster Management in Vojvodina, held in Titel. The conference gathered representatives from four certified municipalities along with an additional 13 Vojvodina municipalities included in the USAID program.
155	30 September 2008	Dnevnik Daily	<i>Regional, Vojvodina</i>	Conference on role of volunteers in emergencies	A conference on the Role of Volunteers in Local Disaster Management in Vojvodina will be held in Titel today. The conference, sponsored by USAID's Preparedness Planning program, is organized to promote volunteerism and best practices in the field of disaster management. Disaster management teams from Inđija, Kovačica and Titel will present their experiences in mobilizing and engaging volunteers in emergency situations. The conference will gather representatives from 17 Vojvodina municipalities included in the USAID program.
156	30 September 2008	Gradjasnki list Daily	<i>Regional, Vojvodina</i>	Role of volunteers in emergencies	A conference on the Role of Volunteers in Local Disaster Management in Vojvodina will be held in Titel today. The conference, sponsored by USAID's Preparedness Planning program, is organized to promote volunteerism and best practices in the field of disaster management. Disaster management teams from Inđija, Kovačica and Titel will present their experiences in mobilizing and engaging volunteers in emergency situations. The conference will gather representatives from 17 Vojvodina municipalities included in the USAID program.
157	30	Srpski venac	Local,	Youth entrepreneurship	On 17 September, a round table on youth entrepreneurship was held in the

	September 2008	Monthly	Bujanovac		Administration building of Pcinj district, in Vranje. The gathering was opened by Vranje mayor, Miroљub Stojcic. Aleksandar Iljenko, USAID field office manager in Vranje, and Michal Pillsbury, USAID's Economic Security Director, told the participants about USAID's commitment to youth development, particularly youth entrepreneurship.
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