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PREPAREDNESS, PLANNING AND
ECONOMIC SECURITY PROGRAM

SURGE CAPACITY PLAN - SERBIA

YEAR 3

January 20, 2009

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

Preparedness, Planning and Economic Security Program

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I REVISIONS AND UPDATES OF SURGE CAPACITY PLANS

On December 3, 2007, USAID exercised the Serbia Contingency Planning and Economic Security¹ program's surge contract option, which allows it to provide immediate assessment, relief and recovery assistance in the event of a crisis or disaster of up to \$9.9 million over the life of the contract.

After successful application of the contract option in FY08, this Year 3 version of the Serbia Surge Capacity Plan 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. This document sets out possible surge scenarios for prevention, response or recovery from disaster events and does not emphasize the possibility of population movement caused by social or political unrest as was the focus of the first two years' plans. Instead, this Year 3 document takes into consideration changed circumstances in Serbia after the final determination of Kosovo status and after the formation of new national and local governments in summer 2008.

During the past two years, the project 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. The project's strategic approach to surge capacity, as set out in the *Surge Capacity Plan – Serbia, Year 2 Revision*, will remain in effect. 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. (The project has received approval by USAID to procure in the event of crisis up to \$2,000,000 under geographic code 935.) Pending new elections and/or a wholesale reorganization of national government actors charged with disaster management, this *Surge Capacity Plan – Serbia, Year 3*, can serve through the end of Preparedness, Planning and Economic Security (PPES) operations. No further revision of the plan is envisioned.

Year 2 and Year 3 surge capacity plans

In mid-December 2007 and early January 2008, the project submitted two revised Surge Capacity Plans: one for Serbia and one for Montenegro. The Year 2 revisions reviewed the emergency management capacity of governmental and nongovernmental organizations in both countries and provided an updated assessment of each actor's potential role. In the Year 3 surge capacity plan for Serbia, national government capacities are updated to reflect structures in the new government formed following the May 2008 elections.

The Year 2 Serbia document described in detail the overall gaps and strengths in Serbia's crisis response and crisis management structures. Until the Government of Serbia develops a national disaster management strategy or legal framework, the overall gaps and strengths remain essentially unchanged at the national level and, as such, are not reiterated in this surge capacity plan. At the local level, PPES addresses these issues directly, and additional information can be found in PPES semi-annual reports and other regular reporting.

¹ As of September 2008, the Serbia Contingency Planning and Economic Security Project (SCOPES) has been renamed the Preparedness, Planning and Economic Security Project (PPES). Where reference is made to a document submitted during the period in which "SCOPES" was the project abbreviation, the original name of the document is retained.

The Year 2 Serbia document looked at the potential for response to a range of natural disaster and man-made crises and updated developments since the August 2006 *Crisis Response Capacity Assessment Report* and Year 1 (November 2006) *Surge Capacity Plan: Serbia*. The special focus of the *Surge Capacity Plan – Serbia, Year 2 Revision*, and the project's overall surge preparedness was the prospect of population displacement resulting from Kosovo status determination. The Year 2 plan described changes in assigned roles within the UN country team and its partners, as well as the decreased capacity of international nongovernmental organizations operating in Serbia and the expected role of the then-low profile Ministry of Kosovo and Metohija as the lead Ministry in any Kosovo event. It also described the program's prequalification of international NGO partners, especially their capacities to respond to a population displacement emergency. In describing current circumstances, this document does not devote special emphasis to preparedness for crises associated with Kosovo status.

Acknowledging changes in the operational environment and preparing the ground for any long-term adaptations in partner strategy that changed circumstances might require, the project surveyed or interviewed over 100 mostly local nongovernmental organizations throughout Serbia. The Year 2 revision presented in detail the capacity of over forty local organizations to deal with different kinds of crisis events. In this version, several additional NGO profiles have been added to the resource base, drawing on information provided by the Poverty Reduction Strategy Program team within the Office of the Deputy Prime Minister and the Ministry of Youth and Sport.

In the extended section on the project's disaster and emergency management operational framework, the *Surge Capacity Plan – Serbia, Year 2 Revision* (on pages 21-32), provided examples of how surge capacity could be used strategically to support prevention, response and recovery operations. The project's strategic operational framework for surge capacity remains unchanged, and that section from the Year 2 revision is incorporated herein by reference. For the sake of convenience, the project's operational framework is only summarized in this version. This document adds, however, a presentation of impact and intervention considerations for low-level disasters, the type the program is most likely to encounter.

Incorporating refinements in several surge procurement procedures that were under consideration by USAID throughout summer-fall 2007 and approved in December 2007, the project also issued an *Internal Procedures Manual on Surge Capacity* in January 2008. The manual incorporates lessons learned from Year 2 firefighting and flood response donation experiences and describes the project's disaster and emergency management operational framework. The Internal Procedures Manual remains unchanged.

The Year 2 Montenegro document, produced in close coordination with UNHCR and a Montenegrin NGO (FORS Montenegro), focused, at USAID's request, exclusively on a potential outflow of persons resulting from a Kosovo event. With the determination of Kosovo status now having been established and with no large outflow of persons having resulted from Kosovo independence, the project is not submitting further surge capacity plans for Montenegro.

Year 1

In July 2006, in accordance with Section A.6.D of the Task Order, SCOPES submitted an operational plan for the Surge Capacity Response Option 1. The draft contained a number of weaknesses, as it was produced very early on in the project and did not have the benefit of being informed by a comprehensive assessment of the current state of disaster preparedness at the national and municipal levels, which was subsequently performed during July – August, 2006. In October 2006, DAI hired a team of consultants to produce a revision of the SCOPES Surge

Capacity Plan to include the findings of the project's Crisis Response Capacity Assessment Report, to respond fully to USAID's feedback on the first draft of the plan, and to provide the project with a road map how to organize itself in the event of a crisis that might require USAID to trigger the surge capacity. On November 27, 2006, the project submitted a Revised SCOPEs Surge Capacity Plan for Serbia, and it was approved by USAID/Serbia in December 2006.

At the time the initial Serbia surge capacity plan was approved, there was no similar plan for Montenegro. DAI was asked by USAID to develop a short surge capacity plan for USAID and contractor activities in the event of a crisis involving an influx of persons from Kosovo to Montenegro. The requested plan was to be briefer than the plan for Serbia and focused exclusively on the threat of a possible refugee influx. On January 18, 2007, SCOPEs submitted a Surge Capacity Plan for Montenegro.

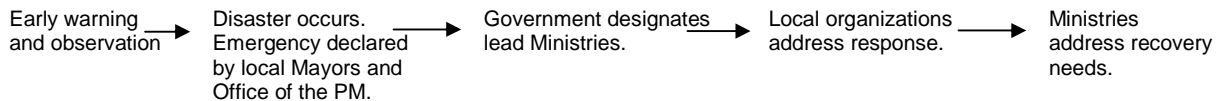
II EXISTING CAPACITIES FOR DISASTER RESPONSE

A. NATIONAL AND MUNICIPAL CAPACITIES²

Until a national disaster management framework is developed, each disaster will continue to be unique in how communications are addressed, how authority is divided, and when certain elements are activated. Lessons learned from recent emergencies show that, in simplified form, the following series of steps are taken by the government as a response to a nationwide crisis event:

Fig. 1.

Republic-level response to a nationwide crisis



Within the government's emergency response, coordination is the weakest element, and decision-making can take many days, even weeks, on delivery of resources. In practice, coordination of the many ministry, directorate and local administration actors that potentially or actually have a role in response is usually assumed on-site by the institutionally "strongest" with the largest presence or on a "who gets there first" principle. On-site coordination also depends on personal relationships at the site of a disaster event.

The project's analyses of proposals for a national disaster management framework prepared by the Ministry of Defense and Ministry of Interior – the leading actors in the process – identify lack of horizontal coordination as a persistent key weakness. It is possible that the weakness may be addressed "on paper" in later versions of a national framework, but in practice coordination among actors will be difficult to establish for some time.³ *Even if/when a national disaster management framework comes into effect, lack of coordination can be expected to continue during the extended transition.*

² Analysis is provided in the Crisis Response Capacity Assessment Report of August 18, 2006.

³ The Ministry of Interior has informally estimated that this could take at least one to two years, at best.

Fig. 2.

Summary of national capacities and their roles in response to a nationwide crisis

	Likely to respond in all crises	Declaration of national "state of emergency"	Declaration of "state of emergency" on local level	Environmental accidents	Flood/mudslide	Fire	Unexploded ordnance	Legal rights of displaced persons	Evacuation and immediate care of affected populations	Social protection
National Security Council, chaired by President		x			x	x				
Office of Deputy Prime Minister		x							x ⁴	
Min. Interior/Police	x			x	x	x		x	x	
Min. Interior/Sector for Protection and Rescue or Sector for Emergencies ⁵	x			x	x	x			x	
Serbian Army	x			x	x	x	x		x	
Min. Defense/Directorate for Emergencies	x		x ⁶		x		x			
Min. Health	x			x	x			x	x	
Municipal DM Team/Mayor	x		x	x	x	x			x	
Red Cross of Serbia	x				x	x			x	
Min. Spatial Planning and Environmental Protection				x		x				x ⁷
Min. Agriculture, Forestry and Water Management				x	x	x				
Min. Infrastructure					x					
Min. Labor and Social Affairs, inc. municipal Centers for Social Work								x		x
Min. Kosovo and Metohija								x	x ⁸	
Commissariat. for Refugees								x	x ⁹	

The actors that can be counted upon to react and respond to *all crises* in Serbia include the following:

The Ministry of the Interior, responsible by law for "safety of persons and property," plays a broad and multifaceted role. The Ministry of Interior defines an emergency situation as natural disasters (earthquakes, floods, currents, storms, heavy rain, electric discharge and hail, atmospheric disasters, drought, snowstorms, and avalanches, accumulation of ice on waterways, landslides and mudslides), technical and technological disasters (fire; explosion, industrial accidents, traffic accidents, mining and tunnel accidents, energy, oil and gas, telecommunication and information system facilities accident), human health and environmental hazards due to hazardous material and

⁴ At this writing, the Office of Deputy Prime Minister Bozidar Djelic is the chief international community interlocutor in the event of any national emergency.

⁵ At this writing, the Ministry of Interior was in the process of reorganizing the Sector for Protection and Rescue into the Sector for Emergencies.

⁶ Municipal and district Civil Protection representatives can declare unilaterally a local "extraordinary defense against floods."

⁷ To the degree that the Ministry is operationally engaged in providing social housing.

⁸ If the affected persons are displaced persons from Kosovo.

⁹ If the affected persons are refugees, residents of collective centers or returned asylum seekers.

other states of danger, contagious disease epidemics, livestock contagious disease epidemics, appearance of pests and plant disease, as well as any similar large-scale event that can endanger the health and lives of people and the environment or can cause large-scale damage.

At least four units within the Ministry of Interior can be counted upon to react in emergency situations, depending on the nature of the crisis: regular police, traffic police, Gendarmerie and the Directorate for Protection and Rescue/Emergencies. The Directorate for Protection and Rescue/Emergencies includes firefighters, while other regular police operations are responsible for control of movement of persons, property and traffic. The Ministry of Interior as a whole has logistics, equipment and communications superior to those of all first responders, but the amount of its equipment for firefighting, response to and containment of chemical accidents and for search and rescue falls significantly short of European Union norms. Available equipment is concentrated in population centers, and not all of the country is equally served. Training and equipment to deal with chemical accidents and hazmat incidents is a persistent need. Local representatives of the Ministry are members of municipal Disaster Management Teams.

The Ministry of Defense, Directorate for Emergencies (referred to in the field by municipal actors as "Civil Protection"), is, according to legislation dating from the 1970s, responsible for preparedness and planning for crisis situations. On November 22, 2007, new Ministry of Defense guidelines came into force on the internal organization and systematization of employment posts. According to those guidelines, the official name of the former Directorate for Defense (which includes Civil Protection) was changed to "Directorate for Emergencies."¹⁰ According to the draft Law on Civil Protection prepared by the Ministry of Defense, "Civil Protection is organized, prepared and carried out as a system of protection and rescue in peace and war and includes programming, planning, training, carrying out, international cooperation, supervision and financing measures for protection and rescue of persons, material and cultural goods and the environment from natural disasters, technological disasters and catastrophes, the consequences of terrorism, war and other large scale disasters, in accordance with the principles and requirements of the Supplementary Protocol of the Geneva Convention, other regulations of international humanitarian law, requirements of national and international legislation and the accepted – ratified international conventions and declarations, and international multilateral and bilateral agreements."

Civil Protection has approximately 160 municipal representatives, 24 district representatives, four city representatives and one representative in the Vojvodina Provincial Administration. For the most part, professional development training has not been made available to Civil Protection officials for over 15 years, and the average age of its cadre is over 50. Civil Protection is technically responsible for the development and maintenance of hazard-specific plans (up to 18) for each municipality, as well as for response in crises that require civil engineering, experience with unexploded ordnance, and cross-sector assessment. Local representatives are members of municipal Disaster Management Teams, but have little-to-no equipment. Their functionality varies from municipality to municipality.

The Serbian Army "provides support in the case of natural disasters and catastrophes of larger proportion where lives are at stake, as well as the environment and material property." In the ongoing reform process, this "third sector," as officers describe it, will increase in capacity and scope. A regional chemical accidents reaction center, located in Krusevac, is in the start-up phase. However, there is still no clear procedure or legal regulation on how, when and by whom the Army can be called upon to assist in local-level disasters.

¹⁰ See official site of the Ministry of Defense, www.mod.gov.yu.

The Ministry of Health emergency assistance centers, clinics, hospitals and public health representatives respond in all crises. Local representatives are members of municipal Disaster Management Teams.

The Red Cross of Serbia is present in all municipalities and is often the first to reach and respond to crisis. The role and prerogatives of the Serbian Red Cross in disaster preparedness and response are defined under the 2005 *Law on the Red Cross of Serbia*. In addition, Article 81 of the *Defense Law* of the Republic of Serbia and Article 37 of the *Law on natural disasters and other mass disasters* of the Republic of Serbia stipulate explicitly the scope of tasks to be carried out by the Red Cross in emergencies. Since 2003, its Municipal Disaster Preparedness project has been implemented with the support of the International Federation of the Red Cross as one component of a Disaster Preparedness and Response program. That program has laid the basis for implementation of activities aimed to address a need for improved coordination, communication and decision making among key emergency responders and stakeholders at the local/municipal level. Because of its immediate access to funds through the Red Cross/Red Crescent network, the Red Cross of Serbia can usually command resources faster than local and state authorities. Activities and actions are realized with the participation of more than 8,000 volunteers and 700 employees in 177 local branches. Pre-positioning includes blankets, mattresses and non-food items. The Red Cross acts at the request of government and also reacts independently, depending on the nature and scale of disaster.

In May 2007, PPES concluded a tripartite Memorandum of Understanding with the IFRC and the Serbian Red Cross. The parties agreed, in general, to cooperate to develop the capacity to plan for and respond to national disasters, crises and emergencies in Serbia. In the event of actual emergency, the organizations agreed that they may also cooperate in humanitarian response. In November 2007, the project and the Red Cross coordinated responses to flash flooding in southern Serbia; in June 2008, the project and the Red Cross worked together on a field simulation in Kragujevac. The Serbian Red Cross, however, is not exempt from VAT when procuring goods for humanitarian assistance, and its internal approval procedures in order to accept a grant can take 7-10 days.

The President or the Mayor of each municipality/city is charged with directing crisis response at local level and chairs the Disaster Management Team. S/he names and coordinates individuals, departments and organizations of local administration involved in response. The Preparedness, Planning and Economic Security program trains disaster management teams throughout Serbia (80 municipalities through 2011) to help build and institutionalize a local-level disaster management system that addresses preparedness, response, recovery and prevention. The program maintains an extensive and current database of local government officials, disaster management team members and first responders for municipalities included in capacity-building.

Depending on the crisis at hand, virtually all of Serbia's ministries can be expected to have a role, especially in recovery. Actors that can be expected to respond to *specific crises* include the following:

The Ministry of Environment and Spatial Planning is responsible for regular monitoring and measuring of pollution levels and recommending intervention in case of environmental disasters. In the Serbian government that was formed in summer 2008, spatial planning was added to the ministry's portfolio. Minister Oliver Dulic announced ambitious programs regarding support for social housing and reform of the construction industry. Some institutions of district and local government cover the same areas of responsibility now mandated to the ministry, often resulting in overlapping responsibility. Environmental inspectors and experts associated with the ministry can

be expected to react in emergencies, but the ministry's actual role remains to be shaped (and tested) in any crisis that might require emergency housing (re)construction.

The Ministry of Agriculture, Forestry and Water Management has several areas of responsibility relevant to natural and environmental disasters. In all areas, the ministry is still working through issues associated with public-private ownership, as well as the legacy of (or impending) privatization. The ministry's Water Directorate is responsible for specific elements of water policy: maintenance of levees and canals, monitoring water levels, monitoring and assuring water quality. Reorganization and rationalization of responsibilities in the area of Serbia's public/semi-public/private water management systems is a pressing need, but – despite strategic documents and studies – little has been undertaken to change ground-level operations. The ministry's veterinary service, which includes specialized avian influenza teams, is organized for quick reaction to health threats.

The Ministry of Labor and Social Affairs is responsible for a wide range of protection and provides continuity in access to social and employment services, as well as immediate assistance to families, disabled, war veterans, elderly and children. Through its Centers for Social Work, programs of the Ministry of Labor and Social Affairs support vulnerable families and individuals, including IDPs and current (and former) refugees. As collective centers close, Centers for Social Work and municipal authorities shoulder a greater caseload.

The Ministry for Kosovo and Metohija is at this writing undergoing wholesale reconstruction and personnel vetting. In September 2008, it (re-)established offices of the Coordination Center for Kosovo and Metohija inside Kosovo, in Gracanica. In the event of natural disaster or political or social unrest inside Kosovo, it would be the Serbian Government's contact point for assistance to "Kosovo Serbs and other non-Albanians in the province."¹¹

The Serbian Commissariat for Refugees was set up in 1992 to assist refugees from Croatia and Bosnia, in particular those living in collective centers. Its competencies include refugee status registration, provision of care for refugees, managing and providing shelter, and activities to improve conditions for return of refugees. The Commissariat operates through its Belgrade HQ and 166 municipal trustees on local level. The local-level trustees are municipal employees; despite this, their authority depends on each individual's local history of working with municipal government and other local actors. The Commissariat retains its narrow mandate and is not active or involved in planning for population displacement from natural or environmental disaster.

The Coordination Body of the Government of Serbia for the Bujanovac, Presevo and Medvedja Municipalities was set up in December 2000, entrusted with coordinating activities of public authorities and local self-government in ways conducive to settling the armed conflict and security crisis in those municipalities. The Coordination Body is a political body and engages in economic processes in southern Serbia. Because it has maintained a role in maintaining dialogue between and among local/national/international actors, it is conceivable that the Coordination Body could react in crisis, although it is more likely that, in that case, it would be involved in recovery and not response.

A list of national-level contacts is attached as Annex A.

¹¹ The English-language reference describing the Coordination Center's constituency is from the Government's September 17, 2008 official press release. See <http://www.srbija.gov.rs/vesti/sekcija.php?id=160>.

B. INTERNATIONAL CAPACITIES

A list of international governmental and nongovernmental contacts is attached as Annex B.

1. United Nations

UN organizations in Serbia operate in an extended emergency management team that includes international governmental representatives, representatives of the Government of Serbia and/or nongovernmental organizations. Depending on the nature of the emergency, certain UN agencies present in Serbia will take on sectoral leads based on the strength of their presence within Serbia, expertise and the UN cluster approach.

Fig. 3.

UN Extended Emergency Management Team sectoral leads

Sector	Lead UN agency/facilitator	Other actors and partners
Overall interagency coordination	UN Office of the Resident Coordinator where natural disasters or environmental accidents are concerned. UNHCR where population displacement resulting from political or social unrest is concerned.	
Food	UNHCR, if a displaced persons crisis	ICRC, Serbian Red Cross, SCOPES ¹² if a natural disaster or other emergency
Non-Food Items for Households	UNHCR, if a displaced persons crisis	UNICEF, Save the Children (UK), ICRC, Serbian Red Cross, SCOPES in other types of emergencies
Health	WHO	UNHCR, Danish Refugee Council, if a displaced persons crisis
Nutrition	UNICEF	UNHCR, Danish Refugee Council, if a displaced persons crisis
Shelter of displaced persons	UNHCR	SCOPES, InterSoS, Housing Center, Help, Danish Refugee Council. NOTE: In other types of emergencies, local governments are responsible for temporary shelter.
Education	UNICEF	UNHCR for displaced persons, Save the Children (UK)
Logistics and Transport	UNHCR, IOM in a displaced persons crisis	Serbian Red Cross in other emergencies
Community Services	UNHCR in a displaced persons crisis, UNICEF in an emergency affecting children	Amity, Save the Children (UK)
Water and Sanitation	UNHCR in a displaced persons crisis, WHO in other large-scale emergencies	
Economic Recovery Activities	UNDP	UNHCR, SCOPES
Security	Office of the Resident Coordinator	UNHCR
Human Rights	Office of the Resident Coordinator/OHCHR	ICRC
Protection of displaced persons	UNHCR	UNICEF, ICRC, Praxis, Danish Refugee Council, Catholic Relief Services

¹² The World Food Program is not likely to intervene in any crises on scales currently posited for Serbia.

UN Development Program (UNDP): Through the Office of the UN Resident Coordinator, who chairs the UN Extended Country Team in an emergency, UNDP would propose plans to bridge the assistance from humanitarian to development and focus on promoting self-sustainability. It would also ensure safety of UN staff and its operational partners and ensure an effective and operational work environment free from safety hazards. A small Office of the UN High Commissioner for Human Rights is now part of the Office of the Resident Coordinator, and it coordinates human right reporting in accordance with Serbia's UN treaty and other UN obligations.

UN High Commissioner for Refugees (UNHCR): UNHCR is the lead UN agency for planning and coordinating response to potential population displacement as a result of social or political unrest. Currently it is not anticipating large-scale population displacement from Kosovo. Instead, it is working with NGO partners and the Government of Serbia on plans for *return* of persons to Kosovo.

UNICEF: UNICEF is the lead UN agency for education and child protection. Its activities have been downsized and its own operational capacity is limited. Despite a range of in-house technical capacities from humanitarian response to protection and advocacy, UNICEF would likely supplement any main UN response program.

World Health Organization (WHO): In any emergency, WHO would serve as the liaison with the government health authorities to encourage a national / local government response to public health and individual needs. It has limited operational capacity and staff.

2. United States Government

In the event of a humanitarian crisis or an overwhelming natural disaster in Serbia, U.S. Government assistance may come from several offices within USAID, and from the State Department's Bureau of Population, Refugees, and Migration (BPRM).

BPRM has primary responsibility for formulating policies on population, refugees, and migration, and for administering U.S. refugee and admissions programs abroad. BPRM works through contributions to the UN, IOs and NGOs to protect and assist refugees.

USAID's Office of U.S. Foreign Disaster Assistance (OFDA), within the Bureau for Democracy, Conflict, and Humanitarian Assistance, is responsible for providing international disaster assistance and responding to U.S. Government-declared disasters in foreign countries. USAID/OFDA's mission is to minimize, and where possible, prevent loss of life, alleviate human suffering, and reduce damage to economic assets in disaster-affected countries. USAID/OFDA seeks to address the underlying hazards and vulnerabilities that create disaster risks and exacerbate their impact, through support for programs in disaster mitigation, preparedness and training. It works closely with USAID Missions and U.S. Embassies to assess disasters, determine if a disaster declaration is warranted, and determine the appropriate response.

A disaster declaration is needed for USAID/OFDA to provide humanitarian assistance. The U.S. Ambassador or Chief of Mission must determine that the disaster meets the following three criteria:

1. The disaster is of such magnitude that it is beyond the host government capacity to respond adequately;
2. The host government requests or will accept U.S. Government assistance. If the national government has not requested or will not accept U.S. Government assistance, other host government representatives may be taken into consideration. In Serbia, these could be an

individual ministry, government institution or agency, Vojvodina Provincial authorities, district/okrug representatives (which could be relevant in an environmental or public health/sanitation emergency), or municipal government;

3. It is in the interest of the U.S. Government to provide assistance.

USAID/OFDA has a wide range of capabilities to provide humanitarian assistance. These include releasing up to \$50,000 in disaster assistance funds for immediate use; the deployment of USAID/OFDA Regional Advisors, an assessment team, or a Disaster Assistance Response Team (DART); provision of commodities from USAID/OFDA stockpiles; additional disaster funding of NGO, IO and UN emergency assistance proposals or appeals. The decision to use these additional capabilities is based on the magnitude of the disaster and the host country's capacity to respond.

A USAID/DART may be deployed based on the severity of the disaster and with the concurrence of the U.S. Ambassador or Chief of Mission. A DART is a team of disaster specialists who deploy to the host country or region to assist with the USG response to the disaster. The DART would gather information and report on the situation, assess the overall effectiveness of the USG response, identify unmet humanitarian needs, make recommendations to meet those gaps, and manage USG relief activities.

3. International Organizations

International Committee of the Red Cross (ICRC): ICRC has standing capacity for logistics and relief distribution and channels relief through the national Red Cross society, here the Red Cross of Serbia.

International Federation of the Red Cross (IFRC): IFRC has standing capacity to mobilize international support and provide assistance through the Serbian Red Cross to victims of natural disasters. It has been working with the Serbian Red Cross on local-level disaster simulations in key municipalities for the past three years.

International Organization for Migration (IOM): IOM has been present in Serbia since 1992. It has in-house emergency experts who can be mobilized on short notice. IOM specializes in organized transfers of displaced persons, including victims of human trafficking, and health assistance.

Delegation of the European Commission: The European Commission has "reserve funding" in case of emergency needs, although the decision to release funds would be made by Europe-Aid, based in Brussels. Depending on the scale and nature of a crisis, the European Commission may decide to re-deploy ECHO (European Commission Humanitarian Organization) to Serbia or disburse funds in the form of grants to UN or other organizations.

4. International NGOs

Most of the international NGOs in Serbia are now implementing small-scale development programs, but many have headquarters or regional-level institutional experience in humanitarian emergencies or experienced staff that can be mobilized from other places. However, with few notable exceptions, *most international NGOs present in Serbia are not now at capacity to be strong partners in response to any disaster event that is currently and reasonably possible in Serbia.* Several could be useful partners in crisis prevention or recovery programming – but even then, they are likely to implement indirectly through local partners, not directly in-house.

For that reason, with exceptions noted below, international humanitarian NGOs are not currently recommended as partners in PPES surge capacity response to disasters reasonably possible in Serbia.¹³ It is conceivable that individual experts, including from such organizations, may prove to be needed, particularly in the aftermath of environmental or industrial accidents, but – given significant local technical capacity -- that is not a likely possibility unless a large-scale disaster were to occur. In current circumstances, local actors, including the Serbian Red Cross, NGOs and national/provincial/local government, are preferred partners in the project's surge capacity efforts.

The following international NGOs retain an active presence in Serbia and could be partners in emergency response not related to forced migration or population displacement:

Nansen Dialogue Center. Nansen Dialogue Center Serbia is a nongovernmental organization established in Belgrade in December 1999; it has a branch office in Bujanovac. The center has peace-building and conflict prevention programs through local partners in Vojvodina, southern and southwestern Serbia.

Norwegian People's Aid (NPA). Working through local partners, NPA is a flexible funder that provides small grants to a number of projects: a crisis assistance networks, local-level advocacy, human rights, access to information and economic independence. It has a strong, varied and longstanding network of partners that can be mobilized to support different aspects of crisis prevention, response and recovery.

Regional Environmental Center (REC). The regional NGO implements projects specializing in water quality management, air and water pollution, climate change and capacity building of local environmental actors. REC currently has offices in Pirot, Ljubovija and Priboj but has an extensive presence through project implementation in Vojvodina. REC could provide assessment support in the event of emergency.

C. LOCAL CIVIL SOCIETY CAPACITY

Civil society organizations are key partners in every phase of the disaster management cycle. Some can be mobilized in immediate emergency response, but with few exceptions (in search-and-rescue and protection operations) local civil society capacity for logistical response within the first 24-48 hours of an emergency event is limited. Faster mobilization of volunteer and citizen participation in immediate response is possible through the *mesna zajednica*/ward system, development of which is supported through PPES municipal disaster management capacity-building.

Although their resource and logistical capacities are limited where immediate emergency response is concerned, NGOs are especially important in the prevention and recovery phases. Their knowledge, experience, organizational commitment and ability to reach specific populations or those with special needs give them a practical advantage over government partners. In the recovery phase for all types of disasters, PPES findings to date suggest that, with few exceptions, government efforts (a) depend on funding from the central government, (b) can be highly politicized and thus selective or even discriminatory, (c) pay insufficient attention to protection issues or access to rights and services for affected populations, and (d) focus on containment of immediate physical consequences of the disaster event without sufficient regard to consequences for livelihood or resumption of everyday life. Civil society actors play a vital role here, particularly

¹³ Should a large-scale population displacement accompany social or political unrest, international NGOs described in the *Surge Capacity Plan – Serbia, Year 2 Revision*, could be called upon as partners. However, as noted above, UNHCR and relevant government actors are not anticipating such population displacement.

-serving the special needs of the most vulnerable, such as elderly, infirm, members of national minorities, disabled, families, children and youth.

Two particular areas of CSO engagement are important to highlight: search and rescue and protection.

Search and rescue. In many municipalities, volunteer firefighters' associations, diving clubs, mountaineering clubs and scouting organizations play an important role supporting the work of the Ministry of Interior, Sector for Protection and Rescue/Emergencies.

Protection. Protection assistance can be offered in prevention, response and recovery efforts. In addition to advocacy and public information, it can include providing legal assistance on obtaining important documents necessary for access to services. This encompasses registering property claims, verifying school documents so as to enroll children in school, (re)registering residence, registering for social assistance, registering children and the elderly for health care and so forth. NGO protection activities are sometimes subject to donor earmarking of specific categories of persons who can receive legal assistance; this can be an impediment to helping some families. Since those displaced or affected by any kind of crisis can include domicile-registered persons, IDPs, refugees, returned asylum seekers and foreign citizens, protection assistance should allow legal aid providers maximum flexibility.

Annex C describes several local NGOs and CSOs identified as potential partners in prevention, preparedness, response and recovery efforts. It is intended as an illustrative, not as an exhaustive, list. Annex D maps these organizations against a capacity matrix, by sector.

III PPES' DISASTER AND EMERGENCY MANAGEMENT OPERATIONAL FRAMEWORK¹⁴

By building capacity to identify, assess and manage risks, PPES helps municipalities see emergency management and disaster risk reduction as integral parts of local-level government's service and responsibility to citizens. PPES itself treats emergency events in the same way. They are to be expected over the life of the project, prevented if possible, prepared for, responded to and recovered from – all in partnership with municipal disaster management teams, local first responders and humanitarian actors. With surge, PPES local-level intervention options – most of which focus on developmental capacity-building in prevention and preparedness – have the built-in capacity to cover the entire disaster management cycle.

PPES has several tools at its disposal, ranging from direct staff engagement, to use of STTA, joint engagement with municipal and nongovernmental partners, early warning, grants making and surge capacity activities. In dealing with all phases of the disaster management cycle (prevention, preparedness, response and recovery), PPES has the flexibility to deal with crises or emergencies in different ways:

¹⁴ This is a summary of the operational framework set out in detail in the *Surge Capacity Plan – Serbia, Year 2 Revision*, which is incorporated herein by reference,

1. **Ongoing programming.** PPES developmental programming provides the following:
 - Municipal disaster management team capacity-building;
 - Awareness-raising actions and events at local level;
 - Presence throughout the country.

2. **Targeted programming.** PPES programming allows the project to anticipate and/or respond to specific situations by:
 - Focusing in a specific geographic area;
 - Targeting a specific issue and including broad-based community dialogue and input;
 - Supporting initiatives by specific institutions, organizations, media outlets or community leaders that are forces for stability.

Targeted programming can include creating special initiatives or funding special projects through partners. Also, "regular" visibility and capacity-building events that could be held anywhere in Serbia can be scheduled in crisis areas, or ongoing work with existing partners in those areas can be enhanced or raised in profile. .

3. **Deconcentrated Reporting and Assessment**

Upon USAID's concurrence, PPES could form a Surge Preparedness & Rapid Assessment Team (SPRAT). SPRAT is designed to extend the reach of PPES by including local short term technical assistance and the Red Cross of Serbia in PPES monitoring and assessment activities. It will monitor possible emergencies in Serbia, report on disasters occurred and perform rapid assessment of municipalities hit by an emergency. Through this initiative PPES will: a) establish a sustainable hazard monitoring and reporting process for all program municipalities; b) collect municipal experiences in disaster response (success stories and lessons learned) and increase awareness in disaster risk reduction initiatives by sharing these experiences with all program municipalities; and c) provide PPES and USAID with more informed disaster monitoring reports and recommendations for possible surge activity.

The SPRAT will undertake the following:

- a. Nationwide monitoring of hazards. Program monitoring of hazards to date has shown that a majority of hazards occurred in non-PPES program municipalities. Monitoring and reporting of all possible hazards is important for PPES not only to gather information on the primary hazards and areas of vulnerability in each municipality but also to provide PPES with information on municipal disaster capacity, to find success stories and lessons learned that can be converted into case studies.

- b. Rapid assessment. SPRAT will perform rapid assessments and provide draft recommendations to PPES after each localized disaster event. In non-program municipalities the Red Cross of Serbia will provide the link between the SPRAT/PPES and the municipality. In the event of surge activation, SPRAT and the Red Cross will provide technical assistance to municipalities in terms of assessing the damage and determining urgent response needs and will monitor the implementation and distribution of assistance to the municipality.

c. Effectiveness reporting. The SPRAT will produce disaster response effectiveness reports including the evaluation of the cooperation among all actors involved in an emergency response. The evaluation will be important not only in improving the program's surge response (raising the level of surge preparedness, resolving possible bottlenecks during surge assistance, enhancing the cooperation of the program with the Red Cross) but also feeding information on effective assessment and response parameters into its ongoing training.

SPRAT will include 10 experienced STTAs in the field of monitoring, protection and relief. Each STTA will be in charge of monitoring two to three districts. The Program Officer in Belgrade office in charge of Surge will coordinate the activities of the SPRAT. The SPRAT initiative will commence in January 2009 and will be tested through the end of Fiscal Year 2009. At the end of FY 2009, the program will evaluate the initiative and will make a decision whether to renew or to discontinue it in the following year.

4. **Surge response options.** PPES' comparative advantage is surge response to crisis events with a low and moderate humanitarian impact. Major impact disasters will require much more substantial resources and expertise than what PPES' surge capacity is designed to support. Among methods of assistance or action PPES' surge can employ are:

- Providing grants to NGOs/CSOs, the Serbian Red Cross, or other local aid groups that can quickly and efficiently react to a crisis event;
- Identifying businesses or institutions that can provide technical expertise in specialized areas such as, water and sanitation, toxic waste, environmental management, transportation and logistics, structural hazards and damage assessment, and shelter repair;
- Identifying NGOs, CSOs or institutions that can provide expertise in protection issues under international and domestic standards;
- Procuring relief supplies to respond to the disaster. In submitting its Request for Source/Origin Waiver Approval to Authorize 935 Geographic Code for Commodities that May Be Procured in the Event of Crisis (for which approval was granted December 12, 2007), SCOPES prepared and maintains a pricing and vendor comparison for 49 basic items that could be used in any type of humanitarian emergency;.
- Operations support to OFDA in the event of a major disaster.

IV IMPACT AND INTERVENTION CONSIDERATIONS

In determining when to recommend the use of surge capacity funding, the project first considers the size and scope of the humanitarian emergency, i.e., whether the disaster is low-, medium- or high-impact. The project is most likely to be called upon to prevent, respond to or recover from low-impact disasters and, as such, has developed several criteria to help determine when to recommend intervention.

A. LOW IMPACT

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

- small segments of the local population or of city/municipality affected;
- minimal loss of life;

- minimal damage to homes, basic services and infrastructure;
- little or no population displacement;
- local response ongoing, but may not be adequate;
- minimal requirements for technical assistance, funds or other resources;
- no official request for assistance.

Scenario: Drought

Persistent low rainfall in summer 2008 resulted in low water levels in five south-central Serbian municipalities were severely affected by acute water shortages, due to august drought and insufficient water reservoir capacity in this part of the country. Water restrictions were put in place. Community needs and public institutions were supplied by tanks and tank trucks, but demand exceeded availability of water tanks. In September 2008, the project supplied water tanks to schools in Arilje, where the start of school would otherwise have been delayed.

B. MODERATE IMPACT

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

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

Scenarios: Floods, wildfires

In scope of humanitarian response, the spring 2006 flooding in Vojvodina was a moderate impact disaster. Flooding of both the Tisza and Sava-Danube basins was the worst in several hundred years; many persons and municipalities were affected; and some deaths and injuries were reported. There was widespread damage to homes, infrastructure and livelihoods, as well as medium-scale displacement. In other countries in the region – Macedonia and Greece, in particular – the summer 2007 wildfires qualified as a moderate-impact humanitarian disaster, resulting in significant population displacement, loss of lives and livelihoods.

C. MAJOR IMPACT

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

- disaster affects massive segments of the population;
- large number of people dead, injured or ill;
- extensive damage or destruction of homes, infrastructure, livelihoods, and disruption of basic services;
- large-scale population displacements, including outflows into neighboring countries;
- substantial need for relief commodities, shelter, basic emergency services, technical assistance, funds;

- national and local authorities, as well as international organizations in the country respond, but existing capacities may not be adequate and timely;
- national government requests assistance from the international community, including the USG.

Scenario: "Pancevo"/Large-scale industrial accident

Should a major industrial accident occur in Pancevo, for example, which is a large urban area near Belgrade and bordering agricultural lands, there may be loss of life, major infrastructural damage and pollution of air, water and soil. Such a situation would require evacuation of the people living in and around the affected area, as well as provision of emergency shelter. In such a situation, the project would coordinate closely with the Government of Serbia, the Red Cross of Serbia and other international actors, to provide such assistance as transport for evacuation, and shelter and relief supplies such as blankets, plastic sheeting, mattresses and hygiene items. The project could also provide technical assistance and structural damage assessment.

D. INTERVENTION CONSIDERATIONS

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

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

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

V INTERNAL PROCEDURES

Based on experience applying the surge operational framework and impact/intervention considerations, the project has developed internal procedures and issued an *Internal Procedures Manual on Surge Capacity*. Throughout the process, PPES HQ operates as the operations center and central point for information-sharing, making sure assessment teams have all available and current information necessary for accurate assessment. Assessment teams report at agreed intervals, raise questions for further clarification, and make recommendations on the need for further assessment and on types of assistance that might be provided.

The process includes the following steps:

1. Off-site assessment begins at national level and is ongoing. PPES HQ coordinates with Red Cross, media, UN expanded country team, INGOs, NGOs/CSOs, and as necessary with relevant ministries (Interior, Defense, Health, Environment and Spatial Planning, Agriculture, etc). PPES selects assessment team.
2. Off-site assessment begins at local level and is ongoing. PPES HQ assessment team coordinates with local disaster management team, mayor or city manager, Red Cross, local media, UN offices, EUMM, INGOS, NGOs/CSOs, and as necessary with local representatives of relevant ministries (Interior, Defense, Health, Environment and Spatial Planning, Agriculture, etc). PPES HQ submits initial situation report to USAID.
3. Assessment team and PPES HQ confer on preliminary findings, general geographic area of assessment and key questions to be explored on site. PPES HQ submits preliminary situation report to USAID on the basis of off-site assessment.
4. On-site assessment team deploys, continues coordination on site and reports by telephone or email to PPES HQ. PPES HQ submits situation report to USAID on the basis of on-site and off-site assessment and/or responds to inquiries from USAID.
5. A request for assistance is directed to PPES from local government, the local representative of a republic-level ministry, Red Cross or, possibly, an NGO/CSO. The request is translated. Specific commodities or services requested are cross-checked against Red Cross' assessment of needs and commodities that may already have been delivered or are already on the way.
6. PPES reports available information and recommends to USAID whether surge procurement is needed or is not needed at this time. PPES team focuses on clarifying and refining real-time needs against those outlined in request letter. If a surge procurement is not recommended, PPES HQ sends the requestor a response advising on the decision on the request. (If/when the affected municipality is not a PPES municipality, it is considered for inclusion in the project's developmental activities.)
7. If a surge procurement is recommended:

- PPES management requests budget projection based on the request letter.
 - Technical specifications of requested items are clarified with requestor and/or cross-checked with Red Cross, Ministry of Health, etc.
 - Budget projection is prepared and revised, based on latest data from Red Cross on what has been delivered or will be delivered.
 - Final list of commodities is provided to USAID by PPES management for discussion.
 - Bid Matrix is prepared and checked by PPES team (Grants Manager, Director of Administration and COP/DCOP) and is confirmed with USAID.
 - USAID requests more information approves or does not approve. If USAID does not approve procurement PPES HQ sends the requestor a response advising on the decision on the request. The requesting municipality, if not a PPES municipality, is considered for inclusion in developmental activities.
8. If USAID approves procurement of commodities:
- Agreement on Donation is prepared by PPES Grants Manager, with input from situation reports as needed.
 - PPO PDV form for VAT exception is approved by Tax administration.
 - Vendors are informed.
 - Bank transfer is prepared (advance)
 - Method and location of transport of commodities is confirmed with distributor.
 - Commodities are transported to the distributor's warehouse.
 - Commodities are checked in warehouse by PPES representative.
 - Bank transfer is prepared (rest of payment)
9. PPES HQ coordinates with USAID, field-level recipients and distributor on possibility of visibility event. PPES HQ submits scene setter. If USAID approves visibility event PPES HQ submits draft press release, implements visibility event.
10. Grantee submits final report on distribution of commodities, including according to OFDA indicators. PPES assessment team monitors delivery as reported by grantee. PPES reports on distribution in semiannual report, according to PMP indicators.

VI RECOMMENDATIONS

USAID should consider lifting restrictions on grant recipients -- specifically to local governments, enterprises founded by local governments and institutions funded by state and local government -- that have the potential to limit the contractor's ability to respond to a crisis.

Lifting of these restrictions will expedite the response to crisis at the local level. Restrictions on grants to PIOs (also restricted under the contract) is much less of a potential obstacle, since the contractor could reasonably be expected to provide grants to existing PIO local partner NGOs instead of directly to the PIOs. The restriction to grants to local governments is a potential impediment to effective response. In some possible scenarios, there are no substitutes at the local level for local municipal administration.

VII NEXT STEPS

It is anticipated that this document will be the final surge capacity plan issued throughout the life of the program, but PPES will take the following steps to maintain surge capacity preparedness:

Monitor potential crises and report on potential or developing crises.

In FY 2009, with USAID's concurrence, the project's monthly reporting will include the expanded local level assessment of the SPRAT (see Section III.3).

Objective 2: Maintain preparedness to respond to a crisis.

Procurement Preparation

In submitting its *Request for Source/Origin Waiver Approval to Authorize 935 Geographic Code for Commodities that May Be Procured in the Event of Crisis* (for which approval was granted December 12, 2007), the project prepared a pricing and vendor comparison for 49 basic items that could be used in any type of humanitarian emergency. This list will continue to be updated once per quarter or more often if circumstances warrant doing so.

Network and Expertise Maintenance

Whether PPES is identifying a potential hazard and potential responders, monitoring developments in an ongoing event or determining an appropriate humanitarian response for recommendation to USAID, *surge relies on accurate, timely and dynamic information*. Before a recommendation is made to USAID, each surge inquiry draws on a nationwide network of local and national sources whose potential role in disaster management of each kind of emergency has been identified by the Preparedness and Planning Team. These contacts are maintained regularly in the program database.

ANNEX A

National Contact List

National-Level Government

Institution	Address	Contact details	Contact Person
Serbian Red Cross	Simina 19, Belgrade	+381 63 380 735 +381 11 3032 115	Djula Lošonc, Disaster Management Coordinator
Ministry of Defense, Department for Emergency situations	Bircaninova 5, Belgrade	+381 64 8329 710	Milan Popadic, Head of Department for Emergency situations
Ministry of Defense, Department for Emergency situations	Bircaninova 5, Belgrade	+381 11 2681 736 +381 64 8329 712	Branko Jovanovic, Deputy Head of Department for Emergency situations
Ministry of Agriculture, Forestry and Waters [Water Directorate]	Bulevar Umetnosti 2a, New Belgrade	+381 11 2013 360 +381 11 3115 370	Aleksandar Prodanović, Director
Ministry of Environmental Protection and Spatial planning	Omladinskih brigada 1, New Belgrade	+ 381 11 3131357 + 381 11 3131359	Oliver Dulic, Minister
Ministry of the Interior [Sector for Protection & Rescue]	Kneza Milosa 101, Belgrade	+381 11 3008 179 +381 64 8921 252	Predrag Maric, Assistant to Minister & Head of Sector for Protection and rescue
Ministry of the Interior [Sector for Protection & Rescue]	Kneza Milosa 101, Belgrade	+381 11 3133 080 +381 11 3062 500 +381 64 8921 260	Ivan Baras, Assistant to the head of sector, International Cooperation
Institute of Public Health of Serbia	Dr Subotića 5, Beograd	+381 11 2684 566, www.batut.org.yu	Tanja Knežević, Director
Hydro-meteorological Institute of Serbia	Kneza Visaslava 66, Beograd	+381 11 2545240 www.hidmet.sr.gov.yu	Milan Dacić, Director
Commissariat for Refugees	Carice Milice 2, Belgrade	+381 11 3614 450 +381 64 8281 610	Vladimir Cucic, Commissioner
Coordination Body for Southern Serbia	Save Kovacevica 12, Presevo Karadjordja Petrovica 115, Bujanovac Bulevar Mihajla Pupina 2, Belgrade	+381 11 212 0907 +381 17 660 843 +381 17 654 601	Milan Markovic, Minister of State Administration and Local Self-Government, Head of the Coordination Body for Southern Serbia

Contact List: Exceptional Local-Level Government Expertise

Institution	Address	Contact details	Contact Person
Institute of Public Health of Belgrade	Bul. Despota Stefana 54, Beograd	+381 11 323 39 76 www.zdravlje.org.yu	Slobodan Tošović, Director
Institute for Emergency Medical Help	Vojislava Ilica bb, Nis	+381 18 331 801 +381 18 529 001 +381 64 1197 205	Dr Branislav Nivic, Director
Municipality of Pancevo	Trg Kralja Petra 1 2-4, Pancevo	+381 13 346 393 +381 13 343 222 +381 63 227 971 +381 64 8662 220	Srdjan Mikovic, Mayor
Toplica Governing Board	Tatkova 2, Prokuplje	+381 27 321 070 www.drzavnauprava.sr.gov.yu	Srdjan Jordacijevic, Director

ANNEX B
International Contact List

Institution	Address	Contact details	Contact Person
UN Office of the Resident Coordinator/ UNDP	Internacionalnih Brigada 69, Beograd	+381 11 2040 412	Lance Clark, Resident Coordinator Borka Jeremic, Coordination Analyst
UNHCR	Krunska 58, Beograd	+381 11 3082 100	Lennart Kotsalainen, Representative
UNICEF	Svetozara Markovića 58, Beograd	+381 11 3602 100	Judita Reichenberg, Area Representative
WHO	c/o Institute of Public Health of Serbia Dr. Subotica 5, Beograd	+381 11 3615 744 +381 11 2656 520	Dr Dorit Nitzan, Dr Melita Vujnovic, Head and Deputy Head of Office
ICRC	Vladimira Popovića 38-40	+381 11 2285 545 +381 11 2285 546	Paul-Henri Arni, Head of Delegation
IFRC	Simina 21, Beograd	+381 11 3282 202 +381 11 3281 582 +381 3281 376	Olav Ofstad, Head of Delegation
Delegation of the European Commission	Vladimira Popovica 40	+381 11 3083 200	H.E. Josep M. Lloveras, Head of Delegation
HELP	Uciteljska 52, Beograd	+381 11 3046 340 +381 63 354 539	Timo Stegelmann Head of Mission
Regional Environmental Center (REC)	Primorska 31 (ulaz iz Preradovićeve), Beograd	+381 11 3292 899 +381 63 32 99 00	Jovan Pavlovic Country Office Director
Save the Children (UK)	Ljutice Bogdana 20, Beograd	+381 11 3671 476 +381 11 3066 926	Dragana Trinić, Acting Regional Manager
CARE	Šumadijski trg 6a, Beograd	+381-11-3559-355	Jasna Kronja, Head of Office
Danish Refugee Council	Zagrebačka 6, Beograd	+381-11-2187-812	Marina Cremonese, Representative
Nansen Dialogue Center	Bulevar Zorana Djindjica 105/16, 11070 Novi Beograd	+381-11-313-0792	Jelena Lengold, Director
Norwegian Peoples' Aid	Kosovska 8, Beograd	+381 11 2441 196 +381 11 2446 024	Emil Jeremić, Regional Representative
Disaster Preparedness and Prevention Initiative	Vilsonovo Šetalište 10, Sarajevo	+387 33 614 865 +387 63 892 484	New DPPI secretariat coordinator currently being selected.
United Nations – International Strategy for Disaster Reduction	Int'l Environment House II 7-9 Chemin de Balaxert Office number: 3-57 CH 1219 Chatelaine Geneva, Switzerland	+41 22 917 8905 +41 22 917 8964 www.unisdr.org	Paola Albrito, Program Officer

Contact List: National NGOs

Institution	Address	Contact details	Contact Person
Housing Center	Jaše Prodanovica 16, Beograd	+ 381 11 767258	Branislava Žarković, Director
Nexus	Nemanjina 21, Vranje	+381 17 404 541 +381 63 689163	Vesna Cvetkovic, Head of Office
Pravda	Majora Marka 117, Paracin	+381 35 571 008 +381 64 4024782	Dragan Sekulovic, president of the board of directors
Regional Centre of Civic Action LINGUA	Vuka Karadzica 14, Kraljevo	+381 36 358 670	Radovan Milicevic, Director
NGO Educational Center (ECL)	Masarikov trg 32, Leskovac	+381 16 215413	Igor Stajic
Belgrade Democratic Vision (BDV)	Resavska 3, Beograd	+381 11 3228 945 +381 64 125 6671	Predrag Rafailovic, Head of Office
Committee on Environmental Protection (CEP)	Makedonska 22/10, Beograd	+381 11 3223 446	Ljubinka Kaludjerovic, Secretary of the Committee on Environmental Protection
Amity	Spanskih Boraca 4, Novi Beograd	+381 11 2140 554 +381 11 2131 261	- Nadezda Sataric, Board Director - Dragana Sreckovic, Administrator
Philanthropy	Dragorska 4, Beograd	+381 11 3672 970 +381 11 3672 971 +381 11 3065 445 www.covekoljublje.org	Dragan M. Makojevic, Director
Standing Conference of Towns & Municipalities	Makedonska 22, Beograd	+381 11 3223 446 www.skgo.org	Djordje Stanicic, Secretary General

Annex C Selected Local NGOs and CSOs: Brief Profiles

This description of NGOs and CSOs with experience in prevention, preparedness, response and recovery efforts is intended as an illustrative, not as an exhaustive, list.

Amity - The Strength of Friendship (Belgrade). Founded in 1999 by social workers and psychologists with experience in refugee work, the NGO includes 100 social workers, psychologists, medical doctors, educators, pedagogues, lawyers and 50 trained volunteers. The organization reaches 55 municipalities. The Organization also cooperates with the Faculty of Political Sciences and its Department for Social Welfare and Social Policy in Belgrade, whose students do their practicum through Amity programs.

Association for Advocacy of LED for Southeastern Serbia - ZALET (Soko Banja). A CHF CRDA legacy, ZALET was established in May 2007 to advocate local economic development in southeastern Serbia. It links private, public and non-governmental sectors and publishes *Profit Plus* magazine. It is an umbrella organization for the Presevo and Bujanovac Development Agency (Bujanovac), Textile Information Center (Leskovac), Agro Info Center (Surdulica), AECKOOP Cooperative (Svrljig), Association of Entrepreneurs (Aleksinac), and Association of Entrepreneurs (Soko Banja). ZALET has one full-time employee, and 10 other individuals are also directly involved in the organization's operations (7 in the managing board and 3 in the monitoring committee). 30 representatives from each of the neighboring municipalities constitute the Association's assembly. ZALET has access to one vehicle.

Association for Development of Backa Topola Municipality (Backa Topola), **Association for development of Becej Municipality** (Becej), **Association for Development of Subotica Municipality** (Subotica). These organizations were established in 2005 and currently employ approximately 5 full-time and 15 part-time/project-based staff in total. The core activities of these organizations are:

- Identification of existing and establishing of new conditions for resource and finance acquisition for the Backa Topola, Becej and Subotica municipalities.
- Initiating various projects and active participation in the creation of strategic development plans and programs.
- Establishing partner relations with all actors of both civil society and government institutions.
- Working towards improving economic development and initiating projects related to economic infrastructure and environmental protection.

The Associations can work on promotional and educational activities, community mobilization and campaign coordination (all related to environmental protection), but solely at the local level.

Bela Breza (Krusevac). Bela Breza is an environmental NGO established in Krusevac in 1996. The organization gathers experts in environmental protection from the region. They have their own laboratory and work with youth from the chemical technology school. They organize different annual promotional activities such as a competition for the best garden and cleaning up the river banks. The organization is partially funded by the municipality. Their other donors are the Ministry of Education, private entrepreneurs, BCIF (river banks cleaning project), and Mercy Corps (recycling for plastic). Currently they are implementing a project called "Deponija pred vratima" (waste dump at the door step) which includes educational activities in the MZ and tenant associations. They organized a round table discussion with the Chamber of Commerce and other

private enterprises. They established an Ecological Fund in year 2006. The fund is managed by the environmental office of the municipality.

Belgrade Democratic Vision – BDV (Belgrade; Vojvodina). The NGO began operations as an implementing partner for the European Commission Humanitarian Office (ECHO) in shelter and integration projects for IDPs/refugees. It is located in Belgrade and has work experience in Vojvodina. BDV is currently in a network partnership with the Transtec Consortium/ EC-funded framework contract in Humanitarian Aid, Crisis Management and Post-Crisis Assistance. It currently employs two staff members and five consultants and has access to two vehicles. It can mobilize an emergency team within 48 hours.

Caritas Serbia and Montenegro (Nation-wide). The NGO is a member of the international confederation of Caritas International based in Rome. The organization exist in Serbia since 1992 with activities directed towards programs that assist people who need help, mostly people that migrated from Croatia, Bosnia and Herzegovina, internally displaced people from Kosovo and local citizens that needed social help. Large number of institutions, hospitals, organizations and Associations of Roma Community, specialized institutions that take care of handicapped and their associations, individuals, were assisted through distribution of basic food and hygiene supplies, food, stoves, firewood, shoes and clothes, fresh food, and other necessary help. Their activities are coordinated with relevant ministries and Red Cross organization. The organization's network has more than 20 offices throughout Serbia (only with poor coverage in Sandzak region) and they are cooperating constantly with Caritas Italy offices in Pristina.

Center for Citizens' Activities – AGORA (Vrsac). AGORA was established in 2003 and currently employs 7 part-time/project-only members of staff. The aim of AGORA is the creation of necessary development conditions for:

- Local self-governing bodies through the creation and implementation of local economic and ecological strategic plans (LED and LEAP), as well as sustainable development plans in accordance to the AGENDA 21 standard.
- Entrepreneurship.
- Democracy.
- Free market.
- Individual creativity and innovation.
- Development of informal education and application of acquired skills in order to gain employment and/or create new employment opportunities.

AGORA can work on promotional and educational activities, community mobilization and campaign coordination (all related to environmental protection), but solely at the local level.

Center for Civil Society Development – PROTECTA (Nis). The Centre for Civil Society Development PROTECTA is a non-party and non-governmental association from Nis. Its mission is to raise citizens' awareness by supporting and implementing youth and civic initiatives in the field of culture, democracy, protection of the environment, economic empowerment and the work with displaced persons and refugees.

Goals of PROTECTA are as follows:

- Encouraging and supporting independent and non-party civic and youth initiatives through capacity building activities.

- Raising awareness of citizens of Serbia and Montenegro of traditions and cultures of people living here and in surrounding countries, as well as of modern trends in development and creation of global culture.
- Promoting democratic processes at the local and national level and strengthening the role of citizens in the decision-making processes.
- Raising awareness of problems of the protection of the environment and creating a healthy environment to the benefit of today's and future generations.
- Encouraging economic empowerment of young people.
- Supporting marginalized groups.

PROTECTA's main office is in Nis, but it has 2 sub-offices in Vranje and Pirot. All offices are fully technically equipped. 2 PC classrooms and Information Centre operate within the offices in Nis and Vranje. Approximately 22 of PROTECTA's members are actively participating in the organization's daily activities.

Center for Communication *Pravda* (Paracin). *Pravda* is a refugee/IDP association based in Paracin. It employs a full-time coordinator and has a roster of 20-25 volunteers. *Pravda* is mainly a legal aid NGO, but during the recent explosion in Paracin, the association provided some relief supplies (clothes, blankets and plastic sheeting for windows).

Center for Ecology Popularization ECOSPHERE (Belgrade). This Center is a Belgrade-based NGO that deals with the following:

- Ensuring the objectivity and availability of ecology-related information in order to narrow the gap in information accessibility between rural and urban environments, the institutions and the civil society, and experts and laymen.
- Ecological indicators monitoring and communication with all responsible and interested parties.
- Influencing the creation and implementation of eco policies and sustainable development.
- Development of eco consciousness, habits and responsibilities in the general population.

Center for Entrepreneurship - TANGO (Kragujevac; Kraljevo). TANGO is an NGO based both in Kragujevac and Kraljevo. The organization has implemented a great number of projects since its establishment. Some of the projects include 'Small Grants Project for IDPs and Unemployed People', 'Micro credits-support to start-ups of productive and creative activities with the object of increasing incomes in the City of Kragujevac', 'Role of Lawyers and Economists in Modern Economy', 'Sustainable Return and Reintegration through Economic Support (SRRES)', 'TOPOLA – a place where history lives', 'Local coalitions for the poverty reduction in vulnerable youth groups', and 'Supporting the development of agribusinesses in Sumadija and Pomoravlje by the professionalization of beekeeping sector'.

Committee on Environmental Protection - CEP (Nation-wide). The program run by the CEP is expected to enhance general expertise in the area of environmental protection and sustainable development in order to provide expert and consultative assistance, including representing membership interests in discussions at the level of central government. The program also supports the participation of the Standing Conference of Towns and Municipalities (SCTM) in its international activities. CEP is creating and developing the SCTM database on environmental protection and sustainable development so as to make relevant information available.

Cultural Center *DamaD* (Novi Pazar). *DamaD* is an NGO based in Novi Pazar that promotes the peaceful life between ethnic minorities in this multiethnic environment, advocated the principles of political culture, the culture of dialogue and human rights. It was established in 1992 and operates primarily at the local level. Its activities revolve around tolerance workshops, women's rights, youth education, addiction prevention, and leadership training.

Culture Center (Medvedja). Culture Center in Medvedja is a local organization established in 2004 that promotes cultural and traditional values of this multiethnic surrounding, constantly monitors archeological sites, cooperates with the Institute for Preservation of Archeological Sites, and organizes different events connected with the promotion of traditional arts, crafts and music. Members of the organization participated in extinguishing wild fires in Serbia on several occasions and claim to be ready to participate in any crisis-alleviation situation.

Economic Expert Community Association - ENECA (Nis). ENECA is a local NGO based in Nis, Serbia, founded in April 2005 by a group of 8 experienced, economic oriented experts who originally worked for HELP-Hilfe Zur Selbsthilfe e.V., a German non-governmental organization, present in Serbia since 1999. ENECA staff members have been working for HELP on projects related to socio-economic development in South Serbia for the past 5 years. This experience enabled them to gain and constantly consolidate knowledge and field experience about the socio-economic situation in the region as well as to develop project instrument tools that live up to the highest requirements of the international donors' community (Project Cycle Management tools: logical framework, standardised financial and administrative documents, etc). ENECA's main goals are the following:

- Promote local sustainable economic development.
- Improve local competitiveness in South Serbia, nationwide and in the South-Eastern Europe.
- Reduce the presence of "grey" economy.
- Raise the living standards of vulnerable groups and encourage their further business expansion and sustainable development.
- Develop human capital through adequate education.
- Contribute to the achievement of strategies for local sustainable development; network with local institutions, organizations, entrepreneurs and companies with the aim of further economic growth and development.

Ecumenical Humanitarian Organization – EHO (Vojvodina). EHO is based in Novi Sad and is continuing the work begun by the Ecumenical Humanitarian Service, which was founded on the 19th of February 1993 at the initiative of the World Council of Churches (WCC). EHO provides support to a large number of refugees, internally displaced persons, poor, elderly, those in jeopardy from natural disasters and children throughout Vojvodina. Until now, EHO has gained experience in identifying vulnerable groups, assessment of capacities to respond to a crisis and distribution of humanitarian aid including drugs, medical equipment and food. They have also established a volunteer project through which assistance is provided to 62 communities in Vojvodina. The staff from EHO is trained to respond to emergencies and they have even formed a team for disaster management ready to be activated if needed.

Educational Center Leskovac (Jablanica district). ECL promoted and facilitated the establishment of the Crisis Action Partnership (CAP). The CAP is a coalition of civil society organizations (NGOs, media, civil protection organizations and humanitarian organizations) from southern Serbia, established in response to the March 2004 Kosovo crisis with the main purpose of preventing and reacting in any crisis situation in the region. Activities include collection and

distribution of emergency relief supplies (food, clothes and hygiene materials). The organization employs 19 staff and has access to two vehicles.

EkoForum (Belgrade). EkoForum is environmental non-government, non-profit organization established in 2001 and registered in 2002 in Belgrade. Our main goal is improving environmental reporting in the country through cooperation with media and environmental journalists, citizens, NGOs, environmental experts, governmental institutions, businesses and other stakeholders in environment. Our programme objective is to inform and educate the general public about environmental issues in Serbia and in Southeast Europe and to foster advocacy efforts among them to bring about change. Our activities consist of providing a news service in Serbian and English; services for environmental journalists in Serbia and abroad; services for environmental NGOs and environmental experts in Serbia; collecting and publishing news and announcements of environmental NGOs and state institutions; putting together press clipping of environmental information and news; collecting and administrating environmental experts contacts; collecting and administrating environmental institutions contacts; collecting and administrating environmental NGOs contacts; maintaining the web site www.ekoforum.org.yu; publishing electronic newsletter „EkoLink“; making a visual archive containing topical photographic documents and producing and publishing topical environmental video clips. EkoForum’s activities intend to address the lack of reform in the environment and energy fields in Serbia by pressing government to adopt new strategies and empower the civil society to exert policy changes.

Fund for the Development of Agriculture (Leskovac). The organization was established in 2006 and has 20 full-time staff and additional 10 members of staff working on projects. They do not have the capacity for disaster response but do have the capacity for crisis prevention i.e. forestation, prevention of soil erosion, educational activities etc. The organization could also assist in the document preparation for reimbursement of damages caused by disasters or crises.

Initiatives (Toplica; Jablanica; Pcinja; partially Raska Districts). *Initiatives* was founded in December 2000 as a citizen’s association by activists from Resistance (OTPOR). The organization’s mission is to encourage civil activism and pluralism in the local community and inspire civil responsibility and accountability by transforming hostility and distrust into cooperation and mutual respect through the implementation of activities seeking to establish a dialogue between conflict groups. The organization is currently implementing activities in Southern Serbia (municipalities Prokuplje, Kursumlija, Blace, Zitoradje, Prijepolje, Lebane, Trgoviste, Presevo, Bujanovac and Medvedja) and has 11 full-time employees and access to one vehicle.

INTEGRA (Kraljevo). INTEGRA is an NGO established in Kraljevo in 2005 with a broad aim of stimulating regional economic development and growth. The staff members of INTEGRA have extensive experience in providing aid in times of crises or disasters.

More specific aims and goals of INTEGRA are:

- Providing consulting services, expert testimonies and legal aid to businesses and individuals who would like to be entrepreneurs.
- Providing technical support, training, market access and employment-rate increase.
- Implementation and coordination of projects aimed at economic development of the region and enhancement of the position of its people.
- Encouraging the development of culture, ecological consciousness of citizens, and the implementation of ecology-related projects.

Group 484 (Belgrade). A non-profit, non-governmental organization that employs 5 full-time staff, Group 484 works to empower „forced migrants“ (refugees, internally displaced persons,

asylum-seekers) to actively seek their rights, and encourage local population, especially young people, to embrace and respect diversity. It wishes to create a world in which people will be free to choose where to live, and in which all their rights and differences will be respected. Together with local communities, organizations and individuals – and particularly with the youth of Serbia – the organization strives to empower people to take initiative and fully participate in building a democratic society where all human rights are respected. Some of the activities of Group 484 are:

- Towards the white Schengen list.
- Advocacy for the rights of internally displaced person.
- Integration and advocacy for the rights of internally displaced persons who are leaving collective centers.
- Monitoring Implementation of the Poverty Reduction Strategy Paper (PRSP).
- Triangle.
- School for Migrations.
- Noble Growing Up.

Hi Neighbour (Belgrade). *Hi Neighbor* is local, non-governmental, non-profit organization officially registered in 1994. The Program was initiated by a group of volunteer developmental psychologists from Belgrade in 1992, and during the following years expanded to a network of psychologists, educators, social workers and others covering 24 municipalities in Serbia. Workshop activities began in January 1992 in the collective centers for refugees in Pionirski grad in Belgrade, and in the collective center of the Red Cross in Bogovadja, where people from war-affected areas from former Yugoslavia were settled. In the beginning, the Program focused on people in collective centers; since 1997, the Program has included refugees living in private accommodations, and in summer 1999, internally displaced people from Kosovo and Metohia. After NATO bombardment of Serbia in 1999, the Program for Children and Youth included a new alternative pattern of activities. This Child and Culture Program centered on building relations with cultural resources and reached the children from primary schools in Belgrade region. From October 2000 the *Hi Neighbor* (HN) Program for school children started to be performed in primary schools in Serbia. In the beginning of 2002, the HN Program for Preschool Children was officially accepted by the Ministry of Education and has been expanding to the preschool institutions in Serbia. 110 members are actively involved in the Hi Neighbor programs in Serbia while in Republika Srpska (BiH) the organization consists of 70 members. The organization has 5 founding members, and 8 board members.

Housing Center (Belgrade). *Housing Center* is an offshoot of the Swiss Development and Cooperation (SDC), present in Serbia since 1995. *The Housing Center* was established in 2004 and is presently based in Belgrade, with 7 staff members and 12 external consultants. It specializes in collective accommodation and durable housing solutions for the displaced. Its teams include professionals trained in disaster management by the Swiss Disaster Management Agency. *The Housing Center* has no available vehicles, but a policy on use of staff personal cars. It is funded mainly through the EAR and the Italian Red Cross and is a potential UNHCR partner in providing shelter in case of an IDP emergency.

International Aid Network - IAN (Belgrade). IAN is a local non governmental organization established in 1997, during the war on the territory of the former Yugoslavia. IAN is currently structurally organized into four departments:

- Health Department - physical health and psychological wellbeing.
- Human Rights Department - provision of information and legal services in order to assist refugees and internally displaced persons to exercise their human rights.

- Research Department – conducting various scientific research projects through comprehensive analysis of the data collected through daily work with traumatized clients and inter-disciplinary studies within consortium of respectable institutions in Serbia and abroad.
- Educational Department – TeleCenter.

LINGUA (Kraljevo). In June 1999, LINGUA provided emergency assistance to IDPs in the form of food parcels, blankets and hygiene items. Information and a database on IDPs provided by LINGUA proved to have been a critical source of information for international agencies and NGOs involved in humanitarian assistance. LINGUA currently employs 12 staff members and has access to one vehicle.

Merhamet – Sandzak (Novi Pazar). Merhamet is a Muslim humanitarian association active especially in the Sandzak area, but, also, in other regions through its boards and trustees. The organization was established in 1991 and has vast experience in planning and responding to crises. The organization has developed plans for responding to crises. The number of employees currently working on different projects is 13, plus 6 part-time positions. Moreover, there are over 100 volunteers.

Nexus (Vranje; Vranjska Banja; Bujanovac). *Nexus* was founded in 2005 in Vranje. It is composed of professionals who gained years of experience by working with *Medicins sans Frontieres* (MSF – Belgium) and was created with the support of MSF to ensure the continuity of its last program in Serbia and Montenegro. About 300 displaced and refugee families accommodated in collective centers in Vranje, Vranjska Banja, and Bujanovac currently benefit from its medical, psychological and social assistance. *Nexus* is also developing programs outreaching to other vulnerable populations in Southern Serbia.

Novi Sad Humanitarian Center - NSHC (Novi Sad). This Center is non-profit, non-governmental organization which contributes to the development of humane society through provision of support to vulnerable populations, development of civil society, through research and education. In partnership with governmental and non-governmental sector, NSHC contributes to the development of non-formal education, improvement of social policy and employment policy in Serbia. NSHC was founded in Novi Sad in 1998. Our associates are psychologists, social workers, medical doctors, adult education specialists, professors, economists and other professionals. NSHC's projects are financed by donations coming from international non-governmental organizations and from the provincial and republic government. Apart from that, volunteers and citizens significantly support our work with their contributions. NSHC is a member of the *South East European Refugee Assistance Network* (SEE RAN) and one of six founding members of the *Serbian Refugee Council* (SSI). NSHC is also a member of *HIV/AIDS Prevention among Vulnerable Population Initiative* (HPVPI).

Organization for Tourism Promotion, Rural Development and Environmental Protection (Medvedja). This local NGO from Medvedja was established in 2004. While it does not employ any full-time staff, the organization has 3 individuals working dedicatedly on either part-time or project-only basis. The main aim of this NGO is the promotion of local tourist potential. However, the organization is ready to build its capacities for helping the local community deal with crises or disasters. The organization offers its help in dealing with earthquake aftermath situations.

People's Parliament (Leskovac). Core activities of the organization founded in 1999 are primarily advocacy projects in areas of youth policy, local government and public administration, legislation, civil society and democracy building, etc. The organization employs 3 full-time and 8 part-

time/project-only members of staff, and has access to one vehicle, as well as a conference/seminar room. It states that it has human and infrastructural capacities to help with management and coordination of potential disaster response efforts.

Philanthropy (Nation-wide). *Philanthropy* is the charitable fund of the Serbian Orthodox Church with the main purpose of performing humanitarian activities. *Philanthropy* was established in 1991 and is implementing activities through regional offices in Belgrade, Vranje, Kragujevac, Kraljevo, Novi Sad, Nis, Banja Luka (Bosnia and Herzegovina), Podgorica (Montenegro) and Knin (Croatia). *Philanthropy* established the Serbian Orthodox Church Charity Fund with the purpose of providing humanitarian assistance in response to the difficult social and economic situation following the armed conflicts in the former Yugoslavia. From its creation up until 2005, *Philanthropy* had collected and dispensed aid in collaboration with numerous international and domestic organizations of a total value of more than 15 million euros and serving more than a half a million people. The organization has been supported by USAID through ACDI/COCA, Action by Churches Together (ACT, WCC), BPRM, Caritas Vienna, Caritas Austria, CRS and many others. *Philanthropy* has 15 employees and 25 volunteers.

Praxis (Belgrade; Kraljevo). Praxis is a national non-governmental organization (NGO), which aims to protect, improve and promote human rights of refugees and internally displaced persons (IDPs). It was established in June 2004, as a continuation of the Norwegian Refugee Council's (NRC) Civil Rights Project, which NRC conducted in Serbia from 1997. Praxis took over the Project, determined to continue to protect the rights of target groups through legal remedies and by raising public awareness about the problems the displaced face. By providing free legal assistance, information and counseling, as well as by lobbying and organizing awareness raising campaigns, Praxis aims to:

- Enable the displaced to access documents needed for exercising their basic human rights and reaching durable solutions, i.e. integration or return.
- Protect the rights of the displaced in the country of origin related to: property repossession and reconstruction, compensation for occupied property, housing care, pension, etc.
- Protect rights of the displaced in the country of exile related to: IDP and refugee status, health care and social welfare, work, pension, education, etc.
- Protect the rights of victims of sexual and gender based violence (SGBV) among the displaced.
- Contribute to removing systemic obstacles, which impede the displaced to exercise their basic human rights.
- Contribute to improving the quality of life, reducing poverty and level of social vulnerability of the displaced.
- Sensitize and educate state officers, Law students and general public about the problems the displaced encounter.

Presevo and Bujanovac Development Agency – PBDA (Bujanovac). PBDA is a registered nonprofit limited liability company that currently supports the implementation of the Youth Strategy. Moreover, together with *The Initiatives* from Vranje, PBDA is preparing the “Building the System for Rural Development Support” project that is to be funded by the Ministry of Agriculture. PBDA was established in 2007, has 5 employees and access to 2 vehicles. Some of the core services PBDA is known to provide to the region are the following: legal services; financial services; marketing services; training and educational services; trade and investment stimulation services; and, municipal and community development.

Resource Center Bor (Bor; Leskovac; Negotin; Nis). Resource Center Bor is a local initiative with an aim of strengthening the rule of law, promoting the significance of civil society in local community development, supporting EU integration, and ensuring the respect of human rights. It is a part of a resource center network with offices in Bor, Leskovac, Negotin and Nis. Currently, the resource center is focusing on the local village communities and conducts workshops and seminars about country tourism management, country communication, etc.

Resource Center for Development ALFA (Novi Sad, Vojvodina, East Serbia). ALFA was established in February 2007 as an off-shot organization of ADF's CRDA Program in Serbia. The organization is working in partnership with associations in 26 municipalities in Vojvodina and 12 in East Serbia.

The core activities of ALFA are the following:

- Economic development consultancy (trainings/workshops, economic development strategy creation, business plan development, etc.).
- Community mobilization consultancy (trainings/workshops related to community mobilization; development, implementation and monitoring of project proposals in all areas, etc.).
- Civil society development consultancy (initiating and registering an NGO, coordinating an NGO, financial management, volunteer management, etc.).
- Project management (project development, implementation, monitoring and evaluation).

Roma Information Center – RIC (Kragujevac). Founded in 1999, RIC maintains a small professional staff of five persons who are expert and trainers in project management, as well as a large number of volunteers. It has a research and publishing program, focused on Roma history and culture and PRSP monitoring; puts together coalitions for development and passage of strategic policy documents (Kragujevac strategy for education of Roma children), and is a strong advocacy organization on education, access to employment, access to documents and rights of women. It has helped other CSOs fundraise and distribute assistance.

Sandzak Committee for Human Rights (Novi Pazar). This NGO was established in 1991 with the main office in Novi Pazar; however, the organization has volunteers and members in the following municipalities: Sjenica, Tutin, Priboj, Nova Varos and Prijepolje. The main aims of the Sandzak Committee of Human Rights are the protection of individual and collective human rights, legal aid provision, initiating human rights issues discussions, consultancy and human rights monitoring. The Committee does not employ any individuals; all of its members are engaged on a voluntary basis and are experts in the field.

Serbian Democratic Forum (Belgrade). Permanent SDF activities include:

- Provision of free legal and informative assistance to refugees and internally displaced persons in order to protect their human rights.
- Work on development of trust and multiethnic tolerance.
- Development of legal analysis.
- Cooperation with local and international organizations that are dealing with vulnerable groups issues.
- Advocacy of vulnerable groups rights.
- Organization of conferences, seminars, round tables, workshops, tribunals and duties.

Values of SDF are respecting of human rights, solidarity, social welfare, tolerance, equality, rule of justice.

Society for Peace, Development and Ecology – DMRE (Belgrade). This Society is a developing NGO initiative in Belgrade that intends to employ 3 full-time members of staff dealing with reconnecting family members that were internally displaced, and with providing relief and protection to refugees. The organization has never participated in any disaster response efforts but is ready to provide legal aid to individuals in need.

Solidarity (Belgrade). *Solidarity* is a Belgrade-based NGO that employs 3 full-time members of staff. The core of its work revolves around providing economic help for internally displaced persons and refugees, aiding the aforementioned in obtaining personal documents, and conducting training seminars for small economic initiatives. *Solidarity* is ready to provide as much assistance as possible to people in need despite the fact that it has not yet participated in any natural disaster effects alleviation actions.

War Affected Person’s Relief and Protection Committee – WAPRPC (Belgrade). The NGO has been operating from 2001 as a partner in helping internally displaced persons from Kosovo and Metohija and providing relief and protection to refugees from Bosnia-Herzegovina and Croatia. It is located in Belgrade and promotes public education, as well as advocates respect of the environmental standards, and problem resolution without conflict and war. WAPRPC is ready to provide help to all people who have problems (humanitarian, legal, personal, etc.). It currently employs seven staff members and two consultants, and has access to two vehicles (a car and a van). The organization has two meeting rooms for training or small conferences.

ANNEX D Capacity Matrix: Local NGOs and CSOs

Area of Expertise / Operational Capacity	Environmental Protection	Logistics and Distribution of Food & NFI	Shelter	Health	Children	Youth	Elderly	Women	Individuals with Disabilities	Minorities	IDPs & Refugees	Returned Asylum Seekers	Legal Aid	Economic Recovery
Organization														
Advocacy Association ZALET														x
Association for Development [Backa Topola; Becej; Subotica]	x													x
Balkan Center for Migration and Humanitarian Activities											x			
Bela Breza	x													
Belgrade Democratic Vision		x	x								x			
Caritas Serbia & Montenegro		x			x		x		x	x	x	x		
Bozur											x			x
AGORA	x													x
PROTECTA	x					x								x
Pravda		x									x		x	
ECOSPHERE	x													
TANGO														x
Committee on Environmental Protection	x													
DamaD						x		x						
Culture Center														x
ENECA														x
EHO		x		x			x				x			

Area of Expertise / Operational Capacity	<i>Environmental Protection</i>	<i>Logistics and Distribution of Food & NFI</i>	<i>Shelter</i>	<i>Health</i>	<i>Children</i>	<i>Youth</i>	<i>Elderly</i>	<i>Women</i>	<i>Individuals with Disabilities</i>	<i>Minorities</i>	<i>IDPs & Refugees</i>	<i>Returned Asylum Seekers</i>	<i>Legal Aid</i>	<i>Economic Recovery</i>
Organization														
<i>Educational Center Leskovac</i>		x				x								
<i>EkoForum</i>	x													
<i>Fund for the Development of Agriculture</i>	x													x
<i>Initiatives</i>						x								x
<i>INTEGRA</i>	x													x
<i>Group 484</i>		x									x	x		
<i>Hi Neighbour</i>					x	x					x			
<i>Housing Center</i>			x											
<i>International Aid Network</i>				x							x		x	
<i>LINGUA</i>											x			
<i>Merhamet - Sandzak</i>		x		x							x			x
<i>Nexus</i>											x			
<i>Novi Sad Humanitarian Center</i>				x										
<i>Organization for Tourism Promotion, Rural Development & Environmental Protection</i>														x
<i>Philanthropy</i>		x									x			
<i>Pravo za decu</i>					x	x								
<i>Praxis</i>											x	x	x	
<i>Presevo & Bujanovac Development Agency</i>														x
<i>ALFA</i>														x

Area of Expertise / Operational Capacity	<i>Environmental Protection</i>	<i>Logistics and Distribution of Food & NFI</i>	<i>Shelter</i>	<i>Health</i>	<i>Children</i>	<i>Youth</i>	<i>Elderly</i>	<i>Women</i>	<i>Individuals with Disabilities</i>	<i>Minorities</i>	<i>IDPs & Refugees</i>	<i>Returned Asylum Seekers</i>	<i>Legal Aid</i>	<i>Economic Recovery</i>
Organization														
<i>Roma Information Center</i>		x		x	x	x				x	x	x		
<i>Sandzak Committee of Human Rights</i>										x			x	
<i>Serbian Democratic Forum</i>											x		x	
<i>Society for Peace, Development & Ecology</i>											x		x	
<i>Solidarity</i>											x			x
<i>Udruzenje za javno zdravlje</i>				x										
<i>Veza</i>				x										
<i>WAPRPC</i>											x			x

