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SERBIA CONTINGENCY PLANNING AND ECONOMIC SECURITY PROGRAM (SCOPES)

SEMI-ANNUAL REPORT #4

OCTOBER 1ST 2007 – MARCH 31ST 2008

April 24, 2008

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Serbia Contingency Planning and Economic Security Program (SCOPES)

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DISCLAIMER

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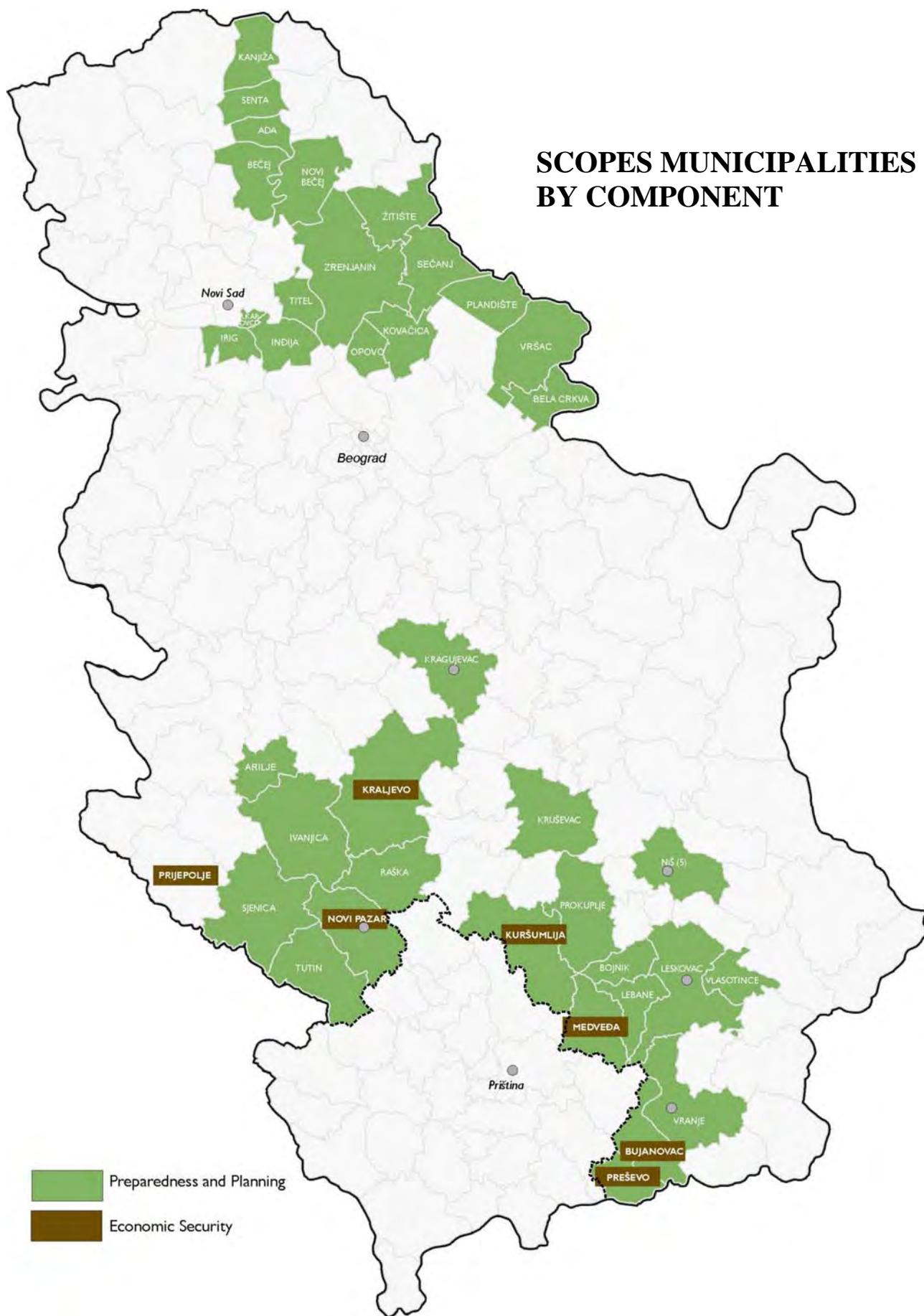
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SCOPES MUNICIPALITIES BY COMPONENT



Preparedness and Planning
 Economic Security

SECTION 1: EXECUTIVE SUMMARY

Development Alternatives, Incorporated (DAI) is pleased to submit this Semi-Annual Report for the Serbia Contingency Planning and Economic Security Program (SCOPEs). This report covers program activity for the period of October 1, 2007, through March 31, 2008, as detailed in the Final Year 2 SCOPEs Work Plan submitted to USAID on October 10, 2007. This is the fourth semi-annual report submitted by DAI for SCOPEs and covers activities completed, outputs, and results during the past six months of program activity.

The past six months have proved to be a period of rapid change for the SCOPEs program that was characterized by significant events both internally and externally, which tested both the program design and the resilience of team management. The most significant exogenous event was Kosovo's declaration of independence in February. The declaration necessitated close monitoring of the impact on Serbia, especially in the weeks immediately following the event. Secondly, during the early part of the reporting period, there was significant change in the composition of the management team. While the long-term objective of the changes was to increase the pace of implementation, strategic focus, integration with other USAID programs and (ultimately) results, there was a period of short-term retrenchment while the new members of the management team became acquainted with the program. The program successfully weathered both events and managed to make a smooth transition while continuing to produce both visible and meaningful results.

Preparedness and Planning Team Strategy

The core of the Preparedness and Planning Team's activities, which was defined last summer during Year 2 work planning, continues to be municipal capacity building in the area of disaster planning and management. The overall goal of the Preparedness and Planning Team is to help municipalities become more disaster-resilient. Disaster resilience is defined as:

“The capacity of a system, community or society potentially exposed to hazards to adapt, by resisting or changing, in order to reach and maintain an acceptable level of functioning and structure. This is determined by the degree to which the social system is capable of organizing itself to increase its capacity for learning from past disasters for better future protection and to improve risk reduction measures.”¹

The program follows 10 steps in helping municipalities achieve greater disaster resilience, which are stated in the table below. During the reporting period, the team continued to refine each of the steps. The final step, municipal certification, will be ready for USAID-vetting and application to the first two candidate municipalities (Kragujevac and Krusevac) in the first part of the next reporting period.

¹Source: UN International Strategy for Disaster Reduction, Hyogo Framework for Action 2005-2015: Building the resilience of nations and communities to disasters.

Ten Steps to a More Disaster Resilient Municipality

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

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

Step 3: Ensure community wide buy-in.

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

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

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

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

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

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

Step 10: Certify municipality as More Disaster-Resilient.

Economic Security Team Strategy

Through a series of conversations with and guidance from USAID, the Economic Security team has incorporated a tactical, strategic shift in programming. Central to this reorientation in strategy is the re-definition of the program's focus on the manner in which assistance will be provided to targeted groups. While the primary focus of the program is still to provide employment opportunities for the country's most vulnerable, no longer will the targeting be viewed through the prism of vulnerable populations (youth, the displaced and the chronically unemployed), but rather through the prism of vulnerable municipalities.

While previous leadership focused primarily on supply-side support, new leadership has reoriented team activities to focus on demand-side support. The central focus of the team will now involve helping businesses to grow by capturing new markets and increasing sales rather than provide businesses with tools for production. The team will look to identify promising businesses that are operating in targeted sub-sectors in the seven program municipalities and work to prepare and connect them with new, higher value markets. In order to accomplish this goal, the team has developed and adopted a process called "Ten Steps to a More Economically Secure Municipality." The team believes that this change in its strategic direction will enable the program to more effectively accomplish its targeted objectives.

Ten Steps to a More Economically Secure Municipality

Step 1: Determine implementation municipalities (highest priority given to the most vulnerable) and subsectors (highest priority given to the highest potential). *Output: municipalities, and subsectors within municipalities, selected for assistance*

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

Step 3: Assess subsector to identify gaps. *Output: subsector reports with implementation recommendations*

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

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

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

Step 7: Support trade show attendance and study tour participation to ensure exposure to best practices and new technology. *Output: a list of firm-level interventions*

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

Step 9: Introduce companies to buyers through buyer trips, create market linkages at trade shows, and assist firms to access financing. *Output: sales contracts and increased capital to firms*

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

Program Highlights

Highlights of the reporting period include:

- The program procured and donated \$185,000 in firefighting equipment for the Protection and Rescue Sector of the Ministry of Interior to help improve its capacity to deal with wildfires, such as those experienced throughout Serbia during the summer of 2007. The equipment will serve Jablanički, Pčinjski and Toplički districts;
- Over 108 municipal emergency preparedness practitioners and other local actors cooperating with the Preparedness and Planning program took part on November 6-7, 2007 in Kruševac in the first Best Practice Fair in Municipal Disaster Management;
- 125 people attended a training on “Local Communities Communication, Coordination and Prevention in Disaster,” which was organized at the initiative of Kragujevac’s disaster management in February 2008. The results of the training were apparent only a few weeks later when Kragujevac was struck by a powerful wind storm. The response time needed to complete a damage assessment was significantly improved over the response time needed after a similar incident last summer;

- The Economic Security Team supported participation of over 50 companies at the International Entrepreneurship Fair “Biznis Baza” in Belgrade, held in November 07. SEDA, VEDA and the Entrepreneurship Center in Krusevac organized presentations of companies from Novi Pazar, Prijepolje, Kraljevo, Presevo and Bujanovac at one of the largest events in Serbia aimed at promoting entrepreneurship and building linkages among entrepreneurs;
- The Junior Achievement program is currently being implemented in 20 schools in our targeted municipalities. Some 400 students, guided by over 35 teachers, are getting their first experience in running a business;
- The Economic Security Team supported participation and promotion of the tourism offerings of Prijepolje at the International Tourism Fair in Belgrade, held in February 2008. The fair is the largest tourism event in Serbia. This year over 50,000 people visited the fair and Prijepolje stand has attracted over 8000 inquiries.

Key Impacts

Preparedness and Planning program activities expanded during the reporting period to include 12 additional municipalities. The total number of municipalities that the team is working with is now 41. To date, 20 municipalities have standing disaster management bodies and 23 municipalities produced all-hazards planning documents. Additionally, the program has cumulatively trained 321 crisis responders from 29 municipalities in program subjects to improve municipal disaster management.

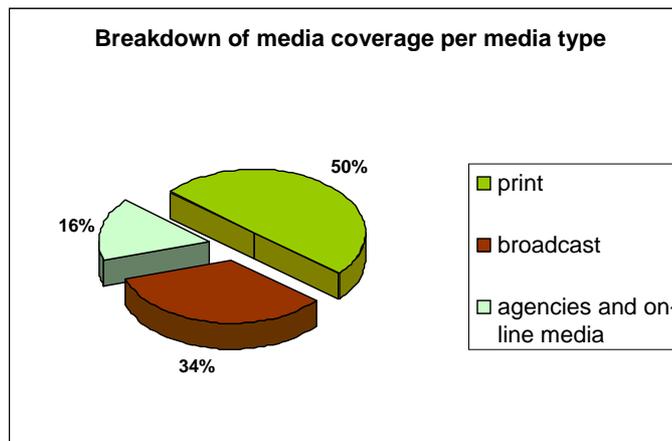
The Economic Security Team continues to work in seven municipalities in South and Southwest Serbia. The team has cumulatively assisted 392 companies in these seven targeted municipalities, providing companies tailored technical and financial assistance aimed at enabling businesses to grow and become more competitive. The team’s progress is evidenced by the dramatic increase in the number of companies assisted: from 133 companies in the prior reporting period to 392 companies in the current period. This assistance has resulted in the creation of 130 jobs.

Impact in numbers to date:
<ul style="list-style-type: none">• 321 crisis responders from 29 municipalities have been helped to improve disaster management at the local level, as a result:<ol style="list-style-type: none">1. 20 municipalities now have standing disaster management bodies.2. 23 municipalities now have all-hazard planning documents.• 58 grants worth a total of \$669,210 have been provided to beneficiaries.• 392 Companies have received training, technical assistance and / or material support.• 1,028 People have been trained in business skills.• 130 New jobs have been created.

Media Coverage

During the October 2007 – March 2008 reporting period, the Contingency Planning and Economic Security program received extensive media visibility in both national and

regional/local outlets. This high media profile was a result of increased activities in both program components and the organization of numerous special events, which lend themselves to more media coverage than regular programming. Our media monitoring documented 154 media references related to program activities and issues directly linked to the program's



scope of work. A breakdown of the topics covered can be found in the table below. The months in which the program received the most media attention were November 2007 (33), December 2007 (27) and March 2008 (47). Although the program maintained a reasonably high profile in national media, the majority of the media references originated from regional/local media. (This is logical, since national media does not extensively cover the regions (South and Southwest) where the program is engaged.

Surge

In this reporting period, SCOPES' surge capacity proved to be an efficient and flexible mechanism for responding to humanitarian crisis that is, at the same time, strategically integrated with the project's developmental programming. USAID exercised the surge contract option on December 3, 2007, which allows it to provide immediate assessment, relief and recovery assistance in the event of a crisis or disaster of up to \$9.9 million over the life of the contract. Two successful and highly-publicized emergency response donations were made during the reporting period: \$185,000 in firefighting equipment procured for the Ministry of Interior Sector for Protection and Rescue and approximately \$46,000 in post-flood disinfection supplies, distributed by the Serbian Red Cross and Ministry of Defense/Serbian Army. To help make the connection between the humanitarian assistance and the development part of the program, each donation was accompanied by educational activities. Through these experiences and refinements of internal capacity and procedures, SCOPES has demonstrated that it is able to respond rapidly and effectively.

Finally, in this reporting period, SCOPES produced more monitoring and special reports than in any period so far. SCOPES submitted 35 reports during this period: seven monthly reports covering analytical topics and component activities, seven situation reports on flooding in southern Serbia, twelve daily reports on the response to Kosovo's declaration of independence, four analytical/weekly reports on the effect of Kosovo's declaration of independence on Serbia, one situation report on security issues, one situation report on the Cacak earthquake, and three research summaries.

SECTION 2: PREPAREDNESS AND PLANNING COMPONENT

Summary of Accomplishments

In the period October 2007 through March 2008, the Preparedness and Planning Team continued to focus on municipal interventions by intensifying the direct technical assistance and training to selected local governments. During this reporting period the team also began a new phase of program implementation that includes dissemination of best practices and methodologies to the larger community of Serbian municipalities by promoting the more advanced municipalities through networking events and by introducing the concept of program certification.

Preparedness and Planning program activities expanded during the reporting period to include 12 additional municipalities. The total number of municipalities that the team is working with is now 41. In Vojvodina alone, the team is working with 17 municipalities. In November 2007 the program formalized its relationship with the provincial government of Vojvodina through a MOU signing ceremony with the Secretariat for Provincial Self-Government. During 2005-2006 Vojvodina municipalities were severely affected by heavy floods. These recent disasters and the response of municipalities in coordination with other actors in disaster management provide valuable lessons, which SCOPES has incorporated into its training approach.

Preparedness and Planning Team achievements during the reporting period include:

- Trained 8 municipal disaster management teams to build and institutionalize a local-level disaster management system that addresses preparedness, response, recovery and prevention;
- 63 individual crisis responders have been trained in six subjects: communication and coordination, organizational roles and responsibilities, legal framework and implementation, planning methodology, crisis

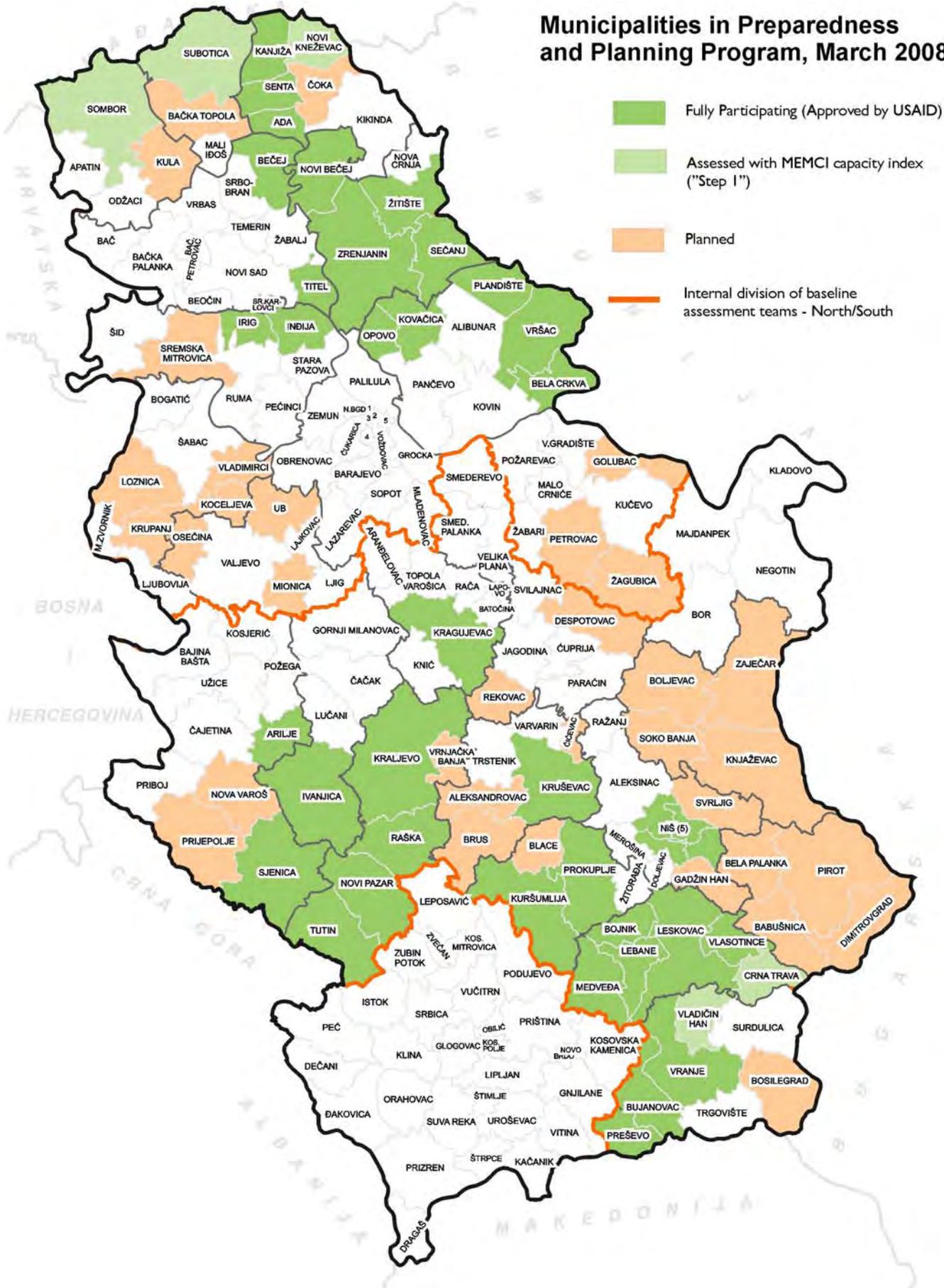
Impact in numbers to date:

- 20 municipalities have standing disaster management bodies empowered by municipal assembly decisions.
- 23 municipalities produced all-hazards planning documents.
- 321 crisis responders from 29 municipalities have been trained in program subjects to improve municipal disaster management.
- 108 representatives of 14 municipalities attended the first "Best Practice Municipal Disaster Management Emergency Response Plans Fair" in Kruševac.
- \$185,000 of firefighting equipment was procured and donated to the Protection and Rescue Sector of the Ministry of Interior for use in three Southern Serbia districts.
- 12 new municipalities from Vojvodina, southern and southwestern Serbia entered the program

identification and risk assessment, and risk management and vulnerability;

- 4 additional municipalities produced all-hazards planning documents;
- 4 additional local governments institutionalized disaster management by establishing and empowering a standing disaster management body;
- The program procured and donated \$185,000 in firefighting equipment for the Protection and Rescue Sector of the Ministry of Interior to help improve its capacity to deal with wildfires, such as those experienced throughout Serbia during the summer of 2007. The equipment will serve Jablanički, Pčinjski and Toplički districts. Two firefighting exercises and evacuation demonstrations of children in elementary schools were organized in cooperation with the Sector for Protection and Rescue units in Vranje and Prokuplje to promote the donation and emphasize the importance of fire safety;
- Over 108 municipal emergency preparedness practitioners and other local actors cooperating with the Preparedness and Planning program took part from November 6-7, 2007 in Kruševac in the first Best Practice Fair in Municipal Disaster Management;
- 125 people attended a training on “Local Communities Communication, Coordination and Prevention in Disaster,” which was organized at the initiative of Kragujevac’s disaster management team in February 2008. The results of the training were apparent only a few weeks later when Kragujevac was struck by a powerful wind storm. The response time needed to complete a damage assessment was significantly improved over the response time needed after a similar incident last summer.

Municipalities in Preparedness and Planning Program, March 2008



Activity Update

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

The core of the Preparedness and Planning Team’s activities continues to be municipal capacity building in the area of disaster planning and management (1.1.3). The overall goal of the Preparedness and Planning Team is to help municipalities become more disaster-resilient.

Disaster resilience is defined as:

“The capacity of a system, community or society potentially exposed to hazards to adapt, by resisting or changing, in order to reach and maintain an acceptable level of functioning and structure. This is determined by the degree to which the social system is capable of organizing itself to increase its capacity for learning from past disasters for better future protection and to improve risk reduction measures.”²

The program follows 10 steps in helping municipalities achieve greater disaster resilience, which are stated below.

Ten Steps to a More Disaster Resilient Municipality

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

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

Step 3: Ensure community wide buy-in.

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

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

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

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

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

Step 10: Certify municipality as More Disaster-Resilient.

²Source: UN International Strategy for Disaster Reduction, Hyogo Framework for Action 2005-2015: Building the resilience of nations and communities to disasters.

Step1: Assess current capacity using the Municipal Emergency Management Capacity Index (MEMCI).

The Municipal Emergency Management Capacity Index (MEMCI) consists of 41 questions, addressed to six categories of respondents inside and outside a municipality's Disaster Management Team. Each municipality is scored on a scale of from 1-135. Because of different hazards, differences in structure/size of municipal administration and the geographic location of local offices of national-level institutions, it is impossible for any municipality to achieve a "full" score. The full score is not a perfect score, nor is it the project's goal. Rather, the goal is for each municipality to meet generally-accepted standards for disaster preparedness, community representation in the planning process and effective internal and external communication. The six groups of respondents in each municipality includes: Red Cross, local administration, utilities, health center/public health/veterinary, governmental environmental protection, and either a nongovernmental expert/advocate on environmental protection or other organization involved locally in emergency response.

The "Step 1" MEMCI score is used to establish a baseline against which municipal progress will be measured. The MEMCI interviews also provide the team with information (baseline municipal profiles) needed to tailor the program's subsequent interventions to each municipality's specific needs. The Preparedness and Planning Team conducted 141 MEMCI interviews during this reporting period with crises responders inside and outside local governments, bringing the cumulative total number of MEMCI interviews to 254.³

During this reporting period, the Preparedness and Planning Team prepared a preliminary list of municipalities to be considered for program inclusion. In determining the target municipalities the team used selection criteria that included: size and geographic importance; political environment and openness for change; geographic and disaster vulnerability representation; good governance representation; willingness to meet the requirements of SCOPES; and cooperation and initiative. The preliminary list includes a total of 76 municipalities, 35 of which will be considered for program inclusion in the next six months, for which USAID approval will be requested.⁴ A second-round of MEMCI interviews was also conducted for 4 municipalities (Kragujevac, Krusevac, Leskovac and Vranje) that are considered by the team to be candidates for disaster resilience certification by the end of the work plan year. Annex A provides a complete MEMCI schedule for the next six months. Information on the number of MEMCI interviews per municipality, a list of institutions whose members were interviewed, MEMCI scores and conclusions from the team's data collection are included in Annex B.

³ The 141 interviews include 78 baseline interviews in the 12 municipalities approved by USAID during the past quarter, 35 baseline interviews in 5 municipalities not yet submitted to USAID for consideration and 28 second round interviews in 6 program municipalities.

⁴ The contract target is for the team to work with up to 70 municipalities. We have included six additional municipalities in the candidate pool as possible replacements, should the need to replace a municipality arise. At the time of reporting, work was ongoing in 41 municipalities that have already been approved by USAID

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

After the data collection phase, SCOPES management and staff conduct in-depth interviews with the Mayors of each municipality to confirm interest and commitment in the program objectives, and to further assess the development priorities of local administration in the area of disaster management. During the reporting period SCOPES management met with the leaders of 17⁵ municipalities in Vojvodina, 5 municipalities in south Serbia, and 2 municipalities in southwestern Serbia.

Based on the experience gained from direct contact with the municipalities, their attitude towards program assistance, their willingness and commitment to work with SCOPES, the program formalized agreement with 19 program municipalities during this reporting period. The Memorandum of Understanding (MOU), that outlines the terms under which DAI and each municipality will cooperate in implementation of the SCOPES program, were signed with municipalities during events organized throughout the country.

The MOU with Raska was signed in October, 2007. In November 2007, the program organized a high level MOU signing ceremony event in Novi Sad to launch program participation of the Vojvodina municipalities of Ada, Indija, Irig, Kanjiza, Opovo, Senta, Sremski Karlovci, Titel, Vršac and Zrenjanin. In March 2008 the program organized two MOU signing ceremonies: the MOU signing ceremony with the municipalities of Bojnik, Lebane, Vlasotince and Vranje was hosted by the municipality of Vranje while the municipality of Ivanjica hosted the MOU signing ceremony with the municipalities of Arilje and Ivanjica.

Step 3: Ensure community wide buy-in.

The community in which SCOPES municipal interventions occur includes actors inside and outside the municipality itself that affect local-level disaster management and disaster risk reduction. Recognizing that municipal disaster management actors do not operate in a self-contained environment, the project is tasked with building networks for crisis prevention, mitigation, and response including the Serbian national government, local governments, international actors, media outlets, civil society, the private sector, and citizens (1.1.5). Despite their differences, all SCOPES interlocutors from those groups have one disaster management issue in common: the lack of a national legal framework for disaster management in Serbia, which continues to obstruct local level prevention, preparedness, response and recovery efforts. It affects everyone at the municipal level, from officials charged with managing risk of a disaster event to residents whose access to first responders and recovery assistance depends on decisions made in Belgrade.

⁵ The program signed MOUs with 10 out of 17 participating Vojvodina municipalities during this reporting period. The remainder 7 municipalities signed the MOU during a MOU signing ceremony event in Novi Sad in early April 2008. This event will be captured in the next semi-annual report.

SCOPES helps assure community-wide buy-in at two levels:

1. *Inside municipalities.* The project promotes communication and coordination across sectors represented in the Disaster Management Team and builds links between the municipal Disaster Management Team and the citizens it serves (See Step 4).

2. *Outside and among municipalities.* The project builds a diverse, learning network that includes representatives of the Serbian national government, local governments, international actors, media outlets, civil society, the private sector, and citizens, in order to exchange information on best practices and advocate for institutionalization of local and national disaster management. Activities and developments during this reporting period included the following:

- Representatives from 47 municipalities visited with the Preparedness and Planning team at SCOPES' booth at the annual assembly of the Standing Conference of Towns and Municipalities, held in Belgrade on December 3, 2007. In addition to representatives of local government and international organizations, SCOPES' booth hosted visitors from the Ministry of Defense, Ministry of Economy and Regional Development, the Agency for Energy Efficiency, as well as NGOs from Pirot and Prokuplje.
- In addition to the municipal MOUs described above (See Step 2), SCOPES signed an MOU on December 6, 2007 with the Secretariat for Local Self-Government and Municipal Cooperation of the Autonomous Province of Vojvodina (APV). The Provincial Secretariat for Local Self-Government's role in disaster management is to bring together sector representatives – environmental protection, civil protection, agriculture, and others – and facilitate their cooperation among Vojvodina municipalities, particularly in disaster prevention, response and recovery efforts.
- On January 29, 2008, the Assistant Head of Sector, Head of International Cooperation, Ministry of Interior Protection and Rescue Sector, requested SCOPES technical assistance in commenting on the latest draft Law on Protection and Rescue. In March 2008, SCOPES engaged a legislative expert, Professor Stevan Lilic from Belgrade's law faculty, to review both the Ministry of Interior draft, as well as on the publicly-available draft of a similar law prepared by the Ministry of Defense. Under current political circumstances, it this work addresses the major advocacy aim of the original Disaster Management Working Group, which was to encourage the Government of Serbia to accept technical assistance in preparing a national disaster management framework. In 2007, repeated attempts by the UN Country Representative, who chairs the Disaster Management Working Group, to secure a single government interlocutor on disaster management policy were unsuccessful. Similar efforts by representatives of the World Bank and (former Stability Pact) Disaster Prevention and Preparedness Initiative (DPPI) were also unsuccessful.
- As reported in Semiannual #3 and in the October 5, 2007 monthly report, Serbia did not send a representative to the 15th regional meeting of the DPPI. SCOPES has

maintained close contact with DPPI (1.1.6), but DPPI itself faltered during this reporting period. It has been unable to secure pledged contributions from all states that signed its Institutional Framework Memorandum of Understanding. Other states, including Serbia, have not yet signed the MOU. At the beginning of April 2008, the head of the DPPI Secretariat resigned, citing dissatisfaction with a number of member states' recognition of the newly independent Kosovo.⁶ Nevertheless, representatives from Serbia did attend the 16th regional DPPI meeting, held in early April 2008 in Sofia. Officials of the Ministry of Interior Sector for Protection and Rescue and the Embassy of Serbia attended. Officials of the Ministry of Defense did not attend.⁷

- In this period, media interest in national disaster management issues – including the debate over a national framework – was significant. Where local-level media are concerned (1.1.7), SCOPES reached an agreement on cooperation with IREX (the current implementer of USAID's media program), whereby SCOPES will present key issues relevant to media engagement on local-level disaster management at selected IREX trainings and encourage local disaster management teams to include journalists trained in the IREX program. In exchange, IREX will make available training (in English and Romanian) on media relations that can be offered to municipal disaster management officials.

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

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

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

Activities undertaken under Steps 4, 5 and 6 fall under one program activity: training of disaster management teams to meet program requirements.

Having to work with 17 municipalities in Vojvodina province for which defense against floods is by far the highest priority, the team focused on providing planning methodology follow-up trainings in the Vojvodina municipalities to assist them in the development of a response plan on defense against floods (which is an obligation of local governments according to the Law on Waterways).

Training continued in South and Central Serbia as well. In October 2007 municipal disaster management teams from Krusevac, Kragujevac and Kraljevo went through a second-cycle of training focused on planning methodology and specific-hazard plan development. In November 2007 representatives from the City of Nis' municipalities participated in a round table discussion aimed at defining an alternative strategy for

⁶ Correspondence from Miro Vujanic, head of DPPI Secretariat, April 2, 2008.

⁷ Telephone conversation with Assistant Head of Sector, Head of International Cooperation, Ministry of Interior Protection and Rescue Sector, April 10, 2008.

program implementation in these five municipalities. In the new municipalities of Ada, Kanjiza and Senta the first training event for these municipalities (December 2007) introduced the concept of disaster management at the local-level and focused on the creation of a standing body and on municipal risk assessment. The municipalities of Opovo, Vrsac and Zrenjanin, in January 2008, went through a follow-up training session in planning methodology to create a specific-hazard response plan. In February 2008, at the initiative of Kragujevac’s disaster management team, SCOPEs conducted a tailored training on local communities’ communication and coordination during crisis situations.

In all, 63 individual responders from 8 disaster management teams were trained in six subject areas. As result of the technical assistance and training, 4 additional municipalities produced all-hazard planning documents and 4 additional local governments institutionalized disaster management by establishing a standing disaster management body. A summary of SCOPEs trainings can be found in the table below.

Preparedness and Planning Training, October 2007 to March 2008

TRAINING	PARTICIPATING MUNICIPALITIES	DATE	AVERAGE MARK FROM PARTICIPANTS (on scale of 1 to 5)	NUMBER OF PARTICIPANTS
General methodology for risk assessment and defense from floods	Krusvec, Kraljevo, Kragujevac	10/23/2007 to 10/25/2007	3,86	30
Towards Sustainable Strategy for local safety, security and disaster management	Nis city municipalities: Palilula, Pantelej, Medijana, Crveni Krst, Niska Banja	11/02/2007	n/a	8
Municipal disaster management and risk assessment	Ada, Kanjiza, Senta	12/05/2007 to 12/07/2007	4,50	17
Planning Cycle Training	Opovo, Vrsac, Zrenjanin	01/11/2008	4,49	19
Local communities communication, coordination and prevention in disasters	Kragujevac (local communities)	02/27/2008 to 02/28/2008	n/a	125

During the reporting period, the SCOPEs team also began working with an external training methodology specialist to revise the training methodology from its current form to more module-based training. Currently, SCOPEs’ training covers six topics, which are all covered in a relatively short time frame. Some participant and management feedback suggested that the team was trying to cover too much material in too short a

time. The new methodology that is under discussion will allow for 4 training modules. Each training module will focus on a specific area and will be conducted at a separate training event. During the reporting period the team started the process of deciding on the length of the modules, the internal structure of each module (consisting of theoretical presentations, practical exercises and presentations of case studies from Serbia), and the training materials for each module. The revision of the training material is an ongoing task that seeks to continuously improve the content and quality of the training experience over time.

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

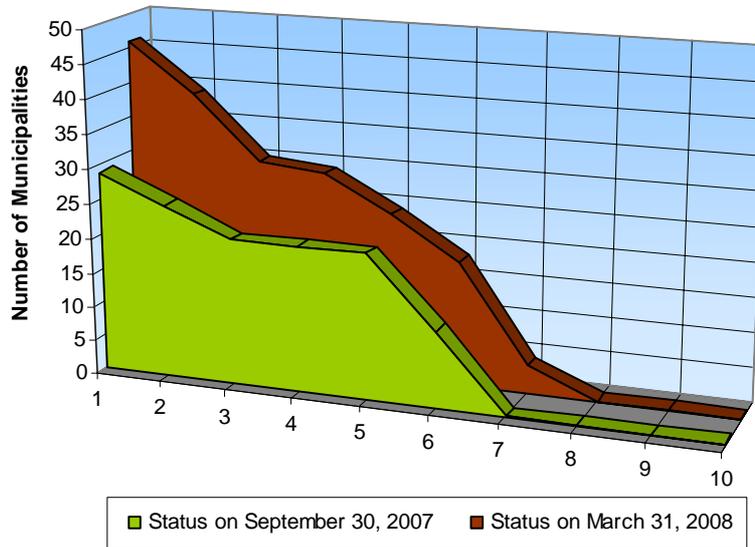
After municipalities receive training, the Program Officers and program consultants meet with the disaster management team members to follow-up with technical assistance based on the needs of the municipalities to meet program requirements, to prepare the necessary documents for the level of certification agreed between SCOPES and each municipality, and to initiate activities that result in best practices that may be applicable to other municipalities in Serbia. Primarily, this on-site technical assistance seeks to provide advice on how to best complete key intermediate deliverables (e.g., flood response plans and standing body ordinances) based on the experience of other municipalities. Assistance under this step might also include facilitation of networking events (such as the Krusevac Fair from November 6 to 7) and tailored training, such as the aforementioned Kragujevac training for local communities.

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

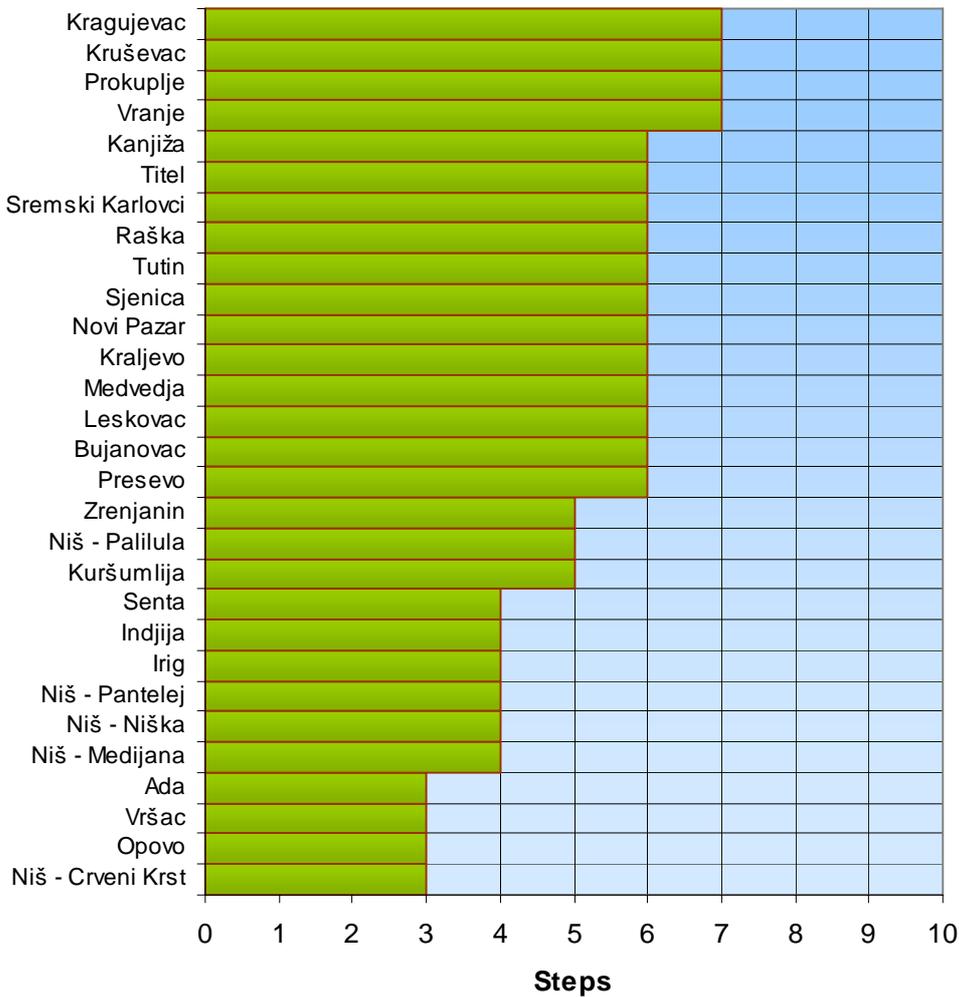
Municipalities are mentored through a ten steps process which leads towards greater disaster resilience. To reach this level, each municipality is required to produce certain documents (documents vary by level of certification sought) that indicate commitment to institutionalizing a better disaster management system at the municipal level. The capacity-building program is designed to facilitate this process towards the targeted results. During the reporting period the team and assigned short term consultants conducted quality control visits in the following municipalities: Kragujevac, Krusevac, Raska, and Vranje. These municipalities are SCOPES first candidates for certification.

The two charts below present municipal progress during the reporting period. Consistent with the Year 2 work plan, progress is most apparent in the early stages of the 10 step process. The progress of the team, and in municipalities' progress in working through the 10 steps, continues to be in line with management's expectations.

Ten Steps to a More Disaster Resilient Municipality



29 Municipalities' Progress towards Disaster Resilience



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

The MEMCI team conducted six follow-up MEMCI interviews in the municipalities of Kragujevac, Krusevac, Leskovac, Medvedja, Presevo, and Vranje. The follow-up MEMCI results show significant improvement in comparison to their initial MEMCI score. These results are presented in Table 3, Annex B. Krusevac municipality scored the highest out of all with an increase of 22 points. Also noteworthy, Vranje had a significant increase of 34 points from their original MEMCI score. All but the municipality of Presevo met the program requirement of scoring above 77 points to be considered for certification.

Step 10: Certify municipality as More Disaster-Resilient.

During the reporting period, the Preparedness and Planning Team worked on defining SCOPEs' certification tool that includes: certification levels, the process, and the requirements for program municipalities to qualify. In the next six months the team will work with local and national stakeholders and with partner municipalities to institute certification.

The certification tool evaluates local communities in the area of municipal disaster management capacity improvement by measuring their efforts toward creating a safer community. SCOPEs' certification tool is based on the Hyogo Framework for Action, lessons learned from experience to date in Serbia, recommendations from local community representatives, and SCOPEs program standards on improving the capacities of municipalities to prepare for and respond to natural disasters by developing ordinances, creating risk assessment plans, developing and/or updating response plans, introducing local level policies, introducing best practices and increasing the allocation of resources towards disaster management.

All municipalities will be considered for certification. Municipalities will be encouraged to establish sustainable mechanisms for addressing all stages of the disaster management cycle – preparedness, planning, prevention, mitigation and recovery. The program will provide demand-driven technical assistance tailored to the specific needs of each municipality, based on the level of certification that the municipalities select. The most successful municipalities will be trained and supported in their efforts to establish sustainable regional network and to serve as resource and information centers for neighboring municipalities. Certification is stratified into three levels, as described below.

Certification Levels

<i>Level</i>	<i>Description</i>	<i>Qualified No. of municipalities</i>	<i>Estimated No. of municipalities to be certified</i>
<i>Level 1</i>	Institutionalizing overall Disaster Management Capacity through establishing Standing Body, creating Risk Assessment document and updating specific hazard response plan.	70	50
<i>Level 2</i>	Establishing a sustainable environment by performing activities on preparedness, planning, prevention, mitigation and recovery through establishing sustainable funding and improving cooperation with first responders in local communities.	20	10
<i>Level 3</i>	Establishing sustainable regional network and serve as a resource and information center for the neighboring municipalities.	10	7

In the Certification process, the program will cooperates with the following institutions and organizations:

- Serbian Red Cross (SRC)
- International Federation of Red Cross and Red Crescent (IFRC)
- National Association for Local Economic Development (NALED)
- Standing Conference of Towns and Municipalities (SCTM)
- Faculties and Universities
- Municipalities

The Municipalities of Kragujevac and Krusevac will serve as pilot municipalities for testing the criteria and the certification process. Others (such as, likely, Raska and Vranje, as noted above) will follow. In the first quarter of the next reporting period the criteria for each level of certification will be finalized and discussed with USAID prior to application on the pilots.

Monitor changing risks of social or political instability (1.1.8)

Under this broad heading, SCOPES has been tasked to:

Monitor on an ongoing basis changing political and social dynamics at municipal and national levels through polling, networking, or other appropriate means in order to assess the risks of conflict or civil crisis. (This includes, *inter alia*, monitoring developments in Kosovo that might

lead to IDP movements in response to the Kosovo final status negotiation process.) Provide concise monthly reporting to USAID (that may be made available to other donors) on changing risks of social or political instability, the implications for surge capacity contingency planning, and, where appropriate, proposed activities to reduce tension or prevent conflict.

In this reporting period, SCOPEs produced more monitoring and special reports than in any period so far. In addition to surge-related documents that contain topical information on the state of preparedness in Serbia and Montenegro (see Section 1.2, below), SCOPEs submitted 35 reports during this period: seven monthly reports covering analytical topics and component activities, seven situation reports on flooding in southern Serbia, twelve daily reports on the response to Kosovo's declaration of independence, four analytical/weekly reports on the effect of Kosovo's declaration of independence,⁸ one situation report on security issues, one situation report on the Cacak earthquake, and three research summaries.

Summary of SCOPEs Crisis Monitoring and Reporting, October 2007-March 2008

Date	Report	Topics
Oct. 5, 2007	Monthly	Stability Pact DPPI regional meeting, national disaster management developments, component activities
Oct. 12, 2007	Research/recommendations	Recommendations for greater immediate and long-term involvement in southern Serbia
Oct. 31, 2007	Monthly	Upcoming Kosovo elections, component activities
Nov. 26-Dec. 10, 2007	7 situation reports	Flooding in southern Serbia
Nov. 30, 2007	Monthly	Overview of flooding in southern Serbia
Dec. 12, 2007	Situation report	Ministry of Defense interaction with component programming
Dec. 28, 2007	Monthly	Component activities, national disaster management developments
Jan. 22, 2008	Research	Voting statistics for Presevo and Bujanovac in all elections since 2004
Jan. 31, 2008	Monthly	Out-of-Kosovo voting, influence of Albanian regional political parties, component activities
Feb. 19-Mar. 5, 2007	12 daily situation reports	Response to Kosovo declaration of independence: impact on program activities, general policy/security issues, humanitarian issues, organized public response, status at border crossings
Feb. 29, 2008	Situation report	Response to Kosovo declaration of independence: intimidation of members of national and religious minorities, journalists, persons expressing dissenting opinion
Feb. 29, 2008	Monthly	Municipal protests in response to Kosovo declaration of independence
Mar. 12, 2008	Situation report	Response to Kosovo declaration of independence: description of situation of Kosovo IDPs in Serbia
Mar. 18, 2008	Research/recommendations	Summary of humanitarian debate on vulnerability,

⁸ In agreement with USAID, SCOPEs on March 5, 2007 ceased daily reporting to describe the response to Kosovo's declaration of independence and, as of March 12, 2007, began submitting weekly analytical reports on the effect of Kosovo's independence on Serbia.

		1999-present
Mar. 19, 2008	Situation report	Response to Kosovo declaration of independence: impact on local governments near the border
Mar. 21, 2008	Situation report	Earthquake in Cacak
Mar. 26 (revised and expanded Mar. 31), 2007	Situation report	Response to Kosovo declaration of independence: impact on reservists' protests
Mar. 31, 2008	Monthly	Kragujevac disaster management process, component activities

The contract requires that SCOPES monitor “developments in Kosovo or related to the Kosovo status negotiations that might lead to IDP movements or reactions against minorities in Serbia,” but the project is hamstrung by lack of physical presence in Kosovo and administrative barriers to travel there. Reporting from inside Kosovo, used in preparation of monthly reports, was submitted to SCOPES during the reporting period by a veteran journalist and former Voice of America correspondent. During this period, the correspondent in consultation with the Preparedness and Planning team reported on the following issues: security and freedom of movement of national minorities to participate in Kosovo elections, Kosovo electoral coalitions and election results, formation of Kosovo government, examples of Serb-Albanian cooperation, regional politics inside the Albanian body politic, and pressures and influences on Presevo and Bujanovac from Kosovo and Macedonia. With the determination of Kosovo's final status, the U.S. Government’s recognition of Kosovo independence, and the interest of the Mission on the impact of Kosovo’s independence on Serbia itself (as opposed to issues inside Kosovo) the project team has discontinued contracting for reports from inside the Republic of Kosovo.

Surge Capacity (1.2)

In this reporting period, SCOPES’ surge capacity proved to be an efficient and flexible mechanism for responding to humanitarian crisis that is, at the same time, strategically integrated with the project's developmental programming. USAID exercised the surge contract option on December 3, 2007, which allows it to provide immediate assessment, relief and recovery assistance in the event of a crisis or disaster of up to \$9.9 million over the life of the contract. Two successful and highly-publicized emergency response donations were made during the reporting period: \$185,000 in firefighting equipment procured for the Ministry of Interior Sector for Protection and Rescue and approximately \$46,000 in post-flood disinfection supplies, distributed by the Serbian Red Cross and Ministry of Defense/Serbian Army. To help make the connection between the humanitarian assistance and the development part of the program, each donation was accompanied by educational activities. Through these experiences and refinements of internal capacity and procedures, SCOPES has demonstrated that it is able to respond rapidly and effectively.

Strategic, integrated approach

During this reporting period, SCOPES honed not just procurement procedures, but its strategic approach to surge. 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. With surge, SCOPES local-level intervention options – most of which focus developmental capacity-building in prevention and preparedness – have the built-in capacity to cover the entire disaster management cycle.

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 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 a monthly basis;
 - Municipal disaster management team capacity-building;
 - Awareness-raising actions and events at local level;
 - Support for local media involvement
 - Presence throughout the country.

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 issue and including broad-based community dialogue and input;
 - Supporting initiatives by specific institutions, organizations, media outlets or community leaders that are forces for stability;
 - 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-sponsor events.

3. Surge response options. 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. Among methods of assistance or action SCOPES' surge can employ are:

- Providing grants to NGOs/CSOs, the Serbian Red Cross, or other local aid groups that can quickly and efficiently react to a crisis event;
- Identifying businesses or institutions that can provide technical expertise in specialized areas such as, water and sanitation, toxic waste, environmental management, transportation and logistics, structural hazards and damage assessment, and shelter repair;
- Identifying NGOs, CSOs or institutions that can provide expertise in protection issues under international and domestic standards;
- Procuring relief supplies to respond to the disaster.

Surge preparation and maintenance

Revised plans for Serbia and Montenegro

The Year 2 revisions of SCOPES' surge capacity plans for Serbia and Montenegro provided an opportunity for the team to review the emergency management capacity of governmental and nongovernmental organizations in both countries and to provide an updated assessment of each actor's potential role. The Montenegro document, produced in close coordination with UNHCR and a Montenegrin NGO (FORS Montenegro), focuses, at USAID's request, exclusively on a potential outflow of persons resulting from a Kosovo event. The *Surge Capacity Plan: Montenegro (Year 2 Revision)* was submitted in early December 2007. The Serbian document, on the other hand, looks at potential for response to a range of natural disaster and man-made crises, updating developments since the August 2006 *Crisis Response Capacity Assessment Report* and November 2006 *Surge Capacity Plan: Serbia*. The report described changes in assigned roles within the UN country team and its partners, as well as the decreased capacity of international nongovernmental organizations operating in Serbia and the expected role of the then-low profile Ministry of Kosovo and Metohija as the lead Ministry in any Kosovo event. Acknowledging those changes in the operational environment and preparing the ground for any long-term adaptations in partner strategy that changed circumstances might require, SCOPES surveyed or interviewed over 100 mostly local nongovernmental organizations throughout Serbia. The Year 2 revision presents in detail the capacity of over forty local organizations to deal with different kinds of crisis events.

Staff training and operational manual

During this reporting period, SCOPES undertook two staff development endeavors to support performance in the event of a large-scale surge event. (The staff training illustrates refinement of SCOPES' internal procedures. While all staff and project

operations can be utilized during a large-scale surge event, a smaller team within the project has operational responsibility.) In December 2007, all SCOPES staff underwent training in negotiation and mediation. On February 2008, the members of the Preparedness and Planning team participated in child protection training organized in cooperation with UNICEF and Save the Children. The training – an initiative that began with SCOPES' INGO surge prequalification in spring 2007 – included participation from other pre-qualified INGO partners, as well as representatives of other NGO partners of the UN extended country team.

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

Procurement preparation

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

Network and expertise maintenance

Whether SCOPES is identifying a potential hazard and potential responders, monitoring developments in an ongoing event or determining an appropriate humanitarian response for recommendation to USAID, *surge relies on accurate, timely and dynamic information*. Before a recommendation is made to USAID, each surge inquiry draws on a nationwide network of local and national sources whose potential role in disaster management of each kind of emergency has been identified by the Preparedness and Planning team. This includes the members of disaster management teams included in SCOPES' capacity-building, representatives of national-level ministries (especially the Ministry of Defense/Civil Protection and the Ministry of Interior Sector for Protection and Rescue), the Serbian Red Cross, national experts, UNHCR, UNDP, others in the UN extended country team, local media representatives and – as documented in organizational profiles included in the *Surge Capacity Plan: Serbia (Year 2 Revision)* – over sixty nongovernmental organizations.

Surge in action

Firefighting equipment

On November 30, 2007, USAID Mission Director Michael Harvey, Assistant Minister of Interior Predrag Maric, representatives of firefighting units from eight municipalities, the regional police commander for southern Serbia, the Vranje Red Cross volunteer first aid unit, and over 300 children from the Branko Radicevic Elementary School participated in a ceremonial handover and field exercise in Vranje to mark USAID's donation of \$185,000 in firefighting equipment. The equipment included 71 complete fire protection suits, 30 portable respirators, two compressors and three portable lights and was distributed to units of the Sector for Protection and Rescue serving Jablanicki, Pcinjski and Toplicki Districts. (The districts cover the following municipalities participating in SCOPES: Bojnik, Bujanovac, Kursumlija, Leskovac, Medvedja, Presevo, Prokuplje, Vlasotince, and Vranje.

The USAID donation and accompanying safety exercise were highly publicized in national and local media. In Prokuplje on December 27, 2007, SCOPES and local authorities sponsored another ceremony and a second field exercise to demonstrate coordination of emergency services, using the equipment donated by USAID. Over 700 children from the Ratko Pavlovic "Cicko" Elementary School, three fire trucks, two police trucks, an ambulance and a four-person health center emergency response team participated in evacuating a three-story building and rescuing "casualties" from the third floor. For this event, SCOPES worked with local officials and the NGO "Initiatives" in Prokuplje to put together media events that promote community safety and disaster management coordination.

As described in the last semiannual report, SCOPES originally proposed that the Surge Contract Option be exercised and firefighting equipment purchased through surge in response to last summer's wildfires. While the contract option was not exercised at that time, the program was directed by USAID to proceed with the procurement and donation of firefighting equipment to the Sector for Protection and Rescue within the Ministry of Interior. This first test of the surge response mechanism, described below, identified a number of process issues to be clarified for future emergency responses. It resulted in recommendations, procedural modifications and approvals that ultimately made it possible for SCOPES' next emergency response – the USG reaction to flash floods in November 2007 – to proceed more swiftly and smoothly.

Timetable – Procurement of Firefighting Equipment

Action	Timeframe
Formal request received for assistance from Mr. Predrag Maric, Head of the Ministry of the Interior's Directorate for Prevention / Rescue and Protection Sector and clarification of equipment needs and willingness to accept specified equipment	July 30, 2007
SCOPES recommended surge response to USAID	August 04, 2007
Received technical direction from USAID to conduct research on equipment and collect formal price quotes	August 04, 2007

Formal procurement procedure conducted (for procurement valued at over \$100,000)	August 05 to 17, 2007
Procurement report and request for approval of SON waiver for the procurement of firefighting gear sent to USAID	August 17, 2007
CO authorization and SON waiver concurrence received	September 17, 2007
CTO approval request for grant action submitted	September 21, 2007
CTO approval for grant action received	September 24, 2007
Ordered equipment from four vendors	September 24 - 25, 2007
VAT exemption procedures executed	September 26 – 28, 2007
Initial payment executed	October 01 – 03, 2007
Vendor production / shipping of equipment	October 2007
Delivery of equipment to Serbian Red Cross warehouse (to await formal transfer to the Sector for Protection and Rescue)	October 30, 2007

Flood response

Heavy rains on November 25 and 26, 2007, caused flash flooding in southern, southeastern and southwestern Serbia, affecting the municipalities of Babušnica, Bela Palanka, Dimitrovgrad, Doljevac, Lebane, Leskovac, Novi Pazar, Pirot, Tutin, and Vlasotince. The waters washed out bridges and roads, flooded homes and storage cellars and posed a serious threat to public health. Drinking water sources and waterworks systems were contaminated and, in most communities, raw sewage washed up into streets and homes.⁹ During the floods, the Preparedness and Planning team was on site in several municipalities, coordinating with local agencies to assess needs and reporting regularly on ground developments. (At the peak of crisis, the team reported in every few hours.) From November 26 through December 10, 2007, the team submitted seven situation reports to USAID, including from places, such as Tutin and other areas of southwestern Serbia, not generally covered in national media. The team also accompanied USAID staff on a site visit to affected areas in southern Serbia.

With more than 1,500 households affected by the flooding, the municipality of Vlasotince declared a state of emergency on November 26, 2007. It was the only affected municipality to have evacuated persons: over 200 residents of the "Crni Marko" settlement, most of them members of the Roma national minority, had to be evacuated to the municipal sports center. Within three days, most evacuees had returned to their homes to start clean-up. The natural disaster challenged Vlasotince's capacity and resources to respond. On November 28, SCOPES received a request for assistance from the municipality of Vlasotince signed by Mr. Srdjan Susulic, President of the Municipality. It focused on needs of 1,000 households affected by the flooding. Disinfection supplies were recommended by the local health center and public water company. The estimated cost of all items requested was \$316,910.

Since needs in a humanitarian emergency can change on an hourly basis, the SCOPES team focused on clarifying and refining real-time needs against those outlined in the

⁹ An extensive report was provided in SCOPES monthly Crisis and Conflict Monitoring Bulletin, November 30, 2007.

request letter. From its own reserves, the Serbian Red Cross provided some of the items requested by the municipality on November 27, including hygienic parcels, blankets, rubber boots, food, and five drying machines for walls. Upon agreement with USAID, the SCOPES team asked the Serbian Red Cross to make assessing Vlasotince a priority among other affected municipalities so that SCOPES and USAID could have a current list of items that could be used to meet immediate (and unmet) needs. The program team worked closely and quickly with USAID to process the administrative steps needed to execute the surge response. USAID was able quickly to authorize this surge activity, enabling SCOPES to procure commodities for disinfection of the water supply.

Information provided by SCOPES about the November 2007 floods also supported site visits and a donation by the U.S. Department of Defense. The U.S. Government's total response to the flash flooding in southern Serbia included USAID's donation of \$46,000 and the U.S. Department of Defense's donation of \$ 9,647 in equipment and supplies distributed by the Serbian Red Cross. The donation included disinfection and cleaning supplies, as well as heavy-duty mud pumps, disinfection spray pumps and rubber gloves. In a ceremony keynoted by the U.S. Embassy Deputy Chief of Mission and the mayor of Vlasotince, the Serbian Red Cross and Serbian Army delivered the equipment on December 6, 2008, to the Red Cross in Vlasotince. After serving in this clean-up effort, the mud pumps and disinfectant spray pumps can be used in future flood or public health emergencies.

From the day following the receipt of the Vlasotince appeal, it took only seven days for clean-up commodities to be procured and delivered. A detailed timeline is presented in the table below.

Timetable: Response to flash floods

Action	Timeframe
SCOPES prepared a budget based on the request letter	November 29, 2007
A waiver request for flood relief commodities is prepared and sent to USAID	November 30, 2007
Technical specifications of requested items were clarified with the municipality and were cross-checked with the Red Cross	December 01- 02, 2007
SCOPES budget projection was revised, based on latest data from Red Cross on what had been / was planned to be delivered	
Final list of recommended commodities was provided to USAID for approval	
The formal bid collection and review process was completed	December 03, 2007
Agreement on Donation was prepared with the Red Cross	December 03, 2007
Selected vendors were notified and asked to submit pro-forma invoices	December 04-06, 2007
PPO PDV form for VAT exception were approved by the Tax administration	
Vendors were notified of VAT exemption approval, bank transfers were executed	
Method and location of transport of commodities was confirmed with the Red Cross distributor	December 05, 2007
Commodities were transported to Red Cross' warehouse in Mladenovac where they were checked by a SCOPES rep.	December 05, 2007

Written approval received for the waiver request for flood relief commodities	December 06, 2007
Red Cross transported the equipment from their warehouse in Mladenovac to the Vlasotince Red Cross	December 06, 2007
The Serbian Red Cross officially informed DAI that the equipment had been delivered	December 06, 2007

Changes to the Work Plan

There have been surprisingly few changes to the Year 2 work plan during the past six months. Unlike with the Economic Security team (for whom the changes have been strategic in nature and thus more profound), the changes experienced by the Preparedness and Planning team have been related more to areas of emphasis. The one event that SCOPES had anticipated would impact the pace of implementation (the determination of Kosovo's final status, which had been expected by project management to significantly slow, or even bring to a halt, program implementation in a number of municipalities) ended up not having a significant effect on program implementation (with the exception, in a few cases, of the first two weeks immediately following Kosovo's Unilateral Declaration of Independence). Notable changes to the Year 2 work plan did apply to the following tasks:

- *Working with university experts to formalize criteria for improved disaster resilience.* Instead of working with university experts, the SCOPES team decided to develop criteria for improved disaster resilience internally by consulting with UNISDR staff, using the UNISDR on-line library of materials on disaster resilience, and seeking input from a consultant to the World Bank on UNISDR issues;
- *Managing the Disaster Management Working Group, including efforts on national policy advocacy with national authorities.* As described above, the vehicle for national policy advocacy in this reporting period has been technical assistance in the form of legal commentary on draft legislation;
- *Surge simulation training for SCOPES staff.* During this reporting period, SCOPES did not invest in preparing for a hypothetical large-scale surge event as originally planned in the FY08 Work Plan. Nor did the project invest as many resources in training of staff and consultants as envisaged in that document. Instead, (a) developments on the ground (experience with 2 real life / real time surge events), described in detail in the *Surge Capacity Plan: Serbia (Year 2 Revision)*, and (b) USAID's activation of the contract option in November 2007 were watersheds in moving SCOPES surge preparations toward more practical and less theoretical actions.
- *Support community projects that demonstrate application of DPPI models (at least two projects will be supported) (1.1.6).* This activity has been dropped. Instead, if the opportunity presents itself with the new Serbian government to be formed after the May 11 elections, SCOPES will assist the government make ISDR linkages.

- *Provide training...in...media responsibility during crises (hold three “code of conduct” round tables) (1.1.7).* In lieu of this activity, the program has negotiated a reciprocal training agreement with IREX (in short – SCOPES will present at IREX’s media training events and IREX will be invited to guest speak at SCOPES training events). Tailored material that SCOPES will use for such presentations is under development.
- *Design a youth peer mediator training program for implementation in crisis-affected and vulnerable communities (1.1.7).* This activity, seen as too far removed from the team’s core strategy and with an inherent lack of sustainability, has been dropped.

Key Activities for Next Six Months

Step	Action
Step 1	<ul style="list-style-type: none"> ▪ As committed to in the Year 2 work plan, identify all 70 municipalities that will participate in the Preparedness and Planning Program (this task includes the sub-steps of finishing all remaining baseline MEMCI interviews, drafting municipal profiles, management meetings with mayors and drafting justification / approval memos for new municipalities for submission to USAID);
Steps 4,5,6	<ul style="list-style-type: none"> ▪ Production of new/revised Trainers' and Participants' Manuals for module based training; ▪ Continue with training for new municipalities that entered the program during the past six months;
Step 7	<ul style="list-style-type: none"> ▪ Continue with technical assistance, as needed, to “older” program municipalities; ▪ Documenting case studies of municipal disaster management and collecting best practice models for municipalities considered for certification; ▪ Promote 2 municipal disaster management networking events (the next one will be held in Kragujevac);
Step 10	<ul style="list-style-type: none"> ▪ Certify at least 4 municipalities as “more disaster resilient”;
Task 1.1.5	<ul style="list-style-type: none"> ▪ Design a strategy for engaging the university-based disaster management and risk reduction programs at the faculties in Novi Sad, Belgrade and Nis, in time for incorporation of the strategy into the Year 3 work plan;
Task 1.1.6	<ul style="list-style-type: none"> ▪ To the extent that such opportunities present themselves, continue facilitating efforts on advocacy for developing and institutionalizing a national disaster management framework through communication and coordination with OFDA, the World Bank, UNISDR and DPPI outside

	Serbia, as well as UNDP, relevant ministries, the Standing Conference of Towns and Municipalities and other actors within Serbia;
Task 1.1.7	<ul style="list-style-type: none"> ▪ In coordination with IREX, broaden media involvement;
Task 1.2 (Surge)	<ul style="list-style-type: none"> ▪ Continue monitoring crisis and potential risks to political and social instability and provide USAID with timely analysis of such risks;
Admin/Mngmt.	<ul style="list-style-type: none"> ▪ Prepare a work plan for Year 3 of the program.

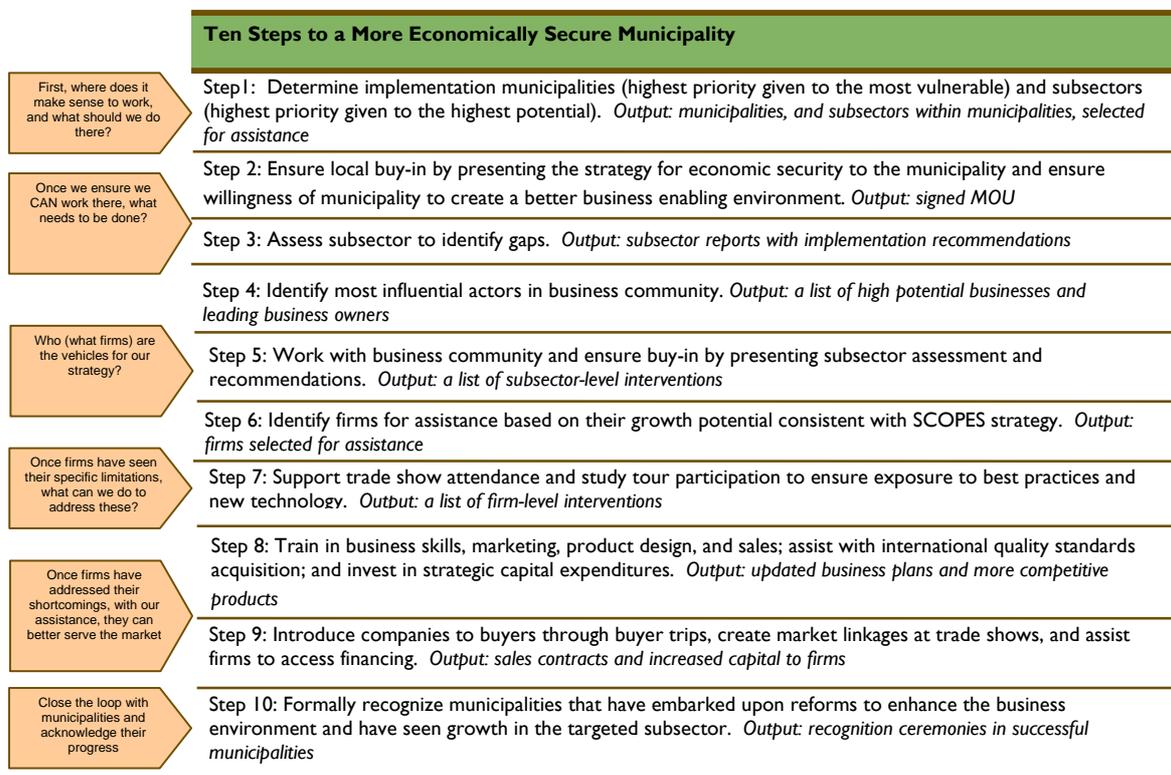
The exact timing of and progress on the above tasks is dependent on the extent to which activities described in the approved Year 2 Work Plan are disrupted by extraordinary events, which include, but are not limited to, social unrest, political circumstances, disaster events and the need to assess such events for potential Surge activation or actual Surge activation. Municipal, Vojvodina provincial and parliamentary elections will be held during the next reporting period. Any of these events has the potential to delay or result in the cancellation of regularly scheduled activities since response, especially to a surge event, would by necessity divert and draw on Preparedness and Planning staff resources.

SECTION 3: ECONOMIC SECURITY COMPONENT

Refinement of the Economic Security Strategy

A pivotal accomplishment within this reporting period has been the reformulation in strategy that the Economic Security Team will utilize to carry out its objectives going forward, particularly in light of the transition in team management at the onset of the reporting period. The team successfully managed to cope with the change in team management in a short period of time, while continuing to accrue the benefits of past work and produce results. The team has made significant changes in its strategic direction and has worked hard to build complementary features into its programming with a number of other projects, which we believe in the future will enable us to more effectively accomplish our targeted objectives.

While previous leadership focused primarily on supply-side support, new leadership has reoriented to focus on demand-side support. This new strategy is consistent with the Mission’s focus on market integration in its other two projects: Competiveness and Agribusiness. The central focus of the team will be on helping businesses to grow by capturing new markets and increasing sales rather than provide businesses with tools for production. The team will look to identify promising businesses that are operating in the targeted sub-sectors in our municipalities and work to prepare and connect them with new, higher value markets. In order to accomplish this goal, the team has developed and adopted a process called “Ten Steps to a More Economically Secure Municipality”. This process identifies actions for the Economic Security Team to work on in municipalities that are part of the program. The steps are presented in the chart below:



Summary of Results

The Economic Security Team has continued to build on the success from the prior reporting period. The team has cumulatively assisted 392 companies in seven targeted municipalities, providing companies tailored technical and financial assistance aimed at enabling businesses to grow and become more competitive. The team's progress is evidenced by the dramatic increase in the number of companies assisted: from 133 companies in the prior reporting period to 392 companies in the current period. This assistance has resulted in the creation of 130 jobs.

Impact in numbers
• \$1.5 Million invested by assisted companies
• 392 Companies assisted
• 1,028 People trained
• 130 New jobs created

Through various types of assistance, the Economic Security Team has reached out to 1,997 direct beneficiaries. These beneficiaries have received a combination of business training, direct investments and opportunities to make business linkages. Of the total number of beneficiaries some 40 % are youth. Due to their high unemployment rate and high percentage of population in ES targeted municipalities, youth are considered to be the most important population group for the program.

The Economic Security Team has continuing to conduct training programs in which 1,028 people have participated to date. These trainings are aimed at improving business knowledge of entrepreneurs and business owners, as well as tailored technical needs of companies. For example, we have organized training for dairy farmers targeting issues identified in the dairy sub-sector report relating to milk production; the Entrepreneurship Center in Kraljevo is continuously providing individual technical assistance to recently established companies on how to improve business and how to overcome problems unique to start-ups; while in Prijepolje we are providing tourism specific assistance to associations and cooperatives on how to improve management, how to increase its number of members and how to produce marketable products.

To date, 58 grants worth a total of \$669,210 have been provided in support of the ES Team's objectives. Of this total, private companies have been recipients of 39 grants totaling \$424,075. More than 60% of the total grants disbursed has been provided directly to private companies in order to help them improve efficiency, product quality and business performance.

Most Significant Economic Security Partnerships

The Economic Security Team has built strong partnerships with business service providers, development agencies in targeted municipalities, and other implementers. These initiatives are aimed at improving business owners and entrepreneurs' knowledge of particular industries through participation in study tours, reaching out to new markets

through participation in trade fairs and improving business skills through attending various trainings. The Economic Security Team views these organizations as important in supporting growth of businesses and creating a more business-friendly environment in targeted municipalities and will continue to explore collaboration opportunities with them in the future.

Economic Security Team’s Primary Business Service Provider Partners

PARTNER	MUNICIPALITY	IMPLEMENTED ACTIVITIES
Presevo and Bujanovac Development Agency (PBDA)	Presevo & Bujanovac	Accounting training
		Dairy study tour and training
		Finance training for SMEs
Sandzak Economic Development Agency (SEDA)	Novi Pazar	Fashion fair in Belgrade
		Business base fair - Belgrade
		Fashion and equipment fair in Novi Pazar
Regional Center for Development of SMEs and Entrepreneurship Prijepolje	Prijepolje	Support to SMEs and Tourist Associations in Prijepolje
Regional Center for Development of SMEs and Entrepreneurship Krusevac	Kraljevo	Business base fair - Belgrade
Center for Entrepreneurship	Kraljevo	Local enterprise development program - Kraljevo
Regional Chamber of Commerce	Nis	Development of Women Entrepreneurship - Kursumlija
Vranje Economic Development Agency (VEDA)	Vranje	Business base fair - Belgrade

The Economic Security Team has forged strong and complementary partnerships with other USAID projects and their grantees. For example, the Agribusiness Project and the ES Team are jointly supporting the participation of 12 companies at the International Agricultural Fair in Novi Sad, which will run from May 10 to 17, 2008. The support includes not only provision of display space at the fair, but also training on how to exhibit at the fair and how to develop promotional materials. The Novi Sad fair is the largest event of this kind in the Balkans and is a great opportunity for agricultural and food processing companies to create new business linkages, meet buyers and learn from competitors.

Municipal Economic Growth Activity (MEGA), National Alliance for Local Economic Development (NALED) and the ES Team are looking to cooperate on improving the business environment in the team’s targeted municipalities and have identified business

advocacy and support to Junior Achievement as areas of mutual interest. MEGA will help the ES team to organize local business leaders and advocate for their municipality be more responsive to the needs of the business community. The idea is to achieve this through participating at public budget hearings and organizing advocacy campaigns at the local level. NALED and the ES Team will work on getting companies that are NALED members to actively support the Junior Achievement program in order to jumpstart greater private sector involvement in the program.

The Ministry of Youth and Sport of the Republic of Serbia and the ES Team, together with the local government of Medvedja have supported the establishment of a Youth Entrepreneurship Centre. The Center will be managed by two NGOs that will provide training in entrepreneurship, and help local youth develop business plans by providing information, counseling and guidance on where to access business financing.

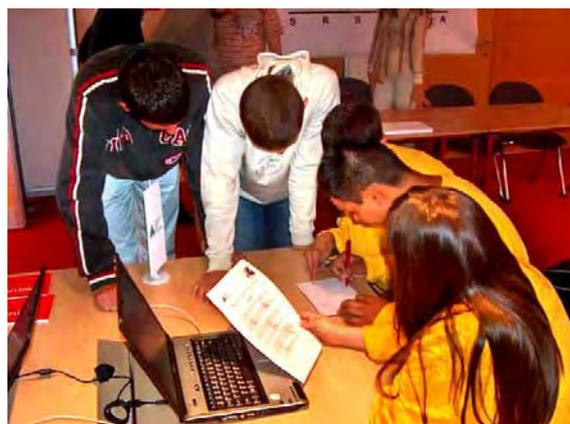
Most Significant Events

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

- The Economic Security Team supported participation of over 50 companies at the International Entrepreneurship Fair “Biznis Baza” in Belgrade, held in November 07. SEDA, VEDA and the Entrepreneurship Center in Krusevac organized presentations of companies from Novi Pazar, Prijepolje, Kraljevo, Presevo and Bujanovac at one of the largest events in Serbia aimed at promoting entrepreneurship and building linkages among entrepreneurs.
- The Junior Achievement program, initially planned to be implemented in 12 schools, has exceeded its goal and is currently being implemented in 20 schools in our targeted municipalities. Some 400 students, guided by over 35 teachers, are getting their first experience in running a business. Program activities are supported by the Economic Security program, local governments and private companies.



Novi Pazar companies at the Entrepreneurship Fair, Belgrade, November 2007



High schools students get their first business experience through the Junior Achievement program

- The Economic Security Team supported participation and promotion of the tourism offerings of Prijepolje at the International Tourism Fair in Belgrade, held in February 2008. The fair is the largest tourism event in Serbia. This year over 50,000 people visited the fair and Prijepolje stand has attracted over 8,000 inquiries. The whole event was organized by a tourism committee that consists of all stakeholders (public and private) interested in helping develop Prijepolje's tourism potential. Results from participation in the fair will be more apparent as summer tourism booking data becomes available.



Prijepolje promotes its tourism offerings at the International Tourism Fair, Belgrade, February 2008

Program Achievements

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

The Economic Security Team continued to work in the initial seven municipalities identified at the beginning of the project, which were selected according to the relative vulnerability of the populations and the level of economic development. The seven are Novi Pazar and Prijepolje in the Southwest, Kursumlija and Kraljevo in South Central and Presevo, Bujanovac and Medvedja in the South. To maximize impact, sub-sectors/value chains with the highest potential to grow and to have impact on prevalent vulnerable groups within each municipality were identified and assessed during 2007.

Targeting specific sub-sectors/value chains means that SCOPES program staff will provide significant support to these while still maintaining the ability to take advantage of opportunities that

Targeted Sub-Sectors

Municipality	Sub-Sectors
Kraljevo	Food Processing
Kursumlija	Fruit growing, Fruit processing
Bujanovac	Dairy
Medvedja	Tourism, Forest Fruits
Presevo	Dairy
Novi Pazar	Apparel, Food Processing
Prijepolje	Tourism

arise in other sub-sectors.

Our over-arching approach to private sector development is market integration, as noted in our Assessment and Work Plan. That is, support to micro-, small and medium-sized enterprises (MSMEs) is designed to increase their access to new markets and improve their ability to meet market demands and needs.

By the end of the current work plan year, the Economic Security Team will propose up to five new municipalities to be included in Year 3 activities. The team anticipates that this will conclude the expansion of the program.

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

Local government support is necessary to achieve sustainable local economic development. To help ensure a close working relationship with local government, SCOPES has signed MOUs with all seven program municipalities. Local-buy in is also achieved through the program's connections with other relevant local economic development actors. For example, we cooperate with local Chambers of Commerce, Unions of Entrepreneurs and Business Development Agencies in improving the business environment and creating better conditions for entrepreneurship to flourish. Together with the Ministry of Youth and Sports, and local authorities, SCOPES has provided support to the NGO *Peoples Parliament* to establish a Youth Entrepreneurship Center in Medvedja. In cooperation with local government and SEDA, an Apparel Fair was organized in Novi Pazar hosting some 50 companies from Serbia and abroad. At the end of the reporting period, there were on-going preparations for an International Agricultural Fair to be organized in Bujanovac, with local government and PBDA as partners. These are all activities aimed at improving entrepreneurship and increasing opportunities for businesses to make new connections and grow. The fact that all of these activities are driven by local stakeholders (instead of by the project) is proof of local buy-in.

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

To determine the most appropriate support to each sub-sector, the program has employed STTA consultants to undertake sub-sector/value chain analyses. All reports are finalized and have further defined actions to be implemented in order to strengthen each municipality's targeted sub-sector(s). The sub-sector reports, begun in work plan Year 1, were edited and finalized in the first quarter of work plan Year 2. These reports will guide further actions aimed at improving targeted sub-sectors.

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

In the current seven municipalities, the ES Team has been active for a little over 15 months and has engaged all relevant businesses and business groups. The Economic Security Team has presented the program's strategy and local businesses are informed of current and future programs activities. To date, about 400 companies have participated in ES activities, which the program views as confirmation that its community outreach efforts have been broad-based. In the future, as the program expands into new municipalities it will rely on its field officers to identify the high-profile actors that can best apply the program's strategy.

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

In Prijepolje, based on recommendation from the sub-sector report, a tourism committee was formed called the *Partnership for Prijepolje*. The committee is chaired by the local Tourism Organization and gathers representatives of all sectors interested in developing tourism in Prijepolje. The group has had several meetings to develop and discuss an action plan and identify steps needed to improve Prijepolje's tourism offer. As a result, the ES Team plans to allocate \$130,000 to 8 grants that will contribute to the further development of the tourism industry in Prijepolje. Furthermore, identified initiatives that are in-line with the program strategy will be supported, but the group will seek out other potential sources of support to implement as many initiatives as possible.

In Bujanovac and Presevo, the sub-sector report was presented to all program partners included in the dairy industry. In collaboration with PBDA, the ES Team supported with a sub-grant of \$4,270 the organization of a study tour for 50 Serbian and Albanian dairy farmers to visit a successful dairy cooperative in Bosnjace and a dairy farm in Blace. After the study tour, a one day workshop was organized that covered material on the following topics: how cooperatives work, standards in milk production, new applicable technologies in the dairy sector, importance of cooperation between farmers and the rationale for the creation of a strong network of milk producers.

For Kursumlija and Medvedja, the ES Team has been working with the Agribusiness project on implementing activities identified in the forest fruits sub-sector report. This will be done in cooperation with the Agribusiness project, as this sector is one of their target sectors at the national level. While in Novi Pazar, sub-sector report findings were presented to local stakeholders and the ES Team is in the process of developing relationships with local companies.

The ES Team's work in Kraljevo is focusing on food production and the food processing value-chain in which the municipality has much potential. The initial assessment of stakeholders was completed in FY07 and now the ES Team is developing a program that will help selected associations and cooperatives improve their business performance. The

Team will continue to develop a more strategic approach in Kraljevo, in cooperation with local Agricultural School, Bakery Union and other stakeholders.

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

Through March 31, 2008, the Economic Security team has provided 58 grants, totaling \$669,210¹⁰. Out of those, 39 grants totaling \$424,075 or 63% were provided directly to businesses.

Table: All CTO-Approved and Pipeline Grants by Municipality

Municipality	# of CTO approved grants	\$ value of approved grants	# of pipeline grants	\$ value of pipeline grants
Bujanovac	7	\$ 70,186	4	\$60,000
Kraljevo	15	\$139,133	1	\$20,000
Kursumlija	2	\$ 21,938	0	\$0
Medvedja	4	\$ 33,545	1	\$ 5,000
Novi Pazar	9	\$107,928	0	\$0
Presevo	4	\$ 49,980	4	\$70,000
Prijepolje	12	\$177,725	0	\$0
AOR	5	\$ 68,775	0	\$0
Total	58	\$669,210	10	\$155,000

The “pipeline grants” referred to above are the number and value of grants to be approved during April 2008. Documentation for these is largely prepared and will be submitted to USAID within the next couple of weeks. Grants identified as “AOR” (Area of Responsibility) covered more than one municipality (example: Junior Achievement).

Though the Economic Security team is focusing its work on targeted sectors, in the past reporting period (prior to the revision of the strategy) we continued to look for opportunities to help business growth across a variety of sectors if there was a link with a targeted vulnerable group or the potential to foster rapid job creation existed. In Prijepolje, we have helped a group of 16 apparel companies to establish a Union to strengthen the textile sector and to get stakeholders unified on achieving common goals and objectives, particularly related to expansion into new markets and solving issues limiting the growth of the industry. Another example is the program’s organization of a second round business plan competition, where runners-up from last year’s competition from Presevo and Bujanovac got a second chance to present their business ideas for funding. In comparing received business plans this year with the ones from the previous year, it is apparent that the new ones have much better developed business strategies and market approaches. Out of 16 received business plans, 8 will be presented to USAID for funding.

¹⁰ This figure includes only grants approved by the CTO.

Step 7: Support trade show attendance and study tour participation to ensure exposure to best practices and new technology. *Output: a list of firm-level interventions.*

During the reporting period, the ES Team provided 7 grants worth a total of \$55,235 to support the participation of companies and associations as exhibitors at three national-level fairs— The Fashion Fair, The Business Base Fair, and The Tourism Fair—all organized in Belgrade, one regional fair – The Fashion and Equipment Fair in Novi Pazar – and one study tour to Bosnjace and Blace for dairy producers in Presevo and Bujanovac. In addition, two study tours, via STTA engagement and purchase orders, were conducted for accommodation providers from Medvedja and Prijepolje totaling \$17,032.

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

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

The Economic Security Team is cooperating with following training providers:

Training Provider	Implemented Activities
Presevo and Bujanovac Development Agency (PBDA)	Accounting training
	Dairy study tour and training
	Finance training for SMEs
Sandzak Economic Development Agency (SEDA)	Fashion fair in Belgrade
	Business base fair - Belgrade
	Fashion and equipment fair in Novi Pazar
Regional Center for Development of SMEs and Entrepreneurship Prijepolje	Support to SMEs and Tourist Associations in Prijepolje
Regional Center for Development of SMEs and Entrepreneurship Krusevac	Business base fair
Center for Entrepreneurship	Local enterprise development program

Regional Chamber of Commerce	Development of Women Entrepreneurship
Vranje Economic Development Agency (VEDA)	Business base fair
Life Aid	Healthy and traditional food production
Junior Achievement is Serbia	Junior Achievement Program
Peoples' Parliament	Youth Entrepreneurship Centre

The Economic Security team through consultancies, grants, and tailored trainings has also provided direct technical assistance to 247 companies to help improve their business performance. This assistance included trainings on selected topics requested by the entrepreneurs, such as finance or marketing, but also included study tours and preparation for trade fairs, aimed at capturing new markets and increasing sales.

As part of the team's effort to focus on youth, in the next reporting period the team will devise a strategy for the improvement of apprenticeship and internship programs in all seven program municipalities and recommend how we can best assist the programs. Our goal is to increase the number of companies with internship programs and the number of interns involved. The team has identified a number of potential partners including the Apparel High School in Novi Pazar and the Agricultural High School in Kraljevo. These are particularly important vocational schools in each municipality and, moreover, are part of the targeted sectors in each municipality. The strategy will be incorporated into the Year 3 work plan.

Although the ES Team has been successful in meeting its goals on Junior Achievement within the reporting period, plans are in place to focus far more effort and direct assistance to ensure that JAS succeeds on a national-level. In order to develop the program further and make it a nation-wide accepted entrepreneurship program, the ES Team will engage a consultant from the Junior Achievement program in Jordan. Junior Achievement in Jordan is one of the best models in the world and the consultant will help Junior Achievement in Serbia to formulate an approach to greater private sector involvement and funding sustainability. During the reporting period, the ES Team allocated \$49,792 in support of the program. Junior Achievement has exceeded the target of 12 schools and is now being implemented in 20 high schools involving some 400 students, in all seven Economic Security municipalities.

Step 9: Introduce companies to buyers through buyer trips, create market linkages at trade shows, and assist firms to access financing. *Output: sales contracts and increased capital to firms.*

This step was not an area of emphasis during the reporting period. The ES Team will put more focus on facilitating and creating targeted business linkages in the second half of the work plan year.

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

As a way to formally recognize the successes and appreciate the efforts of local businesses, municipal authorities and other local stakeholders, the ES Team plans to assess each municipality and if there is a proof of significant growth in the private sector and changes made by local administration to make the municipality more business friendly (such as reducing or rationalizing tariffs and fees on businesses), we will declare the municipality as being more “economically secured”. The team sees this as a way to tie the two broad areas of emphasis of the program – helping the business sector grow and helping to foster more business friendly environments – together near the end of the program. This step will also help build a positive image of the municipality and may attract new investment or new partnerships.

Changes to Work Plan

The main changes to the Work Plan are influenced by the reformulation in the Economic Security Team’s strategy that will now strictly concentrate on working with successful businesses operating in the targeted sub-sectors of our municipalities. In addition, we will operate under the premise that companies do not add jobs unless they are selling more; therefore, our activities will be focused on increasing revenues of businesses.

More specifically, as pertains to the work plan, the main change under 2.1 is focus on increasing competitiveness of private companies and increasing access to new or higher value markets, while deemphasizing focus on number or value of grants disbursed or jobs created. While the change to activity 2.1 is more of a refinement and narrowing of the previous strategy, work plan activities 2.2 (improve local government response to community needs) and 2.3 (expand broad-based civic participation) have changed significantly. The main change is that all our work in these two areas must be economic (as opposed to social or institution building) in nature.

For example, the SCOPES Year 2 work plan proposed a number of activities under these two activities including:

- Improving municipal capacities to serve vulnerable people (2.2);
- Assessing / improving capacities of existing Citizen Assistance Centers (2.2);

- Increase access to decision making processes and services for targeted populations through replication of the Kraljevo Social Council model (2.2);
- Assisting NGOs representing vulnerable populations with advocacy training (2.3);
- Production of an economic security documentary (2.3);
- Promoting NGO cross-border activities (2.3).

Although each of these activities may be worthwhile on its own merits, none of them directly supported the primary objective of the team of fostering business linkages and expanding markets and creating more business friendly environments within municipalities. During a second quarter review of the Economic Security Team's strategy with USAID, it was decided to drop all of them. During the next reporting period (optimally before work starts on the Year 3 work plan) a revised Performance and Monitoring Plan (PMP) will be submitted to USAID for approval that reflects this change.

Instead of the aforementioned activities, it was agreed that any work with local governments would be limited to supporting the efforts of the MEGA project (or other similar local government support programs active in Economic Security municipalities where MEGA is not present) in improving the enabling environment for businesses. Such work will be predominantly TA driven, with an overarching strategy, instead of project driven, which spreads limited resources unnecessarily. This change affects both activities under 2.2 as well as 2.3, which hereafter will be linked much closer, most likely around a theme of business advocacy. The team's new strategic approach in this area is to accelerate movement towards more business friendly local government revenue and investment policies. The team's current plan is to do this by taking the following steps:

1. Training SCOPES staff and closely held partners about the issues involved;
2. Cooperating with partners (MEGA, NALED, SCTM, DTI) in extending their current efforts to new jurisdictions (i.e., the SCOPES Economic Security municipalities);
3. Identify potential advocacy issues for businesses at the local level;
4. Validate issues with businesses and ensure stakeholder buy-in;
5. Conduct sensitization roundtables separately for businesses and municipalities;
6. Work with businesses (and business organizations) to advocate for change and participate at public budget hearings (one of the best venues for pressing for change);
7. Work with municipalities on the technical aspects of addressing business issues;
8. Conduct promotional campaigns to recognize municipalities that have strengthened their business environment (this is the link to activity 2.1, step 10, above).

Key Activities for the Next Six Months

Support to the SME sector in the targeted municipalities for the next six months will remain the priority for the Economic Security Team. We will concentrate our activities to implement the recommendations from the sub-sector reports that will help businesses increase sales and capture new markets. Examples of assistance targeting the private sector include:

Municipality	Activity
All Municipalities	<ul style="list-style-type: none"> ▪ Assist promising companies in all targeted sectors and in all municipalities in new product development and design improvements, based on market needs and with results to increase sales; ▪ Help companies promote products at important fairs, supported by technical assistance prior to the fair to ensure positive results at the fair; ▪ Engage STTA, in cooperation with MEGA, to help in organizing public budget hearings as a venue for raising business issues
Bujanovac	<ul style="list-style-type: none"> ▪ Continue assistance to dairy sub-sector in Presevo and Bujanovac as a follow-up to last year's study tour and in accordance with recommendations from the sub-sector report;
Presevo	
Kursumlija	<ul style="list-style-type: none"> ▪ Work with municipal representatives to establish a Rural Agricultural Development Center in Kursumlija, that will provide continuous support to fruit producers and processors; ▪ Provide technical assistance and trainings in organic farming for farmers in Kursumlija;
Medvedja	<ul style="list-style-type: none"> ▪ Provide support to forest fruits collectors in Medvedja and Kursumlija;
Prijepolje	<ul style="list-style-type: none"> ▪ Work with the tourism committee in Prijepolje on implementing activities identified in their action plan;
Kraljevo	<ul style="list-style-type: none"> ▪ Finalize support to the Bakery Union and Bakery High-School in Kraljevo aimed at improving vocational skills of students; ▪ Establish a design center at the Applied Art School in Kraljevo, which will primarily serve as a vocational center, but will also be a service provider to textile companies;
Novi Pazar	<ul style="list-style-type: none"> ▪ Implement recommendations from the apparel sub-sector in Novi Pazar to help grow the sector; ▪ Work with the Apparel school in Novi Pazar to improve vocational training and cooperation with the private sector;

SECTION 4: SUCCESS STORIES

U.S. Assistance Supports Fast Reaction to Flash Floods in Serbia

Heavy rains on November 25 and 26, 2007, caused flash flooding in southern, southeastern and southwestern Serbia, affecting the municipalities of Babušnica, Bela Palanka, Dimitrovgrad, Doljevac, Lebane, Leskovac, Novi Pazar, Pirot, Tutin, and Vlasotince. The waters washed out bridges and roads, flooded homes and storage cellars and posed a serious threat to public health. Drinking water sources and waterworks systems were contaminated and, in many affected communities, raw sewage washed up into streets and homes. It was the worst flooding in the region since 1998. The most severely affected was the municipality of Vlasotince. In hard-hit Vlasotince (population 33,000) more than 1,000 households were affected by flooding. Over 200 residents of the "Crni Marko" settlement, most of them members of the Roma national minority, had to be evacuated temporarily to the municipal sports center until the flood waters receded.

Estimated damage in Vlasotince

- Total damage was assessed at over 450 million dinars (about \$8 million).
- More than 1,000 households were affected.
- 13 bridges, roads and other critical pieces of infrastructure suffered significant damage.
- Hundreds of hectares of agriculture land were flooded, destroying winter crops, and farmers lost nearly 1,000 animals.



Vlasotince, November 2007

USAID's Contingency Planning and Economic Security Program enables USAID to respond rapidly and effectively to such disasters. The purpose of the program's response to such incidents is not simply disaster relief (for which USAID has other, established mechanisms) but to help mitigate inter-community conflict and aid communities in conflict management thereby reducing political instability in "vulnerable areas" (parts of the country with large populations of unemployed displaced persons, youth, and former worker in state-owned enterprises – the unemployment rate in Vlasotince, nearly 50 percent, is more than twice the national average). The program, implemented by Development Alternatives, Inc. in collaboration with CHF International and Booz Allen Hamilton, runs through 2011.

During the November floods, the program team was on site in several municipalities, coordinating with local agencies to assess needs. Within two days of the onset of the disaster, the program team assessed the situation, recommended a course of action for the most affected municipality, and identified the goods that were most needed by the community. To ensure accurate needs assessments and an effective response, the program worked closely with the Serbian Red Cross, local governments, local utility companies, the Ministry of Interior's Sector for Protection and Rescue, and the Ministry of Social Affairs' Center for Social Work to triangulate needs against relief supplies that had been delivered by other donors and government agencies or were on the way to flood-affected areas.

The U.S. Government chose to focus on trying to prevent the infrastructure disaster from becoming a public health crisis by helping residents pump water and mud out and disinfecting their homes. Its donation was a mix of disinfection supplies and pumping equipment (that can be used in the future by Red Cross units in flood emergencies throughout the region). The program directly procured \$46,000 of commodities, which included 5,500 kilograms of detergent, 800 kilograms of disinfectant supplies, 12 mud pumps and 60 disinfectant pumps. The assistance was procured locally then transported to the region and delivered to affected communities by the Serbian Red Cross and the Serbian Ministry of Defense. The Red Cross targeted the assistance to the most vulnerable families whose houses were flooded – recipients of social welfare, the elderly, households with children, people with disabilities and special needs.

Within seven days of the onset of the flooding, a joint effort between USAID and the U.S. Department of Defense/European Command, coordinated by the program, delivered a total of \$55,000 in humanitarian assistance to the municipality of Vlasotince. On December 6, 2007, U.S. Embassy Deputy Chief of Mission, Ms. Jennifer Brush, presented a portion of the U.S. assistance to Vlasotince mayor, Mr. Srdjan Šušulić.



Relief Delivery, December 1, 2007

The November floods challenged many communities' capacity and resources to respond to local-level emergencies. Those municipalities that had been working with the program over the past year and attending its Preparedness and Planning trainings displayed better communication and more effective response than those municipalities that have not participated in the program. For example, the program municipalities of Novi Pazar and Tutin acted quickly, sending out heavy machinery teams to deepen drainage ditches at "hot spots" identified during program training on risk mapping.

Novi Pazar, in particular, has had persistent problems with flooding in highly populated residential and commercial areas. On November 26, the municipal disaster management head received information at 9:00 am that waters were rising. By 9:30 am, a municipal

decision had been made to mobilize equipment to bulldoze and deepen drainage canals at key points that had already been identified in the course of lessons learned from previous floods and ongoing risk assessment. In Tutin, the Disaster Management Team/Operational Flood Defense Team, including representatives of businesses with heavy equipment, was in constant session and ordered the clearing of riverbeds and building up of levees at points previously identified in risk assessment. Media advised citizens who detected flooding to call a special phone number. The combination of a standing disaster management body, an updated risk assessment plan and a well-developed communications system – all elements of the program's training – prevented damage to persons and property in the municipality.

To date, the program has worked with 41 municipalities throughout Serbia. Vlasotince was recently added to the program's preparedness and planning training.

USAID Donates Firefighting Equipment in Southern Serbia

“Firefighting brigades from Southern Serbia were the first responders to take action putting last summer’s fires out. These men are extremely brave individuals who deserve that their working conditions be improved, especially when working in the disastrous events and conditions where human lives and property are endangered. This is precisely the reason why we have decided to donate this equipment,” said Michael Harvey, USAID’s Mission Director, at the donation ceremony in Vranje. USAID’s Contingency Planning Program donated \$185,000 worth of firefighting equipment to the Sector for Protection and Rescue of the Ministry of Interior in Vranje, on 30 November 2007. The purpose of the donated equipment is to help improve the Protection and Rescue Sector’s capacity and increase preparedness to respond to fires and other disasters in South Serbia.



Prokuplje firefighters at work, “Ratko Pavlović - Čičko” elementary school

The equipment is used by units of the Sector for Protection and Rescue based in Vranje and serving the Jablanicki, Pcinjski and Toplicki Districts, which cover a number of municipalities participating in USAID’s Contingency Planning and Economic Security program: Bujanovac, Kursumlija, Leskovac, Medvedja, Presevo, Prokuplje and Vranje. Vranje, one of the first municipalities to have joined the Program, is also one of few municipalities in Serbia to establish a special Natural Disaster Service

within local government. All of these municipalities benefit from the donated equipment, as well as over a year’s worth of training, technical assistance and nationwide exchanges in best practices in local-level disaster management.

The widespread wildfires in the summer of 2007 caused massive destruction to forests and grasslands and posed a serious threat to human security. Over 1,100 separate fires affected 35 municipalities and covered 17,000 hectares causing damages estimated at 40,000,000 Euros. Following an appeal by authorities for additional equipment, USAID’s Contingency Planning Program assessed the needs together with the Sector for Protection and Rescue and The Ministry of Interior, and drew up a list of equipment to be donated. The procured equipment consisted of: firefighting suits (71), breathing apparatus (30), compressors (2), and lights (3) –that help firefighters during nighttime responses. “Natural disasters and other environmental accidents that have affected Serbia in the last several years have shown that first responders at the local-level must rely on their own expertise and capacities in the immediate aftermath of a crisis. The better trained and equipped they are, the more capable they are to respond effectively,” said USAID’s program director, Michael Pillsbury, at the ceremonial handover. The equipment will be

used perennially, not only during summer wildfires, but also during winter time. Winter is a particularly dangerous season as home and apartment fires are a frequent occurrence, particularly among the poor, where child fatalities occur every year.



Evacuation of elementary school in Prokuplje, 27 December 2007

During 2007, more than 7900 residential fires broke-out in Serbia, which is why the program sought to call attention to fire safety by organizing two public fire-fighting exercises – one immediately following the donation ceremony in Vranje on November 30 and a second a few weeks later in Prokuplje on December 27. In order to demonstrate the work of the firefighting units in rescue operations to a large audience, both exercises involved the evacuation of children from a mock-fire in two elementary schools, “*Branko Radicevic*” in Vranje and “*Ratko Pavlović - Čičko*” in Prokuplje. The events provided an ideal opportunity for the public in the two municipalities, and the surrounding areas of southern Serbia, to witness a real-time example of a firefighting-drill in an emergency situation.

These drills were organized in cooperation with the Sector for Protection and Rescue, Vranje and Prokuplje firefighter units, the Vranje Red Cross, the emergency health service from Vranje and Prokuplje, municipal officials, Toplicki district officials and local/regional media who extensively covered both events. The events provided a good opportunity for the program to reinforce the importance of cooperation and coordination between local and republic authorities and a well-coordinated municipal disaster management structure.



Delivering first aid to injured children

The Ministry of Interior’s Sector for Protection and Rescue is responsible for safety and security of persons and property, as well as interventions in search, rescue, protection and evacuation of persons in fires, explosions, and natural disasters, environmental and industrial accidents. Although the Ministry initiated fire prevention exercises, community engagement and public information campaigns as part of its public outreach and communication strategy in 2002 to 2003, since that period they have not been performed regularly. USAID’s Contingency Planning program, through this initiative, has contributed to reviving this practice. “*Branko Radicevic*” elementary school in Vranje and “*Ratko Pavlović - Čičko*” school in Prokuplje both called afterwards to express their sincere gratitude to the program for organizing an event that their students thoroughly enjoyed.

Prokuplje Firefighters the Most Courageous in 2007



Commander Stankovic shows the award to Mr. Pillsbury, USAID's Program director

The firefighting unit from Prokuplje was bestowed with an award for “The most noble achievement award of the year”, by *Vecernje novine*, in their 45th award ceremony, for their courageous acts that saved lives and property throughout the 2007 summer wildfires in south Serbia. This was the first time that anyone from Prokuplje received such an award. Srdjan Stankovic, Head of Protection and Rescue Sector in Prokuplje, and Gvozden Stankovic, Commander of Firefighting units in Prokuplje, told USAID's Contingency Planning

program how they were extinguishing wildfires day and night, “Firefighters and others who volunteered to help last summer were carrying water tanks on their back through the woods. They managed to overpower fires, which broke out in ten places at the same time, and save thousands of households in this part of Serbia.” The Prokuplje unit has a vast territory under its jurisdiction that covers the municipalities of Prokuplje, Blace, Kursumlija and Zitoradje that includes over 100 settlements. “Just to illustrate the extent of the wildfires, we responded to 731 fires, out of which 568 were open wildfires, compared to the 2006 when there were 365 fires, of which 138 were open wildfires. In other words, four times more work in a shorter period of time,” said Mr. Mitrovic. He also added, “That the firefighting suits donated by the USAID program will be very useful in future firefighting efforts.”

USAID Technical Assistance Helps Kragujevac Respond to a Storm

When the City of Kragujevac was hit by stormy weather on the evening of March 1st, in less than just four days, city-wide damage had been assessed and reimbursements for damage-afflicted home and business owners were being processed. Such rapid response was made possible by the training that the USAID Contingency Planning program delivered on 27-28 February 2008, which uniquely included ward levels in local government into the disaster planning and preparedness process. Kragujevac's swift implementation of material covered during the training, made for a rapid response to the emergency and significantly expedited the damage assessment and the recovery claims process. Over and above that, and perhaps more importantly, new lessons emerged from Kragujevac's experience that will impact program design and implementation methodology as new municipalities are initiated into the program.

Kragujevac was in the first group of municipalities to join USAID's Contingency Planning program and was one of the first municipalities to formalize a Disaster Management Team through the passage of a city ordinance. The municipality has enthusiastically implemented many of the lessons from the program's training events, including the preparation of an all-hazards planning document, updating of hazard-specific plans for flood emergencies and chemical accidents and other disasters, all of which exceeded program expectations and requirements.



Kragujevac, February 2008

The proactive nature of the Kragujevac's Disaster Management Team is especially noteworthy, as they approached the Preparedness and Planning program with a request for a specific training in addition to regular program training activities. The two-day "Local Communities Communication, Coordination and Prevention in Disaster" training was held during 27-28 February, 2008 and gathered 125 members of community-level officials ("Mesna Zajednica" or MZ) in local

government. The training was conducted by program staff and members of Kragujevac's Disaster Management Team who had previously completed all program trainings. This truly represents a multiplier effect for the program, as it proves that trained members of municipal disaster management teams are able to further pass along the knowledge acquired by him or her to other levels of government.

Through this workshop, ward-level representatives from local communities have been integrated into Kragujevac's disaster management planning and response system. A network of 70 people has been established with a clear system of authority and responsibility in the event of emergencies. By designating two individuals per local community, providing these representatives with a reporting form and setting explicit expected response times, the City's response time following a disaster was dramatically

improved. This will serve as a model to be replicated throughout all municipalities where Contingency Planning activities will be conducted.

Kragujevac has already seen the benefits of reaching out to lower levels of government. When a similar storm hit Kragujevac in August 2007 and caused significant damage, over 800 individuals directly contacted the City Civic Protection Service with claims, where one telephone line and only seven employees handled calls. More than several months passed before citizens received reimbursements for damages. Worse yet, others that took the initiative to fix their properties without waiting for the government later found that they could not document the extent of the damages and therefore were not reimbursed at all. Now, by incorporating the MZs into the disaster management process, the ward-level representatives can quickly react to specific claims within their own territory by taking pictures and filling out a one-page report, per claim, that is then sent to the City Civic Protection Service, which has already gone a long way in expediting the recovery claims process.

The storm on March 1 was short but caused significant damage to houses and buildings, and affected at least 186 households. In the text box are the immediate steps taken by Kragujevac's Disaster Management Team in reaction to the storm.

USAID's Preparedness and Planning program supports municipalities in their efforts to improve disaster preparedness, response, recovery and prevention. The goal of the program is help municipalities become more disaster resilient. Municipalities reaching selected standards will be certified as "more disaster resilient." Kragujevac is expected to be certified by the program as one of the first disaster-resilient municipalities in Serbia.

Steps to a More Effective Response

1. The Kragujevac Disaster Management Team met on March 4, 2008, the second working day after the storm, and decided to offer recovery assistance to citizens.
2. The local communities' (MZ) representatives were activated immediately and reported to headquarters using standard procedures (which had recently been agreed upon during a program training event from February 27 – 28) and went back to the field asking citizens to report damage directly to them. Reports on damage assessment, including extensive data on the size of damage and proposed urgent recovery measures, were submitted by 32 local communities within two days.
3. Field commissions, established at the DMT meeting on March 4, verified during March 6 – 7, 2008 the reports received by the 32 local communities, and issued certificates to citizens allowing them to acquire building material from designated suppliers. Additionally, it was concluded that citizens who already repaired their houses should also be reimbursed.
4. Kragujevac estimated, based on the claims submitted and current prices for repair material, that the total damage from the storm was 1,450,000.00 RSD (about \$28,000). This money was allocated from the city's permanent reserve for emergencies.

Rural Tourism in Southwestern Serbia Makes Headway

“The study tour was a great school. I have seen and learnt a lot. The experience of hosts who has been receiving guests for many years has encouraged me to start preparations for reception of hosts more eagerly, and overcome dilemmas about how to start,” said Ilinka Knezevic, a 57-years old housewife, who lives 200 meters away from the Monastery of Mileseva. Ilinka was one of the thirty participants that USAID’s Economic Security program took on two study tours during October and November 2007 to several centers of rural/ethno tourism in Vojvodina, western and eastern Serbia. The aim of the trip was to help village accommodation hosts learn and exchange experience with other rural tourism owners, in a bid to boost the development of tourism potential of the region.



Demonstration of pottery making, Family Terzic, village of Zlakuse near Uzice, November 2007

The study tour was organized by the Tourist organization of Prijepolje, and the Tourist Organization of Serbia with the support of USAID’s Economic Security program. Accommodation providers from Sopotnica, Kamena Gora, Babine, Novi Pazar and Medvedja visited *salash* (farm) in Vojvodina, cottages in the vicinity of Trsic and Kosjeric, then *Terzic Avlija* in the village of Zlakusa, Srijogojno in Zlatibor mountain in western Serbia, as well as Soko Banja in eastern Serbia and Devil Town (Djavalja Varos) near Kursumlija (which, incidentally, was Serbia’s nominee for the recent seven natural wonders of the world competition).

USAID has made a commitment to helping develop the tourism potential of Prijepolje. Based on it’s assessment, USAID’s Economic Security program has selected tourism in particular, rural tourism as a sub-sector in this municipality with a potential for growth and employment generation. Svetlana Slovic, Director of TOP, stated that the tour was a valuable experience that will contribute to the development of this kind of tourist business in this part of the country and added that “so far, 15 families/households from Kamena Gora, Sopotnica and Milesevo have decided to start working in that sector.” They study tour joined both young and middle-age people, with different backgrounds and experience: a young rafter Simović Dragoljub, whose



Nikola Ivanic, owner of Perkov salash (farm), Vojvodina, November 2007

NGO helped organize the Euro Rafting Championship in July 2007, Dragan Petrić from Sopotnica, a world alpinist, who conquered Mt. Everest's peak (the dream of every alpinist), Dragoljub Glučević, president of the Center for sustainable development of Kamena Gora who is building an Ethno house in Kamenovo and many others. It was an extremely valuable experience for all of them, and as Milomir Vuksanovic of Sopotnica said, "seeing once is better than hearing it ten times." He accommodates 200 visitors of Jadovnik waterfalls a year.

To help people professionally engage themselves in this business, the Program organized a combination of different trainings for tourist operators and rural accommodations owners to raise their capacities and help them sell their places as attractive destinations. As a follow-up to the study tour, USAID's Economic Security Program helped eight tourist organizations and associations from the region present their offerings at the 30th International Tourism Fair in Belgrade from 28 February-2 March 2008. It was a perfect opportunity for them to present their tourist offerings and negotiate contracts with bigger tour operators, such as Putnik. Tourist organization of Prijepolje made a proposal to Putnik to bring foreign tourists to Prijepolje on their way to the sea side and stopover for three hours to visit the Monastery of Mileseva and dine at one of the ethno restaurant. In addition, the Tourist Organization of Prijepolje has started the procedure of becoming a member in the Tourist Organization of Serbia, thus becoming a part of the country's largest tourist organization. Tourist Organization of Prijepolje's offer is already in the national tourist organization guide "Villages of Serbia" and their yearly event calendar.



*30th International Tourism Fair,
28 February- 2 March*

Another step following the study tour was that a "Partnership for Prijepolje" working group was created with the goal of supporting the development of a better tourism environment and promoting the region as an attractive vacation destination. This working group has gathered all relevant local and regional stakeholders from local self-government, the public and private sectors, the regional economic development agency, tour operators, and international donor organizations. Two working meetings have been held at which approximately 10 different tourism promotion projects were presented to the group. Out of the ten proposed projects, eight projects were identified to be in line with the program's sector development strategy and are currently undergoing the application process.

Conqueror of Mt. Everest on a study tour

Dragan Petrić (46), a member of the Mountain Association "Kamena Gora", is one of a nine-member Serbian national expedition team "Mount Everest 2007", who managed to conquer the 8,848 meter mountain peak in the Himalayas. Dragan is proud to have had the first woman from the Balkans and southeast Europe to have conquered the peak, Dragana Rajblović, as a fellow member of the expedition team.



Dragan Petric, alpinist from Prijepolje, with study tour participants in Sirogojno, Zlatibor Mountain

He has been a mountain climber for over 25 years and would like to pass on the knowledge he acquired during his numerous expeditions. Dragan runs a mountain cottage in Sopotnica, which accommodates 50 people. He plans to improve the facilities of the cottage and place signage along an 80 km mountain track and make a mountain guide for Vodovnik in cooperation with the Center for sustainable development of Kamena Gora.

Dragan's wish is to expand cooperation with other mountain association from Sjenica, Nova Varos and Montenegro. "This is the way to erase borders and political differences and make new friends," says Dragan. His dream is to make two to three "mountain highways" linking all these places in the region, Prijepolje being one of them.

"We should not rely on the natural beauty that this region is abundant with, but think of other content to offer such as: trained mountain rescue teams, trained instructors for paragliding, orientation, rafting tours, and licensed tourist guides," explained Dragan adding that the reason for him to join this group was to see how others have managed to run a rural tourism business.

Small Businesses in Vulnerable Municipalities Make Large Strides

USAID's Economic Security program conducted a business plan competition (BPC) in 2007 in all seven of its municipalities to identify local businesses with growth potential and to assist new entrepreneurs. The winning business plans were selected by a panel of independent judges. All winners received support to help them implement their business plans. This support included some combination of grants, technical assistance, and/or mentoring. Below are two short-stories on successful business owners that USAID has supported.

Sampinjon Centar Doubles Production of Mushrooms

Sampinjon Centar was one of 14 business plan winners from Kraljevo. Kraljevo is the Economic Security program's largest municipality (in terms of population). Food processing has been identified as the sub-sector with the highest potential for private sector development and job creation in the municipality. Twenty percent of Kraljevo's GDP-equivalent comes from agriculture and the processing of agricultural goods.



Mrs. Dubljanin in the mushroom farm

producers locally) and approximately 5,000 kg of fresh mushrooms monthly. With the assistance of USAID's Economic Security program grant of \$4,600 in conjunction with her own investment, she has successfully expanded her mushroom production capacity. USAID supported the procurement of an air conditioning system for a new production facility room for mushroom growing. This facility, which keeps the inside room temperature constant at all times has enable the business to grow mushrooms year-round and ensured a climate-controlled environment that helps maintain product quality standards. As a result, two new workers were added to the team to handle the extra workload.

After the new premises were completed and the cooling system installed, the production of mushrooms dramatically increased. Now, the total amount of produced mushrooms is as high as 10,000 kg per month. Sampinjon Centar has around 100 clients – 50 retailers and 50 hotels and restaurants. Before the grant, they had to purchase additional mushrooms from other producers to meet client orders; now, they are able to internally

satisfy all client orders. Additionally, her revenues have increased and now her business makes an additional profit of 30,000 dinars per month. Mrs. Dubljanin is currently planning to build three new facility rooms that will bring total mushroom production to 20-25 tons per month. With the added production she will diversify her product-line to add higher, value-added products, such as marinated mushrooms, for which there is a demand in the market. If everything goes as planned, more workers will be employed to meet the increased workload.

Another admirable characteristic of Mrs. Dubljanin is her involvement in the local Junior Achievement program that USAID, in cooperation with Junior Achievement in Serbia, launched in seven municipalities. JA is implemented in six high-schools in Kraljevo and aims to improve the entrepreneurship skills of at least 120 high school students during the 2007-2008 school year. Mrs. Dubljanin participated in training certifying her to implement JA activities within her school. She works half time in the Secondary Agriculture School in Kraljevo. She will be a valuable addition to the program as she passes on her invaluable experience as an entrepreneur to high-school students.



Vesna's certificate for Junior Achievement activities

Limtex - From Start-up Business to New Markets in Six Months

Textile engineers Radojka Vujičić and Rosa Cmiljanović, and technologist Gorica Cukovic all used to work for the largest textile and clothing factory, Ljubisa



Limtex workshop

Miodragovic, in Prijepolje. Radojka has 29-years of experience in the textile sector and used to work as a chief executive, while Rosa had 24 years of experience and Gorica worked for 15 years in the apparel sector. Unfortunately, all three of these talented and experienced women became redundant when Ljubisa Miodragovic was privatized. Each, though, decided to put their skills and experience to work in their own business and started a new garment and textile company—Limtex. They used their severance pay, in combination with a grant of \$5,000 from USAID's Economic Security program to purchase sewing machines. Limtex was one of nine business plan competition winners from Prijepolje. The three co-owners also attended trainings in business planning, finances and marketing, offered by the program, which they found very useful when drawing up their own business plan.

Their company is now operational and they are producing garments, tablecloths and bedding for a variety of clients.

When they signed a grant agreement with USAID Rada Cmilianović was full of optimism: “Many renowned domestic and world fashion companies had started their business in the similar way. You always have to start from somewhere.”

Since November, when they started the business, they’ve managed to produce over 10,000 items. They produce a wide range of products: hooded sweatshirts, T-shirts, tracksuits, pajamas, tablecloths, sheets and bed linen, operating room textiles, doctors’ uniforms, etc. Although they have only recently started, they’ve managed to find a market for their products and have realized a number of sales contracts by effectively using networks from their previous jobs. For example, Limtex provided 2,000 pieces of bedding for the Clinic Center in Belgrade, nightgowns for hospital patients for a hospital in Novi Pazar and surgical drapes and gowns for a hospital in Cacak. As for their sport garments and nightwear, they are primarily being sold to local retailers, as they are still not able to produce large quantities in a short period of time.



Bedding produced in Limtex

Even though they’ve been in business for a little over five months, their market research has yielded good business prospects in Montenegro. They are working on negotiating a contract that will provide them with access to Montenegrin hotels and restaurants on the seaside and a newly opened department store in Bar. Once they capture a sufficient number of steady clients, they plan to employ more workers and expand.

ANNEX B: MEMCI DATA AND ANALYSIS

From January 2007 to March 31, 2008, the Preparedness and Planning Team conducted a total of 254 MEMCI interviews. During this time, the team has acquired experience and a number of lessons learned have been incorporated into the current MEMCI methodology. As the number of questionnaires significantly increased, it became necessary to design a database for data processing and analysis. The team has designed an Access database that is easy to use and allows for data reporting according to program needs.

During the last three months of the reporting period, the MEMCI team conducted 6 second round interviews for program municipalities of Krusevac, Leskovac, Medvedja, Kragujevac, Presevo and Vranje since they have been working with the program for more than one year. The data is presented in Table 1. The overall impact of program activities is presented in Table 2.

Table 1: MEMCI scores in “old” SCOPES municipalities (Next Page)

Municipality	Number of inter-views	Institution	Regular points	Bonus points	Total points	of interview	Institution	Regular points	Bonus points	Total points
	CYCLE I					CYCLE II				
Kruševac	5	RED CROSS	75,80	5,00	80,80	5	PUBLIC UTIL.	95,60	6,40	102,0
		MUNICIPALITY					MUNICIPALITY			
		MUNICIPALITY					MUNICIPALITY			
		MUNICIPALITY					MUNICIPALITY			
Leskovac	6	ECO GOV	68,00	5,17	73,14	5	RED CROSS	85,20	4,40	89,60
		MUNICIPALITY					CIV. PROT.			
		RED CROSS					PUBLIC UTIL.			
		CIV. PROT.					NGO			
		ECO GOV					HEALTH			
		ECO NGO								
Medveđa	4	MUNICIPALITY	74,25	5,00	79,25	4	RED CROSS	76,50	4,75	81,25
		HEALTH					HEALTH			
		PUBLIC UTIL.					PUBLIC UTIL.			
		RED CROSS					CIV. PROT.			
Kragujevac	3		63,00	5,00	68,00	5	CIVIL PROTECTION	78,40	3,80	82,20
		CIV. PROT					ECO GOV			
		CIV.PROT					HEALTH			
		MUNICIPALITY					PUBLIC UTILITY			
Preševo	6	MUNICIPALITY	58,67	3,00	61,67	4	HEALTH	62,50	0,75	63,25
		ECO NGO					RED CROSS			
		PUBLIC UTIL.					ECO NGO			
		HEALTH					MUNICIPALITY			
		RED CROSS								
		PUBLIC UTIL.								
Vranje	7	ECO GOV	49,43	2,00	51,43	5	HEALTH	81,00	4,20	85,20
		RED CROSS					ECO GOV			
		CIV. PROT.					CIV. PROT.			
		PUBLIC UTILITY					CIV. PROT.			
		NGO					RED CROSS			
		HEALTH								
		CIV. PROT.								
TOTAL INTERVIEWS: 31						TOTAL INTERVIEWS: 28				

Table 2: Overall MEMCI results in all approved municipalities (Niš not included)

SECTORS	No. of interviews	Baseline MEMCI score for new 12 approved municipalities			No. of interviews	Baseline MEMCI score new proposed municipalities			No. of interviews	Second round MEMCI (Leskovac, Vranje, Preševo, Medveđa, Kruševac, Kragujevac)				No. of interviews	Baseline MEMCI (Leskovac, Vranje, Preševo, Medveđa, Kruševac, Kragujevac)				No. of interviews	Baseline MEMCI score for all 41 municipalities			
		(1)				(2)				(3)					(4)					(5)			
	78	Regular points	Bonus points	Total points	35	Regular points	Bonus points	Total points	28	Regular points	Bonus points	Total points	31	Regular points	Bonus points	Total points	191	Regular points	Bonus points	Total points			
CIVIL PROTECTION	6	81,50	4,00	85,50	5	70,80	3,20	74,00	5	87,00	5,20	92,20	5	68,00	4,80	72,80	18	72,00	4,11	76,11			
ECO GOV	6	57,33	3,17	61,50	1	74,00	4,00	78,00	2	91,50	1,00	92,50	3	70,00	3,33	73,33	19	68,52	3,10	71,63			
ECO NGO	5	46,20	3,00	49,20	1	15,00	1,00	16,00	1	20,00	0,00	20,00	2	39,50	2,00	41,50	15	40,53	2,60	43,13			
FIRE FIGHTERS	4	59,50	4,00	63,50	1	42,00	4,00	46,00	0	0,00	0,00	0,00	0	0,00	0,00	0,00	6	58,50	4,34	62,84			
HEALTH	8	44,25	2,37	46,62	4	45,25	3,00	48,25	5	75,26	4,40	80,00	3	70,33	3,33	73,66	23	53,78	3,13	56,91			
MEDIA	1	65,00	6,00	71,00	0	0,00	0,00	0,00	0	0,00	0,00	0,00	0	0,00	0,00	0,00	1	65,00	6,00	71,00			
COMMUNITY	9	63,77	4,00	67,77	1	65,00	3,00	68,00	0	0,00	0,00	0,00	0	0,00	0,00	0,00	9	63,78	4,00	67,78			
MUNICIPALITY	10	62,50	4,50	67,00	5	63,00	5,60	68,60	4	85,50	5,00	90,50	7	86,71	5,84	92,57	32	66,93	4,74	71,67			
NGO	1	23,00	2,00	25,00	2	42,00	2,50	44,50	1	75,00	3,00	78,00	2	19,00	2,00	21,00	3	20,33	2,00	22,33			
POLICE	0	0,00	0,00	0,00	2	64,50	4,00	68,50	0	0,00	0,00	0,00	0	0,00	0,00	0,00	1	50,00	3,00	53,00			
PUB. UTIL.	17	62,58	4,24	66,82	7	57,00	1,85	58,85	4	75,60	4,40	80,00	4	58,00	2,75	60,75	30	56,63	3,33	59,96			
RAILWAY	0	0,00	0,00	0,00	1	52,00	3,00	55,00	0	0,00	0,00	0,00	0	0,00	0,00	0,00	0	0,00	0,00	0,00			
RED CROSS	11	47,72	2,50	50,10	4	58,00	3,00	61,00	6	80,3	3,83	84,16	5	50,80	3,80	54,60	33	49,41	2,59	52,00			
VETERINARY	0	0,00	0,00	0,00	1	61,00	1,00	62,00	0	0,00	0,00	0,00	0	0,00	0,00	0,00	1	44,00	2,00	46,00			

Analysis: The MEMCI results in Table 1 and Table 2 indicate the following:

- Second round MEMCI data in six municipalities show a significant score increase in all municipalities. To ensure that the score captured program assistance, second round interviews were conducted with the same people from the same institutions as during the baseline data gathering exercise. Most all of these individuals also attended program trainings. One can reasonably conclude that the increased score is a direct result of program activities.
- The municipality of Presevo has progressed, but not at the same rate as other municipalities and is not ready for certification. This is understandable given that the municipality relies heavily on civil protection and has participated minimally in program trainings.
- Even though the municipalities of Leskovac and Medvedja exceed the MEMCI score requirement of 77 to qualify for certification, these two municipalities do not qualify for entry into the certification phase (due to other criteria) suggesting that the team needs to review and adjust the MEMCI entry level score for certification.
- The municipalities of Krusevac and Kragujevac have obtained the highest scores, meeting and exceeding program expectations; hence they qualify for Level 1 and will be the first candidates for certification.
- The MEMCI team has noticed a disparity between small and big municipalities. Lack of resources and educated experts is one possible explanation. This suggests that special attention should be paid to the pairing of municipalities during training and how size might affect consideration for certification.
- Looking at the effect of the program on the sectors, the second MEMCI round results represented in Table 2, column 4, show that the highest level of knowledge is scored by the Civil Protection sector and the second highest level is scored by municipal representatives. Other institutions, particularly the ones under state jurisdiction, such as Health and Firefighters, are lower. The score seems to reflect that the most involved actors – local governments and civil protection – still exhibit a less than optimal level of cooperation between local institutions on one side and those that are under state authority on the other side. This, unfortunately, is still a frequent occurrence and suggests that more attention needs to be paid to facilitating these linkages during the training process.
- Unlike the public and state institutions (municipal authorities, public utilities and civil protection), the results represented in Table 4, column 4, show that local NGOs, especially ones not directly related to environmental protections are still the weakest link. This is evident not just by their score but also the level of their participation in interviews. As with the state – local linkages noted above, the lack of NGO involvement is still a frequent occurrence and suggests that more attention needs to be paid to facilitating these linkages during the training process.
- The Serbian Red Cross scores low (see MEMCI results shown on table 4, column 4). At first glance this is surprising (given the SRC's mandate), but after conducting the interviews, it became clear that cooperation between the Serbian Red Cross and all other institute suffered from a similar level of infrequent linkages (as described in the two points above). This also suggests that more attention needs to be paid to facilitating these linkages during the training process.

ANNEX C: PERFORMANCE MONITORING TABLES

PERFORMANCE DATA TABLE – IMPACT INDICATORS (COMPONENT 1)

The following table presents the main project indicators and the targets for each year of SCOPES implementation. The original Performance Monitoring Plan was developed before submission of the Component 1 Assessment and Annual Training Plan left many "To Be Determined" aspects. These data tables represent Impact, Activity and Task indicators that reflect more accurate means to measure performance. Some indicators have been moved, others have been reformulated, some have been deleted, and new indicators have been added. For each change, explanation is provided.

PERFORMANCE INDICATOR			BASELINE DATA		FISCAL YEAR											
			(FY)		2006		2007		2008		2009		2010		2011	
Indicator	Unit of Measure	Disaggregation	Baseline Year	Baseline Value	Target 2006	Actual 2006	Target 2007	Actual 2007	Target 2008	Actual 2008	Target 2009	Actual 2009	Target 2010	Actual 2010	Target 2011	Actual 2011
Strategic Objective 2.11: Risk of Political Instability Reduced																
Intermediate Result 2.113: Rapid & Effective Response to Crisis																
Component 1: Support Local/National Crisis Planning & Rapid Response																
Score on Municipal Emergency Management Capacity Index (MEMCI)	Quantitative score	Municipality, Sectors, Baseline administration, Approved by USAID for inclusion in component, Monitoring administration	2006	TBD	TBD	0	TBD	59.01	TBD	61.66	TBD		TBD		TBD	
Notes: In FY07, the score reported reflects the average baseline score of all MEMCIed target municipalities that have been approved for inclusion in component activities. A "passing" score is 77.																

PERFORMANCE INDICATOR			BASELINE DATA		FISCAL YEAR											
			(FY)		2006		2007		2008		2009		2010		2011	
Indicator	Unit of Measure	Disaggregation	Baseline Year	Baseline Value	Target 2006	Actual 2006	Target 2007	Actual 2007	Target 2008	Actual 2008	Target 2009	Actual 2009	Target 2010	Actual 2010	Target 2011	Actual 2011
Number of municipal-level Response Plans produced	Number	Municipality, Response Plan	2006	0	0	0	TBD	16 munic (13/2006 + 3/2007), 32 plans (13 + 19)	33	23	TBD		TBD		TBD	
Notes: The Response Plans are produced in conformance with prevailing Serbian law and promote municipal compliance with law. Targets are cumulative.																
Number of municipalities with policy/planning documents approved by locally-elected authorities	Percent of municipalities participating in SCOPES capacity-building	Municipality, Type of policy of planning document	2006				30%	33% 7/21	30%	69% 20/29						
Notes: This indicator reflects substantive change from "stovepiping" municipal Response Plans to republic-level line ministries and illustrates willingness of local authorities to act at municipal level. Although not within SCOPES control, since the approval depends on actions by municipal assemblies or municipal executives, it points to "demilitarization" of disaster management in Serbia.																
National disaster management policy is drafted by Serbian government.	Yes/No		2006	0	0	0	No	No	No	No	TBD		N/A		N/A	
Notes: This indicator, although not within SCOPES control, emphasizes that developing national disaster management policy is a public priority of the government as a whole, not just of one or more ministries. The object of advocacy by SCOPES stakeholders, including those in the Disaster Management Working Group, a policy would representative substantive change at national and local level.																
Context/Reporting/Activity-level Indicators:																
Activity 1.1: Ongoing crisis planning and developing emergency preparedness skills in local government, relevant national government units, and civil society																

PERFORMANCE INDICATOR			BASELINE DATA		FISCAL YEAR											
			(FY)		2006		2007		2008		2009		2010		2011	
Indicator	Unit of Measure	Disaggregation	Baseline Year	Baseline Value	Target 2006	Actual 2006	Target 2007	Actual 2007	Target 2008	Actual 2008	Target 2009	Actual 2009	Target 2010	Actual 2010	Target 2011	Actual 2011
Activity 1.1 Number of sectors represented in developing municipal-level Response Plans and in related trainings	Number	Municipality, Sector, Republic vs. Municipal	2006				4	5	5	9						
<p>Notes: This is an indicator that reflects cross-sectoral cooperation and coordination in municipal disaster management teams. The sectors are as follows: Civil Protection, Civil Society Development, Culture/Sport/Information, Education, Emergency Medicina/First Aid, Environmental Protection, Municipal Executive and Budget/Finance Administration, Natural Disaster Service/<i>Sluzba za elementarne nepogode</i>, Public Health, Public Utilities, Rescue and Firefighting, Senior Ranking Municipal Officials, Shelter/Demolition/Construction, Urban Planning and Ward-Level Communities/<i>Mesne zajednice</i>.</p>																
Activity 1.2: Support USAID rapid response in the event of a crisis through surge capacity.																
Activity 1.2 Number of days to field surge staff component	Number	Organization, Title / Responsibilities, Gender, Age	N/A	N/A	N/A	N/A	N/A	N/A	N/A	7 days Vlasotince	N/A		N/A		N/A	
Activity 1.2 USD \$ Value of commodities	Dollar amount	Type of commodity	N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$46 K	N/A		N/A		N/A	
Activity 1.2 USD \$ of grants responding to crisis	Dollar amount	FOG/IKG, Type of recipient, Location of recipient, Focus area of grant (shelter, food, etc.), status of grant (active, completed, withdrawn)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$46 K and \$185K	N/A		N/A		N/A	

PERFORMANCE DATA TABLE – MONITORING INDICATORS (COMPONENT 1)

The following table presents the main project indicators and the targets for each year of SCOPES implementation. Actual 2007 are the results up to September 30th, 2007. The original Performance Monitoring Plan was developed before submission of the Component 1 Assessment and Annual Training Plan left many "To Be Determined" aspects. These data tables represent Impact, Activity and Task indicators that reflect more accurate means to measure performance. Some indicators have been moved, others have been reformulated, some have been deleted, and new indicators have been added. For each change, explanation is provided.

PERFORMANCE INDICATOR			BASELINE DATA		FISCAL YEAR											
					(FY)		2006		2007		2008		2009		2010	
Indicator	Unit of Measure	Disaggregation	Baseline Year	Baseline Value	Target 2006	Actual 2006	Target 2007	Actual 2007	Target 2008	Actual 2008	Target 2009	Actual 2009	Target 2010	Actual 2010	Target 2011	Actual 2011
Component 2: Support Local/National Crisis Planning & Rapid Response																
Activity 1.1: Ongoing crisis planning and developing emergency preparedness skills in local government, relevant national government units, and civil society																
Task 1.1.1: Assess crisis response capacity at the national level and in target municipalities in Serbia and Montenegro. COMPLETED.																
Task 1.1.2: Develop an initial component work plan and revise the work plan as needed, initially quarterly and after one year, at least on a semiannual basis																
No performance indicators needed. The Work Plan is itself the deliverable.																
Task 1.1.3: Build capacity in target municipalities to effectively monitor and plan for a wide range of crises.																
Number of municipalities surveyed for MEMCI baseline	Number						29		70	46						
Notes: This indicator reflects the geographic reach of component activities in identifying local disaster management interlocutors.																
Number of MEMCI interviews	Number	Municipality					113		300	254						
Notes: This indicator reflects the number of sector representatives.																
Number of Municipal Emergency Management Teams identified or formed	Number	Municipality	2006	0	5	0	9	21	30	24	TBD		TBD		TBD	
Notes: This indicator reflects number of teams that have participated at program training sessions.																

PERFORMANCE INDICATOR			BASELINE DATA		FISCAL YEAR											
			(FY)		2006		2007		2008		2009		2010		2011	
Indicator	Unit of Measure	Disaggregation	Baseline Year	Baseline Value	Target 2006	Actual 2006	Target 2007	Actual 2007	Target 2008	Actual 2008	Target 2009	Actual 2009	Target 2010	Actual 2010	Target 2011	Actual 2011
Number of training sessions held annually to build capacity in target municipalities to monitor and plan for emergencies	Number	Municipality	2006	0	0	0	TBD	9	15	12	TBD		TBD		TBD	
Notes: This indicator reflects the number of trainings held. Training sessions include a number of municipalities, so as to encourage communication and coordination. In FY2007, one training session – a special training for the municipality of Kursumlija -- included representatives from only one municipality. This indicator is cumulative.																
Number of subject-area modules included in training	Number	Subject area	2006	0	0	0	TBD	6	7	7	TBD		TBD		TBD	
Number of participants trained in target municipalities to monitor and plan for emergencies	Number	Municipality, Event, Actual Persons, Repeaters through cycle	2006	0	0	0	TBD	258	500	321	TBD		TBD		TBD	
Notes: This indicator reflects the total number of attendees at capacity-building trainings. Audiences for any public events, such as field demonstrations, will be estimated and reported separately.																

PERFORMANCE INDICATOR			BASELINE DATA		FISCAL YEAR											
			(FY)		2006		2007		2008		2009		2010		2011	
Indicator	Unit of Measure	Disaggregation	Baseline Year	Baseline Value	Target 2006	Actual 2006	Target 2007	Actual 2007	Target 2008	Actual 2008	Target 2009	Actual 2009	Target 2010	Actual 2010	Target 2011	Actual 2011
Number of municipalities with communication and coordination elements incorporated into Response Plans	Number	Municipality						3	31	23						
Notes: This indicator reflects incorporation of communication and coordination into technical Response Plans. Targets are cumulative.																
Number of municipalities with drafted or approved local municipal response ordinances creating a "standing body"	Number	Municipality, Approving body (executive or legislative)						4	20	20						
Notes: This indicator, although not within SCOPES control, reflects the willingness of local government to take greater responsibility for disaster management. It requires the mobilization of political will.																
Number of municipalities certified as "disaster resilient"	Number	Municipality						N/A	10	0						
Notes: This indicator will reflect criteria established through cooperation of SCOPES with experts from the Faculty of Security Studies.																
Task 1.1.4: Complete response plans with initial target municipalities within six (6) months of project start-up. COMPLETED																
Task 1.1.5: Build networks for crisis prevention, mitigation, and response including the Serbian national government, local governments, international actors, media outlets, civil society, the private sector, and citizens.																

PERFORMANCE INDICATOR			BASELINE DATA		FISCAL YEAR											
			(FY)		2006		2007		2008		2009		2010		2011	
Indicator	Unit of Measure	Disaggregation	Baseline Year	Baseline Value	Target 2006	Actual 2006	Target 2007	Actual 2007	Target 2008	Actual 2008	Target 2009	Actual 2009	Target 2010	Actual 2010	Target 2011	Actual 2011
Number of actors and donor agencies participating in Disaster Management Working Group	Number	Categorize as donor, bilateral, direct implementer, government official	2006	0	0	0	5	12	10	12	TBD		TBD		TBD	
Number of crisis simulations and exercises held	Number	Simulations, Exercises	2006	0	0	0	4	3	6	5	TBD		TBD		TBD	
<p>Notes: To avoid duplication with the ongoing program funded by the International Federation of the Red Cross, some simulations are conducted in cooperation with the Serbian Red Cross. A precondition is the training of sufficient trainers to conduct simulations. In FY07, the Serbian Red Cross trained 18 trainers on July 21- 25, 2007, to be able to conduct simulations in future. The number represented here includes three simulations conducted during assessment skills training for SCOPES staff.</p>																
Number of fora held for networking between municipal-level technical experts	Number	Municipality, Sector, Event, Date	2006	0	0	0	2	1	3	3	TBD		TBD		TBD	
<p>Notes: This indicator reflects the total number of capacity-building events that are not training sessions, such as networking events, conferences, municipal exchanges.</p>																
\$USD value of grants to strengthen institutions to exert leadership in disaster management capacity building	USD	Number of grants						N/A	TBD	TBD	TBD		TBD		TBD	
<p>Notes: This indicator reflects the development of lynchpins of a sustainable capacity-building network. The amount of funds will depend on quality and scope of project proposals.</p>																

PERFORMANCE INDICATOR			BASELINE DATA		FISCAL YEAR											
			(FY)		2006		2007		2008		2009		2010		2011	
Indicator	Unit of Measure	Disaggregation	Baseline Year	Baseline Value	Target 2006	Actual 2006	Target 2007	Actual 2007	Target 2008	Actual 2008	Target 2009	Actual 2009	Target 2010	Actual 2010	Target 2011	Actual 2011
Task 1.1.6: Build linkages between municipalities and relevant national actors to support crisis prevention and planning in accordance with Serbia's commitment to the Stability Pact's Disaster Preparedness and Prevention Initiative.																
Number of grants for community projects that demonstrate local-level application of DPPI models.	Number	Municipality, \$USD value						N/A	2	0						
<p>Notes: Projects could include field demonstrations within municipalities or between/among municipalities that involve national-level actors and local actors; application of GIS or other methods to develop a vulnerability map of a specific hazard; public education on prevention; creation of multimedia material, suitable for broadcast, on disaster risk reduction at local level; co-funding of a community project that manages a risk, such as marking fire exit paths in public buildings; or an interdisciplinary case study of a crisis event that can be used for professional development capacity-building. The number of projects to be supported and amount of grant funds to be disbursed will depend on the number and quality of projects. This activity has been dropped.</p>																
Task 1.1.7: Provide training strategies in areas of local-level actor conflict analysis and management skills, media responsibility during crises, information dissemination during crises, and other																
Number of national conferences or local workshops held on media role and responsibility in crisis	Number	Event, Date	2006	0	0	0	3	0	3	0	TBD		TBD		TBD	

PERFORMANCE INDICATOR			BASELINE DATA		FISCAL YEAR											
			(FY)		2006		2007		2008		2009		2010		2011	
Indicator	Unit of Measure	Disaggregation	Baseline Year	Baseline Value	Target 2006	Actual 2006	Target 2007	Actual 2007	Target 2008	Actual 2008	Target 2009	Actual 2009	Target 2010	Actual 2010	Target 2011	Actual 2011
Notes: Result for FY07 is 0 since, for most of the reporting period, the component was directed to maintain a low public profile and to avoid working with media. Nevertheless, as the component activities began to appear in media, beginning in July 2007, representatives of local media attended as participants or observed three training sessions.																
Number of participants in workshops to improve media responsibility in crisis	Number	Event, Date	2006	0	0	0	TBD	N/A	45	0	TBD		TBD		TBD	
Task 1.1.8: Monitor on an ongoing basis changing political and social dynamics at municipal and national levels through polling, networking, or other appropriate means in order to assess the risks of conflict or civil crisis. (This includes, <i>inter alia</i>, monitoring developments in Kosovo that might lead to IDP movements in response to the Kosovo final status negotiation process.) Provide concise monthly reporting to USAID (that may be made available to other donors) on changing risks of social or political instability, the implications for surge capacity contingency planning, and, where appropriate, proposed activities to reduce tension or prevent conflict.																
Number of Crisis Monitoring Bulletins produced	Number	Date	2006	0	0	0	12	13	12	19	TBD		TBD		TBD	
Notes: The formal name of the deliverable may continue to change.																
Task 1.1.9: Develop assistance strategies for target municipalities that lack political will to engage in primary component activities or fall under USAID’s restrictions on assistance to Serbia.																
Number of CSOs trained in humanitarian response.	Number	International CSO, Local CSO						N/A	5	4						
Notes: This indicator represents the core of an alternative assistance network that can be called upon, if necessary.																
Task 1.1.10: Develop a crisis response plan with USAID/Serbia																

PERFORMANCE INDICATOR			BASELINE DATA		FISCAL YEAR											
			(FY)		2006		2007		2008		2009		2010		2011	
Indicator	Unit of Measure	Disaggregation	Baseline Year	Baseline Value	Target 2006	Actual 2006	Target 2007	Actual 2007	Target 2008	Actual 2008	Target 2009	Actual 2009	Target 2010	Actual 2010	Target 2011	Actual 2011
No performance indicators needed. Milestones and deliverables are included in Work Plan.																
Surge Planning Documents Produced							1	2	2	2						
Activity 1.2: Support USAID rapid response in the event of a crisis through surge capacity. (TO Option)																
Task 1.2.1: Deploy staff																
21. Number of surge staff fielded in response to crisis	Number		2006	0	N/A	0	N/A	N/A	N/A	N/A	N/A		N/A		N/A	
22. Number of days to field surge staff complement	Number		2006	0	N/A	0	N/A	N/A	N/A	N/A	N/A		N/A		N/A	
Task 1.2.2: Implement required emergency response appropriate to the nature of the response																

PERFORMANCE INDICATOR			BASELINE DATA		FISCAL YEAR											
			(FY)		2006		2007		2008		2009		2010		2011	
Indicator	Unit of Measure	Disaggregation	Baseline Year	Baseline Value	Target 2006	Actual 2006	Target 2007	Actual 2007	Target 2008	Actual 2008	Target 2009	Actual 2009	Target 2010	Actual 2010	Target 2011	Actual 2011
23. Number / Tons of commodities delivered to designated site(s)	Number		2006	0	N/A	0	N/A	N/A	N/A	N/A	N/A		N/A		N/A	
24. USD \$ Value of commodities	USD		2006	0	N/A	0	N/A	N/A	N/A	\$46,000	N/A		N/A		N/A	
Task 1.2.3 and 1.2.4: Activate emergency grants																
25. Number of grants responding to crisis	Number		2006	0	N/A	0	N/A	N/A	N/A	1	N/A		N/A		N/A	

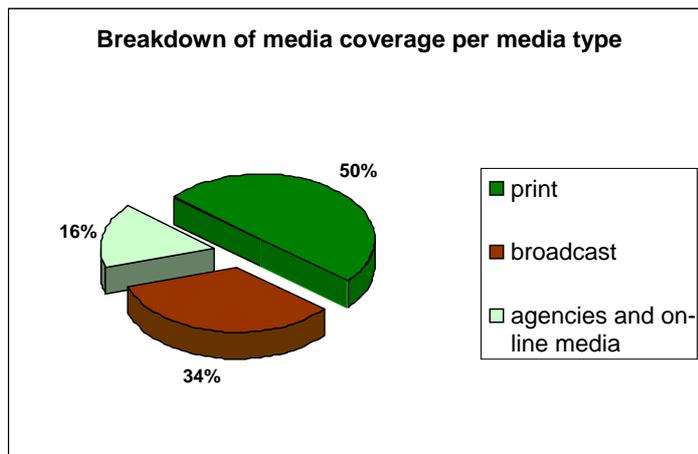
PERFORMANCE DATA TABLE – COMPONENT 2

Because of the change in strategy during the reporting period, the Economic Security PMP will be revised and submitted to USAID for approval before starting with Year 3 work planning. As such, the “old” ES PMP tables have been intentionally omitted from this semi annual report.

ANNEX D: SUMMARY OF SCOPES MEDIA COVERAGE

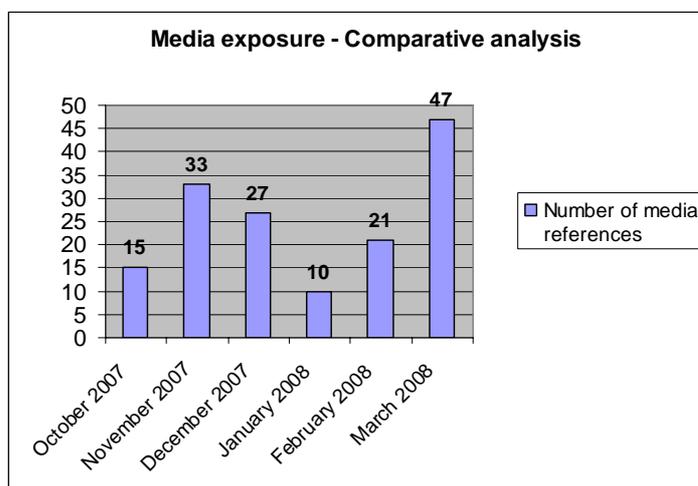
Period: October 2007– March 2008

During the October 2007 – March 2008 reporting period, the Contingency Planning and Economic Security program received extensive media visibility in both national and regional/local outlets. This high media profile was a result of increased activities in both program components and the organization of numerous special events, which lend themselves to more media coverage than regular programming. Our media monitoring documented 154 media references related to program activities and issues directly linked to the program’s scope of work. A breakdown of the topics covered can be found in the table below. The months in which the program received the most media attention were November 2007 (33), December 2007 (27) and March 2008 (47). Although the program maintained a reasonably high profile



in national media, the majority of the media references originated from regional/local media. (This is logical, since national media does not extensively cover the regions (South and Southwest) where the program is engaged.

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Participation of USAID’s senior managers at two program events greatly contributed to raising the program’s visibility: Mr. Michael Harvey, USAID Mission Director, attended the ceremonial donation of firefighting equipment to the Ministry of Interior’s Sector for Protection and Rescue, in Vranje, on November 30, 2007; and, Ms. Marilynn Schmidt, USAID Deputy Mission Director, took part in a MoU signing ceremony with ten Vojvodina municipalities and the Provincial Secretariat for Local Self-Government, in Novi Sad, on December 6, 2007. Furthermore, local media reported extensively on Mr. Michael Harvey and Ms. Jennifer Brush’s (the U.S. Deputy Ambassador to Serbia) visits to south Serbian

municipalities to meet with SCOPES' grantees. Similarly, media attention was highly concentrated on the flash floods that affected southern Serbian municipalities in November 2007, when US assistance in the amount of \$55,000 was provided to severely affected areas via SCOPES, the U.S Department of Defense, and the European Command (EUCOM). US Deputy Ambassador to Serbia, Ms. Jennifer Brush, presented a portion of the assistance to the Mayor of Vlasotince, on December 6, 2007. This event alone generated eight media references.



Mr. Michael Harvey presents the donation to Mr. Predrag Maric, Head of Sector for Protection and Rescue, Vranje, 30 November 2007

Topics

Though much of the media attention during previous reporting periods was focused primarily on the program's training activities, the Preparedness and Planning Team received extensive media coverage with the organization of the *First Best Practices Fair in Municipal Disaster Management*, held in Krusevac, on 6-7 November 2007. The event gathered over 100 disaster management practitioners and was covered extensively by regional TV stations (and generated 10 media references).

MoU signing ceremonies continued to generate positive media coverage. Often, such coverage went beyond the mere reporting of the signing event by commenting on the current state of preparedness and planning, emergency response and future outcomes to be realized through the cooperation with the program. The MoU signing with four southern municipalities held in Vranje, on March 27, 2008, was reported in 12 media outlets.

The Ceremonial handover of the firefighting equipment, presented to the Sector for Protection and Rescue, in Vranje, by Mr. Harvey, and a firefighting exercise and demonstration of an evacuation of elementary school children received extensive coverage by local and regional media (11 media references; half of which was national media).

A National legal framework regulating disaster management and protection and rescue, remained a topic of interest to the media and the general public. This type of coverage was usually brought up by the media in conjunction with natural disasters, such as when the flashfloods hit southern Serbia, in November, and the celebration of International Civil Protection Day, on March 1, 2008.

The Economic Security activities began receiving media coverage traction towards the end of January 2008, when the program director, Michael Pillsbury, signed an agreement with the Mayor of Medvedja, to recognize the establishment of a *Youth Entrepreneurship Center*. The project was co-sponsored by the program and the Ministry of Youth and Sports. Local/regional media and the national Public Broadcasting Service covered the event.



Signing ceremony, Establishment of Youth Entrepreneurship Center in Medvedja, January 24

Another program aimed at youth, the *Junior Achievement* program targeting high-school students in seven municipalities received some media attention in October 2007, when the program was launched. The majority of media references pertaining to the program occurred throughout February 2008 as the student participation phase activities were rolled-out in cooperation with Junior Achievement in Serbia (JAS) representatives, mayors and other municipals officials.

Additionally, the program encouraged the media to focus on the presence of eight "students companies" participating at the 5th International Fashion and Equipment Fair, in Novi Pazar, started under the Junior Achievement program, which are being implemented in Novi Pazar and Prijepolje high-schools. All media references on the fair noted the student companies, and a regional radio station, *Radio Sto Plus*, based in Novi Pazar, aired a live interview with one of the students from a Novi Pazar high-school, during the Fair. The total number of media references covering the program activities targeting youth entrepreneurship and the Junior Achievement program during the reporting period was 22.

In March, Mr. Michael Harvey opened the seminar for agriculture producers designed to prepare business owners for the 75th Novi Sad Agricultural Trade Fair in May. This seminar was jointly sponsored by two USAID projects—Agribusiness and SCOPES. The noted successes of some of the companies that negotiated contracts worth \$20 million at two prior fairs, in Dubai and Germany, received 14 media references.



TV Regional studio interview on the eve of the opening of the Fashion Fair, Novi Pazar, 27 March

The Opening of the 5th International Fashion and Equipment Fair in Novi Pazar, held on March 28-30, 2008, was a significant event for the region. The fair gathered over 60 exhibitors and thousands of visitors on the first day. The regional broadcast outlets covered the story extensively, while national dailies and business portals also announced the event. On the night prior to the opening of the fair, on March 27, program management took part in a live, hour-long evening talk show program in order to promote the Fair. Mr. Michael Pillsbury, Program COP, Mrs. Maury Wray Bridges, Economic Security

Team Leader and Mr. Ahmet Halilagic, Novi Pazar field office manager, discussed the Economic Security program strategy to television viewers. Other participants included in the television program were representatives from the City of Novi Pazar, Ms. Vasvija Gusinac, Sandzak Economic Development Agency (SEDA), Mr. Sefkija Halilovic, and the PRO program (UNDP), Mr. Dobrivoje Stancic.

Two additional interviews were also given during the reporting period. Mr. Pillsbury was interviewed by *Fonet* news agency and *Nasa Rec* regional weekly regarding the establishment of the *Youth Entrepreneurship Center* in Medvedja (January 24th), while Rexhep Ilazi, program field office manager in Vranje, was a guest on *TV Spektri* (February 20th), in Bujanovac, discussing the program's future activities for the region.

The table below provides an overview of media coverage and primary topics.

Month	No. of references	Topics that received the most media attention
October 2007	4	Preparedness and Planning: -Disaster management training -Civil Defense normative framework and firefighting units -MoU Signing
	12	Economic Security: -Launch of Junior Achievement program -Youth basketball tournament in Medvedja -Story on grant beneficiary from Prijepolje (BPC winner) -Participation at Textile Fair
November 2007	26	Preparedness and Planning: -Best Practice Fair in municipal disaster management, Krusevac -Ceremonial handover of firefighting equipment -Civil Defense normative framework, firefighting units -Flashfloods in south Serbia and U.S. humanitarian assistance
	7	Economic Security: -MoU signing (activities in Kraljevo) -Tourism study tour -Mr. Michael Harvey visit to south Serbia -BPC winner stories
December 2007	25	Preparedness and Planning: -Ceremonial handover of firefighting equipment and firefighting exercise in Vranje -Flashfloods in south Serbia and U.S. humanitarian assistance - MoU Signing (Preparedness and planning training activities)
	2	Economic Security: -Program activities in Kraljevo -Study tour for tourist operators from southwest Serbia
January 2008	2	Preparedness and Planning: - Prokuplje firefighting exercise and MoU signing - Vlasotince flood and recovery
	8	Economic Security: -Support to Youth Entrepreneurship Center in Medvedja
February 2008	2	Preparedness and Planning: - Protection and rescue legal framework
	19	Economic Security: -Promotion of student participation phase of Junior Achievement -Support to Youth Entrepreneurship Centre in Medvedja -Open call for proposals in support of economy security
March 2008	18	Preparedness and Planning: -Civil protection legal framework (Civil Protection International Day) -MoU signing in Vranje and Ivanjica (six municipalities)
	27	Economic Security: -Seminar for agriculture producers (successes in negotiating \$20 m export sales contracts at international fairs) -5 th International Fashion and Equipment Fair in Novi Pazar (presence of high-schools within Junior Achievement program) -30 th International Tourism Fair

ANNEX E: SCOPES MEDIA COVERAGE - DETAIL

#	DATE	SOURCE	COVERAGE	TOPIC	SUMMARY
1	October 4, 2007	Dnevnik	<i>Regional (Vojvodina)</i>	Prepared for emergencies	Indjija: Management of natural disasters and emergencies, such as floods that happened in Stari Slankamen last year, was the topic of the training held in Palic Lake. The training dealt with planning and responding to different hazards and offered examples of best practice model, but the exchanges of experiences between the representatives from municipalities of Irig, Vrsac and Indjija was the main element of this seminar.
2	October 4, 2007	Dnevnik	<i>Regional (Vojvodina)</i>	Sandžak textile entrepreneurs in Belgrade	United States Agency for International Development (USAID) told the press that it supported Sandžak textile entrepreneurs exhibit their products at the International Fashion Fair to be held in Belgrade starting today and running until 6 October. The entrepreneurs' participation at the fair has been supported by USAID's Economic Security Program.
3	October 4, 2007	Radio Sto Plus Main news at 15.00	<i>Regional (Novi Pazar)</i>	Sandžak textile entrepreneurs exhibit at the International Fair	United States Agency for International Development (USAID) told the press that it supported Sandžak textile entrepreneurs to exhibit their products at the International Fashion Fair to be held in Belgrade starting today and running until 6 October. The entrepreneurs' participation at the fair has been supported by USAID's Economic Security Program.
4	October 11, 2007	TV B-92	<i>National</i>	Firefighters	Talks show on Firefighters: their work, status, legislation, experiences and comparison with other countries in the region and worldwide. Guests: Predrag Maric, Head of Protection and Rescue Sector, Ministry of Interior, Nina Filipovic, woman firefighter, Pavle Malinovic, firefighter and Goran Nikolic, Head of Operations Department, Ministry of Interior.
5	October 12, 2007	Nasa rec	<i>Regional, Leskovac</i>	<i>All under the basket loop: USAID supports youth basketball Tournament in Medvedja</i>	Today, at 1 p.m., the finals of the basketball tournament for the ethnically diverse youth from Medvedja: Serbs, Albanians and Roma aged 9 -25, will take place at the Sports hall in Medvedja. This sport event is organized by the Medvedja Youth association, GO-JA, and supported by USAID's Economic Security Program, the municipality of Medvedja and the local business community.
6	October 12, 2007	Radio Medvedja	Local	News	"USAID financed "Realize You Dream" competition in Medvedja, which is coming to an end," said Olivera Jovic from a regional office of the Economic Security program. "The latest news is that we have the winners. A grant agreement has been signed with Zlatja Zaric and the purchase of the equipment is currently under way. "
7	October 12,	Politika	<i>National</i>	Fires without fatalities	Extinguishing wildfires have been successful due to good organization and coordination of

	2007				people and resources, said Predrag Maric, Head of Protection and Rescue Sector, Ministry of Interior. He stresses, however, that there is no unified system of protection of citizens in emergencies in Serbia.
8	October 17, 2007	Politika	<i>National</i>	Support in implementation of Economic Security program	USAID has launched the competition for the support in implementing projects within SCOPES program. The competition opened on July and ends on November 3, 2007. Information about the program and application terms is available at www.scopes-serbia.org or at scopes@dai.com .
9	October 22, 2007	Perspektiva	<i>Local, Bujanovac</i>	USAID supports Youth Basketball Tournament in Medvedja	The Youth basketball tournament in Medvedja ended on Friday (October 12) at 13:00 in the local sport hall. This sport event was organized by the local NGO "GO JA" and supported by the USAID Economic Security Program. Over 200 young people from five local communities in the Municipality of Medvedja have participated in this tournament.
10	October 23, 2007	Radio Sto Plus	<i>Regional, Novi Pazar</i>	Presentation of a project for employment of vulnerable groups	The Director of the United States Agency for International Development's (USAID) Economic Security Program, Michael Pillsbury, presented today in Novi Pazar a project targeting young people, the unemployed and people with special needs. After the meeting with local officials of the Novi Pazar municipality, he told the press that the "Junior Achievement" project will focus on educating the employed for new job profiles (prequalification) during the first year of its implementation.
11	October 23, 2007	TV Regionalna	<i>Regional, Novi Pazar</i>	Junior Achievement Program	Today, USAID has launched a new program - Junior Achievement - to support young people, but also other vulnerable groups like the unemployed. The Junior Achievement program will encompass both projects supporting the entrepreneurship among young people and internships. The aim is to help young people find a job and their place in the labor market.
12	October 23, 2007	TV Raska	<i>Regional</i>	MoU signing	Michael Pillsbury, the Head of USAID's Serbian Contingency Planning and Economic Security program and the Deputy Mayor of Municipality of Raska, Nikola Antanasijevic signed a memorandum of understanding that defines roles of both parties in development and improvement of capacities to plan for and respond to natural disasters, crisis and emergencies. Nikola Antanasijevic said, "We started cooperating with USAID a number of years ago. "
13	October 24, 2007	Danas	<i>National</i>	Project for employment of vulnerable groups	Director of the United States Agency for International Development's (USAID) Economic Security Program, Michael Pillsbury, presented today in Novi Pazar a project targeting young people, the unemployed and people with special needs. After the meeting with local officials of the Novi Pazar municipality, he told the press that the project entitled "Junior

					Achievement” will focus on educating the employed for new jobs profiles (prequalification) during the first year of its implementation.
14	October 25, 2007	news agency presheva.com, RTV Aldi	On-line	Deputy head of US Mission to Belgrade Jennifer Brush visits Presevo Valley	Deputy head of the US Mission to Belgrade Jennifer Brush, accompanied by her associates, paid a two-day visit to municipalities of Presevo and Bujanovac and held different meetings with local political and institutional leaders. She also paid spot visits to several local entrepreneurs in Presevo and Bujanovac, who have been assisted through different USAID programs.
15	October 25, 2007	Vreme	National	Employment of young people	United States Agency for International Development’s (USAID) presented on 23 October, 2007 in Novi Pazar a program for employment of young people, which will encompass 240 young people and 20 high-school teachers in Serbia. The Economic Security program will conduct the Junior Achievement program in 12 high schools in 7 municipalities, Novi Pazar being one of them. The aim is to help young people find employment.
16	October 26, 2007	Danas	National	Sewing machines will start to hum soon	At recently formed Office for Small and Medium Enterprises in Prijepolje, a grant contract valued \$5.000 in the framework of the USAID’s Economic security program was signed with the independent workshop for the production of garment Limteks. Limteks was among nine winners from Prijepolje Municipality in the competition “Realize your Dream”, conducted within Serbia Contingency Planning and Economic Security Program.
17	November 1, 2007	Vreme weekly	National	Extinguishing fires	Interview with Predrag Maric, Head of Protection and Rescue Sector, Ministry of Interior. “Since 2003, existing departments have not been merged and plenty of time has been wasted: we still don’t have an integrated system of protection of citizens, and the system of financing has not been established yet. There is no budget for response to natural disasters. In a word, we don not have anything”, said Predrag Maric.
18	November 5, 2007	RTV Krusevac	Regional	Two-day Fair	Two-day Best Practice Fair in Municipal Disaster Management starts in Krusevac tomorrow. It will gather over 170 participants from around thirty municipalities, representatives of national government and Vojvodina administrations. The objective of USAID's Serbia Contingency Planning and Economic Security program is to improve local capacities in order to react in adequate manner in emergency situations. The Fair will be inaugurated by the Municipality of Krusevac President Dragan Azdejkovic and Program Director Michael Pillsbury.
18	November 5, 2007	Beta news agency	National	Best Practice Fair in Municipal Disaster Management	Krusevac, November 5, 2007. (Beta) – On Tuesday and Wednesday, the Best Practice Fair in Municipal Disaster Management will take place in Krusevac. The Fair is organized by municipality of Krusevac and USAID Contingency Planning and Economic Security program.
20	November 6, 2007	TV Plus Krusevac	Local	First Best Practice Fair in Municipal Disaster	The first Best Practice Fair in Municipal Disaster Management has been held today in Krusevac. The Fair has been organized by USAID's Contingency Planning and Economic

				Management	Security program and Municipality of Krusevac as well. There have been around 170 participants in the Fair, including representatives of 30 municipalities of Serbia.
21	November 6, 2007	RTV Krusevac	<i>Regional</i>	First two-day Fair	The first two-day Best Practice Fair in Municipal Disaster Management has been held today in Krusevac today. The Fair has been organized by USAID's Contingency Planning and Economic Security program and Municipality of Krusevac. There have been around 170 participants at the Fair, including representatives of 30 municipalities of Serbia. The manager of the program, Michael Pillsbury addressed participants at the opening.
22	November 6, 2007	Danas	<i>National</i>	Best Practice Fair in Municipal Disaster Management	Today and tomorrow the presentation of best practices in municipal disaster management will take place in Krusevac .It will gather over 170 participants from around thirty municipalities, representatives of national government and Vojvodina administrations. The Fair is organized by municipality of Krusevac and USAID Contingency Planning and Economic Security program.
23	November 6, 2007	Alo	<i>Regional</i>	Best Practice Fair	Today and tomorrow the presentation of best practices in municipal disaster management will take place in Krusevac.
24	November 7, 2007	TV Plus Kruševac	<i>Local</i>	Closing meeting within the Best Practice Fair in Municipal Disaster Management	The first two-day Best Practice Fair in Municipal Disaster Management has been held today in Krusevac. The Fair has been organized by USAID's Contingency Planning and Economic Security program and Municipality of Krusevac as well. There have been around 170 participants in the fair, including representatives of 30 municipalities of Serbia.
25	November 7, 2007	TV Plus Kruševac	<i>Local</i>	Closing meeting within the Best Practice Fair in Municipal Disaster Management	Closing meeting within the Best Practice Fair in Municipal Disaster Management has been held today in Municipality of Krusevac. The fair has been organized by USAID's Serbia Contingency Planning and Economic Security program and Municipality of Krusevac. According to organizers, the fair was a success.
26	November 7, 2007	RTV Krusevac	<i>Regional</i>	Krusevac hosted Best Practice Fair in Municipal Disaster Management	Closing meeting within the Best Practice Fair in Municipal Disaster Management has been held today in the municipality of Krusevac. USAID's Preparedness and Planning program aims to support municipalities in preparedness planning and disaster management capacity towards a sustainable and systematic approach to emergency response. Municipal emergency plans were exhibited in the City Hall's executive council.
27	November 7, 2007	RTV Krusevac	<i>Regional</i>	Best Practice Fair in Municipal Disaster Management Was closed in Krusevac today	Michael Pillsbury, the director of USAID's Contingency Planning and Economic Security Program, within which the Best Practice Fair in Municipal Disaster Management was held, said that Krusevac was one of the first municipalities ready for the implementation of this program. Mr. Pillsbury said that Krusevac was among the first to sign contracts with companies/subcontractors with the needed machinery in the event of emergencies, which was a good start for the implementation of this USAID's program.

28	November 8, 2007	Narodne novine-	<i>Regional -Nis</i>	In Mevedja, one of the poorest municipalities, 3.000 people wait for a job	Among the unemployed, a great number constitutes the young people. It is difficult to acquire a labor booklet due to constant migration. The fact that every third citizens of the Medvedja municipality with a total of 10.700 inhabitants is unemployed, is a serious warning to us, local –self-government officials, but to the state as well, said Slobodan Draskovic, Medvedja Mayor.
29	November 8, 2007	TV Aldi and presheva.com	<i>Local - Presevo</i>	USAID Mission Director visits south Serbia	USAID Mission Director in Serbia, Michael Harvey visited today the Bujanovac municipality and the company Tobler Skele in Raince village supported by the US program.
30	November 10, 2007	Politika	<i>National</i>	Vranje in the forefront in terms of the local development	Vranje – The new USAID Mission Director in Serbia and Montenegro, Mr. Michael Harvey, visited Pcinj district yesterday. Vranje Mayor Miroljub Stojcic said that the municipality was working with the USAID through several programs such as, MEGA and SCOPES, and that around 20 projects had been realized with the support of the USAID and over \$200.000 have been invested in the previous USAID funded projects.
31	November 15, 2007	<i>Journal of the Leskovac Regional Chamber of Commerce</i>	Regional	Flowers – love and business	To leave a full-time job as a clerk in Medvedja administration, where the number of the unemployment exceed the ones who are working, and start the uncertain life of a business woman, is a decision worth noting. At the business plan competition “Realize your dream” organized by the USAID in the mid year, Zlatja Zaric won the first place among 550 business plans, having submitted one of the most authentic business ideas. The Zarics’ will invest the granted funds in the machinery and pottery equipment.
32	November 15, 2007	TV Kraljevo	Regional	Help for Entrepreneurs	The present document defines areas of cooperation, as well as roles and responsibilities of both parties, with the aim of conducting program initiatives so as to build capacities to plan for and respond in the event of natural disasters, crises and emergencies in Serbia. Moreover, the aim of the aforementioned document is working towards enhancing local economic development and improving economic security of the most vulnerable populations who are the focus of this program.
33	November 15, 2007	TV Kraljevo	Regional	Kraljevo Municipality and USAID Signed a Memorandum of Understanding	Michael Pillsbury, USAID Program Director: “Kraljevo is one of those cities central to the municipality and the surroundings. We are very happy that we will be cooperating further with Kraljevo. In that respect, we are here today to sign a Memorandum of Understanding which confirms our commitment and motivation to work with Kraljevo in the future”. Dr Milos Babic, Kraljevo Municipal President: “I am glad that this organization supported by the American People decided to help all Kraljevo’s citizens through these programs.”
34	November 23, 2007	<i>Ibarske novosti</i>	Regional	Joint Solutions for Citizens’ Problems	“I am glad that this organization which represents the American people, has found its interest in helping all citizens of Kraljevo through this program, to help us partially resolve the most important economic and social problems in our municipality”, Babic pointed out.

					The program has been implemented for 16 months. There have already been 14 business plans selected from Kraljevo at “Realize Your Dream” (Ostvari svoj san) competition.
35	November 23, 2007	<i>Polimlje</i>	Regional - Prijepolje	Rural tourism - Study trip is a valuable experience	Tourist organization of Prijepolje (TOP) organizes a five-day study tour for households' hosts who would like to be engaged in agro-tourism business. This project is supported by the American organization USAID through the Contingency Program and Economic Security. So far, 15 families/households from Kamena Gora, Sopotnica and Milsevo have decided to start working in that sector.
36	November 27, 2007	RTS	<i>National</i>	Around 1000 households are over flooded in Vlasotince	In the municipality of Vlasotince around 1000 residential houses and other buildings have been affected by floods. A part of population has been evacuated. The most urgently need items are mud pumps and disinfectant cleaning supplies.
37	November 27, 2007	Politika	<i>National</i>	Catastrophic floods in south Serbia	The municipality of Babusnica took most damage from the heavy flash floods in the last 20 years. Due to heavy rainfall, started on Sunday, the river Luznica over flooded, so that surrounding villages, the center of the town and industrial zone are under water. State of emergency was declared in Vlasotince.
38	November 27, 2007	Dnevnik	<i>Regional (Vojvodina)</i>	Floods in south Serbia	In the municipality of Vlasotince, a state of emergency was declared, said the Head of Jablanicki district Slobodan Kocic. The Head of Civil protection headquarter, Mile Djordjevic, explained that Vlasina river over flooded a great number of households and settlements along the river. Municipal civil protection team has adopted yesterday stronger measures in protection and response to floods.
39	November 28, 2007	Danas	<i>National</i>	Government promised 48 million dinars assistance (<i>Protection against floods should be regulate by laws</i>)	Belgrade Faculty for Civil Defense professor Vladimir Jakovljevic warned that after the floods in south west Serbia, the state should regulate the area of protection against floods. He said to Radio beta-Radio France International that yesterday's floods raised the issue of responsibility of the state to take preventive actions in response to such happenings. “Great floods and negative experiences from the past have not made the state to introduce appropriate protection measures”, said Jakovljevic.
40	November 28, 2007	Politika	<i>National</i>	Insufficient concern of the state	Belgrade Faculty for Civil Defense professor Vladimir Jakovljevic said yesterday “ What state can do in this moment is to regulate the protection against floods by passing laws and to secure financial recourses to water management companies in order for them to be able to monitor waterways in Serbia on a daily basis.”
41	November 29, 2007	Danas	<i>National</i>	To what extent has a human factor influenced grave consequences of 25 floods?	Dusica Karabenc, Deputy Mayor of the municipality of Secanj and Head of Protection Department for natural disasters: “Natural disasters affect us and we have to be prepared to respond to them and not always to look for a culprit. The most important thing is to save lives and then property. In order to react and help those who need our assistance the most, resources have to be invested in the protection and preventive system. Although we were

					affected heavily by the floods two years ago, disaster management legislation has not been adopted yet.”
42	November 29, 2007	AVP news agency	<i>Regional, Vranje</i>	USAID Donation of Firefighting Equipment to serve units in south Serbia	On November 30, 2007 USAID Mission Director, Michael T. Harvey will make a ceremonial transfer of firefighting equipment to the Sector for Protection and Rescue of the Ministry of Interior and will participate in an exercise in the evacuation of an elementary school in Vranje.
43	November 29, 2007	Politika	<i>National</i>	With the emergence of mud the problems arose	Vlasotince municipality took the gravest damage, where the mud pumps are in great need, as well as disinfectant cleaning supplies, protection equipment, food and clothes.
44	November 30, 2007	Beta news agency	<i>National</i>	News announcements	USAID Mission Director, Michael T. Harvey will make a ceremonial transfer of firefighting equipment to the Sector for Protection and Rescue of the Ministry of Interior to serve Jablanicki, Pcinjski and Toplicki districts at elementary school "Branko Radicevic".
45	November 30, 2007	Public broadcaster (RTS) II channel	<i>National</i>	USAID donated firefighting equipment	The Head of the USAID Mission in Serbia Michael Harvey presented firefighting equipment to the Vranje firefighting units of the Sector for Protection and Rescue and pointed out that they were helping the brave men who intervened 25,000 times during this year. The equipment donated is valued at \$185,000.
46	November 30, 2007	TV Fokus	<i>Local</i>	USAID donated firefighting equipment	The new head of USAID Mission in Serbia Michael Harvey, presented firefighting equipment to the Sector for Protection and Rescue of the Ministry of Interior. The equipment was obtained through the donation of the USAID's Serbia Contingency Planning and Economic Security program. Michael Pillsbury, the Program's Director said that 70 municipalities of Serbia would be included in the program by 2011.
47	November 30, 2007	NTV- Vranje	<i>Regional</i>	USAID donated firefighting equipment	The U.S. Agency for International Development presented the most up-to-date equipment to the Vranje units of the Sector for Protection and Rescue, Ministry of Interior. The equipment was presented by Michael Harvey, Head of the USAID in Serbia who said that the donation proved, once more, the successful cooperation between the U.S. Government and South Serbia, adding that they looked forward to future cooperation with South Serbia. USAID presented the firefighting equipment worth \$185,000 to the brigades in Vranje, Prokuplje, Kursumlija, Leskovac, Medvedja, Bujanovac, and Presevo.
48	November 30, 2007	TV Fox	<i>National</i>	USAID donated firefighting equipment	The head of the USAID Mission to Serbia delivered firefighting equipment to the firefighters of Jablanicki, Pcinjski and Toplicki districts and said that the donation was a proof of successful cooperation between the U.S. Government and South Serbia. Predrag Maric from the Ministry of Interior received the donation on behalf of Vranje Fire Brigade. USAID donated the equipment to Prokuplje, Kursumlija, Medvedja, Bujanovac, and Presevo. The total value of the donated equipment was \$185,000.
49	December	Danas	<i>National</i>	House from the South	Rexhep Ilazi, Manager of the Regional Office/Advisor for the Serbia Contingency Planning

	1, 2007				and Economic Security Program in Vranje, presents his agenda for November 22 - 28 to Danas daily. On November 25 th , he met with a friend from Belgrade who used to work for the Coordination Body. In cooperation with the Coordination Body, many projects in South Serbia were implemented.
50	December 1, 2007	Public broadcaster (RTS) I channel	<i>National</i>	USAID donated firefighting equipment	The United States Agency for International Development donated the firefighting equipment for the Jablanicki, Pcinjski and Toplicki districts. 71 protection suits were presented to the firefighters. Michael Harvey, USAID Mission Director in Serbia said that the fires in Serbia pointed to the brave people who intervened 25,000 times to protect lives and property adding that the equipment donated would protect the firefighters.
51	December 1, 2007	Press	<i>National</i>	Americans donated equipment to firemen	The firefighters in Vranje received equipment worth \$185,000 yesterday by Michael Harvey, the Head of the US Agency for International Development (USAID) in Serbia and Michael Pillsbury the Head of the USAID's Contingency Planning and Economic Security program.
52	December 3, 2007	Glas javnosti	<i>National</i>	New equipment for firefighters	The Chief of USAID mission in Serbia, Mike Harvey, has handed in Vranje firefighting equipment to the Sector for Protection and Rescue, Ministry of Internal Affairs. The equipment, worth \$185,000, has been provided within USAID's program Serbia Contingency Planning and Economic Security.
53	December 3, 2007	Politika	<i>National</i>	Successful evacuation of "injured" children	Head of USAID Mission in Serbia, Michael T. Harvey presented firefighting equipment to the Sector of Protection and Rescue of the Ministry of Interior. According to the Assistant Minister of Interior, the equipment was obtained through the donation of the USAID's Contingency Planning and Economic Security program.
54	December 4, 2007	<i>Danas daily</i>	<i>National</i>	<i>Firefighting units from south Serbia received donation in equipment within USAID Contingency Planning program: \$185, 000 for a more effective operation</i>	Vranje – USAID Mission Director in Serbia, Mr. Michael Harvey, through the Serbia Contingency Planning and Economic Security Program, donated \$185, 000 worth of firefighting equipment, including, 71 individual firefighting gear kits, 2 water compressor pumps and 30 units of protective respiration gear to the firefighting brigades of Nis, Vranje, Prokuplje, Leskovac, Presevo, Kursumlija, Bujanovac and Medvedja.
55	December 5, 2007	B-92, on-line	<i>On-line</i>	The U.S. Embassy helps Vlasotince	U.S. Embassy donated assistance valued \$55,000 to the municipality of Vlasotince affected by the recent floods.
56	December 6, 2007	Vecernje novosti	<i>National</i>	To friend's for experience	Tourist organization of Prijepolje, in cooperation with USAID the and Tourist Organization of Serbia, has recently organized a study trip for accommodations' providers in Sopotnica, Kamena Gora, Babine and Milesevo to <i>Majkin salash</i> (farm), <i>Cvetni salash</i> and <i>Perkov</i>

					<i>salash</i> in Vojvodina.
57	December 6, 2007	RTV Vojvodina 1	<i>Regional</i>	USAID assistance to municipalities in Vojvodina	Thanks to USAID, Vojvodina will be building its risk-prevention capacities starting today. Ten Vojvodina municipalities will be involved in the Contingency Planning and Economic Security program. “The program aims at helping the municipalities work and think about what they can do in the area of prevention and preparedness before the crisis arises with the intention of minimizing potential consequences”, said Michael Pillsbury, the Program Director.
58	December 7, 2007	Politika	<i>National</i>	The American assistance to Vlasotince	The U.S. Embassy in Belgrade announced yesterday that it has provided assistance valued at \$55,000 to the Vlasotince municipality that was affected by the recent floods.
59	December 7, 2007	Pregled	<i>National</i>	The U.S. Embassy Donation	US Deputy Ambassador in Belgrade Jennifer Brush gave yesterday \$55,000 donation to the President of Municipality of Vlasotince Srdjan Susulic. The donation is intended to the residents who have been affected by recent floods in the municipality. The donation was collected with assistance of the US Agency for International Development (USAID), U.S. Department of Defense, the European Command (EUCOM).
60	December 7, 2007	Narodne novine, Niš	<i>Regional</i>	America helps the Vlasotince municipality dwellers <i>Alleviate the outcome of great floods.</i>	The United States is providing 6,250 kg of detergent, 3,400 kg of disinfectant cleaning supplies, 500 packages of hand disinfectant, 12 mud pumps and 64 pumps to spray the disinfectants as well as diapers, blankets and rubber gloves. ... Much of the assistance was procured through USAID's Contingency Planning Program.
61	December 7, 2007	Nasa rec, Leskovac	<i>Regional</i>	Americans help the Vlasotince citizens <i>The U.S. Embassy helps the Vlasotince municipality.</i>	The Deputy Ambassador of the United States in Belgrade, Jennifer Brush, presented the Vlasotince Municipal President Srdjan Susulic with a donation to help the endangered citizens of the municipality who were affected by the recent floods.
62	December 7, 2007	Borba	<i>National</i>	Donation	US Deputy Ambassador in Belgrade Jennifer Brush gave yesterday \$55,000 donation to the President of the Municipality of Vlasotince Srdjan Susulic.
63	December 7, 2007	Vecernje novosti	<i>National</i>	Donation	US Deputy Ambassador in Belgrade Jennifer Brush gave yesterday \$55,000 donation to the President of the Municipality of Vlasotince Srdjan Susulic. The donation is intended to assist the residents who have been affected by recent floods. The donation was collected with assistance of the US Agency for International Development and U.S. Department of Defense, the European Command (EUCOM).
64	December 7, 2007	Press	<i>National</i>	\$55,000 worth donation	The US Deputy Ambassador in Belgrade Jennifer Brush gave \$55,000 donation to President of Municipality of Vlasotince Srdjan Susulic yesterday. The donation was

					collected with assistance of the US Agency for International Development (USAID), U.S. Department of Defense, and the European Command (EUCOM).
65	December 7, 2007	Danas	<i>National</i>	<i>Agreement between ten Vojvodina municipalities, Provincial Secretariat for Local self-government and USAID Mission in Serbia: Training to react in emergency situations</i>	Ten Vojvodina municipalities, AP Vojvodina Executive Council and the US Agency for International Development (USAID) signed Memorandum of Understanding formalizing the cooperation within the USAID's Contingency Planning and Economic Security program. USAID will provide expert assistance and technical equipment to the Vojvodina municipalities. "In Vojvodina, there is a constant fear of floods and timely preparation and planning could lessen potential damages," said Marilyn Schmidt of the USAID Mission in Serbia.
66	December 7, 2007	Gradjanski list	<i>Regional</i>	Vojvodina municipalities in defense against catastrophes	Ten Vojvodina municipalities, AP Vojvodina Executive Council and USAID signed Memorandum of Understanding within the Contingency Planning and Economic Security program. USAID representative, Marilyn Schmidt commended the actions undertaken by the Provincial Secretary in municipalities during the floods and other emergencies, and particularly singled out the municipalities of Title, Opovo and Indjija.
67	December 7, 2007	Blic	<i>National</i>	Agreements with USAID	Ten Vojvodina municipalities, AP Vojvodina Executive Council and USAID signed Memorandum of Understanding within the Contingency Planning and Economic Security program.
68	December 7, 2007	Dnevnik	<i>Regional</i>	Ten major municipalities put their signatures	Province Secretary of Local Self-government Emil Fejzulahi, and representatives of ten Vojvodina municipalities, signed yesterday a Memorandum of Understanding with the Director of the USAID's Contingency Planning program Michael Pillsbury.
69	December 14, 2007	Public broadcaster (RTS)	<i>National</i>	Disaster management	Evening TV show on the subject of disaster management. Guests were: Predrag Maric, Head of Sector for Protection and Rescue, Ministry of Interior of Republic of Serbia, Minister Zoran Jevtic, State Secretary in Ministry of Defense (MOD), Mr. Dejan Suput, the Institute of Executive Law and Damir Trut, Vice-President of Croatian State Administration for Protection and Rescue.
70	December 17, 2007	Radio 021	<i>Local (Novi Sad)</i>	Against floods	Ten Vojvodina municipalities, signed Memorandum of Understanding with the USAID Contingency Planning program. Municipalities of Ada, Indjija, Irig, Kanjiza, Opovo, Senta, Sremski Karlovci, Titel, Vrsac and Zrenjanin signed the MoUs, the purpose of which is to

					support education on prevention measures and timely response to natural disasters.
71	December 18, 2007	TV Kanal 9	<i>Local (Novi Sad)</i>	Signed agreements with USAID	Ten Vojvodina municipalities, signed Memorandum of Understanding with the USAID Contingency Planning program: Ada, Indjija, Irig, Kanjiza, Opovo, Senta, Sremski Karlovci, Titel, Vrsac and Zrenjanin.
72	December 24, 2007	Blic	<i>National</i>	Houses for refugees are being built – <i>Humanitarian organizations help Kraljevo citizens</i>	Kraljevo –USAID supports the area of economic security and contingency planning strengthening of economic security and contingency planning. The Memorandum of Understanding has recently been signed between the USAID and municipal representatives. “It is important that these kinds of project resources are channeled into development activities. 14 firms have received support after having won the competition within the SCOPEs program. The program supports the development of small and medium enterprises and the total value of the current support to the companies in the first phase was \$100.000, said Zvonko Tufegdzic, the city manager.
73	December 25, 2007	RTV Toplica	<i>Regional (Prokuplje)</i>	Aktulenosti (Current affairs)	TV show: Subject: Prokuplje firefighter’s experience extinguishing in summer wildfires, award to Prokuplje firefighters “The most noble deed of the year” bestowed traditionally by <i>Vecernje novosti</i> national daily and announcement of the event within the USAID’s Contingency Planning program. Guests: Srdjan Mitrovic, Head of Prokuplje Protection and Rescue Sector and Gvozden Stankovic, Commander of Prokuplje Firefighter brigade.
74	December 28, 2007	Vecernje novosti	<i>National</i>	Protection in emergencies	Prokuplje - Representatives of the US Agency for International Development and Toplicki district, including Prokuplje, Kursumlija, Blace and Zitoradje, municipalities, signed yesterday a Memorandum of Understanding within the USAID’s Contingency Planning and Economic Security program.
75	December 28, 2007	RTV Toplica	<i>Regional (Prokuplje)</i>	News	Yesterday in Prokuplje, a Memorandum of Understanding was signed with the Municipality of Prokuplje and Toplicki district within the USAID’s Contingency Planning Program. Mr. Michael Pillsbury, the program director, Veselin Koprivica, Prokuplje Deputy Mayor, Srdjan Jordacijevic, Head of Toplicki district and Igor Kostic, President of <i>Initiatives</i> from Prokuplje addressed the participants at the event.
76	December 28, 2007	Beta news agency	<i>On-line</i>	Contingency Planning program	Yesterday in Prokuplje, a Memorandum of Understanding was signed with the Municipality of Prokuplje within the USAID’s Contingency Planning program, as well as the program’s first MoU with a district, the Toplicki district. Mr. Michael Pillsbury, the Director of the Contingency Planning program, signed the MoUs with Mr. Veselin Koprivica, Prokuplje Deputy Mayor and Mr. Srdjan Jordacijevic, Head of Toplicki district.

77	10 January 08	Toplicke novine, weekly	<i>Regional</i>	Extinguishing fires in cities	Memorandum of Understanding within USAID's Contingency Planning and Economic Security program was signed between Michael Pillsbury, director of the program, and deputy mayor of Prokuplje municipality, Veselin Koprivica, as well as Srdjan Jordacijevic, Head of Toplicki district. This American program donated firefighting equipment to the Sector for Protection and Rescue. The donation for the Prokuplje units included protective suits and other equipment, valued at over \$50,000.
78	22 January 08	Vecernje novosti daily	<i>National</i>	Water is fast and recovery slow	Infrastructure in three municipalities of Jablanicki district: Vlasotince, Leskovac and Lebane suffered the greatest damage. A total of 660 million dinars are needed for repairs. Around 1,000 hectares of agriculture land was flooded, orchards and green houses were under water, and households and other buildings were damaged. The hardest hit municipality was Vlasotince, where total damage is assessed to be 456 million dinars. "The timely and efficient response saved us from graver destruction," said Slobodan Kocic, Head of Jablanicki district and Head of Civil defense headquarter.
79	24 January 08	Tanjug	<i>On-line</i>	Signed Agreement within Economic Security program	Michael Pillsbury, director of USAID's Economic Security program and Slobodan Draskovic, mayor of Medvedja municipality, signed an agreement formalizing the support to the implementation of a Youth Entrepreneurship Initiative in Medvedja. As Sima Gazikalovic of the coordination body for South Serbia told Tanjug, it is a very useful program for educating young people, and envisages the establishment of a Center for Youth Entrepreneurship which will aim to offer a range of business services and recourses to existing and prospecting young entrepreneurs in Medvedja.
80	24 January 08	Fonet, Jugpress news agency	<i>On-line</i>	Youth entrepreneurship	Michael Pillsbury, director of USAID's Economic Security program and Slobodan Draskovic, and the mayor of Medvedja municipality, signed an agreement formalizing the support to the implementation of a Youth Entrepreneurship Initiative in Medvedja municipality project. Draskovic mentioned that there are large numbers of unemployed people in the municipality.
81-82	24 January 08	TV Leskovac and Radio Medvedja	<i>Regional, Local</i>	Center for Youth Entrepreneurship	Michael Pillsbury, director of USAID's Economic Security program, and Slobodan Draskovic, mayor of Medvedja municipality, signed an agreement formalizing the support for the establishment of a Center for Youth Entrepreneurship in Medvedja. Medvedja municipality secured premises free of charge, while USAID's program supports training activities and start-up businesses run by young entrepreneurs.
83	24 January 08	Public broadcaster RTS, II channel	<i>National</i>	Agreement between Medvedja and USAID	Michael Pillsbury, director of USAID's Economic Security program, and Slobodan Draskovic, mayor of Medvedja municipality signed an agreement formalizing the support to the establishment of a Center for Youth Entrepreneurship in Medvedja. "Young people will be able to acquire entrepreneurial and business skills, and get information about

					resources and assistance available for starting-up businesses in this Center,” said the director of USAID’s Economic Security program, Michael Pillsbury.
84	24 January 08	Pregled daily	<i>National</i>	Center for Youth Entrepreneurship	American Agency for International Development (USAID) has signed an agreement with Medvedja municipality formalizing support to the implementation of a Youth Entrepreneurship Initiative in Medvedja municipality project. The Center for Youth Entrepreneurship aims to offer a range of business services and resources to existing and prospective young entrepreneurs in Medvedja.
85	29 January 08	Nasa rec weekly and Jugpress news agency	<i>Regional</i>	Aim to reduce unemployment	Michael Pillsbury, director of USAID’s Economic Security program made a statement for <i>Nasa rec</i> stating that the economic component of the program is focusing on working in seven municipalities in southern and western Serbia: “In 2008 our program has earmarked \$1,100,000 for sub-grants to be given to local organizations, like the Center for Youth Entrepreneurship in Medvedja, in order to develop their activities.”
86	4 Feb. 2008	Perspektive weekly	<i>Local, Bujanovac</i>	American organization USAID supports the opening of Youth Entrepreneurship Center	On Thursday 24 January, in Medvedja, USAID’s Economic Security program director, Michael Pillsbury, signed an agreement with the Major of Medvedja municipality, Slobodan Draskovic, formalizing support to the establishment of a “Youth Entrepreneurship Centre” in the municipality. Representative of Ministry of Youth and Sports, Slobodan Zivanovic, and President of Leskovac-based <i>Peoples, Parliament</i> , Goran Mitrovic, participated in the event.
87	5 Feb. 2008	RTV Aldi	<i>Regional Presevo</i>	Mayors of Presevo, Bujanovac and Medvedja sign agreement with USAID	The Mayor’s of Presevo, Bujanovac and Medvedja signed an agreement with USAID for inclusion into USAID’s Economic Security program and promotion of an entrepreneurship program for youth. Around 100 youth from secondary schools within these three municipalities will participate in USAID’s Economic Security program.
88	11 Feb 2008	Vranjske weekly	<i>Regional, Vranje</i>	Student participation phase of Junior Achievement project	On Wednesday, in Presevo, agreements formalizing the support to the start of the student participation phase of the Junior Achievement program, in five high-schools, of Bujanovac, Presevo and Medvedja were signed by the municipalities. The Project is supported by USAID’s Economic Security program.
89	12 Feb 2008	Radio Sto Plus	<i>Regional, Novi Pazar</i>	Young people are proponents if city development	USAID’s Economic Security program and Prijepolje municipality representatives signed an agreement today formalizing their commitment and support to the start of the student participation phase of the Junior Achievement program. “We know that the future of the city lies in the development of our youth and that promoting education is crucial,” said Halilagic, USAID’s Economic Security program field manager.
90-91	13 Feb 2008	Biznis/ Dnevnik dailies	<i>National/ Regional</i>	Support to Economic Security Projects	USAID invites interested organizations and companies to submit applications for a chance to participate in USAID’s Economic Security program in 2008.

92	13 Feb 2008	Novi Pazar municipality web site	On-line	YOUTH ENTREPRENEURSHIP	Novi Pazar's mayor, Sulejman Ugljanin, USAID's Economic Security program director, Michael Pillsbury, and Zvonko Brnjas, JAS executive director, signed today an agreement formalizing their commitment and support to the start of the student participation phase of the Junior Achievement program in five high-schools, in Novi Pazar.
93	13 Feb 2008	Radio Sto Plus	<i>Regional</i> Novi Pazar	Signed Agreement for Realization of Junior Achievement program	USAID's Economic Security program representatives and Novi Pazar's mayor, Sulejman Ugljanin, signed today an agreement formalizing their commitment and support to the start of the student participation phase of the Junior Achievement program. At least one company will be formed in each of the five schools from Novi Pazar.
94-98	14 Feb 2008	Beta (TV Kraljevo, TV Melos and TV Globus)	<i>National/</i> <i>Local</i>	Signed Agreement for Realization of Junior Achievement program	USAID signed an agreement with Kraljevo's mayor, Milos Babic, formalizing their commitment towards the implementation of the Junior Achievement program. The aim of the project, valued at \$12,800, is to promote entrepreneurial and business skills among Serbia's youth. Babic told the press after the event that the municipality of Kraljevo would finance the project with \$7,200, while \$2,600 would be provided by USAID.
99	15 Feb 2008	Polimlje weekly	<i>Regional</i> <i>Prijepolje</i>	High-school students – private entrepreneurs	USAID, Prijepolje municipality and Junior Achievement in Serbia signed an agreement formalizing support to the implementation of the Junior Achievement program in Prijepolje's high-schools. The meeting was attended by the representatives of the Municipality of Prijepolje, USAID's Economic Security program, the high-school's principal and representatives from the private sector.
100	19 Feb 2008	Vecernje novosti, daily	<i>National</i>	<i>USAID's donation to Kraljevo</i> Businessmen from school desks	An agreement was signed in Kraljevo, on 14 February, by the municipalities of Kraljevo and Kursumlija, Junior Achievement of Serbia, and USAID's Economic Security program for the inclusion of local high-schools into JAS. The program will promote entrepreneurial and business skills to youth in local high-schools.
101	19 Feb 2008	Kraljevacke vesti, weekly	<i>Local</i>	Signed Agreement for Realization of Junior Achievement program	USAID signed an agreement with Kraljevo's mayor, Milos Babic, formalizing support to the implementation of the Junior Achievement program. The aim of the project, valued at \$12,800, is to promote entrepreneurial and business skills to young people in Serbia.
102	20 Feb 2008	Danas daily	<i>National</i>	Floods damage assessed to 660 million dinars - In South Serbia the recovery after the November floods are still ongoing	It will take plenty of time and effort for a full recovery from November's catastrophic floods. Damage is estimated at 660 million dinars, while only 35 million dinars was provided by republic institutions. Every year rivers in Vlasotince and Leskovac overflow as the new influx of mountain stream water washes in and garbage in the riverbank grows.
103	20 Feb	TV Spektri	<i>Local,</i>	Interview with Rexhep	US government is committed to working with Serbia. This commitment is long-term and it

	2008		<i>Bujanovac</i>	Ilazi, USAID Economic Security program Field Office Manager	will continue into the future—as the United States wants to see a democratic and prosperous Serbia moving along the path of European integration. The United States shares Serbia's vision of a stable, prosperous region.
104	21 Feb 2008	Vreme weekly (supplement)	<i>National</i>	Youth Entrepreneurship Center	Slobodan Draskovic, Medvedja's mayor, and Michael Pillsbury, USAID's Economic Security program director, signed an agreement formalizing support to the implementation of the Youth Entrepreneurship Initiative in Medvedja. The project envisages the establishment of a Center for Youth Entrepreneurship in Medvedja, which will offer a range of business services and resources to existing and prospective entrepreneurs.
105	21 Feb 2008	Vreme weekly (supplement)	<i>National</i>	Support to Economic Security Projects	USAID seeks applications from interested organizations and companies to implement activities in the framework of the Economic Security program for 2008.
106	28 Feb 2008	Politika daily	<i>National</i>	Prepared for floods and fires	Without waiting for a national legal framework to regulate the firefighting sector in Serbia (A draft law on protection and rescue has been forwarded to all interested state institutions, which afterwards will be sent to the Assembly for adoption), regional teams for search and rescue in the event of floods have been established in the Ministry of Interior's Sector for Protection and Rescue. Teams have been formed in Belgrade, Novi Sad, Nis and Kraljevo.
107	29 Feb 2008	Polimlje weekly	<i>Regional</i>	Support to Economic Security Projects	Prijepolje is one of the target municipalities where USAID's Economic Security program is engaged. The program encourages private sector businesses, associations, cooperatives, non-governmental organizations, universities, and other entities to submit proposals that are in line with the Economic Security program's overall goals of strengthening economic development in underserved areas of Serbia.
108	1 March 2008	Narodne novine	<i>Regional, Nis</i>	Establishing of modern system of civil protection	"In the framework of reforms, rationalization and establishment of modern system of civil protection in Serbia, a development of a Law on Civil Protection is under way which will introduce standards and regulate the system of protection and rescue," said Zarko Damjanovic, Head of the Nis' District Civil Protection on March 1st, in celebration of the International Civil Protection Day.
109	1 March 2008	RTV Vojvodina	<i>Regional</i>	Law on civil protection	"For 15 years, good organization has been lacking in the civil protection, i.e. a system of protection and rescue in our country. This year, it will be systematically regulated and harmonized with the European and international standards, through a new Law on Civil Protection," said Bosko Pilipovic, Head of Novi Sad Department for emergencies.
110	3 March 2008	Danas	<i>National</i>	Serbia still does not have strategy for emergencies	Ministry of Interior's Sector for Protection and Rescue started preparing regional teams to fight against floods. Teams will be placed in Nis, Kraljevo, Novi Sad and Belgrade. Although Ministry of Interior is preparing for defense against floods, there is still no national strategy on emergencies in Serbia, nor a Law regulating this sector. The

					protection of citizens is divided between the Ministry of Defense and the Ministry of Interior. Ministry of Interior has sent a drafted law on protection and rescue to all ministries soliciting opinions and recommendations.
111	5 March 2008	Alo	<i>National</i>	Firefighters got new platform for extinguishing fires	Predrag Maric, head of Sector for Protection and Rescue, said that there were 5,564 fires last year in Serbia, which was a record breaking figure. The first Draft Law on Protection and Rescue was sent to all ministries soliciting opinions and recommendations.
112	7 March 2008	Nasa rec	<i>Regional Leskovac</i>	Efficient when it is the most difficult situation	Mayor of Vlasotince and commander of the civil protection team, Srdjan Susulic said, "Vlasotince was faced with both wildfires and flash floods during 2007." Thank-you certificates were presented to the Red Cross of Vlasotince and the directorate for construction and city planning for good work in the field of civil protection.
113	7 March 2008	Danas	<i>National</i>	Serious organization of protection of citizens is planned	According to Halil Eminovic, member of Tutin Civil Protection team, last year the attention was focused on the defense against floods and fires. "We did a risk assessment of the municipality of Tutin and, for the first time, funds in the municipal budget were earmarked for civil protection."
114	7 March 2008	Polimlje	<i>Regional</i>	Rich tourist offer	The 30 th International Tourism Fair was held in Belgrade from February 28-March 3 in which over 800 domestic and international exhibitors participated. The Tourist Organization of Prijepolje had very distinguishing flyers printed thanks to the USAID, which supported the organization with \$8,000.
115	11 March 2008	TV Studio B	<i>Regional</i>	Agricultural producers negotiated \$20 million worth export at trade fairs in Germany and Dubai	USAID's Mission Director, Michael Harvey, said at the seminar in marketing and sales for Serbian agricultural companies that "\$1.7 million worth of contracts has already been signed and Serbian produce is already on the way to Russia and France."
116	11 March 2008	Beta news agency	<i>On-line</i>	Serbia agriculture companies negotiate a \$20 million contract through export sales of agriculture products	"Serbia's agriculture companies negotiated a contract worth \$20 million in export sales of agriculture produce at trade fairs in Germany and Dubai," said USAID's Mission Director Michael Harvey. A seminar was conducted to prepare 12 companies for the 75 th Novi Sad Agricultural Trade Fair participating in two USAID's projects, Agribusiness and Economic Security, which aim to improve the competitiveness of Serbian producers.
117	11 March 2008	Tanjug news agency	<i>On-line</i>	Contracted deals worth \$20 million	"In the past month, several Serbian farmers visited three big international fairs in cooperation with USAID and contracted deals worth 20 million dollars," said USAID's Mission Director, Michael Harvey, on Tuesday.
118	11 March 2008	<i>Na dlanu</i> , Telecom web portal	<i>On-line</i>	Agricultural producers negotiated \$20 million worth export	"Serbian agriculture companies negotiated a contract worth \$20 million in export sales of agriculture produce at trade fairs in Germany and Dubai in the previous month," said USAID's Mission Director Michael Harvey.

119	11 March 2008	EM portal, web portal	<i>On-line</i>	Agricultural producers negotiated \$20 million worth export	"Serbian agriculture companies negotiated a contract worth \$20 million in export sales of agriculture produce at trade fairs in Germany and Dubai in the previous month," said USAID's Mission Director Michael Harvey.
120	11 March 2008	Business surfer, On-line Business magazine	<i>On-line</i>	Agricultural producers negotiated \$20 million worth export thanks to USAID	"Serbian agriculture companies negotiated a contract worth \$20 million in export sales of agriculture produce at trade fairs in Germany and Dubai in the previous month," said USAID's Mission Director Michael Harvey.
121	11 March 2008	TV Vojvodina	<i>Regional</i>	USAID: SMEs profit from agriculture products export	Several agriculture producers from Serbia visited three international fairs in the last month thanks to the support of USAID and negotiated contracts worth \$20 million in export sales," said USAID's Mission Director Michael Harvey.
122	12 March 2008	B92, web site, biz section	<i>On-line</i>	Agricultural producers negotiated \$20 million worth export at trade fairs in Germany and Dubai	USAID's Mission Director, Michael Harvey, said at the seminar in marketing and sales for Serbian agricultural companies that "\$1.7 million worth in contracts has already been signed and Serbian produce is already on the way to Russia and France."
123	12 March 2008	Pregled	<i>National</i>	Food on the tables of the world	Several agricultural producers from Serbia in cooperation with the US Agency for International Development (USAID) visited three big international fairs in the past few months where they signed agreements worth \$20 million. According to him, this year, USAID will support twelve small and medium-sized enterprises through the Agribusiness project and the Economic Security program at the 75 th International Agriculture Fair in Novi Sad on May 10-17.
124	12 March 2008	Biznis	<i>National</i>	Russians and Frenchmen waiting for Serbian fruit	Serbian agriculture producers negotiated a contract worth \$20 million in exports to two countries: Russia and France.
125	12 March 2008	Danas	<i>National</i>	Agricultural producers negotiated \$20 million worth export	USAID's Mission Director, Michael Harvey, said at the seminar in marketing and sales for Serbian agricultural companies that "\$1.7 million worth of contracts has already been signed and Serbian produce is already on the way to Russia and France."
126	12 March 2008	Ekapija, business portal http://www.ekapija.com	<i>On-line</i>	SERBIAN AGRICULTURAL PRODUCERS MADE AGREEMENTS WORTH \$20 MIL	Several agricultural producers, in cooperation with USAID, from Serbia have visited three large international fairs where they've agreed on projects worth \$20 million. According to his words, USAID will finance and give technical support, through two projects – "Agribusiness" and "Economic security", for joint appearance of 12 small and middle-sized companies at the 75 th International Agriculture Fair in Novi Sad on May 10-17.

				WITH THE HELP OF USAID SUPPORT AT AGRICULTURAL FAIR IN NOVI SAD	
127	12 March 2008	Radio Sto Plus	<i>Regional</i>	Seminar on products presentation	Twelve agriculture companies from Serbia, amongst which was <i>Subex</i> from Novi Pazar, took part in an USAID seminar to prepare for the upcoming 75 th International Agriculture Fair in Novi Sad.
128	18 March 2008	Kravljevacke vesti monthly	<i>Regional</i>	Agricultural producers negotiated \$20 million worth export	Twelve agriculture companies from Serbia, amongst which were <i>Galant</i> and <i>IG-LO</i> from Kraljevo, took part in an USAID seminar in prepare for the upcoming Agriculture Fair in Novi Sad. Several agricultural producers from Serbia have visited three large international fairs, in cooperation with American Agency for International Development (USAID) where they've agreed on projects worth \$20 million.
129	25 March 2008	Kurir	<i>National</i>	International Fashion and Equipment Fair in Novi Pazar	The 5th International Fashion and Equipment Fair will be held in Novi Pazar on 28-30 March 2008, where over sixty domestic and foreign clothing, textile and equipment producers will exhibit their products. The Fair is organized under the auspices of the City of Novi Pazar, in cooperation with the regional Sandzak Economic Development Agency (SEDA) and USAID's Economic Security program.
130	25 March 2008	Krstarica news, portal	<i>On-line</i>	Agreement between four southern municipalities and USAID	Representatives of four southern Serbian municipalities of Vranje, Vlasotince, Bojnik and Lebane will sign agreements on emergency planning and response with USAID's Contingency Planning program on March 27, in Vranje.
131	27 March 2008	RTS, II Public broadcaster	<i>National</i>	Agreement on cooperation (Vranje, Vlasotince, Bojnik and Lebane)	Representatives from USAID's Contingency Planning program signed agreements on emergency planning and response with four southern municipalities: Vranje, Vlasotince, Bojnik and Lebane. Director of USAID's Contingency Planning program, Michael Pillsbury, said that the program will expand its activities to 70 municipalities.
132	27 March 2008	OK Radio, Vranje	Local	Agreement of emergency planning signed between USAID program and four municipalities	Representatives from USAID's Contingency Planning program signed agreements on emergency planning and response with four southern municipalities: Vranje, Vlasotince, Bojnik and Lebane, in Vranje.
133	27 March 2008	TV 017, Vranje	Local	Agreement of emergency planning	Representatives from USAID's Contingency Planning program signed agreements on emergency planning and response with mayors of four southern municipalities: Vranje,

				signed between USAID program and four municipalities	Vlasotince, Bojnik and Lebane, in Vranje.
134	27 March 2008	TV Fokus	Local	Agreement of emergency planning signed between USAID program and four municipalities	Director of USAID's Contingency Planning program, Michael Pillsbury, signed agreements on emergency planning and response with mayors of four southern municipalities: Vranje, Vlasotince, Bojnik and Lebane, in Vranje.
135	27.03.2008	TV Regionalna-Novi Pazar	<i>Regional</i>	5th International Fashion and Equipment Fair	Interview – Talk show program on the 5th International Fashion and Equipment Fair. Participants: Michael Pillsbury, USAID's Economic Security program director, Maury Wary Bridges, USAID's Economic Security team leader, Sefkija Halilovic, SEDA director, Ahmet Halilagic, Novi Pazar field office manager and Marko, deputy director of PRO Program (UNDP) .
136	27.03.2008	SandzakNews (web site)	<i>On-line</i>	5th International Fashion and Equipment Fair	The 5 th International Fashion and Equipment Fair will be held on 28-30 March, in Novi Pazar. The Fair is organized under the auspices of the City of Novi Pazar, in cooperation with the regional Sandzak Economic Development Agency (SEDA) and supported by USAID's Economic Security program.
137	28 March 2008	Slobodna rec - Vranje	<i>Regional</i>	Agreement with USAID	Director of USAID's Contingency Planning program, Michael Pillsbury, signed agreements on emergency planning and response with mayors of four southern municipalities: Vranje, Vlasotince, Bojnik and Lebane, in Vranje.
138	28 March 2008	Nasa rec - Leskovac	<i>Regional</i>	Ready for emergencies	Director of USAID's Contingency Planning program, Michael Pillsbury, signed agreements on emergency planning and response with mayors of four southern municipalities: Vranje, Vlasotince, Bojnik and Lebane.
139	28 March 2008	Municipality of Vranje web site	<i>On-line</i>	Signed Agreement on cooperation with SCOPEs	Director of USAID's Contingency Planning program, Michael Pillsbury, signed agreements on emergency planning and response with mayors of four southern municipalities: Vranje, Vlasotince, Bojnik and Lebane, aimed at improving efficiency and capacities of local self-governments in the event of emergencies and natural disasters.
140	28 March 2008	Radio Sto Plus	<i>Regional</i>	5th International Fashion and Equipment Fair (opening)	Novi Pazar mayor, Mr. Sulejman Ugljanin, said today that the Novi Pazar Fair has become an engine of Sandzak economic development at the opening of the 5 th International Fashion and Equipment Fair. Mr. Michael Pillsbury, director of the program said, that the program supports the growth of SMEs and other organizations in the region, expansion to new markets and creation of new employment. USAID supported the Fair with \$20,300.
141	28 March 2008	Radio Sto Plus	<i>Regional</i>	Live broadcast from the JA booth (Novi	I'm standing in front of Novi Pazar's Grammar School booth and it looks very interesting. We are a student company within a Junior Achievement program. The company has 50

				Pazar high school)	members and we have a creative workshop, a tourist organization, and we will open a cafeteria soon. I have to thank our sponsors (firms) who provided some flyers and additional equipment.
142	28 March 2008	Danas (supplement)	<i>National</i>	5th International Fashion and Equipment Fair (announcement)	The 5 th International Fashion and Equipment Fair will be held on 28-30 March, in Novi Pazar. The Fair is organized under the auspices of the City of Novi Pazar, in cooperation with the regional Sandzak Economic Development Agency (SEDA) and supported by USAID's Economic Security program.
143-144	28 March 2008	TV Regionalna-Novi Pazar TV Jedinstvo	<i>Regional</i>	5th International Fashion and Equipment Fair (daily feature)	The 5 th International Fashion and Equipment Fair opened in Novi Pazar today. Novi Pazar mayor, Mr. Sulejman Ugljanin, said today that the Novi Pazar Fair has become an engine of Sandzak's economic development at the opening ceremony. The Fair is organized under the auspices of the City of Novi Pazar, in cooperation with the regional Sandzak Economic Development Agency (SEDA) and supported by USAID's Economic Security program.
145	28 March 2008	Biznis daily	<i>National</i>	International Fashion and Equipment Fair opened in Novi Pazar	The 5 th International Fashion and Equipment Fair opened today in Novi Pazar. USAID's and PRO's program representatives, Mr. Pillsbury and Mr. Tyndall, said that both programs will continue to assist the development of the economy and business environment of the region.
146	28 March 2008	PRESS	<i>National</i>	Ugljanin: Fair is an engine of economic development	Novi Pazar mayor, Mr. Sulejman Ugljanin, said today that the Novi Pazar Fair has become an engine of Sandzak's economic development at the opening of the 5 th International Fashion and Equipment Fair..
147	29 March 2008	Danas	<i>National</i>	Five million dollars for response to floods and wildfires	Director of USAID's Contingency Planning program, Michael Pillsbury, signed agreements on emergency planning and response with mayors of four southern municipalities: Vranje, Vlasotince, Bojnik and Lebane, aimed at improving efficiency and capacities of local self-governments in the event of emergencies and natural disasters.
148	29 March 2008	AVP Vranje agency	<i>On-line</i>	Four southern municipalities in the USAID program on emergency and planning	Director of USAID's Contingency Planning program, Michael Pillsbury, signed agreements on emergency planning and response with mayors of four southern municipalities: Vranje, Vlasotince, Bojnik and Lebane, aimed at improving efficiency and capacities of local self-governments in the event of emergencies and natural disasters.
149-151	29 March 2008	Radio Ivanjica, Radio Kruna and Radio Javor	<i>Local</i>	MoU signing between USAID program and municipalities of Ivanjica and Arilje	On March 28, in Ivanjica, Mr. Milomir Zorić, mayor of Ivanjica and Dr. Zoran Micovic, mayor of Arilje signed an agreement with Director of USAID's Contingency Planning program on emergency planning and response, in order to assist these municipalities to plan for and respond to natural disasters, crises and emergencies.
152	31 March 2008	Vranjske weekly	<i>Regional</i>	Contingency planning program	Director of USAID's Contingency Planning program, Michael Pillsbury, signed

					agreements on emergency planning and response with mayors of four southern municipalities: Vranje, Vlasotince, Bojnik and Lebane. The Program helps municipalities be more resilient to disasters and emergencies by supporting efforts that address preparedness, response, recovery and prevention.
153	31 March 2008	Danas	<i>National</i>	(5 th International Fashion and Equipment Fair closed) Support to small and medium sized enterprises	The 5 th International Fashion and Equipment fair was closed yesterday in Novi Pazar. The Fair was organized by Sandzak Economic Development Agency (SEDA) and supported by USAID Economic Security and PRO programs. USAID program director, Mr. Michael Pillsbury said that the program would continue to support business in the region and create new employment opportunities.
154	31 March 2008.	SandzakNews (web site)	<i>On-line</i>	5 th International Fashion and Equipment Fair closed	The 5 th International Fashion and Equipment fair was closed yesterday in Novi Pazar. The Fair was organized by Sandzak Economic Development Agency (SEDA) and supported by USAID and PRO.