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SERBIA CONTINGENCY PLANNING AND ECONOMIC SECURITY PROGRAM (SCOPES)

SURGE CAPACITY PLAN - SERBIA

YEAR 2 REVISION

December, 2007

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Serbia Contingency Planning and Economic Security Program (SCOPES)

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DISCLAIMER

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

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¹ Analysis is provided in the Crisis Response Capacity Assessment Report of August 18, 2006.

EXECUTIVE SUMMARY

Serbia has so far weathered its manmade crises and natural disasters by containing the immediate consequences, not by addressing long-term causes or consequences. In the event of manmade crisis or natural disaster, like those Serbia has experienced in recent years, assistance will be required to ensure that the needs and rights of Serbia's population will be met according to internationally-accepted humanitarian principles and standards.

In the Prevention-Preparedness-Response-Recovery cycle of disaster management, SCOPES ongoing programming focuses mainly on Preparedness through municipal-level capacity-building, helping municipalities prepare response plans for specific hazards identified through local-level risk assessment. SCOPES core funding does not address Response or Recovery, and funding available for Prevention is substantially geared to capacity-building. For low-, moderate- and major-impact crises, the Surge Capacity Plan for Serbia proposes to fill those gaps in the following ways:

Response: recommending activation of the Surge contract option; provision of technical assistance in humanitarian and protection emergencies; procurement of food and non-food relief supplies; grants to civil society organizations; in-kind support to national or local government first responders; operations support to any OFDA Assessment Mission or DART. Where any potential population movement crisis in Serbia is concerned, the Surge Capacity Plan recommends triggering the contract option in coordination with UNHCR's response.

Recovery: grants or co-funding for projects in shelter/housing, watershed erosion, deforestation, soil/land management, pollution, sanitation and waste disposal; grants to analyze consequences of disaster events on economic development; grants for multi-sector, lessons-learned exercises of disaster events; grants to CSOs for long-term recovery projects (integration of vulnerable populations affected by the disaster event, access to documents, education, housing, social assistance, employment opportunities, etc.); grants to CSOs for short-term recovery efforts (organizing volunteers, helping local communities and local government fundraise within government and with outside donors to support reconstruction, collecting private sector sponsors for reconstruction and recovery projects, etc.)

Prevention: awareness-raising activities and projects on issues such as occupational and residential safety, prevention of infectious diseases, traffic safety, environmental protection standards, etc.; grants to CSOs and private sector and in-kind support to municipalities, schools, hospitals, care centers and other institutions for projects in disaster risk reduction.

I. REVISIONS OF THE SCOPES SURGE CAPACITY PLANS

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 obvious 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 Assessment Report findings, respond fully to USAID’s feedback on the first draft of the plan, and provide the project with a roadmap how to organize itself in the event of a crisis that requires USAID to trigger the Surge Capacity. On November 27, 2006, SCOPES submitted a Revised Surge Capacity Plan for Serbia, and it was approved by USAID/Serbia in December 2006.

At the time the Serbia 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 people 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. It is being updated concurrently with this plan.

This Second Revised SCOPES Surge Capacity Plan--Serbia presents an operational framework that acts as a planning tool when any Surge Activity is activated. As with all planning tools, the Surge Capacity Plan needs to be re-evaluated on a regular basis, and updated as needed.

In the event of a low or moderate impact disaster, SCOPES anticipates that procurement of relief supplies and technical assistance can largely be done locally. SCOPES has received approval by USAID to procure in the event of crisis up to \$2,000,000 under geographic code 935.

II. OPERATIONAL CONTEXT FOR CRISIS RESPONSE IN SERBIA

Since October 2000, Serbia has experienced a range of manmade crises and natural disasters: armed unrest, a steady influx of internally displaced persons (IDPs), a growing community of returned asylum seekers, political and social violence, the most severe flooding on historical record, landslides, large-scale industrial accidents, widespread – arguably, massive – environmental hazard, epidemics that include hepatitis and increasing rates of HIV/AIDS and drug use, unexploded ordnance, among others. Serbia's ability to cope with these crises has been impeded to varying degrees by divisiveness and instability, insufficient material resources, lack of political will, partisan political exploitation of crisis events, pervasive corruption, and fragile, often dysfunctional, institutions. Reform of the country's legal framework so as to bring it in step with European integration processes is ongoing, but new laws are not consistently implemented. Systemic change in sectors charged with protecting the health, safety and security of Serbia's citizens and residents has been slow.

At the same time, foreign donors that once provided humanitarian aid -- food, construction materials, temporary shelters, medicine and hygiene supplies, transportation, heating fuel, water purification -- to Serbia's neediest and most vulnerable populations have almost universally withdrawn. Those that remain have shifted their programming to support developmental efforts. The network of local

nongovernmental organizations (NGOs) that once implemented aid delivery has weakened. Some NGOs have ceased operations; others have undergone personnel skills changes so as to adapt to donors' developmental programs and no longer have standing disaster response capacity. Foreign donors still support, in much reduced fashion, integration of refugees, early childhood education, inclusion programming for the disabled and home care for the elderly. Members of the Roma national minority make up a significant portion of Serbia's IDP, internal economic migrant, returned asylum seeker and domicile poorest populations. Foreign donors have supported the development of national strategy documents and action plans to improve the situation of Roma, but funding to implement the plans at local level in Roma communities is scarce. Efforts by foreign donors and local NGOs to promote integration of IDPs lack support from authorities. Resources available to the Government of Serbia to assist its neediest and most vulnerable residents are far from sufficient to meet immediate and regular needs, let alone to respond to natural disaster or manmade crisis. The Government has taken on some IDP assistance programs once funded by foreign donors, but implementing agencies within government, particularly at local level, often find themselves hamstrung by impediments as described above.

Serbia has so far weathered its manmade crises and natural disasters by containing the immediate consequences, not by addressing long-term consequences and causes. In the event of manmade crisis or natural disaster, like those Serbia has experienced in recent years, assistance will be required immediately to ensure that the needs and rights of Serbia's population will be met according to internationally-accepted humanitarian principles and standards.

III. GAPS AND STRENGTHS IN SERBIA'S CRISIS MANAGEMENT AND RESPONSE STRUCTURE

A. FINDINGS OF SCOPE'S CRISIS RESPONSE CAPACITY ASSESSMENT REPORT

The SCOPE'S Crisis Response Capacity Assessment Report, submitted to USAID on August 18, 2006, presented in much detail the current status of municipal and national capacities to respond to disasters. Key findings were as follows:

- Legislation is outdated and insufficiently detailed.
- The current disaster management system is ad hoc, closed, fragmented, and focused on response rather than prevention, preparedness and recovery.
- The current definition of what falls into "disaster management" is too narrow, *i.e.*, the issue of population displacement is not incorporated into the broader disaster management structures.
- Fiscal and material resources are limited.
- There is a solid base of technical expertise with which to work, as well as support among first responders for reform and new legislation.

In a disaster, time is of the essence, and first responders must draw on the available resources. The Assessment and SCOPE'S ongoing program activities identify strong points within Serbia's national and municipal disaster management capacity, and these, too, inform understanding of surge capacity planning. Among the strengths are the following:

- A number of trained disaster management personnel currently in service to the government, ranging from those active now on a regular basis to those in need of varying degrees of refresher training.

- Hands-on experience and expertise within civil society organizations in logistics, procurement, humanitarian assistance, mobilization of assistance networks.
- Strong collaboration, cooperation and information-sharing among international organizations, international NGOs and local NGOs dealing in population displacement.
- Growing international organization cooperation on disaster preparedness and prevention.
- Realization, especially at municipal and district level, by representatives of Ministries responsible for health, safety and protection that there are gaps in mechanisms currently in place, plus a strong desire to close them.
- Nationwide capacity-building programs within the Red Cross of Serbia, supported by the International Federation of the Red Cross, in basic disaster management and provision of first aid to victims.
- Concentration of International Committee of the Red Cross disaster management expertise in Belgrade as regional headquarters, and involvement by the ICRC and the IFRC in advocating consensus among Serbia's armed actors (Ministries of Defense and Interior) on need for a national disaster policy and procedures in keeping with international humanitarian law.
- Concrete plans and systems on the municipal level with an array of organized actors (including government functionaries, the Red Cross of Serbia, and other players, such as faith-based organizations) that have served in crises to date as the first line of defense until the designated agents of the national government arrive to assist.
- Watchdog reporting, especially in local/municipal media, on environmental, safety and public health issues.
- A population not unfamiliar with the actions needed in the event of a disaster, as demonstrated by informal and ad hoc systems created over the past 15 years. So crucial is this experience that, in the event of a disaster of any kind that would displace populations, it is anticipated by aid organizations that most of those affected would be find shelter with relatives, friends and host families.

B. DEVELOPMENTS THROUGH NOVEMBER 2007

Despite these strengths, political will is still lacking to reform Serbia's approach to disaster management at national level. Competing interests within the Ministry of Defense and Ministry of Interior still shape the form and substance of draft legislation on a national disaster management framework. In autumn 2006, a draft law granting extraordinary unilateral powers and authority to the Minister of Interior in crisis events entered parliamentary procedure but did not reach the floor for a vote. In spring 2007, the draft law was withdrawn for revision and renegotiation. SCOPES interlocutors in both ministries report that political consensus has finally been reached to include some of the Ministry of Defense's Department of Civil Protection personnel within an expanded Ministry of Interior Sector for Protection and Rescue. However, progress on a new national legal framework for disaster management and emergency response is unlikely, so long as the Kosovo status issue remains pending.

Nevertheless, there have been developments that demonstrate some positive change in the areas of international initiatives, public discourse, civil society engagement and municipal engagement.

International Initiatives

The invitation extended to Serbia in November 2006 to enter the Partnership for Peace provided Serbia with a strong foundation for international cooperation in exercises and joint disaster response. It was also a new opportunity for Serbia's Ministry of Defense to demonstrate leadership and experience in civil protection, paralleling the longstanding opportunity that the Stability Pact's

Disaster Prevention and Preparedness Initiative has provided Serbia's Ministry of Interior. Highly-publicized bilateral exchanges with the Ohio National Guard also demonstrated the U.S. Government's commitment to capacity-building in emergency response. Other multilateral and bilateral governmental initiatives, particularly by Norway, Denmark and, during the July 2007 forest fires, Russia, helped create a climate in which the international community appeared to be unanimous in providing Serbia support for crisis response, ongoing crisis planning and developing emergency preparedness skills.

Public Discourse

The need for a disaster management system that includes national and local actors, elected officials, technical experts and first-responders is now a subject of public debate in national- and local-level media. The discourse has, so far, been marked by reasoned statements on the importance of professionalism, sustainability, coordination among national actors and between national and local actors, as well as cooperation with citizens, humanitarian organizations and others outside government. The special role and responsibility of municipal governments in disaster management has figured strongly in coverage of the issue. Although sometimes colored by institutional rivalry, discussions on disaster management that have appeared in print and broadcast media are remarkable for their apolitical character and examination of citizens' direct needs.

Civil society Engagement

Two faculties, Faculty of Occupational Safety, the University of Nis, and, Faculty of Technical Sciences, the University of Novi Sad, have started new degree programs in disaster management. With support from the International Federation of the Red Cross, the Red Cross of Serbia trained 18 new tabletop simulation leaders, so that it can work with SCOPES capacity-building programming and expand the reach of municipal disaster preparedness.

Municipal Engagement

Since October 2006, over 254 individual first responders, municipal officials, local representatives of republic ministries, businesspersons, journalists and civil society actors from 29 municipalities have been trained in SCOPES Preparedness and Planning activities. The result is a growing core group of local actors who are committed to improving municipal disaster management. The effect of local capacity-building in disaster management is suggested by the recent experience (November 2007) of flash flooding in southern and southwestern Serbia, when municipalities participating in SCOPES programming acted preventatively, limiting damages from flooding.

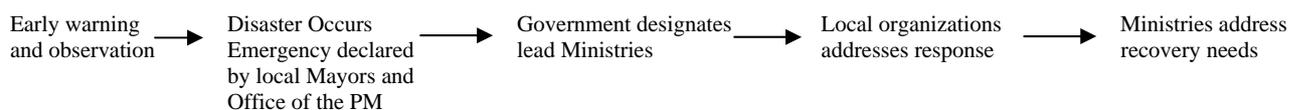
IV. EXISTING CAPACITIES FOR DISASTER RESPONSE

A. NATIONAL AND MUNICIPAL CAPACITIES²

The current lack of standardized systems at national level means that each disaster is unique in how communications will be addressed, how authority will be divided, and when certain elements will be activated. Nevertheless, 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:

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

Steps taken by the national government 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 October 19, 2006 explosion in Paracin demonstrated that political affiliation plays a role in recovery, since aid for repair of homes and businesses damaged by the blast came from distant municipalities controlled by the same political party as the Mayor of Paracin, while neighboring municipalities under different political control did not offer recovery assistance.

Summary of national capacities and their role 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 ³	
Min. Interior/Police	x			x	x	x		x	x	
Min Interior/Protection and Rescue	x			x	x	x			x	
Serbian Army	x			x	x	x	x		x	
Min. Defense/Civil Protection	x		x ⁴		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 Environmental Protection				x		x				
Min. Infrastructure					x					
Min Agriculture					x	x				
Min Labor and Social Affairs								x		x
Min Kosovo and Metohija								x	x	
Commissariat. for refugees									x	
Coordination Body										

³ As of December 2007, the UN Country Team is operating under the assumption that the Office of the Deputy Prime Minister would be the chief interlocutor in the event of any emergency.

⁴ This department can declare unilaterally a local "extraordinary defense against floods" within the Department of Civil Protection.

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, adaptable and multifaceted role. At least four units within the Ministry can be counted upon to react in emergency or crisis situations, depending on the nature of the crisis: regular police, traffic police, Gendarmerie and the Directorate for Protection and Rescue. The Directorate for Protection and Rescue includes firefighters, and its regular police operation is 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 it lacks equipment for firefighting, response to and containment of chemical accidents, and search and rescue. 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 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, as "third sector" Army official advised participants in early November 2007 at SCOPES Best Practice Fair in Local Disaster Management, there is still no clarity or legal regulation on how, when and by whom the Army can be called upon to assist in local-level disasters.

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 Department of Defense, Department for Civil Defense of Serbia (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. 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 operational capacity or equipment. Their functionality varies from municipality to municipality.

The President or the Mayor of each municipality 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 SCOPES Preparedness and Planning team is training municipal disaster management teams in Vojvodina, southern and southwestern Serbia to help build and institutionalize a local-level disaster management system that addresses preparedness, response, recovery and prevention. The crisis responders have been trained in six subjects: Communication and coordination, Organizational roles and responsibilities, Legal framework and implementation, Planning methodology, Crisis identification and risk assessment, and Risk management and vulnerability. The courses help municipalities fulfill their legal obligations to create or update plans that make up a disaster management system. A list of all municipal mayors is appended as Annex A. A contact list of disaster management team

members and first responders at local level for municipalities included in SCOPES capacity-building to date is attached in Annexes B, C and D.

The Red Cross of Serbia is present in all municipalities and is often the first to reach and respond to crisis. Its role in Serbia was codified in late 2005, and the Red Cross is attempting to encourage state authorities to take on greater operational and resource responsibility for disaster response. 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. The Red Cross has currently eight trucks which can be mobilized in a case of need, as well as a warehouse in Mladenovac with humanitarian and emergency supplies for 2,000 individuals. 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.

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 Environmental Protection is responsible for regular monitoring and measuring of pollution levels and recommending intervention in case of environmental disasters. Relevant institutions of district and local self-government cover the same area of responsibility, often resulting to overlapping responsibility.

The Ministry of Infrastructure has reacted in national and local flood emergencies in 2005, 2006 and most recently in 2007, announcing reconstruction efforts for homes, roads and bridges.

The Ministry of Agriculture/Water Directorate is responsible for specific elements of water policy -- maintenance of levees and canals, monitoring water levels, monitoring and assuring water quality. The government has prepared a draft strategy on water policy that addresses reorganization and rationalization of responsibilities, but officials estimate that, in the best of circumstances, it could not be implemented for another five years.

The Ministry of Labor and Social Affairs is responsible for a wide range of protection and, in the event of a population displacement emergency, is the likely agency for providing continuity in access to social and employment services, as well as immediate assistance to families, disabled, war veterans, elderly and children. Its Sector for Population Policy, headed by the former Deputy Commissioner for Refugees during the Djindjic-Zivkovic administration, has the portfolio for integration of IDPs and returned asylum seekers. As of November 2007, it had quietly begun contingency planning for a possible influx of IDPs from Kosovo.

The Ministry for Kosovo and Metohija, established in May 2007, has subsumed as its operational arm the former Coordination Center for Kosovo and Metohija. In the event of population displacement from Kosovo, the Ministry is anticipated to coordinate government policy on response. As of November 2007, the Ministry had quietly begun contingency planning for a possible influx of IDPs from Kosovo. At the same time, there are reported divisions of opinion within the Ministry as to whether to encourage Kosovo IDPs currently in Serbia to seek UNMIK documents, whether to promote their integration into Serbia proper, and whether to establish a fund that would support economic development in enclaves in Kosovo.

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. Where IDPs are concerned, the Commissariat describes its role as (a) registering IDPs and providing them with IDP identification cards, (b) caring for IDPs in collective centers, (c) providing individual humanitarian assistance within existing means of the Commissariat, and (d) "when the need arises" organizing parliamentary and local election participation for IDPs (2001, 2002, 2004) from Kosovo who find themselves temporarily in Serbia proper. As of October 1, 2007, the Commissariat reported that 5,189 IDPs and 2,013 refugees were living in 83 collective centers. Of these, 65 collective centers housing 6,375 persons are located in Serbia proper, and 18 collective centers housing 827 persons are located in Kosovo. So far in 2007, nine collective centers have been closed. Although population displacement can result from all types of disasters, the Commissariat retains its narrow mandate and is not active or involved in planning for population displacement from natural or environmental disaster. 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. Some are involved in municipal-level planning to deal with the situation of IDPs. Because of political sensitivities, the Commissariat HQ is not planning for further outflows of IDPs from Kosovo, but UN and Inter-Agency Standing Committee representatives in Serbia are confident that, should the need for assistance to IDPs occur, the Commissariat (a) would respond in collective centers and (b) would not obstruct assistance efforts in which the government is not directly involved.

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 it would be involved in recovery and not first response.

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

B. INTERNATIONAL CAPACITIES

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

1. United Nations

In January 2006, UNHCR initiated a review of the contingency planning and emergency preparedness for a potential outflow from Kosovo into Serbia and Montenegro. The core group that met to review the UNHCR Contingency Plan represented UNHCR, UNDP, UNICEF, WHO, and the UN [DPKO Liaison] Office in Belgrade. In July 2006, the UN Inter-Agency country team drafted an *Emergency Contingency Plan for Potential Influx of IDPs from Kosovo into Serbia* that details the potential role of each UN agency in the event of such an emergency. The plan is not a public document and is shared only among the UN agencies involved in the planning process. It is currently being updated with a special annex on southern Serbia.

Under the UN plan, 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:

Summary of UN sectoral leads in responding to a crisis situation in Serbia

Sector	Lead Agency/Facilitator	Other actors and partners under UN plan
Overall interagency coordination	UNHCR where population displacement is concerned. UN Office of the Resident Coordinator where natural disasters or environmental accidents are concerned.	
Protection	UNHCR	UNICEF, ICRC, Praxis, Danish Refugee Council, Catholic Relief Services
Food	UNHCR	ICRC, SCOPES ⁵
Non-Food Items for Households	UNHCR	UNICEF, Save the Children (UK), ICRC, Serbian Red Cross, SCOPES
Health	WHO	UNHCR, Danish Refugee Council
Nutrition	UNICEF	UNHCR, Danish Refugee Council
Shelter	UNHCR	SCOPES, InterSoS, Housing Center, Help, Danish Refugee Council
Education	UNICEF	UNHCR, Save the Children (UK)
Logistics and Transport	UNHCR, IOM	Serbian Red Cross
Community Services	UNHCR, UNICEF	Amity, Save the Children (UK)
Water and Sanitation	UNHCR, WHO	
Economic Activities/Early Recovery	UNDP	UNHCR, SCOPES
Security	Office of the Resident Coordinator	UNHCR
Human Rights	Office of the Resident Coordinator/OHCHR, UNHCR	DPKO, ICRC, SCOPES (see below)

Addition of human rights sector: In November 2007, at SCOPES' initiative, the extended UN Country Team met twice to discuss how human rights monitoring and reporting, including early warning reporting, could be included within inter-agency contingency planning and how information-sharing could be coordinated with UN organizations and ICRC operating inside Kosovo. Of particular interest is reporting and intervention within Serbia proper in the event that the safety and/or security of human rights defenders is endangered and if the rights of IDPs are not respected, as well as timely intervention within Kosovo with KFOR should the security of persons be endangered. As the time of the reporting, the human rights sector had not yet been formally incorporated into the UN inter-agency contingency plan, but preparations were underway to do so.

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 a Kosovo status settlement. UNHCR will take the lead on issues involving protection, registration, non-food needs, shelter, transport, community services, water and sanitation. It has operational capacity to respond to conflict-related population displacements, and is currently pre-positioning non-food items for up to 20,000 persons, 10,000 more than last year. The supplies are stored in a UNHCR warehouse in Belgrade and if needed, will be distributed through the Serbian Red Cross. The trigger for UNHCR to respond is the observed movement of 500 or more persons. The contingency plan relies on the

⁵ The World Food Program is not likely to intervene in crises on a scale currently posited for Serbia.

participation of a number of UNHCR partners, mainly other UN organizations and NGOs, for immediate emergency operations. UNHCR currently has 60 staff and at least 40 vehicles to cover its own and partner NGO operations in case of an emergency.

UN Development Program (UNDP): Through the Office of the UN Resident Coordinator, UNDP would conduct an early survey of self-reliance needs, proposing plans to bridge the assistance from humanitarian to development and focusing on promoting self-sustainability of displaced persons. It would also ensure safety of UN staff and its operational partners and ensure an effective and operational work environment free from safety hazards. UNDP is the lead agency in worldwide UN disaster management and, in Serbia, is facilitating development of a contingency plan for avian influenza management.

UNICEF: UNICEF is the lead UN agency for the education and shares leadership in health and community services. 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 will 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. In the event of an influx of IDPs from Kosovo, BPRM will work closely with UNHCR and NGO implementing partners, other UN agencies and IOs.

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): It has standing capacity for logistics and relief distribution and channels relief through the national Red Cross society, here the Serbian Red Cross. ICRC can provide food and other relief supplies for up to 40,000 in case of an emergency in conflict-affected areas.

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 and health assistance.

European Agency for Reconstruction, currently transforming into programming run directly through Delegation of the European Commission: The EU 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 or disburse funds in the form of grants to UN or other organizations.

4. Surge-prequalified International NGOs

In April 2007, SCOPES conducted a prequalification solicitation for international NGOs, based on past performance, organization-wide areas of expertise, available staffing resources, and general methodology for approaching an emergency response/disaster relief. In May 2007, selection was made in five categories, as described below. Five organizations qualified: CARE, Danish Refugee Council, Help, IRD and Save the Children (UK).

a. Structural engineering (floods, mudslides, sanitary systems and/or shelter)

Danish Refugee Committee, IRD and CARE qualified in the area of shelter assistance, where all demonstrated strong history and detailed knowledge of collective accommodation. None of the applicants demonstrated experience or capacity in other types of structural or engineering matters, and assistance in the event of surge activation would necessarily require engaging private sector expertise.

b. Environmental waste management

None of the organizations claimed experience in this area. Assistance in the event of surge activation would necessarily require engaging private sector expertise.

c. Distribution of food and non-food items

All applicants had knowledge and experience in distribution of food and non-food items. Save the Children has specialized experience in delivery of food items for infants.

d. Protection services for children, disabled, elderly, displaced and/or national minorities

Save the Children and DRC qualified in this area, focusing on specific areas of protection: children and the displaced, respectively.

e. Public health including management of medical waste

In this area two organizations qualified: Save the Children and CARE. They qualified based exclusively on previous programming and worldwide organizational capacity. Since prequalification, Save the Children has written SCOPES to say that it does not have capacity in southeast Europe to work in public health and doubts its ability to mount an effective emergency response. CARE's public health program has ended, and its staff has been significantly reduced. No organization qualified in management of medical waste. In view of the above, SCOPES would need to find alternative partners to support response in a public health emergency.

INGOs that prequalified for SCOPES Surge Capacity, by sector, in April 2007

Area of assistance	Structural Engineering [Shelter]	Distribution of food and non food items	Protection Services [Children]	Protection Services [Displaced and/or National Minorities]	General public health
HELP		x			
Save the Children U.K.		x	x		x
CARE Int.	x	x			x
IRD	x	x		x	
DRC	x	x		x	

Current capacities of prequalified organizations are as follows:

CARE International. CARE in Serbia is currently involved in anti-trafficking and Roma empowerment projects implemented by local NGOs. Its capacity has lessened since prequalification. It has a total staff of four and access to three vehicles. CARE is in the process of drafting a contingency plan to cover regional operations.

Danish Refugee Council (DRC). DRC is anticipating new programming next year. Its Kraljevo and Kragujevac offices have been downsized to information centers, and most programming operates from the Belgrade and Podgorica offices. DRC is primarily funded by EAR, bilateral Danish government funding and UNHCR. The cooperation with UNHCR includes access to UN vehicles. Current programming includes the following:

- A small medical program, funded by UNHCR, serving IDPs, asylum-seekers and refugees currently accommodated in Banja Koviljaca.
- A cross-boundary information-providing program for go-and-see visits to Kosovo and legal advice on return for Kosovo IDPs, funded by BPRM, UNHCR and in cooperation with other organizations.
- Recently-completed integration project providing construction equipment and supplies. Similar projects are anticipated for the coming year.
- Participation in a regional UNDP program that supports local organizations involved in return.

HELP. Currently operating out of four field offices (Bujanovac, Belgrade, Kraljevo and Nis), HELP's core activities are socio-economic support, vocational and business training, social housing projects. Funding is provided by the Swiss, Dutch and German governments as well as the European Agency for Reconstruction. During past emergencies involving floods and landslides, HELP responded by delivering humanitarian assistance to the affected population. Current projects include the following:

- Housing and Income-Generating Support to Refugees and IDPs. Construction of an apartment building; Income generation assistance: equipment, material, business and vocational training, business support services; Dissemination of return-related information to the displaced population including programs of return as well as go and see visits to the place of their origin. May 2007 – October 2008.
- Support to local sustainable development through business incubation. March 2007-December 2007.
- Assistance Program for IDPs through Alternative Housing Solutions and Income Generation Support. December 2006 - May 2008.
- Support to local sustainable development through business incubation, Phase II in South Serbia: Medvedja, Bujanovac, Presevo, Bosilegrad, Trgoviste. April 2006 - December 2007,

International Relief and Development (IRD). Through the end of April 2008, IRD is working on one project within an extended CRDA program, the reconstruction of Dom Omladine in Belgrade. Five full-time plus 7 part time work on this project, and five persons work in the Snaga program. Its capacity and reach have changed since prequalification.

Save the Children, UK (SC UK). SC UK's aim in Serbia is to influence national policy and to finance and implement child-focused community services. Key areas of work are education (including IDPs' access to education), access to education for Roma children, programs for children

with disabilities, and child protection. The SC UK South East Europe Program includes programs for Serbia, Kosovo, Bosnia and Herzegovina, Montenegro and Bulgaria. The regional effort employs 64 staff whose expertise covers developmental work and emergency response. In the event of an emergency response, its intervention would consist of the following:

- Rapid assessment followed by a detailed one.
- Targeted gap filling in humanitarian aid provision, based on the assessed needs, *e.g.*, aid for babies and infants (0-2 years old) requiring special hygiene items, food, etc.
- Securing safe spaces, such as safe play areas and peer support networks in transit and collective centers, as well as within local communities.
- Programmatic response in child protection and inclusive education.
- Focus on highly vulnerable groups of children and their families, such as Roma, children with disabilities, separated and unaccompanied children, children in risk of sexual- and gender-based violence, child-trafficking, children associated with armed forces.

5. MOU with IFRC and Serbian Red Cross

The Serbian Red Cross has a presence in every municipality in Serbia and is UNHCR's partner for distribution of humanitarian assistance. The role and prerogatives of the Serbian 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 IFRC 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 an improved coordination, communication and decision making among key emergency responders and stakeholders at the local/municipal level.

In May 2007, SCOPES 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, cooperation with the Serbian Red Cross assessment team was instrumental in determining SCOPES response to flash flooding in southern Serbia. 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.

6. Other International NGOs

While most of the international NGOs in Serbia are now implementing development programs, many have experience in humanitarian emergencies or experienced staff that can be mobilized from other places. The international NGO presence in Serbia is changing rapidly, particularly in the area of small-scale bilateral cooperation with European organizations. It appears at this point that several organizations are maintaining presences in Serbia in anticipation of new funding to be made available by U.S. and European donors. As a result, with few notable exceptions, most international NGOs currently present in Serbia are not at capacity to be especially strong partners in emergency response, but several could be useful partners in crisis prevention or recovery programming. They can generally be expected to be implementing through local partners, not directly implementing programming in-house. This is not a comprehensive list, but a selection:

America's Development Foundation (ADF). With the end of the CRDA program, operations have maintained a minimal presence in Belgrade with new focus on providing business services, project management, industrial and business park development and educational facility planning and development.

Canadian Public Health Association. It has been working in Serbia since 2002 in a CIDA-funded program to strengthen the capacity of the local NGO, the Serbian Association of Public Health ("Udruzenje za javno zdravlje Srbije").

Catholic Relief Services (CRS). CRS has its own emergency contingency plan, which is regularly updated and coordinated closely with UNHCR and BPRM. In addition to small-scale peace-building and multicultural cooperation projects with youth in southern Serbia, it is currently implementing a BPRM-funded project on IDP integration in income-generation and sustainable livelihoods and working through partners to provide access to documents and property rights. Its local partners in the integration project are Balkan Center for Migration and Humanitarian Activities, Belgrade; Bozur, Smederevska Palanka; Solidarnost, Belgrade; War Affected Persons' Relief and Protection Committee, Belgrade; and Norma, in Pristina. An emergency mobile team has been formed from a core and field staff responsible for the coordination and response activities in case of an emergency. CRS has access to emergency funds for relief of up to USD 200,000. Funding sources include the USG (BPRM), other bilateral donors and private contributions.

Christian Children's Fund. In 2004, the organization transformed into a local NGO "Pravo za decu." focusing on education, children and minority rights, anti-trafficking, mobilization of youth NGOs and networking. They have five full-time employees and another six currently working on an EU-funded program in which youth and minority NGOs in Vojvodina collaborate to enroll unregistered children in schools, a Dutch-supported project on elementary children's rights and responsibilities in school, and a Swiss-funded program on education of Roma young people.

InterSOS. Based in Kragujevac, with offices in Novi Sad and Nis, the NGO has 28 employees and specializes in durable housing solutions. Funded mainly through UNHCR, EAR and Italian government donors, it has been helping with the closure of collective centers. It is a potential UNHCR partner for shelter needs in case of an IDP emergency. Its current projects include the following:

- Distribution of construction materials to a small number of IDPs, refugees and socially vulnerable persons who have begun construction of homes and only have a little left to finish.
- Support for agricultural livelihoods (greenhouses, livestock) to IDPs and a small number of socially vulnerable persons.
- Building socially-owned apartments for IDPs leaving collective centers.
- Purchase of village farms for IDP settlement.
- Construction of prefabricated homes from IDPs.
- Support for the gerontology center in Kragujevac through a mobile team that visits village families.

Italian Consortium of Solidarity (ICS). Although working in Serbia since 1993, ICS activities are currently reduced to one remaining program: Humanitarian and Social Assistance to Elderly Roma, Survivors of the Nazi Persecution, through the European-wide program administered by IOM. The assistance operates in 7 municipalities: Aleksinac, Bela Palanka, Pirot, Vranjska Banja, Vranje, Bujanovac and Leskovac. So far, the program has delivered 9600 hygiene parcels, 9600 food parcels, 5830 cubic meters of firewood, 765 pairs of glasses and 310 prostheses. ICS has five

employees and 20 more in two municipalities where they conduct the program directly. In others they work through Roma partner organizations.

MDF France. The NGO is providing financial and technical support to the local NGO "Veza" on prevention of HIV, hepatitis and STD among drugs users and is also supporting a methadone program at the Savski venac health center, in cooperation with the Ministry of Health. They have 10 employees.

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 supports among its many projects the **Leskovac Educational Center** crisis assistance network in southern Serbia and a program on integration of refugees and IDPs that stresses local-level advocacy and economic independence. The integration program is being implemented in Kraljevo, Pozega and Leskovac through the Educational Center, Forum of Civic Action "Forca" in Pozega, and the Community Center "Lingua" in Kraljevo.

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.

World Vision. Current activities focus on the Agroinvest rural microfinance program that, as of September 2007, had clients in 16 lending offices in Serbia and Montenegro. Another active program "Happy Child" repairs schools and kindergartens, reconstructs churches and homes, and supports over 30 families with children with disabilities with medical care.

C. LOCAL CIVIL SOCIETY CAPACITY

Civil society organizations are key partners in every phase of the disaster management cycle. Some, especially organizations engaged in protection activities, can be mobilized in immediate emergency response, but with few exceptions 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 SCOPES municipal disaster management capacity-building.

Although their resource and logistical capacities are limited where 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 prevention phase. In the recovery phase for all types of disasters, SCOPES 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 little 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 in protection, but also in 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.

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 to IDPs, refugees and returned asylum seekers on obtaining birth certificates and citizenship and identity documents, registering property claims, nostrifying 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 a single family or extended family displaced by crisis can include domicile-registered persons, IDPs, refugees, returned asylum seekers and even (non)resident foreign citizens, protection assistance should allow legal aid providers maximum flexibility.

Annex G describes several key NGOs and CSOs identified by UNHCR and by SCOPES field activities as potential partners in prevention, preparedness, response and recovery efforts. It is intended as an illustrative, not as an exhaustive, list. Annex H maps these organizations against a capacity matrix, by sector.

V. SCOPES DISASTER AND EMERGENCY MANAGEMENT OPERATIONAL FRAMEWORK

Disasters and emergencies are often regarded as aberrant events, divorced from “normal life.” In reality, the opposite is true: disasters and emergencies are fundamental reflections of normal life, consequences of the ways that societies structure themselves, societies and state bodies interact, and relationships between decision makers are sustained. By building capacity to identify, assess and manage risks, SCOPES helps municipalities see emergency management and disaster risk reduction as integral parts of local-level government's service and responsibility to citizens. SCOPES 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. When disaster strikes, however, a surge response serves as a special enhancement or “spike” that allows more resources to be made available more quickly to deal timely with a hazard at the early-warning stage, in the actual emergency or in recovery from the disaster. In this way, SCOPES local-level intervention options – most of which focus developmental capacity-building in prevention and preparedness – can cover the entire disaster management cycle.

A. FLEXIBILITY OF PROGRAMMING

SCOPES 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, the Surge Capacity activities. In dealing with all phases of the disaster management cycle, SCOPES has the flexibility to deal with crises or emergencies in different ways:

1. Ongoing Programming

SCOPEs developmental programming provides the following:

- Early warning reporting on monthly basis.
- Municipal disaster management team capacity-building.
- Awareness-raising actions and events at local level.
- National, regional, municipal or community-level projects funded from grants fund.
- Production of media and information product.
- Support for local media involvement.
- Identifying interlocutors/leaders in government, civil and business sectors.
- Field presences in Novi Pazar and Vranje, and active programming throughout Vojvodina.

An indication of the project's flexibility to adapt ongoing programming to changing local conditions is Task 1.1.2, which requires SCOPEs Preparedness and Planning component to revise its annual work plan at least every six months.

2. Targeted Programming

SCOPEs programming allows the project to anticipate and/or respond to specific situations by:

- Focusing in a specific *geographic area*.
- Targeting a specific "bread-and-butter" *issue* and includes broad-based community dialogue and input.
- Supporting initiatives by specific *institutions, organizations, media outlets or community leaders* that are forces for stability (since these are historically most likely to be targeted by actors trying to destabilize the area).
- Focusing on a *vulnerable group*, such as youth.

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. If sending a joint message with other international actors is considered advantageous in a crisis area or regarding a particularly sensitive issue, SCOPEs can organize joint events/join in programming organized by others and co-fund events. For targeted events, SCOPEs can work via grants to partners, but in certain instances, if time is of the essence, it may be preferable for SCOPEs to organize the event in-house.

3. Surge Response Options

SCOPEs surge response is scaled to the level of the humanitarian impact of the disaster. SCOPEs uses the operational framework below to determine under what conditions a surge response might be warranted, what the appropriate level of response would be, and the protocol for activating surge activities. The operational framework categorizes disasters based on the humanitarian impact of the disaster: low, moderate or major humanitarian impact, and describes general characteristics of such disasters that will help determine the appropriate SCOPEs response. The operational framework also lays out the protocol to be followed in the event of a disaster, what potential SCOPEs action or assistance may be provided, and the level of funding that may be needed. In the pre-surge activation

phase, SCOPES role is to assess the situation, report on crisis events, and recommend courses of action. It is USAID's decision whether or not to exercise surge activities and request that SCOPES execute a surge response.

Impact

The Surge Operational Framework illustrates that SCOPES' 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 SCOPES surge capacity is designed to support. In such events, following the protocol, SCOPES would recommend a disaster declaration to USAID/Serbia and a request for USAID/OFDA assistance. Should a USAID/OFDA Assessment Mission or DART be deployed, SCOPES potential support to these is described in the Operational Framework. It should be noted, however, that a USAID/OFDA Assessment Mission or DART deployment to Serbia could, in theory, be possible in the event of a massive-scale environmental, industrial or nuclear accident or major natural disaster.

Method

The Surge Operational Framework identifies potential methods of assistance or action on which SCOPES can focus. Four areas readily identifiable are: grants, technical assistance, procurement or provision of relief supplies, and operational support.

- **Grants:** SCOPES can provide grants to NGOs/CSOs, the Serbian Red Cross, or other local aid groups that can quickly and efficiently react to a crisis event. This includes response, but also timely intervention to prevent an emergency or to recover from consequences. Grants can be used to procure and distribute relief supplies, provide logistics, transport, and technical assistance. Grants can also be used for activities that help mitigate the risk of future disasters. SCOPES will consider, when evaluating the appropriateness of the grantee, the grantee's current capacity, experience and working knowledge of the area, expertise of its staff, whether and how well it has worked in other crises, and demonstrated accountability. As with all programs, grants should be carefully monitored to ensure that grant objectives are met and assistance is provided in a timely and efficient manner.
- **Technical assistance/civil and environmental engineering, transport, logistics:** SCOPES can identify businesses or institutions that can provide technical expertise in such areas as water and sanitation, toxic waste, environmental management, transportation and logistics, structural hazards and damage assessment, and shelter repair, to name a few. SCOPES can sign a Memorandum of Understanding (MOU) with these firms or institutions that will allow SCOPES quickly to access their technical expertise in the event of a surge activity. An assessment of current capacities has identified several agencies (detailed in the capacities matrix), but these potential partnerships need to be explored further and formalized.
- **Technical assistance/protection:** SCOPES can identify NGOs, CSOs or institutions that can provide expertise in protection issues under international and domestic standards. In the event of a complex emergency in Serbia, it is possible that new displacement could affect refugees, internally-displaced persons, domicile economic migrants and returned asylum seekers
- **Procurement or provision of relief supplies:** SCOPES can procure relief supplies to respond to the disaster. Examples of relief supplies that may be needed are:

- Blankets
- Jerry cans
- Sleeping bags
- Plastic sheeting
- Mattresses
- Bottled water (in the first few days of a disaster)
- Non-perishable food items (such as canned goods, oil, sugar)

These are only examples of what types of relief commodities may be needed, and the decisions to procure items should be based on the specific needs identified by the assessment team. It is assumed that for low and moderate situations that most commodity procurements could be made locally, but if supplies are not readily available SCOPES will seek USAID permission to purchase relief supplies regionally. SCOPES can partner with organizations that have adequate logistical capacities in delivery, distribution and administration of relief commodities. SCOPES has identified a number of these organizations with current capacities for distribution and logistics support (please see the capacities matrix).

- **Operations support:** SCOPES can provide office space, computer access, logistical support, translators, research capacity and local-knowledge context expertise to a USAID/OFDA Assessment Team and, if deployed, a USAID/DART team.

Timing

Where population displacement crisis is concerned, SCOPES is recommending that USAID should authorize SCOPES to undertake surge activities if UNHCR responds to a new influx from (or to) Kosovo. (Please see below the discussion on this topic.) In other crisis situations, however, the trigger for and timing of surge capacity intervention will depend on different factors, such as local capacity and resources, availability of outside or additional assistance, number and condition of persons affected, attention to situation of or threat to vulnerable groups, etc. Where crisis or risk is identifiable in advance, a surge intervention to prevent crisis or reduce risk can be more cost-effective (and potentially more visible) than a response intervention. SCOPES also has a comparative advantage in being able to be "on the spot" quickly to support short-term and long-term recovery efforts.

B. PREVENTION, PREPAREDNESS, RESPONSE AND RECOVERY

1. Prevention

Effective prevention is always preferable to response/relief. Not only does it save lives and prevent casualties, but it is far less costly in economic terms. It also contributes to the economic and social potential of a community, building social capital, rule of law, environmental compliance and safety awareness, all within a culture of prevention. SCOPES developmental activities in the area of prevention include, but are not limited to, the following:

- Grants: a small number for community-level disaster risk reduction and support for local media.
- Local-level disaster management team capacity-building in communication and coordination, conformance with legal obligations, etc.
- Technical support for formation of Municipal Standing Disaster Management Body and local ordinances.
- Capacity-building with municipal disaster management teams on prevention measures, as well as link between prevention activities and development.

Surge activities in the area of prevention could include awareness-raising activities and projects on issues such as occupational and residential safety, prevention of infectious diseases, traffic safety, environmental protection standards, etc.; grants to CSOs and private sector and in-kind support to municipalities, schools, hospitals, care centers and other institutions for projects in disaster risk reduction.

2. Preparedness

Chances for adequate response and quick post-disaster recovery depend on the general level of preparedness achieved through training, drills, and clear definition of actors' roles and responsibilities in the disaster management process. The major focus of Component 1 programming to date, SCOPES developmental activities in the area of preparedness include, but are not limited to, the following:

- Capacity-building in risk assessment, planning, and development of standard communication and coordination procedures for municipal disaster management teams, information dissemination in crisis by local disaster management team members.
- Capacity-building and technical support for development of response plans for specific local-level hazards.
- Grants for community projects in volunteer unit training and equipment, such as capacity-building of the Volunteer Firefighters' Association, first aid training, production of media materials/pamphlets on how to respond in various emergencies.
- Early warning reporting.
- Tabletop simulations and field exercises.
- Training civil society organizations in protection issues and humanitarian assistance standards.
- Rebuilding local networks of potential providers of humanitarian and protection assistance

Surge activities are not proposed in the area of preparedness.

3. Response

As the summer 2007 wildfires demonstrated, Serbia's capacity to respond to local-level disaster events is limited by lack of resources, outdated equipment, poor coordination and politicization of resource allocation at national level and, in some locations, insufficient support to first responders from local communities. Nevertheless, with all its communication and coordination flaws, Serbia's response to disasters in 2005, 2006 and 2007 effectively saved lives and, to a lesser extent, property. The focus of SCOPES developmental activities is to help municipal disaster management teams see their role as greater than response and, instead, as a permanent activity. In the response phase, the role of civil society organizations supported by SCOPES non-surge programming is limited, but these activities include:

- Support for Red Cross and NGO network first aid and humanitarian assistance.
- Professional development of media on information dissemination in crises.

SCOPES role in actual response is limited to the surge activities options described in this Plan. These include assessing disaster events and monitoring their development and response; recommending activation of the surge contract option; provision of technical assistance in humanitarian and protection emergencies; procurement of food and non-food relief supplies; grants

to civil society organizations; in-kind support to national or local government first responders; operations support to any OFDA Assessment Mission or DART. Where any potential population movement crisis in Serbia is concerned, the Surge Capacity Plan recommends triggering surge activities in coordination with UNHCR's response.

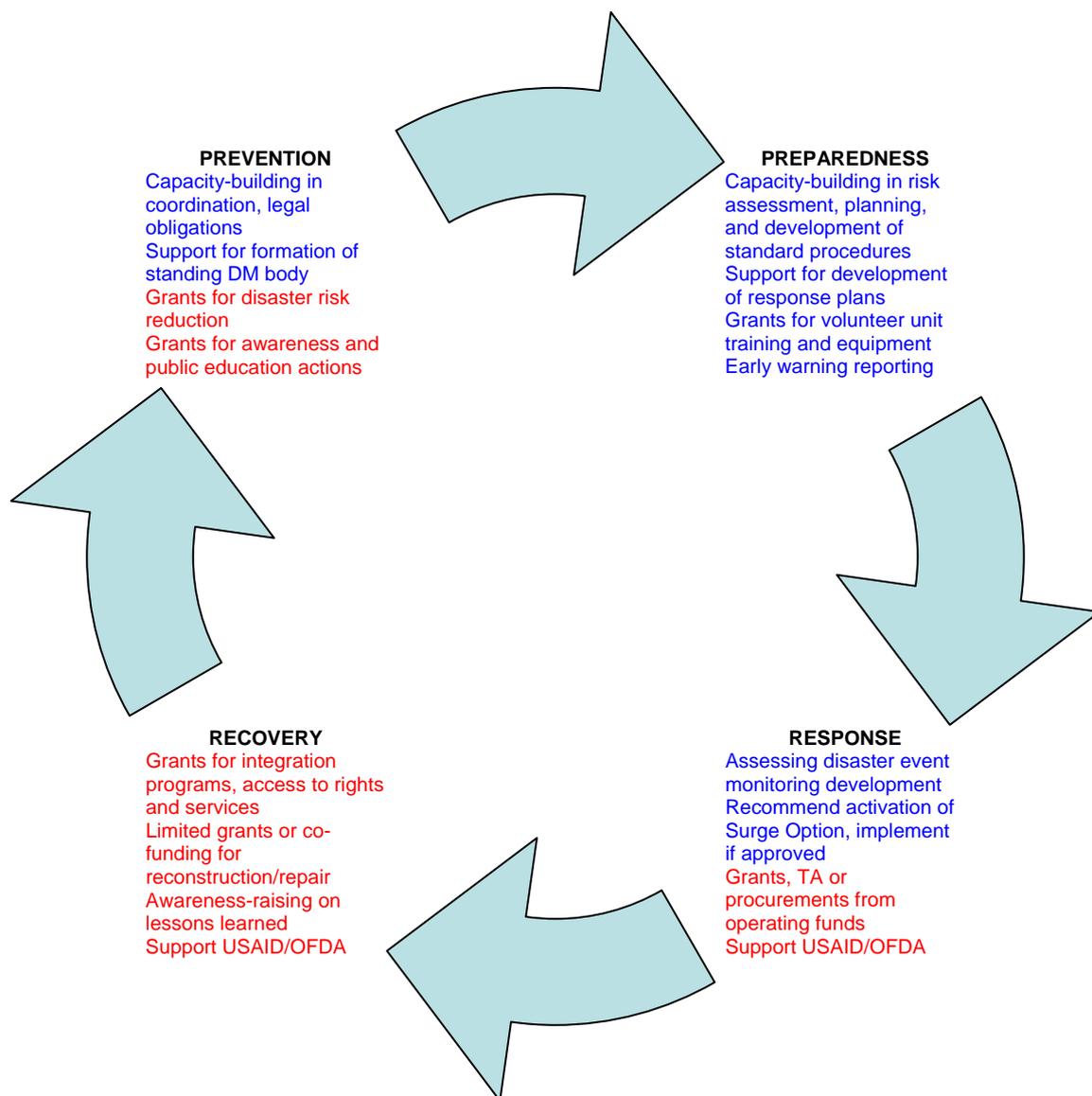
4. Recovery

Recovery is more than clean-up or resumption of services in the wake of a disaster event. It is a developmental process that affects the social, emotional, economic and physical state of individuals and communities. SCOPES engagement in the recovery process could cover short-term and long-term recovery processes and spans the developmental activities under both Preparedness and Planning and Economic Security components. Currently SCOPES provides municipal capacity-building on the complexity of the recovery process and need to identify potential funders within government and outside government for reconstruction efforts. In FY08, it will also support local media in reporting on the consequences and recovery efforts in local disaster events.

Surge activities in the recovery phase could include the following, all of which could be in cooperation with civil society actors:

- Grants or co-funding for projects in shelter/housing, watershed erosion, deforestation, soil/land management, pollution, sanitation and waste disposal.
- Grants to analyze consequences of disaster events on economic development.
- Grants for multi-sector, lessons-learned exercises of disaster events.
- Grants to CSOs for long-term recovery projects (integration of vulnerable populations affected by the disaster event, access to documents, education, housing, social assistance, employment opportunities, etc.).
- Grants to CSOs for short-term recovery efforts (organizing volunteers, helping local communities and local government fundraise within government and with outside donors to support reconstruction, collecting private sector sponsors for reconstruction and recovery projects, etc.)

Selected **development** and **potential surge** activities throughout the disaster management cycle



C. SECTORS AND CROSS-CUTTING THEMES

At all stages of the disaster management cycle, SCOPES use of Surge Capacity Activities will conform within the approved sectors, sub-sectors, indicators and cross-cutting themes developed by USAID/OFDA and updated in the December 2006 *Guidelines for Unsolicited Proposals and Reporting*. These are attached as Annex I.

Summary of the sectors and selected cross cutting themes

Sectors	Selected Cross-Cutting Themes
Agriculture and Food Security	Artisanal Production
Economic and Market Systems	Children
Health	Conflict Resolution
Humanitarian Coordination and Information Mgmt	Internally-Displaced Persons
Logistics/Relief Commodities	Information Systems/GIS
Nutrition	Infrastructure Rehabilitation
Protection	Livelihoods/Income Generation
Risk Reduction (Natural and Technological Disasters)	Market Rehabilitation
Shelter and Settlements	Protection Mainstreaming
Water, Sanitation and Hygiene	Anti-Trafficking

SURGE OPERATIONAL FRAMEWORK FOR EMERGENCY RESPONSE

Humanitarian Impact of Disaster	Characteristics		SCOPES Surge Capacity	
		Protocol	Action/Assistance	Funding
LOW	<p>The disaster may have some or all of the following characteristics:</p> <ul style="list-style-type: none"> - localized impact, small segments of the vulnerable target population and municipalities 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 	<p>SCOPES field assessment within 12-24 hours.</p> <p>Based on assessment and approval by USAID Serbia, Surge Activity is exercised.</p>	<p>SCOPES responds, depending on the need, by providing some or all of the following:</p> <ul style="list-style-type: none"> * technical assistance to the affected municipalities * limited, small-scale local procurement and distribution of relief commodities * small grants to local or international NGOs for prevention, response and recovery efforts 	<p>- up to \$100,000/municipality</p>

Humanitarian Impact of Disaster	Characteristics	SCOPES Surge Capacity		
		Protocol	Action/Assistance	Funding
MODERATE	<p>The disaster may have some or all of the following characteristics:</p> <ul style="list-style-type: none"> - larger numbers of vulnerable populations and 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 responding, as well as international agencies working in Serbia - need for significant technical assistance, funds, relief commodities - national authorities request assistance from the international community, including the USG 	<p>SCOPES field assessment within 12-24 hours.</p> <p>Based on field assessment, info from the UN, IOs, NGOs, and local or national request for assistance, and approval by USAID Serbia, Surge Activity is exercised.</p> <p>At the same time, USAID should decide if a disaster declaration is warranted. If so, and a DART is deployed, then SCOPES would provide support to the DART as detailed in the Major Impact section below.</p>	<p>SCOPES responds, depending on the need, by providing some or all of the following:</p> <ul style="list-style-type: none"> * technical assistance to affected municipalities * local and regional purchase of emergency food, non-food items and other relief supplies * short-term distribution of relief supplies * grants to local and international NGOs and IOs, Serbian Red Cross, etc. for prevention, relief and recovery efforts * coordination with other agencies to look at needs and gaps, and filling the gaps <p>SCOPES will assist with the transition from relief to recovery through sustainable solutions, linkages with Component 2, and other existing USAID Serbia development programs.</p> <p>SCOPES will assist USAID/Serbia with monitoring and reporting on the grants funded thru SCOPES.</p> <p>If a disaster is declared and a USAID/DART is deployed, SCOPES can provide support to the DART. The Major Humanitarian Impact section details potential support that USAID/DART may need.</p>	<p>- from \$100,000 up to \$5 million</p>

Humanitarian Impact of Disaster	Characteristics	SCOPEs Surge Capacity		Funding
		Protocol	Action/Assistance	
MAJOR	<p>The disaster may have some or all of the following characteristics:</p> <ul style="list-style-type: none"> - 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 	<p>SCOPEs field assessment within 12-24 hours.</p> <p>Based on findings, information from the UN and other aid agencies, GOS request for assistance, and approval by USAID Serbia, Surge Activity is exercised.</p> <p>Simultaneously, USAID Serbia recommends that U.S. Chief of Mission declare a disaster, and request assistance from USAID/OFDA. This should be done immediately, within 12-24 hours of the</p>	<p>SCOPEs responds, depending on the need, by providing some or all of the following:</p> <ul style="list-style-type: none"> * technical assistance to affected municipalities * local and regional purchase of emergency food, non-food items and other relief supplies * short-term distribution of relief supplies * grants to local and international NGOs and IOs, Serbian Red Cross, etc. for prevention, relief and recovery efforts * coordination with other agencies to look at needs and gaps, and filling the gaps <p>If a disaster is declared and a USAID/DART is deployed, SCOPEs can provide support to the DART. This may include, but is not limited to, the following:</p> <p><u>Logistics</u></p> <ul style="list-style-type: none"> * provide facilities for use as conference and meeting rooms, warehouses, field offices, etc. * assist with housing and vehicles for DART staff * as consignee (or if not possible, identify consignee) for arrival of relief commodities * coordinate with SCOPEs partners for warehousing and distribution of such commodities <p><u>Administrative Support</u></p> <ul style="list-style-type: none"> * provide translators, DART support staff, etc. * provide or procure communications equipment as needed: local cell phones/SIM cards, printers, scanners, copiers, etc. * provide USAID logos, banners, stickers, etc 	<p>- up to \$10 million under SCOPEs</p> <p>- additional funds from other USG offices (e.g. OFDA, PRM, FFP etc.)</p>

Humanitarian Impact of Disaster	Characteristics	SCOPES Surge Capacity		
MAJOR (continued)	<p>authorities, as well as international organizations in the country responding, but the existing capacities may not be adequate and timely</p> <p>- national government requests assistance from the international community, including the USG</p> <p>- the U.S. Chief of Mission declares a disaster</p>	Protocol	Action/Assistance	Funding
		<p>disaster, so that OFDA can plan a timely response and coordinate with the Embassy and USAID Serbia if a USAID/DART will be deployed.</p>	<p>* assist with import and licensing of DART communications equipment (such as satellite phones, digital cameras, GPS, handheld radios, etc.)</p> <p>* provide maps and other mapping needs</p> <p><u>Small Grants/Contracts/Local Purchase</u></p> <p>* SCOPES can receive funds from OFDA (possibly directly or through a Mission fund site) to be disbursed as small grants to local and national implementing partners. SCOPES will work with the DART Program Officer on the selection and disbursement of these grant funds.</p> <p>* SCOPES can receive funds from OFDA (possibly directly or through a Mission fund site) for local purchase of emergency food, non-food items and other relief commodities for short-term response.</p> <p><u>Coordination</u></p> <p>* SCOPES will support DART response thru liaison with SCOPES established partners, trained responders, and other contacts at the local and national level.</p> <p><u>Information Dissemination</u></p> <p>* SCOPES will provide the DART daily field updates.</p> <p>* SCOPES will assist the DART in disseminating information regarding the humanitarian situation to the beneficiaries, local partners, NGOs, municipal and national authorities, etc.).</p> <p>SCOPES will assist with the transition from response to recovery thru sustainable solutions, linkages with Component 2, and other existing USAID Serbia programs.</p> <p>SCOPES will assist USAID/Serbia with monitoring and reporting on the relief grants funded through SCOPES.</p>	

VI. SCENARIOS

This section presents several scenarios to illustrate how the Surge Operational Framework can be applied in several disaster situations with different levels of humanitarian impact. It is possible that some situations may start out as low or moderate humanitarian impact, but then become major impact events. Because of the complex nature, the internal displacement is described in a separate section.

A. LOW IMPACT

Scenario 1: Environmental Hazards

In the October 2006 explosion at the military ammunition warehouse in Paracin, the impact was localized, no lives were lost, and only minimal damage was done to homes and infrastructure. In a similar situation, SCOPES could send an environmental engineer to assess the toxic impact of the explosion and/or provided, through a local NGO, a small grant to provide glass for windows shattered by the explosion.

B. MODERATE IMPACT

Scenario 2: Floods

The spring 2006 flooding in Vojvodina illustrates a moderate impact disaster, where larger numbers of vulnerable populations and municipalities were affected, and some deaths and injuries reported. There is more widespread damage to homes, infrastructure and livelihoods, and medium-scale displacement. In a similar situation, SCOPES could procure and distribute plastic sheeting and blankets, and/or give small grants to NGOs to assist with the recovery of basic livelihoods that may be destroyed by the flooding.

C. MAJOR IMPACT

Scenario 3: Environmental Hazards

It is a probable scenario that an environmental accident can cause a major humanitarian situation. In the event of a much bigger “Paracin-like” scenario which affects a large urban area bordering agricultural land, there may be moderate 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, and provision of emergency shelter for these people. SCOPES can provide assistance such as transport for evacuation, shelter and relief supplies such as blankets, plastic sheeting, mattresses and hygiene items. SCOPES can also provide technical assistance through environmental engineers and structural damage assessment.

D. OPERATIONALIZING SCOPES’ SURGE CAPACITY ACTIVITIES

The process of applying SCOPES’ Surge Operational Framework was tested in November – December, 2007 during the floods in southern and south-eastern Serbia. USAID activated the surge option to assist the municipality of Vlasotince, the most severely affected by the floods, in commodities for flood relief and recovery. Throughout the process, SCOPES HQ

operates as operations center and central point for information-sharing, making sure assessment team has all available information necessary for accurate assessment. Assessment team reports at agreed intervals, raises questions for further clarification, makes recommendations on need for further assessment and on types of assistance that might be provided.

The process and recovery to be applied in a disaster situation include the following steps:

1. Off-site assessment begins at national level and is ongoing. SCOPES HQ coordinates with Red Cross, media, UN expanded country team, INGOs, NGOs/CSOs, and as necessary with relevant ministries (Interior, Defense, Health, Environmental Protection, Agriculture, etc). SCOPES selects assessment team.
2. Off-site assessment begins at local level and is ongoing. SCOPES 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, Environmental Protection, Agriculture, etc). SCOPES HQ submits initial situation report to USAID.
3. Assessment team and SCOPES HQ confer on preliminary findings, general geographic area of assessment and key questions to be explored on site. SCOPES 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 SCOPES HQ. SCOPES 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 SCOPES 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. SCOPES reports available information and recommends to USAID whether surge procurement is needed or is not needed at this time. SCOPES team focuses on clarifying and refining real-time needs against those outlined in request letter. If a surge procurement is not recommended SCOPES HQ sends a letter advising on decision on request and when the municipality is not a SCOPES municipality it is considered for inclusion in developmental activities.
7. If a surge procurement is recommended:
 - SCOPES management requests budget projection based on 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 SCOPES management for discussion.
 - Bid Matrix is prepared and checked by SCOPES 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 SCOPES HQ sends a letter advising on decision on request. Municipality, if not a SCOPES municipality, is considered for inclusion in developmental activities.
8. If USAID approves procurement of commodities:
- Agreement on Donation is prepared by SCOPES 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 SCOPES representative.
 - Bank transfer is prepared (rest of payment)
9. SCOPES HQ coordinates with USAID, field-level recipients and distributor on possibility of visibility event. SCOPES HQ submits scene setter. If USAID approves visibility event SCOPES HQ submits draft press release, implements visibility event.
10. Grantee submits final report on distribution of commodities, including according to OFDA indicators. SCOPES assessment team monitors delivery as reported by grantee. SCOPES reports on distribution in semiannual report, according to PMP indicators.

E. INTERNAL DISPLACEMENT AS A RESULT OF SOCIAL OR POLITICAL UNREST

Rapid onset emergency. New arrivals will trigger UNHCR to launch its response, transforming its contingency plan into an action plan. If the arrival rate is high and includes large groups of persons, regardless of the presence of a security escort or creation of security corridor, the UNHCR response will be immediately triggered. The contingency plan will be launched fully, including establishing a presence at the administrative border, opening a way station and arrangements activated with partners for possible transport. UNHCR would immediately be in written and verbal contact with its government counterparts, urging their provision of protection and humanitarian response to the arrivals, pursuant to international and domestic law.

Slow onset emergency. A “slow” emergency scenario may be more difficult to detect, and consequently, UNHCR may take a modular approach in deploying its response. Three scenarios will trigger a modular response: i) overt and concrete political developments; ii) detection of 10 or more families within a 14-day period who have arrived in Serbia proper from Kosovo who demonstrate a desire to leave Kosovo based on persecution based on their ethnic or social group affiliations and arrive in Serbia proper seeking safety; and, iii) UNHCR Kosovo Early Warning Indicators conclude that the situation is rated as “unstable” or “very unstable.” The modular response will be an abridged version of the contingency plan and will include an increased monitoring of the border, deployment of field staff for an extended period of days or weeks, and possibly establishing a satellite office presence.

SCOPES has developed a budgeting tool to help project management quickly produce surge budgets based on various need and resource scenarios. Three scenarios are presented below detailing how SCOPES Surge resources might be used under different emergency and funding scenarios. (The scenarios, along with a summary of line-item build-up assumptions, are included as Annex J.)

Scenario 1: Slow Onset, Low Impact

Under this scenario, a slow onset emergency develops involving a relatively small population. Such a scenario may be met with a low level response by USAID limited to \$50,000. In such a situation, rather than procuring, shipping and transporting commodities (such as tents), since there would be no economies of scale and much of the assistance would be absorbed by transport and other administrative costs, in a more efficient use of limited funds, SCOPES could assist UNHCR (or one of its chosen partners) by providing them with supplemental technical assistance in gaps areas identified by UNHCR.

1) SCOPES Direct Emergency Program Support	\$0
2) Transportation	\$0
3) Legal, Registration or Documentation	\$42,500
4) Food, Feeding, Water	\$0
5) Non-food Items	\$0
6) Shelter	\$0
7) Health and Protection	\$0
8) Collective Centers or Camps	\$9,500

Grand Total	\$50,000
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Scenario 2: Slow Onset, Moderate Impact

A slow onset, moderate impact scenario might find the international community dealing with a caseload of up to 5,000. Potential gaps identified by UNHCR, *e.g.*, legal aid, shelter⁶, and medium-term food needs, are more acute. The budget assumes a USAID commitment of \$500,000. SCOPES could take the lead on shelter issues with due coordination with UNHCR.

1) SCOPES Direct Emergency Program Support	\$92,600
2) Transportation	\$60,000
3) Legal, Registration or Documentation	\$40,500
4) Food, Feeding, Water	\$50,000
5) Non-food Items	\$0
6) Shelter	\$51,200
7) Health and Protection	\$0
8) Collective Centers or Camps	\$187,600

Grand Total	\$500,000
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Scenario 3: Rapid Onset, Moderate Impact

Under a rapid on-set, moderate impact scenario, UNHCR implements its contingency plan immediately. The refugee caseload approaches 12,000 persons. Due to the scale and the rapid arrival of the population, gaps are even more acute. The budget presented below assumes a USAID commitment of \$1,500,000.

1) SCOPES Direct Emergency Program Support	\$175,200
2) Transportation	\$144,000
3) Legal, Registration or Documentation	\$91,000
4) Food, Feeding, Water	\$200,000
5) Non-food Items	\$0
6) Shelter	\$0
7) Health and Protection	\$0
8) Collective Centers or Camps	\$889,800

Grand Total	\$1,500,000
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⁶ A special note about tents: Tents have been budgeted for in both scenarios 2 and 3, as lodging in tents has been raised as a possibility by UNHCR. Provision of tents would present a challenge. Though UNHCR has clear guidelines / specifications regarding tents used as shelters, suppliers, productive capacity of suppliers, matching available models to specifications, and shipping make aligning supply and demand within a fixed budget and a fixed amount of time difficult. Balancing pricing and quality also presents a challenge -- all-weather, multi-person tents range in price from \$750 to over \$5,000 per unit. Productive capacity of the supplier is important as it is unlikely that a supplier would have in stock a large quantity of tents available for immediate shipping. (Alaska Structures estimates its production rate to be about 160 tents per week for their high end models, such as those it supplies to different U.S. Government agencies.) More research needs to be done regarding local / regional suppliers that could produce according to specifications (in Croatia, Hungary and Serbia). An alternative to shelter are log cabins or quick housing projects.

VII. RECOMMENDATIONS

The recommendations are informed, most recently by SCOPES experience in responding to the flooding of winter 2007 in south and south-eastern Serbia.

1. USAID should consider lifting restrictions on grant recipients, specifically to local governments and enterprises founded by local 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.

2. Together with USAID, SCOPES should better define roles and responsibilities in dissemination of information to USAID and information exchange when surge activities are activated.
3. SCOPES should continue regular coordination with organizations that respond to or are preparing for a potential disaster. This includes the UN-led IDP Working Group, NGO coordination meetings, municipal DMTs, and Surge partners established through the MOUs.
4. SCOPES' cooperation in disaster response and recovery should be coordinated in the case of Kososo scenario with BPRM.
5. SCOPES' cooperation with OFDA in both emergency assistance and disaster mitigation activities should be further defined in collaboration with USAID.
6. USAID should exercise surge capacity activities if UNHCR Serbia responds to population displacement from (or to) Kosovo.

For any SCOPES provided resources to add value to any response, they must be applied in a way that is highly coordinated with UNHCR and its existing implementers. The foundation for this coordination has already been laid. Similarly, SCOPES would coordinate closely with other USG assistance efforts, such as those of BPRM's.

7. Where population displacement is concerned, SCOPES should seek to help UNHCR fill gaps.

The gaps identified above include housing/shelter, supplemental legal TA, and medium-term food assistance (up to 3 months). However, SCOPES should maintain the flexibility to shift among these sectors or become involved in other sectors should the need arise during a response. SCOPES should avoid sectors, areas, or activities that could potentially contribute to (or exacerbate) dependency issues with either new refugees or existing displaced persons and those that would create animosity among existing displaced persons in Montenegro. Should USAID chose to follow-on an immediate response with a longer-term development response, channeling resources toward legal status assistance, integration assistance (for the displaced who wish to stay and integrate), and economic security assistance for vulnerable populations (especially the displaced), would be a valuable investment in the long-term stability of Montenegro.

VIII. NEXT STEPS

The SCOPES Work Plan for FY08 sets out the following actions the program will take further to develop and refine Surge Capacity preparedness:

A. NETWORK MAINTENANCE

Network maintenance entails regular contact with key interlocutors. These interlocutors include, but are not limited to, BPRM, UN agencies (especially UNHCR and UNDP), Serbian central and local level officials and international and local non-government organizations. Specific sub-tasks under this activity include:

- Continue regular coordination meetings with UNHCR/Serbia and UNHCR/Montenegro.
- Expand the roster of pre-rate approved local STTA (with a goal of having a 100 pre-approved consultant roster by the end of the work plan year).
- Conduct two orientation sessions for Surge roster consultants.
- Hold three Surge update roundtables with pre-qualified INGOs and local NGOs to review Surge status and current capacity.

B. STAFF PREPAREDNESS

Staff preparedness involves SCOPES internal efforts to maintain staff readiness to respond to crises. In addition to updating key documents, three one-day in-service sessions will be held for all staff. Specific sub-tasks under this activity include:

- Conduct SPHERE Principles and Protection training for all SCOPES staff.
- Conduct a follow-up assessment capacities training using real situations.
- Conduct a one-day tabletop simulation exercise.
- Revise the Surge Operations Manual.

The assessment training will offer staff an opportunity to practice assessing real situations that occurred within Serbia over the past year and writing Surge recommendation memos to USAID. SCOPES will request that USAID participate in the training. The best assessment/recommendation will form the basis of the third session in May, which will simulate the implementation of a surge response.

C. PROCUREMENT PREPARATION

Procurement preparation involves maintaining contact with vendors of items or services that SCOPES may need to procure during a crisis and removing as many obstacles as possible to contracting with these vendors beforehand so that procurement during a crisis is as expeditious as possible. Specific sub-tasks under this activity include:

- Maintain a roster of local NGOs with current contact and capabilities information.
- Complete a pre-qualification solicitation for: a) construction material; and, b) transportation.
- Operationalize the SCOPES grants facility by establishing procedures for small grants (how SCOPES will procure relief supplies, transport and distribute supplies, guidelines for selecting NGOs, and procedure for disbursing grants in an emergency environment).

ANNEX A

Contact List: Municipal Mayors

Municipality	Name	Position	Phone	Email	Fax
Aleksandrovac	Jugoslav Stajkovic	Mayor	037-752 275 018-804-711, 804-639,		037 -751 297
Aleksinac	Nenad Stankovic	Mayor	804-824, 809-001dir		018-804-107
Apatin	Živorad Smiljanic	Mayor	025-773-131, 773-331;772-122	iosoapatin@neobee.net	025-773-212
Arilje	Zoran Micovic	Mayor	031-891 255	soarilje@eunet.yu	031-891 780
Backa Palanka	Dragan Bozalo	Mayor	021-7559-111	info@backapalanka.org.yu	021-745-587
Backa Topola	Attila Babi	Mayor	024-715-899; 715-484	babiattila@freemail.hu	024-715-545
Backi Petrovac	Jan Sabo	Mayor	021-780-247	zobp@nspoint.net	021-780-571
Bajina Basta	Miloje Savic	Mayor	031-865-280	predsednik@bajinabasta.org	031-865-282
Barajevo	Rade Stevanovic	Mayor	011-8302-118	SOBarajevo@eunet.yu	011-8302-444
Batocina	Radisa Milosevic	Mayor	034-842-210	so_bat_pred@microsky.net	034-842-314
Belgrade-Palilula	Danilo Basic	Mayor	011-3243-118, 3236-221	dbasic@palilula.org.yu	011-323-7171, 3238-265
Belgrade-S.Venac	Tomislav Djordjevic	Mayor	011-361-5382, 361-5388	savskivenac@org.yu	011-361-5394
Belgrade-Sopot	Zivorad Milosavljevic	Mayor	011-8251-155, 8251-211		011-8251-136
Belgrade-Stari Grad	Mirjana Bozidarevic	Mayor	011-3221-114, 3227-016	predsednik@starigrad.org.yu	011-3227-067
Belgrade-Vozdovac	Goran Lukacevic	Mayor	011-444-04-03, 444-31-59	predsednik@vozdozac.org.yu	011-444-0662
Belgrade-Vracar	Branimir Kuzmanovic	Mayor	011-3081-442, 3081-400	sovracar@vracar.org.yu	011-3081-445
Belgrade-Zemun	Gordana Pop-Lazic	Mayor	011-2610-404, 2198-323	zemun@sozemun.org.yu	011-612-879
Belgrade-Zvezdara	Milan Popovic	Mayor	011-2423-230, 2422-122 011-3246 764, 3229 678,	info@zvezdara.or.yu	011-2423-230
Belgrade	Zoran Alimpic	Mayor	3229 787	zoran_alimpic@beograd.org.yu	011-3229678
Becej	Dusan Jovanovic Nebojsa	Mayor	021-6912-222	predsednik@becej.co.yu	021-6912-222
Blace	Milosavljevic	Mayor	027-371-110	soblace@ptt.yu	027-371-110
Bojnik	Jovica Arandjelovic	Mayor	016-821-214		016-821-214
Bosilegrad	Vladimir Zaharijev	Mayor	017-877-006, 877-170		017-877-167
Bujanovac	Nagip Arifi	Mayor	017-651-013, 651-103, 651-104	nagiparifi@yahoo.com, obujanovac@ptt.yu	017-651-104, 651-044
Brus	Milutin Jelacic	Mayor	037-826-840, 826-853	jutkasobrus@beotel.net	037-825-596
Cicevac	Zlatan Krkic	Mayor	037-037/811-260, 811-632	socicevac@ptt.yu	037-811-101, 811-260
Cukarica-Belgrade	Dragan Tesic	Mayor	011-3052-111		011-3558-774
Cuprija	Ljubomir Maric	Mayor	035-470-248, 470 631 032- 720-282 711-002 720-	infocup1215@milnet.co.yu, zorankim@ptt.yu	035-476-530, 473-512
Gornji Milanovac	Drazimir Marusic	Mayor	280, 711-001	predsednik@gornjimilanovac.org.yu	032-720-282
Grocka-Belgrade	Blazo Stojanovic	Mayor	011-8501-221	office@grocka.org.yu	011-8501-609

Indjija	Goran Jesic	Mayor	022 -561 311 032-661-040; 661-447; 661-441; 661-456; 834-760;	oiindjija@eunet.yu	022-561 301
Ivanjica	Milomir Zoric	Mayor	664 760	soivanjica@sezampro.yu	032-661-821
Jagodina	Dragan Markovic	Mayor	035-221-220	sojagodina@ptt.yu	035-221-220
Kikinda	Branislav Blazic	Mayor	0230-22-364, 21-000, 22-610	predsednik@kikinda.org.yu	0230-410-174, 22-904
Knic	Bratislav Nikolic	Mayor	034-510-109, 510-163	soknic@ptt.yu	034-510-113
Kragujevac	Veroljub Stevanovic	Mayor	034-332-055, 306-107, 301-435	gradonacelnikkg@eunet.yu	034-335 346
Kraljevo	Milos Babic	Mayor	036-312-838 312-842	sokv@ptt.yu	036-306-098
Krupanj	Budimir Stefanovic	Mayor	015-681-101	krupanjso@ptt.yu	015-681-103
Krusevac	Dragan Azdejkovic	Mayor	037 -427-944	soks@ptt.yu	037-430-332
Kula	Svetozar Bukvic	Mayor	025-722-333	so.kula3@neobee.net	025-722-273
Kuršumlija	Milan Djurdjevic	Mayor	027 -381-402, 381 383	sokur@ptt.yu	027-381-785
Lazarevac	Branko Boric	Mayor	011-8123-191	solazarevac@absolutok.net	011-8121-067
Lebane	Mica Stankovic	Mayor	016-843-710	predsednik@lebane.org.yu	016-843 083
Leskovac	Vladan Marinkovic	Mayor	016-246-111	protokolle@ptt.yu	016-52 522
Loznica	Vidoje Petrovic	Mayor	015-882 240, 882 922, 882 921	office@lo.sr.gov.yu	015-882 921
Medvedja	Slobodan Draskovic	Mayor	063/458 049, 016/891-197	somedvedja@yahoo.com	016-891-106
Merošina	Goran Mikic	Mayor	018-892-004		018-892-035
Mionica	Milan Matic	Mayor	014-62-020 62-270	mtrifunovic@ptt.yu	014-62-241
Mladenovac	Zoran Kostic	Mayor	011-8231-150	somlad@infosky.net	011-8230-145
Nis	Smiljko Kostic	Mayor	018-513-278	mayor@gu.ni.sr.gov.yu	018-513-277
Nova Varoš	Branislav Dilparic	Mayor	033-62140	nvaros@ptt.yu	033-62 142
Novi Becej	Milivoj Vrebalov	Mayor	023-771-135	sonovibecej@newbenet.co.yu	023-772-500
Novi Beograd	Zeljko Ozegovic	Mayor	011-311-5858	predsednik@novibeograd.org.yu	011-3115-090
Novi Knezevac	Predrag Velickovic	Mayor	0230-81-031	sonk1@eunet.yu	0230-82-076
Novi Pazar	Sulejman Ugljanin	Mayor	020-331 040, 331-041	novipazar@ptt.yu	020-314 224; 311-942
Novi Sad	Maja Gojkovic	Mayor	021 -522-451, 420-299	gradonacelnik@gradnovisad.org.yu	021 -525-931, 420-299
Obrenovac	Nebojsa Ceran	Mayor	011-8721-110	dragobr@verat.net	011-8721-996
Paracin	Sasa Paunovic	Mayor	035-563-007, 563-165	spaun@ptt.yu	035-563-165
Pirot	Vladan Vasic	Mayor	010-332-354	office@pirot.org.yu	010-313 901
Požarevac	Dušan Vujicic	Mayor	012-539-601	uprava@pozarevac.org.yu	012-222-521
Presevo	Ragmi Mustafa	Mayor	017 -669 786; 669 137	riza_halimi@yahoo.com	017-660 086; 660 320
Priboj	Milenko Milicevic	Mayor	033-55-648		033-55-446
Prijepolje	Nedžad Turkovic	Mayor	033-714-956 027-027 323936, 324-862; 324-625	oprij@ptt.yu	033-712-297
Prokuplje	Vladimir Jovanovic	Mayor		info@prokuplje.org.yu	027-324-009
Rakovica	Bojan Milic	Mayor	011-3583-044		011-3051-801
Razanaj	Dobrica Stojkovic	Mayor	037-841-425	uprava@razanj.org	037-841-217, 841-225

Ruma	Srdjan Nikolic	Mayor	022-478-314	office@ruma.co.yu	022-479-588
Sabac	Milos Milosevic	Mayor	015-347 707; 347 177	predsosab@ptt.yu	015-346 800
Sjenica	Esad Zornic	Mayor	020-740-001	sosjenic@verat.net	020-741-288
Smederevo Smederevska Palanka	Sasa Radosavljevic	Mayor	026--223-354	predsednik@smederevo.co.yu	026-221-969
Sombor	Radoslav Cokic	Mayor	026-321-087	sekretar@verat.net	026-321-086
Sremska Mitrovica	Jovan Slavkovic	Mayor	025-468-133	predsednik@so-sombor.com	025-468-116
Stara Pazova	Zoran Miscevic	Mayor	022-610-572	osm_predsednik@ptt.yu	022-610-562
Subotica	Srdjo Komazec	Mayor	022-310-051	predsednik@stara-pazova.org.yu	022-310-000
Surdulica	Geza Kucera	Mayor	024-566 766	geza@subotica.co.yu	024-525 755
Svilajnac	Stanislav Momcilovic Dobrivoje	Mayor	017-815-041, 815-270	surdulica@ptt.yu	017-815-041
Topola	Budimirovic	Mayor	035-312-010	soinf@ptt.yu	035-312-265
Trgoviste	Dragan Jovanovic	Mayor	034-811-017 811-030	sotopola@infosky.net	034-811-771
Trstenik	Radovan Stojanovic	Mayor	017-52-207		017-52-207
Tutin	Radovan Radovic	Mayor	037-711-040 712-469	sotrstenik@ptt.yu	037-712-530
Ub	Šemsudin Kucevic	Mayor	020-811-111	sotutin@verat.net	020-811-035
Uzice	Zvonko Minic	Mayor	014-411-612	opstinaub@verat.net	014-411-260
Valjevo	Tihomir Petkovic	Mayor	031-513-959; 590-142; 513-503	upravaue@ptt.yu	031-513 499
Varvarin	Jovan Tomic	Mayor	014-294 882	predsednik@valjevo.org.yu	014-294-922
Velika Plana	Zoran Milenkovic	Mayor	037-789-263	sovarvarin@ptt.yu	037-789-263
Veliko Gradiste	Dejan Šulkic	Mayor	026-522-206 522-216	sovplana@verat.net	026-521 366
Vranje	Dragan Milic	Mayor	012-62-120; 012-62-122	sovgradiste@ptt.yu	012-61-128
Vrbas	Miroljub Stojcic	Mayor	017-22-191	upravavranje@ptt.yu	017-21-576
Vrnjacka Banja	Zeljko Lainovic	Mayor	021-705-028	sovrbas@eunet.yu	021-705-990
Vrsac	Rodoljub Dzamic	Mayor	036-612-627	vrnjci_spa@ptt.yu	036-612-624
Zajecar	Jovica Zarkula	Mayor	013-821-435; 822-053	predsednik@vrsac.org.yu	013-833-328
Zitoradja	Bosko Nicic	Mayor	019-424-713	ozajecar@verat.net	019-421-712
Zrenjanin	Stanisa Djokic	Mayor	027-62-017	sozitoradja@ptt.yu	027-62 - 211; 62 - 550
	Goran Knezevic	Mayor	023-564 585	sozr@zrenjanin.org.yu	023-534-115

ANNEX B

Capacity Contact Matrix: Municipalities in Southeast Serbia

Municipality Data			Members of Disaster Management Team at the municipal level		Other NGO contacts		Media representatives		International Organizations present	
Bujanovac			Nagip Arifi, Mayor	+381 63 401 713; +381 17 651 013	Shaip Kamberi, Committee for Human Rights	+381 63 818 87 67	Dzahid Ramadani, Radio Bujanovac	+381 17 653 380	HELP Jelena Kocić, Project Assistant	+381 64 163 42 27 +381 17 654 322
			Ali Aslani, civil protection dpt member	+381 64 52 72 699; +381 17 651 392	Oliver Trajković, Susedi za mir	+381 63 460 969; +381 17 654 229	Nexhat Behluli, RTV Spektri	+381 17 653 730; +381 17 653 740; +381 63 406 500	UNDP, Arber Sadiku	+381 63 8990 423
Population breakdown (Census 2002)	43,302		Snežana Milošević, environmental expert at the municipality	+381 64 2507 123; +381 17 654 360	Milan Stefanović, Protecta	+381 63 479 970	Oliver Trajković, Radio EMA	+381 63 460 969; +381 17 654 200	OSCE, Martin Brooks	+381 63 309 035
Disaster Management focal point	Nagip Arifi, Mayor	+381 63 401 713; +381 17 651 013	Bajram Hasani, medical doctor at public health center	+381 63 40 1717; +381 17 651 315	Nansen Dialogue Center	+381 63 8157 916	Andor Dimitrijević, Srpski Venac	+381 63 8533 789; +381 17 651 023		
Red Cross Secretary	Bratislav Lazarević, Secretary	+381 63 454 325; +381 17 651 209	Slađan Dimitrijević, medical doctor at public health center	+381 17 653 679; +381 17 651 315; +381 62 360 043	PBDA, Armend Aliu	+381 63 345 310	Zivota Matić, Politika	+381 63 833 0201; +381 17 651 280		
Trustee for Refugees and IDPs	Čedomir Manas jević	+381 63 484 457	Emrulah Ljutifiu, specialist for planning at civil protection	+381 17 651 013; +381 17 651 049			Dusan Sikimić, Večernje Novosti	+381 63 42 1015; +381 17 653 380		
No. of IDPs as at 1st Jul. 2007 (UNHCR data)	4,802		Ragmi Ramizi, head of operations at public utility company	+381 17 651 000; +381 63 105 16 59			Slađana Majdak, Glas Javnosti	+381 64 3223038		
			Agim Hasani, technical director of public utility company	+381 63 8161 750; +381 17 651 000			Nikola Lazić, Vranjske novine; BIRN (balkanska istrazivacka mreza)	+381 64 2158 002; +381 17 653 326		
			Predrag Mitić, head of electrical company	+381 64 8367 812; +381 17 651 891						
Kuršumlija			Milan Đurđević, Mayor	+381 64 86 75 200; +381 27 381 383	Saša Petrović, Kuršumlija Roma Association	+381 63 8610 142				
			Sunčica Nestorović, head of dpt for international cooperation within the municipality	+381 64 86 75 209	Obren Andjelković, Vidovdan NGO	+381 63 838 99 87				

Population breakdown (Census 2002) 13,639 Disaster Management focal point Milan Đurđević, Mayor +381 64 86 75 200; +381 27 381 383 Red Cross Secretary Nikolić +381 27 381 080; +381 27 381 233 Department of Social Welfare Svetlana Milutinovic, manager czrkursumlija@medianis.net Trustee for Refugees and IDPs No. of IDPs as at 1st Jul. 2007 (UNHCR data) 6,050	Milorad Miletić, head of civil protection dpt	+381 27 381 559; +381 27 381 635				
Leskovac Population breakdown (Census 2002) 76,562 Disaster Management focal point Miodrag Marjanović, head of civil protection for Jablanica district +381 16 241 445; +381 16 52 808 Red Cross Secretary Dragan Veličković, Secretary +381 16 213 462; +381 16 234 081 Trustee for Refugees and IDPs Igor Kocić +381 65 402 30 06	Vladan Marinković, Mayor Miodrag Marjanović, head of civil protection for Jablanica district Veljković Vlada, specialist for technology Dr Časlav Nedeljković, specialist for flood control Vladimir Trajković, deputy head of district civil protection dpt for operations Miroslav Jevtić, head of municipal civil protection dpt.	+381 16 250 131; +381 16 246 111 +381 16 241 445; +381 16 52 808 +381 16 242 859 +381 16 50 074; +381 16 214 325; +381 16 233 701 +381 64 8559 604 +381 16 241 445; +381 16 242 956	Igor Stajić, Educational Center +381 65 44 67 332; +381 16 215 413; +381 16 216 752 Ljudmila Stefanović Center for development of Jablanica and Pčinja District +381 63 219 468 Goran Mitrović People's parliament NGO +381 16 251285 +381 64 1293905 Tamara Gojković RESURS Centre +381 16 232 811 Zoran Stojanović, Manager, Fund for Agriculture Development +381 65 3434 357	Naša reč, newsletter +381 16 212323 TV Leskovac +381 16 252127 TV K1 Leskovac +381 16 215502 Radio 016 +381 16 244 351; +381 16 212 772 Radio Leskovac +381 16 213 491; +381 16 244 667	Robin Sluyk, UNDP +381 16 233 301; +381 16 233 300; +381 63 739 53 60	

<p>No. of IDPs as at 1st Jul. 2007 (UNHCR data)</p> <p>5,195</p>	<p>Božidar Đorđević, specialist for planning +381 63 84 555 83; +381 16 781 997</p> <p>Srdjan Dojčinović, agriculture direction +381 16 241 914</p> <p>Dr Milan Zdravković, public health center +381 64 454 2149; +381 16 241 644;</p> <p>Nenad Cvetković, specialist for rescuing from unsafe structures +381 64 855 9603; +381 16 235 180; +381 16 245 819</p> <p>Tomislav Antić, head of center for informing +381 63 823 6528 +381 16 52 093; +381 16 52 808</p>		<p>Radio Stuff +381 16 50 111; +381 16 253 333</p> <p>FONET, Frankfurtske vesti Lji jana Stojanović +381 63 8549 104</p> <p>Večernje novosti +381 16 244 440</p>	
<p>Medveđa</p> <p>Population breakdown (Census 2002) 10,119</p> <p>Disaster Management focal point Slobodan Drašković, Mayor +381 16 891 138 Zoran Radenovic, Municipal Secretary +381 65 8941 377 Kusumi Ljuljeta Secretary +381 16 891 206</p> <p>Red Cross Secretary retired - new to be appointed</p> <p>Trustee for Refugees and IDPs</p> <p>No. of IDPs as at 1st Jul. 2007 (UNHCR data) 731</p>	<p>Slobodan Drašković, Mayor +381 16 891 138</p> <p>Ivan Đorić, specialist for rescuing from unsafe structures +381 16 891 922; +381 64 863 83 66</p> <p>Radovan Radenković, specialist for alerting and outshining +381 16 891 223</p> <p>Kosta Dimitrijević, municipal manager and operational head of DMT +381 63 8455 630; +381 65 84 55 630</p> <p>Marko Todosijević, deputy head of DMT +381 16 891 138</p> <p>Dobrivoje Radojčić, firefighter +381 16 891 515; +381 16 891 028</p>	<p>Nebojša Jakšić „GO JA“ NGO +381 16 891106</p> <p>Organization for tourism promotion, rural development and environment protection NGO Dragiša Nikilić, President Marko Ivković, President +381 64 942 1009</p> <p>Culture Center NGO</p>	<p>Radio Medveđa +381 16 891 900</p>	

Preševo			Ragmi Mustafa, Mayor +381 63 106 2962; +381 64 18 69 401	Arburim Zejnullahu, Centar za nove vizije +381 63 818 6633	Driton Salihu, Preseva.Com +381 63 220 720	UNDP, Erol +381 63 8603 229
Population breakdown (Census 2002)	35,118		Rexhep Rexhepi, head of civil protection dpt +381 63 7128 340; +381 17 660 107		Delgzim Kamberi, Frans Press +381 63 7797 570; +381 17 669 919	
Disaster Management focal point	Rexhep Rexhepi, head of civil protection dpt	+381 63 7128 340; +381 17 660 107	Shaban Jashari, urban planning dpt at the municipality +381 63 8430 608		RTV Aldi, Isuf Mehmeti +381 62 323 673	
Red Cross Secretary		+381 17 660 159	Isak Behluli, head of accounting at social welfare +381 17 669 969		RTV Preseva +381 17 668 291	
Trustee for Refugees and IDPs			Nehat Nuhiu, information officer at the municipality +381 17 660 219			
No. of IDPs as at 1st Jul. 2007 (UNHCR data)	35		Dragan Nedeljković, head of veterinarian ambulance +381 17 668 042			
			Rafet Mutezi, highschool teacher for chemistry +381 17 669 768; +381 63 77 82 963			
			Riduan Tahiri, pediatrician at public health center +381 64 298 9414; +381 17 669 195			
Prokuplje			Vladimir Jovanović, Mayor +381 63 413 514; +381 27 321 071	Igor Kostić, The Initiatives +381 63 323 540; +381 27 339 041 pk.office@theinitiatives.org www.theinitiatives.org	Radio Srce +381 27 321 080	
			Dragan Subotić, head of Red Cross unit for reacting in disasters +381 27 322 403; +381 64 211 96 74	Blagota Vojinović, VEZA Association of IDPs and refugees from Bosnia and Croatia +381 63 8350 699	Radio Televizija Toplica +381 27 324 061	
Population breakdown (Census 2002)	27,673		Aleksandar Todorović, head of Municipal civil protection unit +381 27 324 010		Radio Delfin +381 27 322 666	
Disaster Management focal point	Vladimir Jovanović, Mayor	+381 63 413 514; +381 27 321 071	Milutin Šutanovac, specialist for urban planning and civil engineering +381 27 324 040			

Red Cross Secretary	Dušica Dinić, Secretary	+381 27 321 214; +381 27 322 403; +381 27 324 220	Ivan Popović, head of urban planning dpt	+381 63 8311 727; +381 64 85 87 525						
Trustee for Refugees and IDPs	Dragan Piljević	+381 27 322 730	Predrag Milošević, Mayor's advisor	+381 64 8587 579; +381 27 322 652						
No. of IDPs as at 1st Jul. 2007 (UNHCR data)	4,672									
Vranje										
Population breakdown (Census 2002)	55,052		Miroljub Stojčić, Mayor	+ 381 64 890 75 00; +381 17 422 191; +381 17 421 576	Radoman Irić, Suzana Irić, ABC Center	+381 64 397 95 55; +381 64 252 0020; +381 17 400 591	Vojkan Ristic, AVP, Danas	+381 64 155 2072; +381 17 400 642 ; +381 17 400 643	Tom Thorogood, UNDP	+381 63 390 295; +381 17 400 962
Disaster Management focal point	Miroljub Stojčić, Mayor	+ 381 64 890 75 00; +381 17 422 191; +381 17 421 576	Miroslav Simić, Institute for health protection	+381 17 421 310; +381 17 400 030; +381 63 80 82 832	Vesna Cvetković NEXUS	+381 17 404 541; +381 17 431 484; +381 63 689 163	Dragana Stanisavljević, Slobodna rec	+381 64 159 3258; +381 17 24 689		
Red Cross Secretary			Dušan Velinov, Institute for health protection	+381 63 837 9076; +381 17 410 576; +381 17 421 310	Ljubinka Milovanović, Life Aid	+381 64 14 53 156; +381 17 423 300	Slađana Aleksić, RTV Vranje	+381 64 36 88 777; +381 17 22 632		
Trustee for Refugees and IDPs	Zorica Perić	+381 64 890 75 26; +381 17 402 390; +381 17 414 164	Ljijana Ljubić, environmental dpt at the municipality	+381 63 105 7089; +381 17 411 504			Goran Vlatković, Radio OK	+381 63 4012 55; +381 17 400 634; +381 17 416 404		
No. of IDPs as at 1st Jul. 2007 (UNHCR data)	6,040		Mladen Spasić, head of municipal civil protection dpt	+381 17 424 222; +381 17 985; +381 64 90 84 622			Miroslav Aleksić, Radio Ritam (Vranjska banja)	+381 64 1452 982; +381 17 546 449		
			Ljubomir Manasjević, head of service for quality control in public electricity company	+381 64 836 7836; +381 17 421 621; +381 17 421 318			Dragan Mladenović, RTV Fokus	+381 64 32 22 994; +381 17 400 420; +381 17 400 421; +381 17 400 422		

	Dobrivoje Ilić, head of department for investments at public construction company	+381 64 210 3276; +381 17 422 600		Dragan Veljković, Vecernje Novosti	+381 64 1540 480; +381 17 423 358
	Dragan Popović, head of Emergency hospital	+381 64 186 9132; +381 17 421 550		Saša Stojković, Vranjske novine; Radio OK	+381 63 470 950; +381 17 417 445
	Dragča Stanojković, head of district civil protection dpt	+381 17 422 135; +381 17 421 106			
	Dobriła Stanojkoivć, civil protection specialist in the municipality	+381 17 424 222; +381 64 567 11 33			
	Čedomir Savić, civil protection specialist in the municipality	+381 17 424 222			

ANNEX C

Capacity Contact Matrix: Municipalities in Southwestern Serbia

Municipality Data			Members of Disaster Management Team at the municipal level		Other NGO contacts		Media representatives		International Organizations present	
Kragujevac			Veroljub Stevanović, Mayor	+381 34 335 324	Rozalia Ilic, Slava Djordjevic, Roma Information Center (RIC)	+381 (0) 34 349 587 +381 (0) 34 349 587	Radio BIS PLUS FM	+381 34 350 035; +381 34 350 350	European Perspective, Gregoris Krallis	+381 63 607 144
Population breakdown (Census 2002)	211,580		Danica Jovanović, civil protection dpt member	+381 63 1450 272; +381 34 323 906						
Disaster Management focal point	Milivoje Borić, specialist for development of system for protection from natural and other disasters	+381 34 332-235; +381 34 306-133; +381 65 60 30 901	Joksić Zoran, head of municipal civil protection dpt	+381 64 150 7757; +381 34 337 872; +381 34 378 161			Radio BRAVO	+381 34 501 333	Intersos, Cristiana Spinola	
Red Cross Secretary	Nevena Bogdanović, Secretary	+381 34 332 617	Zoran Tanasijević, civil protection dpt member	+381 34 311 503; +381 34 378 160			Radio 34	+381 34 324 200	DRC Marko Perović	+381 64 613 9698; +381 34 331 433; +381 34 305 080
Trustee for Refugees and IDPs	Slavica Stevanović	+381 65-25 25 380; +381 34 331 870	Dragoš Radovanović, head of civil protection service at the municipality	+381 65 306 20 42; +381 34 381 863			Radio 9	+381 34 339 999		
No. of IDPs as at 1st Jul. 2007 (UNHCR data)	12,982		Milja Pantelić, civil protection dpt member	+381 64 3060 225; +381 34 333 914			Television NEA	+381 34 501 270		
			Milivoje Borić, specialist for development of system for protection from natural and other disasters	+381 34 332-235; +381 34 306-133; +381 65 60 30 901			Televizija Kragujevac Radio Kragujevac	+381 34 335 579 +381 34 305 530		
Kraljevo			Miloš Babić, Mayor	+381 36 312 838	Nikola Grujić, Center for Human Rights	+381 64 153 4018	Radio Kraljevo	+381 36 312 502	HELP Milena Jelinković	+381 36 375 274; +381 36 379 210
			Leković Đorđe, Head of municipal Civil protection dept.	+381 36 321 021	Aleksandar Jovanović, Lingua	+381 36 358 670	Radio Televizija Duga Čačak Telemark	+381 36 311 321	UNHCR	+381 36 312 543; +381 36 313 231

Disaster Management focal point	Saša Anđelković, head of municipal team for natural disasters (krizni štab)	+381 64 8355 001; +381 37 427 944	Zdravko Jovanović, urban planning department	+381 64 881 2030; +381 37 421 979		Radio Kruševac	+381 37 430 777		
Red Cross Secretary	Milomir Petronijević, Secretary	+381 37 424 472; +381 64 886 34 31				Radio Televizija Rubin	+381 37 419 919		
Trustee for Refugees and IDPs	Dušan Todorović	+381 64 8355 064; +381 37 447 050							
No. of IDPs as at 1st Jul. 2007 (UNHCR data)	8,696								
	Novi Pazar								
Population breakdown (Census 2002)	54,604		Sulejman Ugljanin, Mayor	+381 20 331 040; +381 20 331 041	Sead Berović, Urban In	JU Radio	+381 20 331 588	Edis Mekic, UNDP	+381 20 337 300; +381 20 337 301; +381 20 323 333
			Jordan Mijailović, head of municipal civil protection dpt.	+381 20 312 558	Aida Ćorović, Urban In	Radio stanica	+381 20 311 771	Lux Development	+381 63 411 874
			Zoran Milovanović, specialist for rescuing from unsafe structures	+381 63 819 6246; +381 20 314 744	Ismet Sulljevic "Merhamet-Sandzak"	Jedinstvo TV	+381 20 311 771; + 381 64 428 21 95	Darko Milutin	
Disaster Management focal point	Muamer Suljović, operational head of civil protection dpt.	+381 64 890 72 08; +381 20 313 644	Šećet B. Aščerić, Republic sanitary inspector, Ministry of Health	+381 63 8191 522; +381 20 311 247	Elza Ajeti	Radio Televizija Beograd	+381 20 317 837; + 381 64 861 19 43		
Red Cross Secretary	Ljiljana Kostić, Secretary	+381 63 623 129 +381 20 331 640	Ljiljana Kostić, Red Cross secretary	+381 63 623 129; +381 20 331 640; +381 20 331 641	Zibja Šarenkapić	Beta Press , Radio As	+381 20 317 582		
					KC Damad (Women's culture center)				

Trustee for Refugees and IDPs	Edib Ugljanin	+ 381 64 134 56 93	Muamer Suljović, operational head of civil protection dpt.	+381 64 890 72 08; +381 20 313 644	Bisera Seceragic	+381 63 8704-805 pso_np@varat.net
No. of IDPs as at 1st Jul. 2007 (UNHCR data)	4,718		Slobodanka Simonović, specialist for planning at civil protection dpt.	+381 20 312 558	Evropski pokret u Srbiji Ruzdija Agusevic	020 411-109; Fond.hadzina dzija@yahoo.com; www.fond-hadzinadzija.org
					Humanitarni Fond „Hadzi Nadzija Karabegovic-Agusevic“	020 331-500; 063 82 70 585; ug_25_maj@yahoo.com;
					Brnicanin Esada	
					Udruzenje gradjana „25 Maj“	
					Raskin Sliv Ibrahim Mehmedovic	+381 63 102 53 31
					Zajedno protiv droge Seadetin Mujezinovic	+ 381 63 810 33 30
					Eko family Mithat Nokic	+381 63 101 89 79
					Drustvo za pomoc mentalno ndovoljno razv jenih lica Tahir Delic Sandzacki	+ 381 20 317 402
					intelektualni krug	+381 63 81 78 485
					Ramiz Crnisanin Reintegracija Kadrija Mehmedovic	+381 64 35 06 557; 381 20 319 534
					Sandzacki odbor za zastitu ljudskih prava i sloboda Semiha Kaca	64 428 17 71: + 381 20 318 464
					Gradjanski forum Al ja Halilovic	+ 381 64 82 75 607: +381 20 312 461
					Centar za mir i pomirenje Bisera Spasovic	+ 381 64 21 88 894

Raška		<p>Bojan Milovanović, Mayor +381 36 736 281; +381 63 600 146</p> <p>Nikola Antanasijević, head of civil protection dpt. For natural disasters +381 63 600 427; +381 36 736 460</p> <p>Stoiljković Olga, construction company +381 64 153 2809; +381 36 733 745</p> <p>Zoran Aleksić, head of municipal civil protection dpt. +381 36 736 500; +381 63 689 262</p> <p>Gajtanović Časlav, fire department commander +381 36 737 398; + 38164 17 43 141</p>	<p>Zeleni putokazi Zoran Simovic + 381 64 29 62 52</p>	<p>Radio Raška Televizija Raška +381 36 736 522 + 381 36 735 887</p>	<p>UNDP Danica Pavlovic + 381 64 19 82 495; +381 36 736 435</p>
<p>Population breakdown (Census 2002) 26,981</p> <p>Disaster Management focal point Bojan Milovanović, Mayor +381 36 736 281; +381 63 600 146</p> <p>Red Cross Secretary Sonja Jovković, Secretary +381 36 736 648; +381 36 738 170</p> <p>Trustee for Refugees and IDPs No. of IDPs as at 1st Jul. 2007 (UNHCR data) 1,881</p>					
Sjenica		<p>Esad Zornić, Mayor +381 20 741 278; +381 63 358 619</p> <p>Safet Gilić, specialist for radiological and chemical protection +381 20 743 076; +381 63 186 38 30</p> <p>Vinko Milić, firefighter +381 20 744 344; + 381 20 741 093</p> <p>Dalibor Marić, emergency health center +381 20 742 945; +381 64 553 11 62</p> <p>Selim Hukić, head of municipal civil protection dpt. +381 63 885 56 77; +381 20 741 077</p> <p>Behudin Zekić, specialist for evacuation +381 63 467 896; +381 20 743 503</p>	<p>Flores Sead vrcic + 381 63 638 781</p>	<p>Radio Amaro +381 20 741 514</p> <p>Kablovska televizija +381 20 740 550</p>	<p>UNDP Enesa Ramadani +381 64 1265 252; + 381 20 744 287</p>
<p>Population breakdown (Census 2002) 13,161</p> <p>Disaster Management focal point Esad Zornić, Mayor +381 20 741 278; + 381 63 358 619</p> <p>Red Cross Secretary Murat Karišk +381 20 741 067</p> <p>Trustee for Refugees and IDPs Mirsad Hadžimerović, trustee</p> <p>No. of IDPs as at 1st Jul. 2007 (UNHCR data) 151</p>					

Tutin			Šemsudin Kučević, Mayor	+381 63 471 777; +381 20 811 111	Impuls Dzaneta Agovic	+ 381 20 811 648	Radio Viz ja – Kablovska televizija	+381 20 820 060; +381 63 331 555	UNDP Bahtir Hamidovic	+381 63 698 541; +381 20 820 410
Population breakdown (Census 2002)	9,111		Jusuf Sinanović, head of dpt for sport within the municipality and member of municipal assembly	+381 20 811 017						
Disaster Management focal point	Šemsudin Kučević, Mayor	+381 63 471 777; +381 20 811 111	Nazim Manić, engineer at dpt for infrastructure within the municipality	+381 20 811 204						
Red Cross Secretary	Fatima Alić	+381 20 811 061	Salih Hot, Deputy Mayor	+381 20 811 111						
Trustee for Refugees and IDPs	Emira Batilović	+381 20 811 112; +381 20 811 035	Halil Eminović, civil protection dpt	+381 63 1087 999; +381 20 811 046						
No. of IDPs as at 1st Jul. 2007 (UNHCR data)	572		Milan Savić, head of municipal civil protection dpt	+381 20 811 046; +381 20 811 149						

ANNEX D Capacity Contact Matrix: Municipalities in Northern Serbia (Vojvodina)

Municipality Data			Members of Disaster Management Team at the municipal level		Other NGO contacts		Media representatives		International Organizations present	
Ada										
Population breakdown (Census 2002)	18.994		Dragin Zoran	024/852-106						
Disaster Management focal point	Irmenji Ferenc Mayor	024/852 106	Duřanka Vućurović	024/851-834						
Red Cross Secretary	Vilmoř Kriřan	024/852-350	Sima Srepaćev Inspector for environmental protection	024/852-106	Ljiljama Vlamikolin	064/226-63-08	"PANORAMA" Local newspaper	024/851-424		
Trustee for Refugees and IDPs	Monika Baland	024/852-106								
No. of IDPs as at 1st Jul. 2007 (UNHCR data)	26									
Senta										
Population breakdown (Census 2002)	26 000		Ratomir Janjic-Head of Civil Protection	024/815-759						
Disaster Management focal point	Atila Juhas Mayor	024/812-636	Tibor Korponai Communal enterprise	024/812-835			Atila Lenard	024/817-051		
Red Cross Secretary	Fodor Veronika	024/811-475	Domany Zoltan Member of municipallity council	063/706-358						
Trustee for Refugees and IDPs	Milan Todorović	024/813-574								
No. of IDPs as at 1st Jul. 2007 (UNHCR data)	22									

Kanjža					
Population breakdown (Census 2002)	27 510				
Disaster Management focal point	Kermeci Karolj Mayor 024/875-166	Stevanović Tomislav head of civil protection 063/549-147			"PANDA" Radio 024/873-428
Red Cross Secretary	Erzebet Hadik 024/873-644				
Trustee for Refugees and IDPs	Magdolna Canjga 024/875-166				
No. of IDPs as at 1st Jul. 2007 (UNHCR data)	41				
Zrenjanin					
Population breakdown (Census 2002)	132051	Goran Knežević, Mayor 023/564-585	Centar for development of civil society 063/860 3429	"Zrenjanin" newspaper 023 589300	
Disaster Management focal point	Goran Knežević, Mayor 023/564-585	Momcilo Radosav, Chief of Maintenance Department, Public Enterprise Company 023 564 760	Čordić Branislav "Eko San" 064 811 67 72	Radio Zrenjanin 023 62406	
Red Cross Secretary	Aleksandra Tanasijević 023/562 006	Borislav Bjelica, City traffic engineer 064 811 69 09	"Fedra" Association for children support 023/522 140	RTV Santos 023 510333	
Trustee for Refugees and IDPs	Vierka Hrubik 023/66 020	Jasmina Bjelica, Deputy Director of Communal Enterprise 064 811 69 09	Humanitarian Center ABC 023/67 868	KTV 023 589300	
No. of IDPs as at 1st Jul. 2007 (UNHCR data)	845	Radislav Žerarvica, Chief Communal Inspector 063 861 165 31		Radio Kojot 023 580890	
		Zoran Prohaska, Municipal Coordinator 064 811 69 96		NEWSPAPERS: "Zrenjaninski Dnevnik" 023 66915	
		Stojan Kralj, Expert for Agriculture 023 511 962		"Vecernje novosti" 023 536993	
		Mirko Bačić, Head of Zrenjanin Institute for health protection 023 564 458		"Politika" 023 522528	
				"Danas" (Miroslava Pudar) 064 1758300	
				"Blic" (Jelica Vojnov) 063 544661	
				"Građanski list" (Milan Cekrdzin) 023 580890	
				"Magyar Szo" 023 562039	
				"Borba" 023 62473	
				Radio "Zepelin" 023 549859	

Vrsac						
Population breakdown (Census 2002)	54369		Jovica Zarkula, Mayor	013 821 053	Radojica Mojsijevic and Ljiljana Markovic NGO Agora	013/833-120
Disaster Management focal point	Jovica Zarkula	013 821 053	N kola Cula, Member of city council	013 835 160	URBAN Workshop	013/816 575
Red Cross Secretary	Ljiljana Grujic	013 830648	Momir Georg jevski, Police Inspector	013 806 546		
Trustee for Refugees and IDPs	Radmila Matovic	013 832 465	Zoran Begenisic, Municipal official	013 835 160		
No. of IDPs as at 1st Jul. 2007 (UNHCR data)	221		Vladan Pavlovic, Public Enterprise Company "2. oktobar"	013 833 000 ext 126		
Titel						
Population breakdown (Census 2002)	17050		Milivoj Petrović, Mayor	021/860-186	"Titel danas" newspaper	021 860381
Disaster Management focal point	Milivoj Petrović, Mayor	021/860-186	Ilija Maric. Health Center Director	063 86 52 939 ili 021 801 768	Radio Titel	021 860185
Red Cross Secretary	Marja Olah Kalmar	021 862 033	Dušan Ivkov, Nacelnik ref. za odbranu, MOD	021 860 125		
Trustee for Refugees and IDPs	Aleksandar Duma	021 860 186	Miroslav Šipka, Komandir policijske stanice Titel	021 860 143		
No. of IDPs as at 1st Jul. 2007 (UNHCR data)	27					

Opovo					
Population breakdown (Census 2002)	11016		Slavko Mancev, Director of Public Enterprise Company	013 681 544	
Disaster Management focal point	Milorad Soldatovic	013/681-091	Zoran Tasic, Chief of Municipal Department of business and finance	013 681 030 ili 063 10 60 340	"Opovačke novine" newspaper
Red Cross Secretary	Ivanka Petrov	013 682 143	Goran Fogl, Head of City Council	013 681 030	013 682093
Trustee for Refugees and IDPs	Ivanka Petrov	013 682 143			
No. of IDPs as at 1st Jul. 2007 (UNHCR data)	56				
Indjija					
Population breakdown (Census 2002)	49609		Goran Ješić, Mayor	022/561-311	
Disaster Management focal point	Goran Ješić, Mayor	022/561-311	Milovan Bogovac, Head of Municipal Civil Protection dpt	022 560 761	RTV Indjija (R. Kovacevic)
Red Cross Secretary	Mirela Sedlan	022 561 484	Ljiljana Ivanovic, Chief of medical staff	064 853 8301, 022 510 035	022 561115 064 1406222
Trustee for Refugees and IDPs	Sava Djuric	022 561 322	Momcilo Sutovic, Chief Technician of Emergency Service	064 852 8318 022 510 035	"Dnevnik" newspaper (Gordana Umicevic)
No. of IDPs as at 1st Jul. 2007 (UNHCR data)	217		Anka Koralija, Chief of Emergency Service	064 8528 307 022 510 035	064 1864946
			Milan Knezevic, Commander of fire fighting unit	022 560 839	

Irig					
Population breakdown (Census 2002)	12329		Dr Radovan Ercegovac, Mayor	022/461-010	
Disaster Management focal point	Dr Radovan Ercegovac, Mayor	022/461-010	Ljiljana Rogulja, Head of municipal civil protection dpt	022 461 058	
Red Cross Secretary	Boban Ciric	022/461-087 063/7530 480	Bogdanka Lekic, Environmental Engineer	063 7498 759	
Trustee for Refugees and IDPs No. of IDPs as at 1st Jul. 2007 (UNHCR data)	Milorad Vlahovic	022 461 087			
	67				
Sremski Karlovci					
Population breakdown (Census 2002)	8839		Milenko Filipović, Mayor	021/685-3000	"Karlovacki list" magazine
Disaster Management focal point	Milenko Filipović	021/685-3000	Vladimi Žeravica, Municipal official	064 824 9013	021 8822967
Red Cross Secretary	Zoran Ancic	021 882515	Aleksandar Andrić, Inspector for Environmental Protection	064 824 9006	
Trustee for Refugees and IDPs No. of IDPs as at 1st Jul. 2007 (UNHCR data)	Slobodan Vukasevic (Novi Sad)	021 6622455			
	111				

ANNEX E

Contact List: National-Level Government

Institution	Address	Contact details	Contact Person
Commissariat for Refugees (CSR)	Carice Milice 2, Belgrade	+381 11 3614 450	Dragisa Dabetic, Commissioner dabetic@kirs.sr.gov.yu
Coordinating Body for Southern Serbia	Save Kovacevica 12, Presevo Karadjordja Petrovica 115, Bujanovac	+381 11 212 0907 +381 17 660 843 +381 17 654 601	Nenad Djurdjevic (based in Belgrade)
Ministry of Defense, Dept of Civil Protection	Bircaninova 5, Beograd	+381 11 2681 736 +381 64 1434 989	- Zivko Babovic, Head-Leader of Department - Branko Jovanovic, Deputy Head of Department
Serbian Red Cross	Simina 19, Beograd	+381 63 380 735 +381 11 3032 115	Djula Lošonc, Disaster Management Coordinator
Ministry of Agriculture, Forestry and Waters [Water Directorate]	Bulevar Umetnosti 2a, Novi Beograd	+381 11 2013 360 +381 11 3115 370	Nikola Marjanovic,
Ministry of Environmental Protection	Omladinskih brigada 1, Novi Beograd	+ 381 11 3131357 + 381 11 3131359	Dr Saša Dragin, Minister
Ministry of the Interior [Cabinet of the Minister – Bureau for International Cooperation & European Integration]	Kneza Milosa 101, Beograd	+381 11 3620 261 +381 64 8920 338	Biljana Nestorovic, International Cooperation – EU Integration
Ministry of the Interior [Protection & Rescue Sector]	Bulevar AVNOJ-a 104, Novi Beograd	+381 11 3008 179 +381 64 8921 252	Predrag Maric, Assistant to Minister & Department Director
Ministry of the Interior [Protection & Rescue Sector – Directorate for Prevention]	Bulevar AVNOJ-a 104, Novi Beograd	+381 11 3133 080 +381 11 3062 500 +381 64 8921 260	Ivan Baras, International Cooperation
Institute of Public Health of Serbia	Dr Subotića 5, Beograd	+381 11 2684 566, www.batut.org.yu	Tanja Knežević, Director
Hydrometeorological Institute of Serbia	Kneza Viseslava 66, Beograd	+381 11 2545240 www.hidmet.sr.gov.yu	Jovanka Andrejević, Director

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 Tošovic, Director
Institute for Emergency Medical Help	Vojislava Ilica bb, Nis	+381 18 331 801 +381 18 529 001 +381 64 1197 205	Dr Branislav Nicic, 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

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 F

Contact List: International

Institution	Address	Contact details	Contact Person
UNHCR	Krunska 58, Beograd	+381 11 3082 100	- Angelita Cecere, Contingency planning focal point - Lennart Kotsalainen, Representative
UNICEF	Svetozara Markovica 58, Beograd	+381 11 3602 100	- Judita Reichenberg, Area Representative - Maria Luisa Fornara, Prog. Coordinator
WHO	Dr. Subotica 5, Beograd	+381 11 3615 744 +381 11 2656 520	- Dr Dorit Nitzan Kalusk Head of Office - Dr Melita Vujnovic, Deputy Head of Office
UNDP	Internacionalnih Brigada 69, Beograd	+381 11 2040 412	- Lance Clark, Resident Representative - Rini Reza, Deputy Resident Representative
IOM	Drziceva 11, Beograd	+381 11 3821 703	- Gregoire Goodstine, CoM - Gianluca Rocco, Deputy Chief of Mission
ICRC	Juzni Bulevar 144, Beograd	+381 11 2450 590 +381 11 344 1522	Paul-Henri Arni, Head of Delegation
IFRC	Simina 21, Beograd	+381 11 3282 202 +381 11 3281 582 +381 3281 376	Knut Felberg, Head of Delegation
EAR	Vasina 2-4, Beograd	+381 11 3023 400	- Richard Zinc, Director - Daniel Giuglaris, Head of Center
IMG	Bulevar Mihajla Pupina 10a, Beograd	+381 11 3118 782 +381 11 3118 783	- Dino Bicciato, Head of Mission - Kevin Mannion, Director of Operations
DRC	Zagrebacka 4, Beograd Cara Dusana 33, Kraljevo Sv. Markovica bb, Kragujevac	+381 11 2187 812 +381 11 2185 964 +381 36 235225 +381 34 335653	- Marina Cremonese, Head of Office - Anders Engberg Regional Representative,
HELP	Uciteljska 52, Beograd	+381 11 3046 340 +381 63 354 539	- Timo Stegelmann Head of Mission - Joanna Melinska, Dep. Head of Mission
Intersos	Zarkovacka 21g, Beograd Kneza Milosa 17, Kragujevac	+381 11 3549 010 +381 11 3549 040 +381 34 314 365	- Magda Bellu, Head of Mission - Roberto Gaibisso, Programme Manager
CRS	Janka Veselinovica 13, Beograd	+381 63 312 201 +381 11 3085 278 +381 11 3085 277	- Matthew Davis Head of Mission - Milica Turnic Program Manager - Dino Mujanovic Senior Project Officer
Regional Environmental Center (REC)	Primorska 31 (ulaz iz Preradovićeve), Beograd	+381 11 3292 899 +381 63 32 99 00	Jovan Pavlovic Senior Project Manager
CARE	Sumadijski Trg 6a, Beograd	+381 11 3559 355 +381 63 371 125	Jasna Kronja, Head of Office
Save the Children (UK)	Ljutice Bogdana 20, Beograd	+381 11 3671 476 +381 11 3066 926	Tim Bainbridge, Program Director SEE & Acting Country Manager for Serbia
Norwegian Peoples' Aid	Alekse Nenadovica 7, Beograd	+381 11 2441 196 +381 11 2446 024	Emil Jeremic, Regional Representative
LUX – Development	Stevana Nemanje 2, Novi Pazar	+381 20 317 085 +381 63 411 874	Darko Milutin, Project Coordinator
European Union	15 Novembra Road 95, Presevo	+381 17 669 695	Team S2 Presevo,

Monitoring Mission			Monitor
Stability Pact for South Eastern Europe [Disaster Preparedness and Prevention Initiative]	Vilsonovo Setaliste 10, Sarajevo	+387 33 614 865 +387 63 892 484	Miroslav Vujanic, Head of the DPPI SEE Secretariat
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

These are some NGOs and CSOs identified by UNHCR, CRS and SCOPES as having experience in prevention, preparedness, response and recovery efforts. It 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 2000, 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; put 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 Metohia 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 H 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	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														
Educational Center Leskovac		x				x								
EkoForum	x													
Fund for the Development of Agriculture	x													x
Initiatives						x								x
INTEGRA	x													x
Group 484		x									x	x		
Hi Neighbour					x	x					x			
Housing Center			x											
International Aid Network				x							x		x	
LINGUA											x			
Merhamet - Sandzak		x		x							x			x
Nexus											x			
Novi Sad Humanitarian Center				x										
Organization for Tourism Promotion, Rural Development & Environmental Protection														x
Philanthropy		x									x			
Pravo za decu					x	x								
Praxis											x	x	x	
Presevo & Bujanovac Development Agency														x
ALFA														x

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														
Roma Information Center		x		x	x	x				x	x	x		
Sandzak Committee of Human Rights										x			x	
Serbian Democratic Forum											x		x	
Society for Peace, Development & Ecology											x		x	
Solidarity											x			x
Udruzenje za javno zdravlje				x										
Veza				x										
WAPRPC											x			x

ANNEX I USAID/OFDA Guidelines for Unsolicited Proposals and Reporting

USAID/OFDA GUIDELINES FOR UNSOLICITED PROPOSALS AND REPORTING

Summary Table: USAID/OFDA Sectors, Sub-Sectors, Indicators, and Cross-Cutting Themes

Below is a table providing the approved Sectors, Sub-Sectors, Indicators, and Cross-Cutting themes from which applicants must choose while completing the program description section. Additional information is provided in the APDRs in Section VII.

<u>SECTOR</u>	<u>SUB-SECTOR</u>	<u>INDICATORS</u>
Agriculture and Food Security	Fisheries	<p>Capture Fisheries:</p> <ul style="list-style-type: none"> - Number of people provided fishing or processing equipment - Number of people trained - Number of kilograms of fish captured/fisher/month - Average number of kilograms of fish consumed/week/fisher household - Average monthly income from captured fish/fisher or household <p>Aquaculture:</p> <ul style="list-style-type: none"> - Number of fish farmers provided equipment - Number of fish farmers trained - Number of kilograms of fish harvested/fish farmer or household/six-month period - Average number of kilograms of fish consumed/week/fish farmer household - Average income (in USD) from fish sales/fish farmer/week
	Livestock	<ul style="list-style-type: none"> - Number and percentage of targeted animals vaccinated - Number of CAHWs trained - Number of beneficiaries provided equipment
	Pests and Pesticides	<ul style="list-style-type: none"> - Number of hectares treated against target pests - Number of types of crops/pasture saved/protected against - Liters/kilograms of obsolete and unusable pesticides removed and/or disposed safely - Number of empty pesticide containers collected and disposed safely - Number of farmers/pastoralists trained in ETOP operations
	Seed Systems and Agricultural Inputs	<ul style="list-style-type: none"> - Actual number of hectares (ha) planted with distributed seeds - Number and percent of seed recipient farmers with sufficient seeds to plant fields for next agricultural seasons - Number of months of food self-sufficiency due to distributed seed production for beneficiary families - Number of gardens planted with distributed seed - Number of seedlings provided
	Veterinary Medicines and Vaccines	<ul style="list-style-type: none"> - Number of veterinary diseases/conditions identified - Prevalence of disease in area of intervention, represented as both the percentage of total herd as well as the total number of affected animals. - Number of interventions, treatments or vaccinations administered

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		<ul style="list-style-type: none"> - Increase in number and percentage of animals vaccinated, by type, from baseline of pre-program numbers vaccinated
Economy and Market Systems	Economic Recovery	<p>Individual Level</p> <ul style="list-style-type: none"> - USD amount increase in purchasing power per beneficiary. This may consist of the total voucher amount per beneficiary, cash distribution amount, or cash-for-work payout. Note: For Cash-for-work payout, the “average pay/beneficiary over the life of the project” is preferable to “pay/beneficiary/day.” <p>Market Level</p> <ul style="list-style-type: none"> - Number of markets restored - Kilometers of roads rehabilitated - Number of fairs - Total USD grant amount of fairs <p>Local Economy Level</p> <ul style="list-style-type: none"> - Total value in USD of all assistance provided directly to beneficiaries. This may consist of the sum of all cash-for-work salaries, cash distribution, vouchers, and value of locally-procured commodities. This indicator is designed to estimate the amount of money that is infused into the local economy through beneficiary-oriented activities. The indicator should not include staff salaries, operation expenses (office rent, vehicle rental, etc.), office supplies, etc.
Health	(General Indicators)	<ul style="list-style-type: none"> - Number of USAID/OFDA-supported health facilities providing services to manage the most common diseases causing morbidity and mortality in the target population, including maternal and neonatal health - Number of health providers and/or community members trained in areas such as the prevention and management of the most common diseases causing morbidity and mortality, maternal and neonatal health, EPI, HIV/AIDS prevention, and health education - Utilization rates of USAID/OFDA supported health facilities - Reduction in CMR or CDR with a target of less than 2x baseline or $\leq 1/10,000/\text{day}$ if baseline unknown) - Reduction in U5MR or 0-5DR maintained or reduced (target less than 2x baseline or $U5MR \leq 2/10,000/\text{day}$ if baseline unknown.)

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Health	Child Health	<p><i>Malaria (in malaria endemic countries)</i></p> <ul style="list-style-type: none"> - Number and percent of total population, pregnant women, and < 5 effectively treated for malaria with appropriate anti-malarial - Percent of coverage with ITNs of target population (total, <5 and pregnant women) - Percent utilization of ITNs in target population (total, <5 and pregnant women) - Incidence rate of malaria (total, <5 and pregnant women) - Proportional morbidity from malaria (total, <5 and pregnant women) - Proportional mortality from malaria (total, <5 and pregnant women) <p><i>Acute Respiratory Tract Infections (ARI)</i></p> <ul style="list-style-type: none"> - Number and percent of population < 5 effectively treated for ARI with appropriate antibiotic - Proportional morbidity of children < 5 years of age from ARI - Proportional mortality of children < 5 years of age from ARI <p><i>Diarrhea</i></p> <ul style="list-style-type: none"> - Number and percent of population < 5 effectively treated for diarrhea with ORT and zinc (antibiotic for dysentery) at the health facility and/or community level - Percentage of children exclusively breastfed for at least 6 months or continued feeding - Incidence rate of diarrhea - Proportional morbidity of children < 5 years of age from diarrhea - Proportional mortality of children < 5 years of age from diarrhea
	Maternal Health	<ul style="list-style-type: none"> - Number of providers trained in management of clean deliveries and detection of danger signs. (Indicate the type of provider, such as midwife or TBA.) - Percentage of pregnant women who have attended at least 2 ANC visits - Percentage of pregnant women receiving iron and folic acid at the ANC - Percentage of pregnant women who received a clean delivery kit - Percentage of women vaccinated with tetanus toxoid (TT2) - Percentage of pregnant women in their 2nd and 3rd trimester attending an ANC who receive intermittent presumptive therapy for malaria - Percentage of pregnant women utilizing ITNs - Percentage of pregnant women who deliver assisted by a trained provider (indicate type of provider such as midwife, TBA) - Referral system for obstetrical emergencies in place - Percentage of women who attend at least one postpartum visit with trained provider (including provision of Vitamin A where appropriate) - Maternal mortality ratio (MMR) - Neonatal mortality rate

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Health	Expanded Program of Immunization (EPI)	<ul style="list-style-type: none"> - Immunization coverage <1 year age (DPT3, Polio3). - Measles immunization coverage, ages 6 month to 15 years old. - Vitamin A coverage, 6 to 59 months.
	Health Education	<ul style="list-style-type: none"> - Number of CHW trained in the prevention and community based management of diarrhea, ARI, malaria, measles, and maternal and infant health - Number of health education and promotion sessions (or number of population targeted) provided to communities - Percentage of target population properly washing hands at appropriate times (see hygiene section of WASH for more details) - Percentage of target population with knowledge of and practicing two methods to prevent diarrhea - Percentage of population properly managing diarrhea at home - Percentage of women exclusively breastfeeding for six months - Percentage of target population able to identify the transmission and prevention of malaria - Percentage of utilization rate of ITNs in total population, children under 5, and pregnant women - Percentage of target population with knowledge of when to seek care for children with respiratory difficulty, fever and diarrhea (dehydration), complications of pregnancy
	HIV/AIDS	<ul style="list-style-type: none"> - Number of providers (indicate type of provider, such as CHW, midwives, or nurses) trained in the prevention of HIV/AIDS and STIs - Number of health education sessions (or number of population targeted) provided to communities - Percentage of target population with the knowledge of two types of transmission and prevention of HIV/AIDS - Percentage of health facilities where standard precautions are routinely practiced - Percentage of referral centers with safe blood supply (based on laboratory validation)
	Essential Medicines / Pharmaceuticals	<ul style="list-style-type: none"> - Number of patients treated for a particular targeted disease or condition. - Number of facilities where prescription records kept for medicines dispensed - Number of healthcare providers involved in project, including Physicians, Pharmacists, Nurses, Dentists, and Midwives.
	Medical Equipment	<ul style="list-style-type: none"> - Numbers of medical equipment distributed, by type. - Numbers of people trained in use of medical equipment.
	Medical Supplies	<ul style="list-style-type: none"> - Amounts of medical supplies provided, by type. - Numbers of people trained in the use and disposal of medical supplies.

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Humanitarian Coordination and Information Management	Coordination	- Number of organizations coordinating.
	Information Management	<ul style="list-style-type: none"> - Number of organizations utilizing services. - Number of products accessed by clients.
Logistics / Relief Commodities	Non-food Items (NFIs)	<ul style="list-style-type: none"> - Number of beneficiaries receiving NFIs. - Number/amount in kg of commodities distributed. - Number of NFIs per beneficiary by NFI type.

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Nutrition	Community Therapeutic Care	<p>General</p> <ul style="list-style-type: none"> - GAM and SAM rates decreased to pre-crisis level. (Provide current crisis level and pre-crisis data.) - CTC program as a whole: - Coverage rate: in rural areas >70%; in urban areas >70%; in IDP camps > 90% - Number of beneficiaries treated in the community-based therapeutic care program, disaggregated by age, under- fives, and adults and disaggregated by patients treated in the stabilization centers and the outpatient therapeutic programs <p>Particular to Outpatient Therapeutic Programs (OTP)</p> <ul style="list-style-type: none"> - Default rate: <15% - Death rate: <10% - Average length of stay in OTP: <60 days - Weight gain: >4g/kg/day <p>Particular to Stabilization Centers (SC)</p> <ul style="list-style-type: none"> - Average length of stay in SC 4-7 days - Referrals to hospital are <10% of exits
	Nutrition Education	<ul style="list-style-type: none"> - Number of beneficiaries receiving nutrition education. - Percentage change in practice pertaining to nutrition education topics. - Number of health care providers trained in the treatment of moderate and severe acute malnutrition.
	Supplementary Feeding Programs	<ul style="list-style-type: none"> - MAM rates decreased to pre-crisis level. (Provide current crisis level and pre-crisis data, focusing on moderate acute malnutrition rates.) - Stand Alone SFP: Coverage rate: in rural areas >50%; in urban areas >70%; in IDP camps >90% (Sphere Guidelines) - If the SFP is part of a CTC program then the coverage rate should be as follows: in rural areas >70%; in urban areas >70%; in IDP camps >90% - Default rate: <15% - Cure rate: >75% - Death rate: <3% - Number of beneficiaries treated in the SFP (disaggregated by under-fives and adults)

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Nutrition	Therapeutic Feeding Programs	<ul style="list-style-type: none"> - SAM rates decreased to pre-crisis level (provide current crisis level and pre-crisis data) - Number of beneficiaries treated in the TFP (disaggregated by under- fives and adults) - Coverage rate: in rural areas >50%; in urban areas >70%; in IDP camps > 90% - Default rate: <15% - Death rate: <10% - Cure rate: >75%
Protection	Child-Friendly Spaces and/or Youth Centers	<ul style="list-style-type: none"> - Number of spaces created. - Percent of targeted children using the spaces/centers. - Number of youth trained in a vocation.
	Coordination, Personnel, and/or Advocacy	<ul style="list-style-type: none"> - Number of protection officers provided. - Numbers of policies or procedures modified as a result of this program to include protection language.
	Family Reunification and/or Child Tracing	<ul style="list-style-type: none"> - Number of children united with their families. - Number of systems established to coordinate reunification and tracing.
	Gender-Based Violence and/or Women’s Centers	<ul style="list-style-type: none"> - Number and type of GBV services made available to targeted population. - Number of complex GBV cases successfully referred to specialists. - Number of women trained/sensitized in GBV issues - Number of men trained/sensitized in GBV issues.
	Psychosocial Services	<ul style="list-style-type: none"> - Percentage of targeted participants returning to productive family and community roles and responsibilities. - Numbers of individuals experiencing acute mental distress provided psychological first aid at health service facilities or in the community. - Number of individuals with psychiatric disorders referred to specialists and equipped facilities.

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Risk Reduction (Natural and Technological Disasters)	Hydrometeorological Disasters	<ul style="list-style-type: none"> - Percent improvement in the lead time for potential hydrometeorological hazards. - Number and percentage of participants retaining information gained during training. - Number of policies/procedures improved as a result of the program. - Number of people trained in hydrometeorological -related activities. - Number of people who will benefit from proposed hydrometeorological activities.
	Geological Disasters	<ul style="list-style-type: none"> - Number of people who will benefit from proposed geologic-disaster related activities. - Percent improvement in warning time for potential geologic events. - Number of policies or procedures modified as a result of the program to increase the preparedness for geologic events. - Number of people trained to reduce the impact of geologic events.
	Technological Disasters	<ul style="list-style-type: none"> - Number of people who will benefit from proposed activities. - Number of people who have retained knowledge obtained during training three months after the training. - Number of policies/procedures that have been modified to reduce risks to technological disasters. - Number of people trained on responding or prevention of technological disasters.
	Disaster Preparedness, Mitigation, and Management	<ul style="list-style-type: none"> - Percent improvement in time in responding to disaster. - Percent reduction in disaster response time. - Number of people retaining knowledge gained three months after training. - Change in the policies, legislation, regulations or behavior of communities, local and regional entities on disaster risk reduction and management. - Number of national hazard risk reduction plans or policies developed. - Number of people trained in disaster risk reduction and management. - Number of people who will benefit from reduced risk.
Shelter and Settlements	Camp Design and Management	<ul style="list-style-type: none"> - Number of households receiving shelter according to Sphere Guidelines. - Percentage of total affected population receiving shelter assistance. - Amount and percentage of approved project budget spent in affected local economy
	Emergency Shelter	<ul style="list-style-type: none"> - Number of households receiving shelter according to Sphere Guidelines - Percentage of total affected population receiving shelter assistance - Amount and percentage of approved project budget spent in the affected economy
	Shelter Hazard Mitigation and Environmental Management	<ul style="list-style-type: none"> - Number of shelters incorporating hazard mitigation measures - Number of settlements adopting hazard mitigation measures - Number of people receiving training - Number of project trainees retaining knowledge received for identified activities - Number of non-beneficiaries who learned and applied mitigation measures
	Transitional Shelter and Settlements	<ul style="list-style-type: none"> - Number of households receiving shelter according to Sphere Guidelines - Percentage share of total affected population receiving shelter assistance

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Water, Sanitation, and Hygiene (WASH)		<ul style="list-style-type: none"> - Amount and percentage of approved project budget spent in the affected economy
	Hygiene Promotion	<ul style="list-style-type: none"> - Number of water and sanitation committees revitalized, trained and/or established - Average cleanliness of water points three months after their completion (reported as percent of water points) - Average increase in good hand washing practices (reported as percentage of people) - Average increase in correct water usage practices (reported as percentage of people)
	Sanitation (Household Level)	<ul style="list-style-type: none"> - Number of household latrines constructed - Number of beneficiaries benefiting from household latrines - Number of communal/institutional latrines constructed - Number of beneficiaries benefiting from communal/institutional latrines - Number of household hand washing facilities introduced - Number of communal hand washing facilities introduced - Number of household waste management pits dug
	Other Environmental Health	<ul style="list-style-type: none"> - Number of community waste management facilities constructed - Average cleanliness of community waste management facilities 3 months after their completion (reported as the percent of facilities) - Number of animal pens constructed - Number of debris cleanups undertaken
	Water	<ul style="list-style-type: none"> - Number of protected water points established - Geo-coordinates of every protected water point established - Number of beneficiaries receiving water from protected water points - Number of liters available per person per day before the intervention - Number of liters available per person per day after the intervention - Number of minutes a family takes to collect water each day before the intervention - Number of minutes a family takes to collect water each day after the intervention - Percent of water points with 0 fecal coliforms per 100 ml - Percent of household water supplies with 0 fecal coliforms per 100 ml

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Cross-Cutting Themes	Artisanal Production	<ul style="list-style-type: none"> - Number and percentage of participants with increased production - Number and percentage of participants with increased sales - Average increase in income of participants in USD over the life of the program
	Capacity Building / Training	<ul style="list-style-type: none"> - Number of people trained - Number of people hired post-training - Percentage of beneficiaries using their skills training within their livelihood activity
	Cash Distribution	<ul style="list-style-type: none"> - Amount of money distributed per beneficiary.
	Cash for Work (CFW)	<ul style="list-style-type: none"> - Number of people employed in the CFW. - Percentage of beneficiaries reporting increased access to food and non-food items as a result of the program.
	Children	<ul style="list-style-type: none"> - Number of children assisted
	Conflict Resolution	<ul style="list-style-type: none"> - Number of activities undertaken to address conflict resolution - Number of people trained in conflict resolution techniques, procedures, or skills
	Gender Relations	<ul style="list-style-type: none"> - Percentage of the men and women in the targeted population or who report improvements in gender relations as a result of the activities
	HIV-AIDS	<ul style="list-style-type: none"> - Number of activities addressing HIV-AIDS - Number of people sensitized/trained in HIV-AIDS issues
	Host Communities	<ul style="list-style-type: none"> - Number of host communities assisted
	Host Government	<ul style="list-style-type: none"> - Number of activities involving collaboration with the host government - Total amount of funding devoted to supporting the host government
	Internally Displaced Populations (IDPs)	<ul style="list-style-type: none"> - Total number of IDPs assisted - Number of male IDPs assisted - Number of female IDPs assisted
	Information Systems / GIS	<ul style="list-style-type: none"> - Number of projects using GIS or geo-referenced data - Number of projects tracked using an information system
	Infrastructure Rehabilitation	<ul style="list-style-type: none"> - Number of infrastructure type constructed, or repaired/rehabilitated
	Livelihoods / Income Generation	<ul style="list-style-type: none"> - Number of people assisted with livelihoods interventions - Average amount of income in USD generated by participant/month

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Cross-Cutting Themes	Market Rehabilitation	<ul style="list-style-type: none"> - Number of markets rehabilitated/created - Number of cooperatives created - Number of participants trained in marketing skills - Percentage of targeted beneficiaries with increased engagement in economic activities - Number/percentage of targeted small businesses with increased revenues relative to baseline
	Micro-Finance / Micro-Credit	<ul style="list-style-type: none"> - Number of individuals receiving micro-credit assistance - Number and percentage of micro-credit recipients who rehabilitate or establish new businesses - Average amount (in USD) of increase in income of participants over the life of the program (based on pre-program baseline)
	Nomads / Pastoralists	<ul style="list-style-type: none"> - Number of nomads/pastoralists assisted
	Protection Mainstreaming	<p>Coordination / Information Management Sector:</p> <ul style="list-style-type: none"> - Percent of disseminated documents that include protection information - Percent of disseminated documents that safeguard sensitive information. <p>Economy and Market Systems Sector:</p> <ul style="list-style-type: none"> - Percent of income-generating activities that reduce risks for targeted population <p>Agriculture and Food Security Sector:</p> <ul style="list-style-type: none"> - Percent of vulnerable populations receiving full designated rations - Percentage of women escorted to agricultural fields in insecure areas <p>Health and Nutrition Sectors:</p> <ul style="list-style-type: none"> - Number and types of gender-based violence (GBV) services provided - Percentage of targeted staff trained in protection sensitivity - Number of systems of privacy protocols established and adhered to <p>Shelter and Settlements Sector:</p> <ul style="list-style-type: none"> - Number of settlement solutions provided that reduce the need for large camps - Percent of camps sited away from conflict and borders <p>WASH Sector:</p> <ul style="list-style-type: none"> - Percentage of latrines built with separate facilities for men and women - Percentage of latrine facilities providing escort services for women and girls where necessary -

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Cross-Cutting Themes	Returnees	<ul style="list-style-type: none"> - Number of returnees assisted - Number of returnees settling permanently in home village or new area
	Slavery / Trafficking	<ul style="list-style-type: none"> - Number of people trained in slavery and trafficking sensitivity - Number of individuals removed from a slavery/trafficked status
	Vector Control	<ul style="list-style-type: none"> - Number of people trained in vector control - Number of hectares/sites/houses treated against vectors
	Vouchers	<ul style="list-style-type: none"> - Number of people receiving vouchers - Number of merchants participating in the voucher activity - Percentage of vouchers redeemed - Total monetary value of vouchers redeemed - Percentage of types of goods procured

ANNEX J Calculations for SCOPES Response to a Hypothetical Regional Emergency

Low Response

Assumptions:

- 1) 50K imminent Surge Activity Response contribution
- 2) Up to 1,000 individuals (@ approximate USAID contribution of \$50 per IDP / Refugee to overall UN effort)
- 3) Estimates are fungible, either within each sector or across sectors;

Response:

Sector (or tab worksheet) Subtotals:

1) SCOPES Direct Emergency Program Support	\$0
2) Transportation	\$0
3) Legal, Registration or Documentation	\$40,500
4) Food, Feeding, Water	\$0
5) Non-food Items	\$0
6) Shelter	\$0
7) Health and Protection	\$0
8) Collective Centers or Camps	\$9,500

Grand Total	\$50,000
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Details:

Legal TA = up 5 lawyers for up to 3 months	\$40,500.00	\$40,500.00
1 engineer @ 2,700 for 3 months	\$9,500.00	\$9,500.00

Moderate Response

Assumptions:

1. 500K imminent USAID contribution for exercising either/both Serbia or Montenegro Surge Capacity Plan(s)
2. Up to 5,000 individuals (@ approximate USAID contribution of \$100 per IDP / Refugee to overall UN effort)
3. Based on UNHCR a likely transit through Montenegro and into Serbia is 30% (1,500) of the total
4. Estimates are fungible, either within each sector or across sectors;

Response:

Sector (or tab worksheet) Subtotals:

1) SCOPES Direct Emergency Program Support	\$92,600
2) Transportation	\$60,000
3) Legal, Registration or Documentation	\$40,500
4) Food, Feeding, Water	\$50,000
5) Non-food Items	\$0
6) Shelter	\$51,200
7) Health and Protection	\$0
8) Collective Centers or Camps	\$187,600

Grand Total	\$500,000
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Details:

Emergency Coordinator @2,700 x 3 months	\$8,100.00	\$8,100.00
SCOPES Program/Logistics Person @1,500 x 3	\$4,500.00	\$4,500.00
Communications, travel, per diem, computers, misc	\$20,000.00	\$20,000.00
Montenegro NGO @10000/month, 3 months	\$30,000.00	\$30,000.00
Serbian NGO @10000/month, 3 months	\$30,000.00	\$30,000.00
Cash subsidy for transit/onward passage	\$40.00	\$60,000.00
Legal TA = up 5 lawyers for up to 3 months	\$40,500.00	\$40,500.00
Contingency food support to UNHCR medium term	\$50,000.00	\$50,000.00
1 engineer @ 2,700 for 3 months	\$8,100.00	\$8,100.00
Materials or labor to upgrade long term centers	\$187,600.0	\$187,600.0
64 winter tents for 400 max at 2 transit stations (or materials labor to upgrade mid-term centers and alternative housing))	\$51,200.00	\$51,200.00
400 cots/blankets/misc @ \$25 per cot set	\$10,000.00	\$10,000.00

Major Response

Assumptions:

1. \$1,500,000 USAID contribution for exercising either/both Serbia or Montenegro Surge Capacity Plan(s)
2. Up to 12,000 individuals (@ approximate USAID contribution of \$100 per IDP / Refugee to overall UN effort)
3. Based on UNHCR a likely transit through Montenegro and into Serbia is 30% (3,600) of the total
4. Estimates are fungible, either within each sector or across sectors;

Response:

Sector (or tab worksheet) Subtotals:

1) SCOPES Direct Emergency Program Support	\$175,200
2) Transportation	\$144,000
3) Legal, Registration or Documentation	\$91,000
4) Food, Feeding, Water	\$200,000
5) Non-food Items	\$0
6) Shelter	\$0
7) Health and Protection	\$0
8) Collective Centers or Camps	\$889,800

Grand Total	\$1,500,000
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Details:

Emergency Coordinator @2,700 x 6 months	\$16,200.00	\$16,200.00
SCOPES Program/Logistics Person @1,500 x 3	\$9,000.00	\$9,000.00
Communications, travel, per diem, computers, misc	\$30,000.00	\$30,000.00
Montenegro NGO @10000/month, 6 months	\$60,000.00	\$60,000.00
Serbian NGO @10000/month, 6 months	\$60,000.00	\$60,000.00
Cash subsidy for transit/onward passage	\$40.00	\$144,000.00
Legal TA = up 5 lawyers for up to 6 months	\$91,000.00	\$91,000.00
Contingency food support to UNHCR medium term	\$200,000.00	\$200,000.00
3 engineers @ 2,700 for 6 months	\$48,600.00	\$48,600.00
Materials or labor to upgrade long term centers	\$580,000.00	\$580,000.00
300 winter tents for 800 max at 2 transit stations (or materials labor to upgrade mid-term centers and alternative housing)	\$240,000.00	\$240,000.00
800 cots/blankets/misc @ \$25 per cot set	\$20,000.00	\$20,000.00