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COMMUNITY REVITALIZATION THROUGH DEMOCRATIC ACTION – ECONOMY PROGRAM

FINAL REPORT

JULY 15, 2001 – JULY 15, 2007

AGREEMENT NUMBER: 169-A-00-01-00124-00

Submitted to USAID/Serbia

By America's Development Foundation

October 2007

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List of Acronyms and Abbreviations

ADF	America's Development Foundation
AoR	Area of Responsibility
ASB	Arbeiter Samariter Bund Deutschland
BSRC	Business Service Resource Center
CBC	Cross Border Cooperation
CDA	Community Development Association
CDC	Community Development Center
CE	"Conformité Européene"
CHF	Cooperative Housing Federation
CRDA	Community Revitalization through Democratic Action
CRDA-E	Community Revitalization through Democratic Action – Economy
EAR	European Agency for Reconstruction
EU	European Union
FI	Flag International
FPRH	Family Planning and Reproductive Health
HACCP	Hazard Analysis and Critical Control Points
IESC	International Executive Service Corps
IFC	International Finance Corporation
IR	Intermediate Result
LED	Local Economic Development
MAFWM	Ministry of Agriculture, Forestry, and Water Management
MEGA	Municipal Economic Growth Activity
MZ	Mesna Zajednica
PRS	Project Reporting System
SIEPA	Serbian Investment and Export Promotion Agency
SO	Strategic Objective
SWG	Sectoral Working Group
T&TA	Training and Technical Assistance
TOT	Training of Trainers
USDA	US Department of Agriculture
WB	World Bank



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I. EXECUTIVE SUMMARY

The **Community Revitalization through Democratic Action (CRDA) Program** is a civil society program focusing on community development activities that demonstrates the value of citizen participation. CRDA mobilizes citizens to improve their quality of life and supports grassroots democratic action to bring immediate improvement of living conditions in communities. CRDA was funded by the United States Agency for International Development (USAID) from July 2001 – 2007. America's Development Foundation (ADF) was awarded \$40 million from USAID for implementing CRDA in Serbia.

In 2001, when USAID launched the Community Revitalization through Democratic Action Program, Serbia's people and government faced numerous social and economic problems inherited from former President Milosevic's regime and the legacies of socialism. In addition to the new challenges emerging in the process of Serbia's European integration, assistance was needed to strengthen the still fragile democratic processes, revitalize the ruined economy, stimulate the nascent private sector, and increase public transparency and accountability.

CRDA was launched as a civil society development program pursuing three broad **goals**:

- **mobilize citizens to engage in improving their quality of life;**
- **promote economic development in local communities; and**
- **build mutual trust between citizens and local government.**

CRDA was implemented by organizing locally formed community committees responsible for identifying and prioritizing community needs, mobilizing community and other resources, and monitoring the implementation of projects.

In 2004, **CRDA evolved into CRDA-E (Community Revitalization through Democratic Action - Economy), a predominantly economic development program** promoting increased local economic development and job creation to immediately improve people's living conditions. CRDA and CRDA-E are used interchangeably throughout this report.

The CRDA program was implemented under USAID/Serbia's **Strategic Objective 2.1: Increased better informed citizens' participation in political and economic decision-making.**

ADF's **Area of Responsibility (AoR)** covered 26 municipalities including 14 municipalities in the multi-ethnic, agriculturally fertile region of Vojvodina and a cluster of 12 municipalities in Eastern Serbia.

ADF utilized a **community outreach approach** that included organizing community committees, holding open citizens meetings, and developing community mobilization and capacity building efforts to increase citizen participation, raise public awareness, build citizen networks, identify community priorities, develop local leadership, promote advocacy and increase public transparency and accountability. The ADF CRDA program mobilized communities in over 26 municipalities in Vojvodina and Eastern Serbia.

The CRDA Program established linkages with other USG programs and **leveraged USAID resources** through joint initiatives with other international donors, national and provincial governments, local authorities and the private sector. **The matching contributions of the CRDA program implemented by ADF totaled more than \$30 million**, comprising 60% of

total project expenses and maximizing the impact of the CRDA program and the sustainability of its projects.

The CRDA/CRDA-E program implemented by ADF completed a total of **1,035 projects** as outlined in the following charts.

Table 1. Completed projects broken down by CRDA-E and the original four CRDA pillars

Pillar	# of Projects	%	USAID Funds	%	Matching	%	Total Cost	%
CRDA-E	225	22	\$5,140,762	26	\$9,874,666	33%	\$15,015,428	30%
CRDA Pillars	Civic Participation	256	\$4,420,847	22	\$6,614,209	22%	\$11,035,056	22%
	Civil Works	255	\$6,617,585	33	\$7,590,797	25%	\$14,208,382	28%
	Income Generating	127	\$2,237,351	11	\$4,487,191	15%	\$6,724,542	13%
	Environment	172	\$1,681,551	8	\$1,596,829	5%	\$3,278,380	7%
Subtotal	810	78	\$14,957,332	74	\$20,289,027	67%	\$35,246,360	70%
Total	1,035	100	\$20,089,094	100	\$30,163,693	100%	\$50,261,787	100%

Table 2 . Completed projects broken down by sector / areas of support

Sector	# of Projects	%	USAID Funds	%	Matching	%	Total Project Cost	%
Agriculture Sector Development	152	15	\$3,839,192	19	\$9,425,864	31	\$13,265,056	26
Small and Medium Enterprise Development	35	3	\$947,317	5	\$1,459,088	5	\$2,406,405	5
Trade Promotion and Market Access	11	1	\$388,285	2	\$938,873	3	\$1,327,158	3
Tourism Sector Development	46	4	\$936,784	5	\$1,577,065	5	\$2,513,849	5
Economic Environment and Infrastructure	591	57	\$12,320,753	61	\$15,149,687	50	\$27,470,440	55
Special Initiatives	200	19	\$1,665,764	8	\$1,613,115	5	\$3,278,879	7
Total	1,035	100	\$20,098,094	100	\$30,163,693	100	\$50,261,787	100

Agriculture Sector Development Projects Technical assistance was provided to organize farmers into economically self-sustaining cooperatives and achieve competitive advantages to local producers such as decreased production costs, improved sales terms, greater market access, and increased availability of credit. Cooperatives and agricultural associations were strengthened by CRDA through the provision of production and processing equipment such as greenhouses, irrigation systems, harvesters, packing equipment, and cold storages. Farmers' organizations producing field crops, fish, flowers, fruits, hogs, honey, medicinal and aromatic herbs, milk, mushrooms, snails, and vegetables benefited from training and technical assistance to improve production methodologies and expand domestic sales and exports.

Also, agricultural marketing federations were organized for associations of cooperatives to have a common approach to marketing, product branding and standardization. Specialized marketing federations were introduced to standardize processing for retail and wholesale markets and to implement improved standards in product quality and packaging techniques and technology.

Small and Medium Enterprise Development Projects Assistance was provided to strengthen the small and medium enterprises (SMEs) business service providers such as regional SME development agencies, chambers of commerce and NGOs. The capacity of these organizations

to provide increased training, technical consulting, and mentoring services to SMEs was developed. Also, ADF assisted the SME sector by facilitating access to credit and development funding. Technical assistance was also provided to develop the capacity of entrepreneur associations. Similarly, women's business initiatives and enterprises employing individuals with disabilities benefited from special CRDA assistance program activities.

Trade Promotion and Market Access Increased income and employment was stimulated through trade promotion and market access programs involving product branding, ISO and HACCP standardization and certification. International trade promotion was encouraged through assistance provided to farmers and other producers to participate in agricultural fairs and study tours to foster product innovation, knowledge transfer, and identify market opportunities. A regional women's handicraft network also received assistance to expand its market.

Tourism Sector Development Projects Tourism infrastructure sites such as lake resorts, national parks, and archeological sites were improved through support for infrastructure projects. Assistance was provided to municipalities and community stakeholders to develop tourism strategies and plans for local and regional tourism development. Tourism organizations were provided training and technical assistance to upgrade their skills. Assistance was given to organizers of local festivals to promote rural tourism. ADF organized regional ethno music and food festivals to celebrate "the richness of ethnic diversity" and promote tourism and economic development.

Economic Environment and Infrastructure Highly participatory local economic development (LED) planning processes were initiated in 14 municipalities that resulted in the mapping of resources and development of detailed municipal local economic development strategies and plans. Economic infrastructure was revitalized through supporting improvements in marketplaces, industrial zones, and roads. The business enabling environment was enhanced by establishing business improvement districts and municipal citizens' assistance centers. The capacity of local organizations to promote local economic development was strengthened through the establishment of sustainable community development associations.

CRDA revitalized social and economic infrastructure. Schools, kindergartens, health clinics, community centers, and recreational areas and playgrounds were reconstructed and equipped. Roads, power and water supply networks and communal waste facilities were improved.

Special Initiatives As part of efforts to increase environmental protection and awareness, citizens, schools, NGOs, public utility companies, government representatives, and other local stakeholders were mobilized to contribute to the organization of Earth Day actions in all CRDA communities. Community environmental actions included cleaning public places, removing illegal dump sites, and conducting public educational and advocacy activities.

Within a special CRDA family planning and reproductive health (FPRH) program, national and local awareness campaigns were organized on sexually transmitted infection prevention and other FPRH issues; youth counseling centers were established and equipped; a peer educators network was created; and diagnostic and other reproductive health services were improved through equipping of facilities and educational activities.

As part of emergency assistance in the region, municipalities and farmers affected by floods also received support.

Highlights of Accomplishments

- In support of local civic and economic initiatives, **1,035 projects** were developed and implemented by communities and cluster committees in agriculture, small and medium enterprise development, tourism, market access and trade, economic and public infrastructure, economic environment, citizen participation, environment, and other areas.
- Community involvement in project implementation resulted in **more than \$30 million provided as matching resources contributions**. Total matching resources comprised **60% of total project expenses**, markedly surpassing a targeted 25% community project matching objective.
- **1,382,282 people** in 26 municipalities **were beneficiaries** out of ADF's AoR population of 1,490,878 people.
- **248,273 people directly participated in CRDA activities** through involvement in the identification of needs and priorities; project preparation, implementation and evaluation; capacity building activities; advocacy campaigns; and other committee activities.
- A total of **128,975 person months of employment** was recorded as a result of CRDA activities. Of this total, 72% was from employment created or expanded as a *direct result* of economic and other projects and 18% from employment generated through CRDA contracts.
- **An increase in agricultural sales of \$16,506,304** resulted from CRDA-E establishing and strengthening agricultural cooperatives and federations in fruit, dairy / beef, vegetable, hog, field crop, herb, mushroom, honey, sheep, snail, goat, and other sectors.
- **\$18,125,520 in additional income was generated** as a result of CRDA-E activities to help SMEs, farmers' organizations, and other institutions increase their revenue.
- **More than 90 modern agricultural cooperatives and associations were established**. Nine CRDA-E-assisted agriculture marketing federations were registered and one federation of federations is still in the process of being registered.
- Many Serbian companies received training to become **HACCP and ISO certified required for food exports to EU countries**. Also, ADF established cooperation with the Vojvodina Provincial Secretariat for Economy in carrying out the "Best of Vojvodina" branding and certification program for mainly agricultural products improving the image and sales of locally grown foods.
- As a result of ADF CRDA technical assistance, **Serbian banks and other development institutions provided \$ 6,774,196 in loans** to farmer members of agricultural associations and cooperatives, SMEs and individual entrepreneurs. Loans were provided on favorable terms including reduced interest rates and extended grace periods.

- Approximately **1,500 citizens participated in Local Economic Development (LED)** strategy planning processes resulting in the development of 11 municipal economic development plans.
- **The first regional tourism strategy in Serbia** was developed as a result of ADF CRDA-E efforts, as was the development of five municipal tourism development action plans.
- ADF CRDA **organized and developed the capacity of 175 citizens' community and cluster committees with 4,396 members** in communities throughout the regions.
- **A network of Community Development Associations was established** by ADF CRDA-E **with a membership of 1,500 citizens** that continues to successfully mobilize local resources to develop and implement community initiatives, attracting donors in the region, and working with local governments to develop projects responsive to citizen interests.
- **67 Community Development Centers facilities that were established** by ADF CRDA have become hubs of local economic and civic initiatives, serving as event venues, hosting business associations and NGOs and providing trainings and other community services.
- Citizens have access to **improved health services in 39 health centers and clinics and 5 hospitals** that were renovated or equipped by ADF CRDA.
- Educational facilities were improved in **85 schools and 32 kindergartens**.
- Public infrastructure, including **roads, water supply, and electricity were improved in 82 communities**.
- Citizens were mobilized to take an active role in communities through ADF organizing about 400 **open citizens meetings**, where more than **37,000 citizens took part in decision-making processes**.
- Local governments became more responsive to the needs of citizens, businesses and communities and improved municipal services as result of the **15 ADF CRDA-established municipal citizens' assistance centers**. Citizen interaction with local governments was also enhanced through **citizen oversight of municipal budget hearings** that were organized in 13 municipalities.
- **Reproductive Health and Family Planning program activities** improved services, especially diagnostic services, in health centers in 15 municipalities. **Ten new youth counseling centers were established** and four existing centers were strengthened.

II. PROGRAM OVERVIEW

II.1. Background

During President Milosevic's rule, the people of Serbia suffered cycles of economic and social instability resulting in severely decreased production, low wages, and high unemployment. Although registered unemployment was reported at over 25% but actual unemployment was considered to be more than double that amount.

The quality and capacity of social service delivery mechanisms and institutions, as the health care system, public utilities and public services in Serbia, seriously deteriorated during the Milosevic era as a result of economic decline, a lack of investment, and the needs of a large refugee population.

Health care and social service personnel had few resources with which to work. Public infrastructure had seriously deteriorated due to the lack of investment and maintenance.

The flow of refugees and internally displaced persons strained Serbia's already inadequate and deteriorated public services. The ability of public institutions and communities to provide adequate services for the thousands of refugees and internally displaced people in Serbia was very limited.

In the 1980s, Yugoslavia's industrial and agricultural sectors were considered to be among the most sophisticated in Eastern Europe. Although these sectors still had significant assets, they needed to be revitalized. Until family incomes could rebound, and refugees integrated into society, there was a need for broad-based socio-economic development support. Given Serbia's rich natural and human resources, community mobilization to engage citizens in improving their quality of life offered a promising opportunity to build on the democratic revolution in Serbia and create momentum for locally-based social and economic development.

II.2. Methodology

II.2.1. The ADF Team

America's Development Foundation brought together a consortium of highly experienced and capable organizations to implement the CRDA Program. As the prime contractor, ADF was responsible for the overall management and execution of the CRDA Program. The ADF Team included the University of Delaware-FLAG International (UD/FI), Arbeiter Samariter Bund Deutschland (ASB), G17 Plus and the International Executive Service Corps (IESC). As subcontractors to ADF, these organizations made important contributions in the following areas.

- **Arbeiter Samariter Bund Deutschland (ASB)** provided assistance and support in development of CRDA's infrastructure development activities.
- **FLAG International/University of Delaware** (later FLAG International) provided assistance and support for CRDA's agricultural development activities.
- **G17 Plus NGO** through June 2002 provided assistance and support for CRDA community mobilization activities.
- **International Executive Service Corps (IESC)** provided consultants for CRDA agricultural and economic development activities.

II.2.2. Program Design

ADF's project design incorporated lessons learned from its decades of experience implementing similar community mobilization, capacity building and development projects in post-conflict situations around the world. The program design begins with a series of community-based meetings in selected communities to explain the program and engage community members. This first step is followed by organization of community action groups and community development communities. After capacity building and training interventions, ADF implemented a grants competition program that provided resources to community groups to implement projects responding to priorities of the communities. This design was sufficiently flexible to permit ADF to be responsive to specific needs of different communities, while also allowing for standardization of approach and management of program activities.

The following sections provide additional detail on the program design and how it was implemented.

II.2.3. Selection of Municipalities and Communities / Geographical Coverage

Initial selection of municipalities and communities

ADF selected, with USAID's approval, the Autonomous Province of Vojvodina in the north of Serbia as its area of responsibility (AoR) for implementing the CRDA program.

The Vojvodina region's economy is primarily agricultural with a few major urban centers having a mixed economy. Accordingly, ADF sought to include municipalities that represented the varied characteristics of the region, provided coverage in terms of population size and cultural diversity, and covered the entire region.

The selection process resulted in a very strong foundation for community and economic development activities. In order to have significant outreach, the five largest municipalities were included in ADF's initial selection of ten municipalities, thereby providing "anchors" for a range of economic activities. In addition, by selecting key urban centers, ADF provided a framework for regional / sectoral clustering.

In consultation with local leadership, ADF identified approximately 120 local communities or Mesna Zajednicas as potential areas to work in the selected municipalities. As part of the final selection process, a survey was carried out in all the communities through which information was gathered such as demographic data; the availability of services, local resources, economic initiatives, and donor programs; the level of community cohesion and cooperation; and willingness exhibited to participate in a development program. The data collection involved meetings with municipal and MZ local community authorities and other local representatives to gather key information.

The selection of communities was based on established criteria and the commitment and leadership of local elected officials. In Vojvodina, the 10 municipalities and their selected communities constituted the basic building blocks for community, social, and economic development. The initial group of 60 local communities was expanded late in 2001 to 65 by adding Indjija as the eleventh municipality.

Inclusion of other municipalities and communities

During project implementation as noted below, three other municipalities were added bringing the number to 14 municipalities in Vojvodina. Also, 12 municipalities were added from Eastern Serbia. Thus, ADF's Area of Responsibility covered 26 municipalities with a total population of over 2.3 million people.

Refugee Earmark

Early in 2003, with increased USAID emphasis on activities assisting the refugee and IDP populations, Stara Pazova municipality was added with a cluster of communities. This municipality, along with Indjija, Novi Sad, and Sombor, had the highest percentage of refugees in its population. Simultaneously, Adice and Klisa urban communities in Novi Sad were also included in the program, as they also had an extremely high proportion of refugees (8-10%).

Expansion of CRDA in Vojvodina and to Eastern Serbia

In 2004, building upon ADF CRDA successful work in Vojvodina, USAID requested ADF to extend its CRDA program to economically disadvantaged municipalities in Eastern Serbia. As the additions in Eastern Serbia came later in the ADF CRDA program when more efforts were on the municipal level both in terms of civil sector capacity building and project priorities, the inclusion was not done at the community level but rather at the municipal level. The 12 Eastern Serbia municipalities added to the ADF CRDA portfolio included the following: Bor, Despotovac, Golubac, Kladovo, Kucevo, Majdanpek, Malo Crnice, Negotin, Petrovac, Veliko Gradiste, Zabari, and Zagubica.

Also, with the two municipalities of Irig and Novi Knezevac added to the ADF CRDA portfolio in Vojvodina, the 14 municipalities in that region then consisted of Backa Topola, Becej, Indjija, Irig, Kikinda, Novi Knezevac, Novi Sad, Pancevo, Sombor, Stara Pazova, Subotica, Vrsac, Vrbas, and Zrenjanin.

II.2.4. Community Mobilization

Community mobilization was the first key step in reaching out to and engaging communities in the CRDA project. To ensure consistency and effectiveness of its efforts, ADF provided extensive community organizing and mobilizing skills training to its staff of Community Mobilization Specialists (CMS). Once the training was completed, specialists met with local groups as well as formal and informal community leaders both to gather needed information and give information about the CRDA program, its orientation, approaches, and the role the community would play.

Mayors and local government representatives were encouraged to participate and support the community projects to be designed and developed by the citizens as stakeholders in the community.

The Program was announced in local newspapers and other media to make citizens aware of the CRDA program and to solicit active citizen involvement. Citizens of participating MZs were urged to attend community meetings when they were announced, and to develop project proposals in one of the four pillar project categories: civil works, civic participation, economic development and the environment.

As part of the effort to build mutual trust between citizens and local government, ADF convened a meeting of all municipal leaders and the chairperson of each community group in Novi Sad in November 2001. Certificates of Cooperation were distributed to each municipality representative as a symbol of their pledge to work with their constituents to address salient problems in communities.

Such efforts to re-link communities to local governments also served to establish a framework for obtaining matching funding for projects, securing permits and licenses, and build future cross-sector partnerships.

Impressions from the first OCM in a village of 350 inhabitants in 2001 as recounted by ADF staff Vesna Stojanovic, community mobilization specialist:

“We entered Poljanice at dusk. The citizens looked at us with distrust. We were the first ‘foreigners’ ever in their village. I started to present our Program, and for the first time I could not establish contact with the people, I tried to animate them by asking questions, but few responded...

“The meeting ended. As we were packing, we started an informal conversation with the locals. I asked the MZ president why some women had not responded to any of my questions. He said that they could not speak Serbian. They were Hungarians. I asked somebody to help me with the translation. Suddenly everybody gathered around us, and it was like a second meeting had started.

“They explained that they did not say anything because they were afraid that their co-villagers could get angry with them and that the village would not get any money.

“I asked the two women if they read our material in Hungarian. They told me they were both illiterate. And then one woman gave me an answer that encouraged me:

“It doesn’t matter what language you speak, I can see that you have the good will to help us. Others will tell me what you said today and my granddaughter will read me the material you gave us.”

Town hall meetings / open citizen meetings

As part of community outreach, ADF CRDA community mobilization staff convened town hall or open citizens meetings (OCM) in all its selected communities in the municipalities.

These meetings had three purposes:

- Present the CRDA program and inform the community about the benefits of participation as well as the community’s responsibilities if they participated;
- Identify community priorities as potential investments in the categories of social and economic infrastructure, civic participation, economic development, and environment improvements;
- Elect a representative committee – taking into consideration such factors as ethnicity, gender, and age – and empower it to work with CRDA on developing the nominated project(s) and serving as the community’s continuing representative.

Community mobilization staff developed guidelines for committee representation to obtain appropriate representation and balance of the community’s gender, ethnic, age, and socio-economic make-up. These guidelines were based upon a comprehensive analysis of each community’s composition.

In the initial phase, 65 OCMs were held with participation of around 3,500 people. Participation increased exponentially, so that there were frequently as many as 400 people attending each OCM. Throughout program implementation, about 400 open citizens meetings were held with an attendance of over 37,000 citizens.

Project identification, development, and implementation

Throughout CRDA’s implementation, open citizens meetings were the primary mechanism for project identification. Priority projects were identified by citizens in the open citizens meetings and through the work of community committees. Community members, in a process facilitated by ADF, identified a list of potential projects to be reviewed for development and submission. Communities were advised to take into consideration the project idea’s feasibility and implementation constraints, as well as budget limitations and mandatory local matching.

Community Priorities and Responsibilities

In the open citizens meetings, after presentation of project ideas by community representatives, the citizens voted by hand or other methods such as placing dots-stickers next to proposed project ideas to identify the community priorities.



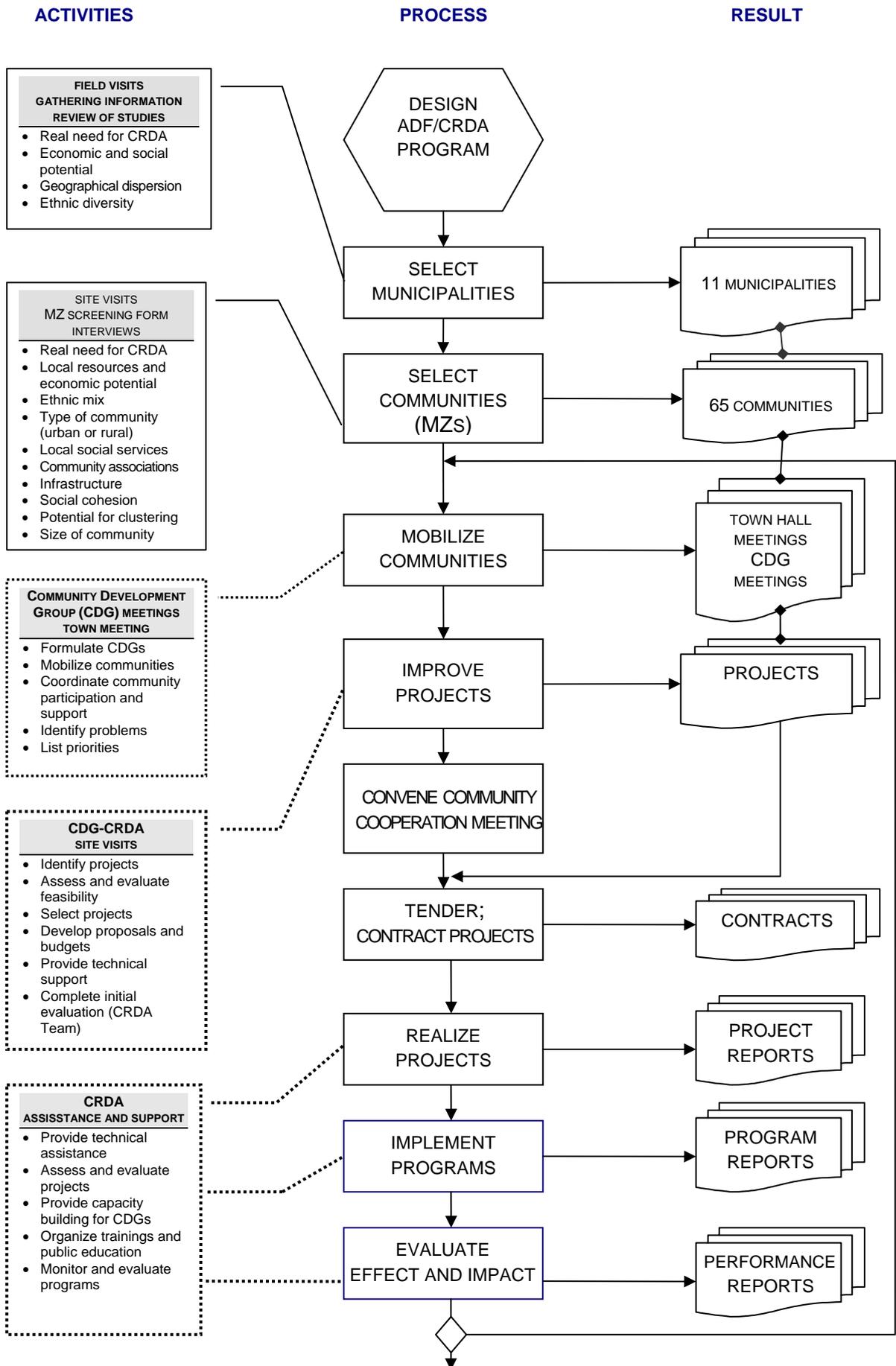
The ways of work in CRDA implied democratic processes in proposing and selection of priority projects according to certain criteria:

- Degree to which the project will result in concrete and significant improvements in local conditions;
- The number of people who will benefit directly or indirectly;
- Degree to which the proposed project will contribute to the intended results and impact of the CRDA-E program;
- Degree to which the proposed project contributes to improving other local conditions in the community (e.g. repaired electrical grid that contributes to increased income generation possibilities and improved water delivery);
- Feasibility, cost-benefit ratio, and technical soundness of the intervention;
- Degree to which the project will have a neutral or positive environmental impact;
- Level of local or other resources to be mobilized as matching resources; and
- Sustainability of the intended results of the project and the degree to which a sustainability plan and associated resources are in place.

Following the identification of community priorities and decisions on project feasibility, communities further developed projects with assistance from ADF CRDA field staff. Community committees used required standardized project proposals to capture essential information including cash and in-kind matching, beneficiaries to be served, and planned results. It was often the community's role to ensure that all needed permits were obtained prior to approval.

A community's nominated project was further defined and screened according to ADF CRDA program criteria prior to its official submission for review and approval. Many of the projects proposed for funding required time for technical/engineering review and clarification of budget line items.

The project approval process was followed by signing of a project agreement with the community committees and project beneficiary.



Community Development Groups

Community Development Groups (CDGs) were established during open citizens meetings. CDG members were elected by fellow citizens. The CDGs took on several key roles and responsibilities:

- **Informing the community of project activity** CDGs held public meetings to inform their community of projects that were about to take place and which priority needs these projects addressed.
- **Mobilizing local resources** CDGs ensured that planned human and material local resources are invested at the appropriate time.
- **Facilitating public transparency and accountability** Transparency of procurement actions is key to build and maintain public confidence in government. Files were maintained on each project which were available for public scrutiny. These files included information on the proposal review and all associated procurement. CDGs also were accountable for their actions to their communities. Two way communication and respect between CDG members and their community/constituents led to a strong feeling of community ownership and engagement, crucial to increasing citizen participation and increasing understanding of democratic principles.
- **Serving as partners and community representatives with CRDA technical staff** CDGs regularly met with CRDA technical staff and the approved project activity staff to monitor project implementation, results and impact.

Clustering as an approach

In Year Two, increased emphasis was placed on clustering as a strategic move from community to municipal level programming. The reasons for this change included both a programmatic need to obtain increased leveraging of funds, and increasing inter-community cooperation and promoting regional economic development.

ADF bolstered clustering and more comprehensive citizen participation by organizing Citizens Advisory Groups (CAGs) for each municipality. CAG members received extensive advocacy training so they could represent and advocate for the needs and interests of all the communities in their municipalities. Citizens Advisory Groups, along with cluster committees, ultimately formed the core for ADF's organization of Community Development Associations as sustainable organizations in the municipalities.

Program change – CRDA becomes CRDA-E

In 2004, based on a shift in U.S. priorities in Serbia, USAID requested that all its CRDA implementing partners in Serbia focus their programs only on promoting economic growth and job creation. Thus, the CRDA program became the CRDA-E program. This was a natural and easy transition for ADF based on its prior CRDA work in Serbia.

II.2.5. Public outreach and education

Promoting Public Education and Partnership between the American and Serbian People



Public information and education activities focused on increasing CRDA visibility, promoting partnership between the American people and citizens of Serbia, and fostering democratic values and practices. This was achieved through public events and media reports crediting the American people for assisting democratic development in Serbia through the CRDA program.



Public education efforts were fostered through cooperation and synergy with other USAID CRDA implementing partners. ADF cooperated with the national, regional, and local media as well as CRDA community committee members and partnered with local authorities.



The range of public events included annual open citizens' meetings held in each community; MoU signing ceremonies; official openings and project inaugurations attended by representatives of local authorities and by senior USAID and US Embassy officials when schedules permitted; public budget hearings; press conferences; project promotional conferences; trainings; bank fairs; and media promotion tours.



One of the most significant public awareness campaigns was a CRDA country-wide FPRH campaign that included promotional videos broadcast nationwide, educational material (leaflets and similar handouts), and promotional posters.



CRDA public events and projects were well covered by the national media. The largest public events organized by ADF within CRDA were its Ethno Festivals attended by thousands of people every year. The festival in Novi Sad annually attracted 25,000 participants and visitors. Each year, the Festival was followed by a media campaign that included press conferences, promotional radio jingles and TV videos, billboards, posters, and leaflets.

Apart from public events, ADF produced numerous publications such as success stories for USAID publications, and press releases. Other campaign activities included printing posters, brochures, leaflets, and T-shirts.

The CRDA program was also promoted through the official USAID and ADF CRDA websites, as well as through the websites of all ADF CRDA Community Development Associations.

Capacity building on public information work within CRDA was provided to community members through various trainings.

II.2.6. Monitoring and Evaluation

The CRDA program was implemented under USAID's Strategic Objective 2.1 "Increased, better informed citizens' participation in political and economic decision-making". The CRDA program contributed to the achievements of SO 2.1 as specified by SO Indicator 1: Percent of population in CRDA communities that participate in CRDA civil society activities; and addressed the intermediate results (IR) 2.1.1. (Citizens improve their living conditions through participation in community development committees) and 2.1.4 (Broadened minority participation in the political process and decision-making).

ADF developed its own **Performance Measurement Plan** (PMP) and tools for the CRDA Program. The PMP was developed to encompass performance measurement at three levels: strategic level (related to SO 2.1); program level (related to both CRDA I.R. 2.1.1 and I.R. 2.1.4. and other I.R. 2.1.2 and I.R. 2.1.3); as well as additional program level performance measurements specific to the CRDA program implemented by ADF. The PMP stated the referenced performance indicator, its definition and unit of measurement, data source, method/approach and tools of data collection, frequency of measurement, and persons responsible for the data collection. ADF utilized a participatory approach in the monitoring of program activities and results that engaged ADF staff, beneficiaries, and project partners. ADF was requested by USAID in 2003 to present its approach as a model for all the other USAID CRDA implementing partners to follow.

Performance measurement tools were utilized for semi-annual data collection on performance regarding committees, community development centers, and economic development. Performance measurement tools were adjusted and upgraded during the course of the Program to reflect programmatic changes.

As part of the project review process, each community project had to have a **project monitoring plan**, based on a logical framework. The monitoring plans as well as related project final evaluations included activities (inputs and processes) and objectives (outputs, outcomes, and results).

ADF utilized the USAID CRDA joint database called PRS (project reporting system) for its required (online) reporting to USAID.

In the final years of the CRDA-E program, additional databases were developed to monitor project implementation and close-out. These included ADF databases for tracking project budgets and implementation as well as a database tracking project close-out.

III. PROGRAM PROGRESS AND ACHIEVEMENTS

III.1. Agriculture Sector Development



A key goal of the ADF CRDA Program was to improve agricultural production, sales and income to farmers. The agricultural sector in Serbia was weak and inefficient. Small and mid-sized farmers relied on outdated production methods, were unable to produce sufficient and reliable harvests, lost significant amounts of production due to post-harvest losses, and lacked access to credit,

Initially, ADF focused on organizing farmers into legally-constituted economically self-sustaining cooperatives that provided competitive advantages to local producers, including better technology, improved sales terms, increased market access, and increased access to investment credit. Much of ADF's early support focused on training and technical assistance in modern production practices and cooperative management.

Afterwards, ADF capitalized on the achievements of this approach to link together successful cooperatives to form regional marketing federations that could more effectively address problems impeding their development of markets. These efforts resulted in increased sales and employment in farming communities.

CRDA resources were leveraged through joint initiatives with other donors and commercial institutions, as well as the contributions of project beneficiaries.

Total project cost:
\$13,265,056

Number of projects: 152

Total USAID funds:
\$3,839,192
(29% of total project cost)

Average USAID funds:
\$25,258

(Average CRDA USAID project investment: \$19,418)

Total cost share:
\$9,425,864.25 *(71% of total project cost)*

Source of cost share:
Farmer members, training participants, EAR, private companies, national government

Beneficiaries: 41,838
(multiple-counting)

A \$16,506,304 increase in agricultural sales was reported for the CRDA-assisted 28 associations, 65 cooperatives, and 9 federations.

III.1.1. Organization of Farmer Associations and Cooperatives to Improve Rural Livelihoods

FROM INDIVIDUAL FARMERS TO SPECIALIZED ORGANIZATIONS

To systematically alleviate problems in production and productivity, ADF CRDA developed an approach that emphasized collective action on the part of farmers in order to address mutual problems and accelerate income growth. ADF CRDA assistance programs concentrated on the development and strengthening of voluntary, sustainable, profit-oriented farmer associations and cooperatives.

By bringing small-scale farmers together to work towards common goals and issues of mutual interest, producer groups were able to capitalize on economies of scale in production methodologies, invest in larger scale value-creation or cost-reduction equipment, and increase production levels. ADF CRDA assisted producer groups through the establishment of sustainable market linkages for key farm products, the provision of business-oriented skills development training, the capitalization of newly established producer groups, and increased access to credit. The aim was to encourage greater productivity in production and marketing through resource-efficient production methodologies and a shift to higher value-added products.

ADF CRDA focused on organizing farm groups into viable trade associations and cooperatives, and to upgrading their production and marketing. Having received training in modern business practices and community participation, the newly-formed farmer groups voted on their priorities, prepared proposals to present to CRDA, and received support to purchase improved production equipment. As with all specific projects, a matching contribution of labor, other in-kind goods or services, and cash outlays was required from the farmers and cooperatives.

Specific interventions helped overcome existing constraints and improve production and productivity for small farmers organized into specialized clusters. Assessments were conducted to build on this success in the dairy, livestock (pork, beef, sheep, and goats), fruits, vegetables, honey, sheep, goat, snails, mushrooms, spices, and other important product groupings and marketing clusters. The assessments used a systematic approach to identifying, prioritizing and devising technical assistance intervention strategies to address production, processing, marketing, and financing constraints to farm product competitiveness.

ADF CRDA farmer association and, more importantly, cooperative activities achieved the following over the life of the CRDA program in the product groupings mentioned above:

- ADF CRDA provided assistance to more than 90 agricultural associations and cooperatives with more than 1,800 members. The assistance included development of bylaws, foundation charters and registration.

Constraints on individual farmers included:

- Lack of awareness of the increased profit margins farmers can gain from working together;
- High production costs;
- Inconsistent quality levels;
- Limited opportunities to market farmers' products to regional wholesalers and processors;
- Lack of awareness of the quality control standards required by domestic and foreign buyers;
- Limited access to modern technology to add value to farmers' products in order to gain access to foreign as well as domestic markets;
- Insufficient quantity of products to satisfy the demand of secure buyers;
- Lack of working capital available to make investments in new technology in order to increase production capacities;
- Lack of awareness of the commercial financing opportunities available to farmers for primary agricultural production;
- Marginalized income from agricultural production due to lack of specialization and state-of-the-art equipment.



Packaging lettuce in boxes for local greenmarket in Ridjica

- Farmers' production capacity increased through CRDA provision of modern production and processing equipment including greenhouses, irrigation systems, milking machines, and packing/wrapping equipment. Cold storage facilities and weighbridges were also constructed. (See sections on specific sectors for more details.)
- In addition to education and on-farm training in production technologies, plant protection, marketing, branding, management, and certification, CRDA also provided assistance to members of associations and cooperatives in obtaining bank credit (see section on rural credit.)
- ADF CRDA financial assistance was matched by farmers' contributions consisting of investments in production equipment and raw materials, or providing cash matching for joint purchases. Farmers also contributed toward cooperative registration costs as well as training, agricultural fair participation, and study tour fees.
- By making bulk purchases of raw materials at wholesale prices, farmers reduced production costs.
- ADF CRDA financial support for larger scale value-creation or cost-reduction equipment enabled increased production levels as well as market opportunities and negotiating power. Many farmers used these opportunities to sign forward sales contracts, which in turn resulted in increased sales, greater revenues, and increased markets for higher value-added products.
- Many farmers' organizations also increased their membership levels and the number of subcontractors.



"With USAID'S CRDA-E program support, we established a flower producer's association in Veliko Gradiste that has 15 members from the region. USAID's assistance enabled all of us to produce a sufficient quantity of high quality flowers on a consistent basis to secure market for our products. The association is now selling a variety of flowers to the Belgrade Airport and Bio Dekor Company. Moreover, we established a modern flower production program which helped us to increase income and job opportunities for our families. We are also able to apply for favorable loans at the Ministry of Agriculture in order to expand production capacities" – says Dusan Stankovic, association manager.

ADF worked with the Food and Agricultural Organization (FAO) to prepare specialized brochures on farmers' organizations and marketing which were distributed to a wide audience at seminars held to introduce and promote the idea of joining into modern cooperatives. Promotional materials were distributed to promote modern farm organization principles.

Specialized farm magazines included feature stories on ADF CRDA supported cooperatives to promote the idea of modern cooperatives and benefits for farmer members, as well as to improve public information on American assistance to economic development in the region through the CRDA program.

Managers and members of cooperatives were given coaching to present their experiences to a country-wide audience through national media, and radio and TV jingles and slogans were used to spread the word about CRDA assistance to modern cooperatives.

Agricultural associations and cooperatives by geographical area

More than 80% of the cooperatives and farmer associations organized and/or supported by ADF were based in Vojvodina, the “breadbasket” of Serbia (see figure below). When ADF CRDA-E started working in 12 municipalities in Eastern Serbia in 2004, it assisted cooperatives and farm associations in vegetable production, dairy farmers, hog production, flower production, pumpkin seeds/field crop producers, and fruit production. The breakdown of CRDA-E supported cooperatives and agricultural associations from the ADF AoR by region and sector is given below.¹



Capacity Building for Agricultural Associations

Figure 1. CRDA-assisted agricultural cooperatives (LEFT) and associations (RIGHT) in Vojvodina and Eastern Serbia

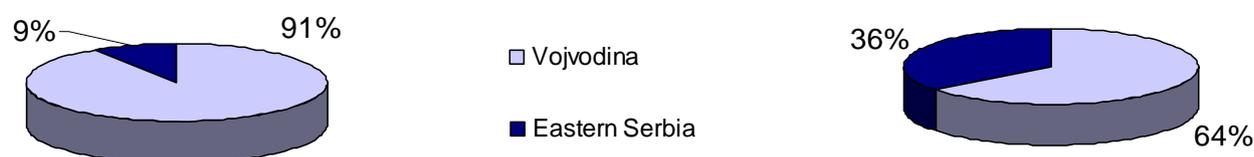


Table 3 . Associations and cooperatives by sector and region

Sector	# of Associations			# of Cooperatives			Total
	Vojvodina	Eastern Serbia	Subtotal	Vojvodina	Eastern Serbia	Subtotal	
vegetables	10	2	12	15	1	16	28
dairy	4	1	5	9	0	9	14
hogs	1	0	1	6	3	9	10
fruit	1	0	1	7	1	8	9
honey	0	5	5	3	0	3	8
mushrooms	0	0	0	3	1	4	4
crops	0	0	0	4	0	4	4
herbs	1	0	1	2	0	2	3
snail	0	0	0	2	0	2	2
pumpkin seed	0	1	1	1	0	1	2
sheep	1	0	1	1	0	1	2
rabbit	0	0	0	2	0	2	2
goat	0	0	0	2	0	2	2
flower	0	1	1	0	0	0	1
fish	0	0	0	1	0	1	1
chinchilla	0	0	0	1	0	1	1
Subtotal	18	10	28	59	6	65	93

¹ The numbers refer to such cooperatives and associations that received more direct assistance through the CRDA-E Program. In addition, other cooperatives and associations also benefited from the Program through activities that include T&TA provision through business service providers as well as other assistance.

III.1.2. Organization of Marketing Federations

In addition to organizing and supporting the development of cooperatives, ADF CRDA provided assistance to cooperatives to organize marketing federations. Agricultural marketing federations were organized for associations of cooperatives to have a common approach to marketing, product branding and standardization. The specialized marketing federations were introduced as a vehicle to standardize processing for retail and wholesale markets and implement improved standards in product quality while reducing overall production costs. (See appendix for market-chain model – MCM.)

The federation framework empowered small- and mid-sized farmers, as well as the cooperatives to which they belong, to significantly improve their market position with higher volumes of quality products recognizable in the marketplace. At the same time, it provided a mechanism for capturing feedback for policy development that federations could communicate to policy makers. The emphasis on federation and marketing association development was a logical outgrowth of the cooperative development strategy that ADF CRDA successfully pursued.

Core principles that were embedded in this strategy included:

- Leveraging community development associations' and other ADF CRDA working groups' experience and outreach networks to identify groups of common interest and to facilitate the design of projects with groups of farmers, farmer organizations, and others.
- Extending close coordination with local resource partners in mobilizing local training and technical assistance resources for the design and delivery of projects to support the development of an institutional infrastructure that will promote agribusiness development.
- Building on achievements in collaborating closely with foreign donors, other CRDA implementers, and other US Government sponsored activities as well as with the Serbian Ministry of Agriculture and other resources to achieve maximum leveraging of development resources.
- Building upon the outreach initiatives to women, refugees, youth and other special groups to increase their ability to become economically active, including joining established CRDA cooperatives.
- Continuous focus on direct contracting and forward contracting as critical components of increasing market access and improving sales terms. Promoting contractual relationships also worked to promote stabilization of the agricultural market by promoting a regular business transaction environment. By facilitating ways to move farm products directly to local



Jointly laying the foundation of the future distribution center

"We believe that with the completion of the distribution center and our partnering cooperative from Kikinda municipality, we'll have managerial and production capacity essential to compete in market. So far, we've been selling individually and in small volumes. Now, with new assets, we have broader perspective and we can be considered serious partner for supermarket chains like Merkator, Delta, Univerexport" – says Agrologic Federation's manager Petar Mojzes.



AGROCOOPERATIVA from Horgos, member of Agrologic federation, cost shared with CRDA program to invest in construction of a distribution center, finalized in 2007, through preferential loan arrangements which were used to increase the membership fee from \$200 to \$5,000. The cooperative is included in the Serbian Ministry of Agriculture's program for HACCP standardization.

markets, farmer income was stabilized and on-farm employment was increased.

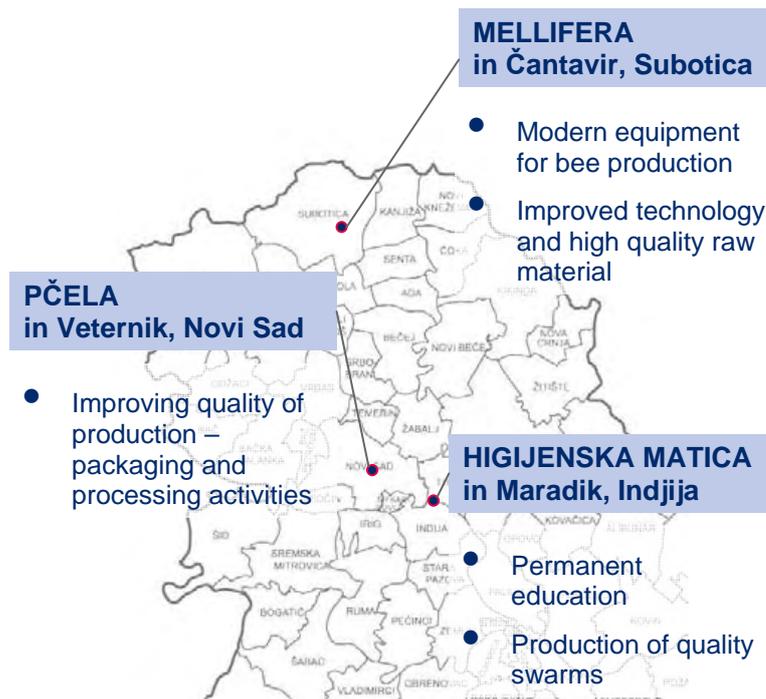
- Continued demand-driven selection of farmer organizations utilizing a proven and systematic approach for identifying, prioritizing and delivering technical assistance and intervention strategies to address production, marketing, and financing constraints.
- Mobilizing and developing agricultural cooperatives to advocate and implement economic policy reforms. ADF CRDA supported organizations advocated for economic reform initiatives and provided input into the policy-making process.

By the end of the ADF CRDA-E program, 9 marketing federations were established and registered (see table to the right). Additionally ADF CRDA assisted bringing together snail producers and processors, goat producers, sheep producers, medical and aromatic herb producers, as well as grain farmers. A horticultural federation of federations also was initiated.

Table 4. CRDA-E agricultural federations

Sector	#	Federation
vegetables	1	AGROLOGIC
	2	POVRTARSKA UNIJA
	3	ZELENO POLJE
dairy / beef	4	BANAT
	5	BANMLEK
fruit	6	FRUIT LAND
honey	7	VOJVODJANSKA PČELA
mushroom	8	PECURKA
pork	9	UZGAJIVACI SVINJA

Within a marketing federation as a cluster, each member organization can provide complimentary strengths. As examples, within the CRDA-supported Vojvodjanska Pčela Honey Producers' Federation, Mellifera cooperative from North Backa region through its modern equipment for bee production and improved technology and high quality raw material; Higijenska Matica cooperative from Srem region through providing permanent education and production of quality swarms; and Pčela cooperative from South Backa region through improving quality of production through packaging and processing activities.



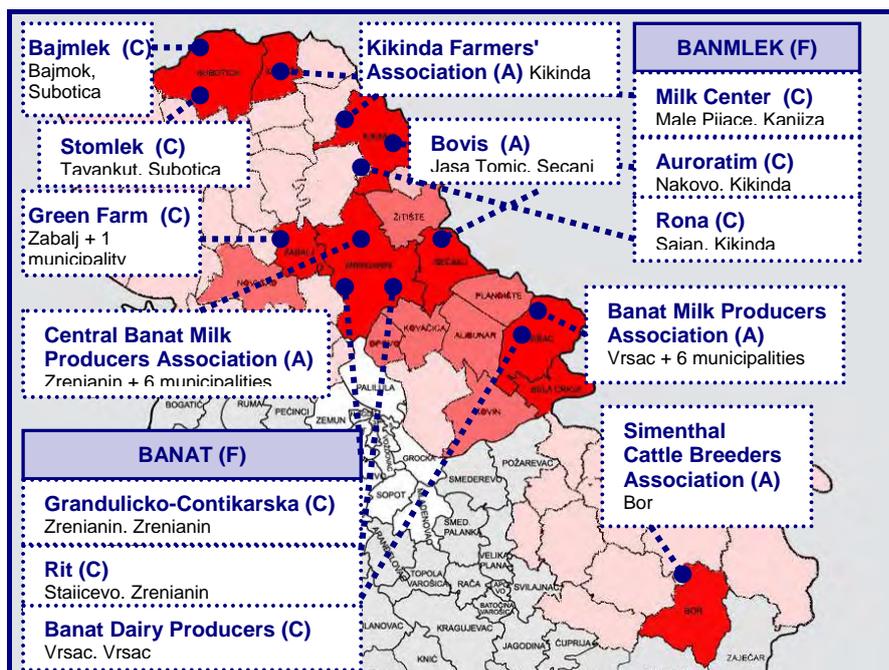
III.1.3. Agricultural Assistance by Sector

Dairy and Beef Production

ADF CRDA assistance in dairy and beef production was provided to 5 associations, 9 cooperatives, and 2 federations. The equipment and other resources that ADF CRDA procured for dairy and beef projects included the following: lacto freezers, milking machines, portable pneumatic cold fogging units, beta lactam test kits, milk storage and cooling tanks, milk volume measurement scales, milk quality measurement devices, micro-antibiotic detection device, acidity measurement devices, manure loading machine, round baler and round bale wrapper, silage harvester, non-iodine teat dip, tractor and a mix trailer, drilling cultivation machines, four-row planting machine, baling machines, collecting machines, rotating cutting machines, soil cultivator, corn shelling machine, rotating plough and disk tilling machine, livestock feed mixing technology and feed concentrate, and IT equipment.

ADF CRDA assisted in the establishment of two marketing federations of 6 dairy and beef cooperatives. The farmers benefited from technical assistance as well as ADF CRDA importation of U.S. Holstein genetics and EU cattle. ADF also helped the cooperatives purchase needed equipment for the dairy industry.

Map 1. CRDA-assisted dairy/beef associations (A), cooperatives (C), and federations (F)



The ADF CRDA cooperatives successfully secured forward sales contracts with major regional dairies such as Imlek, Vrsacka Mlekara, Zrenjaninska Mlekara, Suboticka Mlekara, local dairies on the rise such as Sajan Mlekara; and meat processors (DOO Kolbis Novi Sad and IMGD Golija, Vinca).

Additionally, Banat Dairy Federation members established a laboratory and support center to improve genetics and monitor milk quality.

Total project cost:
\$2,933,674

Number of projects: 18

Total USAID funds:
\$760,291 (26% of total project cost)

Average USAID funds:
\$42,238 USD
(Average CRDA USAID project investment: \$19,418)

Total cost share:
\$2,173,383 (74% of total project cost)

Source of cost share:
Farmers, processors

Beneficiaries: 3,550
(multiple-counting not excluded)

Reported increase in ag sales: \$4,233,305

"I have been using the feed produced in our cooperative and I am more than satisfied with the results. Thanks to quality feed, the milk quantity has not been decreasing in winter;" –said Dobrinko Mihajlov cattle farmer from Margita in Vrsac



Dairy lab in Lukicevo

Hog Production

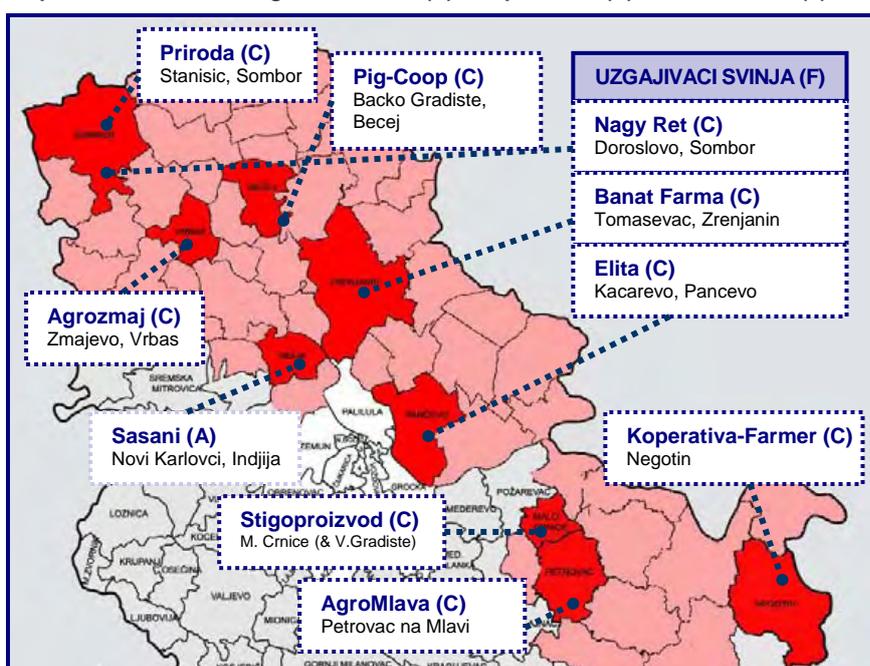
Assistance in hog production was provided to 1 farmer association, 9 cooperatives, and 1 marketing federation.

In addition to training, technical assistance was provided in registration, accessing credit and contracting. ADF CRDA funding support was utilized for the provision of equipment to improve production and increase sales. The equipment and other resources that ADF CRDA procured for hog farmers included ultrasound portable back fat scanners, loin muscle depth scanners, crates, feeder troughs, corn harvesters, corn shelling machines, livestock feed mixing machines, tractors, trailers, hay baling machine, solid waste collection units, mobile livestock scale, sow pregnancy detection apparatus, miscellaneous veterinarian equipment, and IT equipment.

The hog farmers' matching project resources consisted of investments in feeder pigs, sows, boars and gilts, crates, veterinary expenses, feed components, and livestock insurance.

ADF CRDA assisted in establishing and registering a regional hog marketing federation.

Map 2. CRDA-assisted hog associations (A), cooperatives (C), and federation (F)



Agro Mlava Hog Producers Cooperative from Petrovac na Mlavi

Total project cost:
\$1,320,410

Number of projects: 17

Total USAID funds:
\$309,485 (23% of total project cost)

Average USAID funds:
\$18,205
(Average CRDA USAID project investment: \$19,418)

Total cost share:
\$1,010,925 (77% of total project cost)

Source of cost share:
Farmers, processors

Beneficiaries: 1,527
(multiple-counting not excluded)

Reported increase in ag sales: \$2,020,160

CHALLENGES ENCOUNTERED

Low prices suffered in 2006 severely affected the domestic market, and farmers' reactions forced the Ministry of Agriculture to intervene in the market to buy up pig carcasses to support pig prices. Integration with slaughter houses was an aim of the program, but the slow pace of privatization of meat packing plants and the 90- 120 day terms of payment impeded further expansion. Nevertheless, the majority of CRDA-E groups continued to grow and have reached financial and operational sustainability, successfully paying off bank loans.

LESSONS LEARNED

After demonstrating excellent organizational and managerial skills and succeeding in selling their hogs to the strategic reserves fund in spite of the many fluctuations in the market prices of corn and hog feed, members of the hog federation have agreed to work more on a joint approach to the market and negotiations with slaughterhouses to be able to meet stringent quantity and quality requirements.

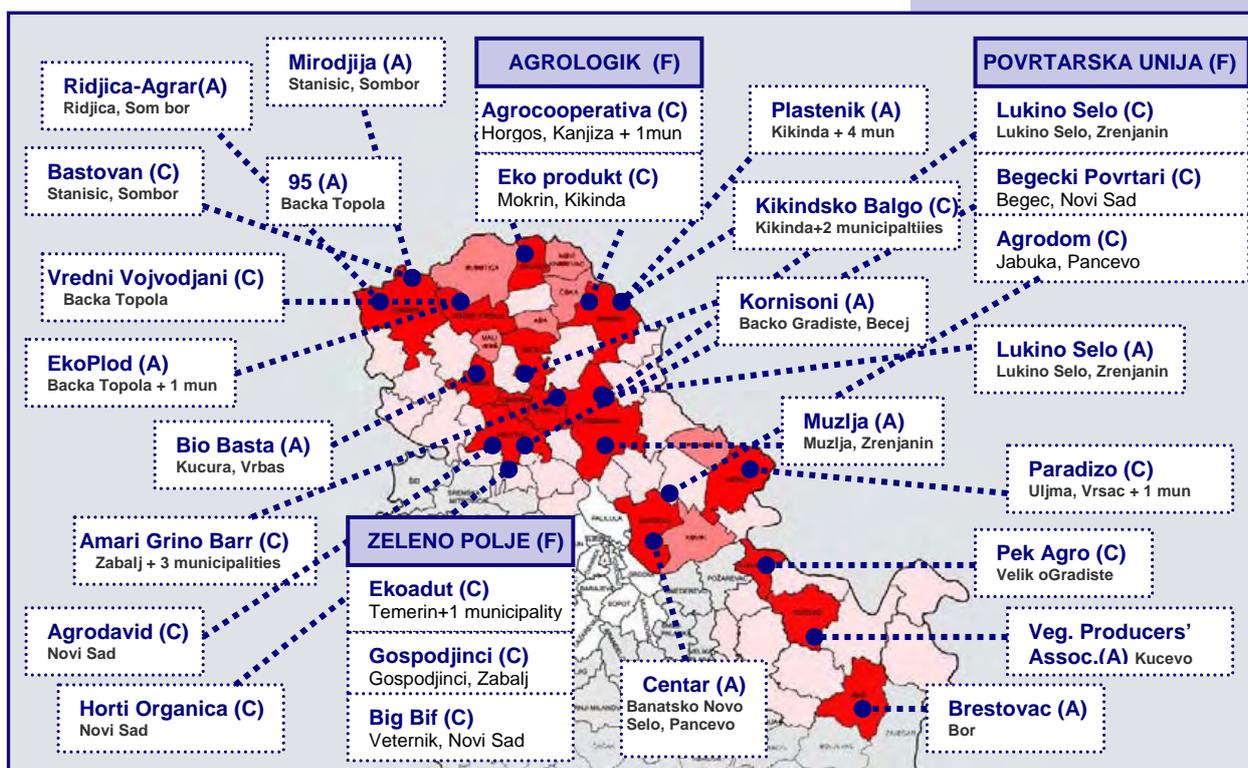
Vegetable Production

ADF CRDA provided assistance to 13 vegetable producer associations, 16 cooperatives, and 3 marketing federations. The equipment and other resources that ADF CRDA procured for vegetable producers' organizations included greenhouses, irrigation systems, tractors and other farm implements, seeds and fertilizer, soil cultivation machines, seedling planting machines, stakes, wire, nets, seedling containers, dryer, cold storage facility, foil covering machines, digital scales, generator, and IT equipment. ADF also provided assistance with farmer association registration, access to credit, contracting, as well as training.

ADF CRDA was successful in establishing three thriving regional vegetable marketing federations by integrating previously CRDA-supported cooperatives with the already existing and successful cooperatives in Begec and Gospodjinci. The federation members succeeded in expanding their production and negotiating better sales contracts from CRDA-E support for cold stores, packaging machines, branding, and direct sales to supermarket chains.



Map 3. CRDA-assisted vegetable associations (A), cooperatives (C), and federations (F)



Total project cost:
\$1,685,602

Number of projects: 29

Total USAID funds:
\$742,182 (44% of total project cost)

Average USAID funds:
\$25,592

(Average CRDA USAID project investment: \$19,418)

Total cost share:
\$943,420 (56% of total project cost)

Beneficiaries: 16,328
(multiple-counting not excluded)

LEFT:
Zeleno Polje Refugee Vegetable Federation members started providing specialized cold-store services and created a source of additional income and attracted new members to their cooperatives.

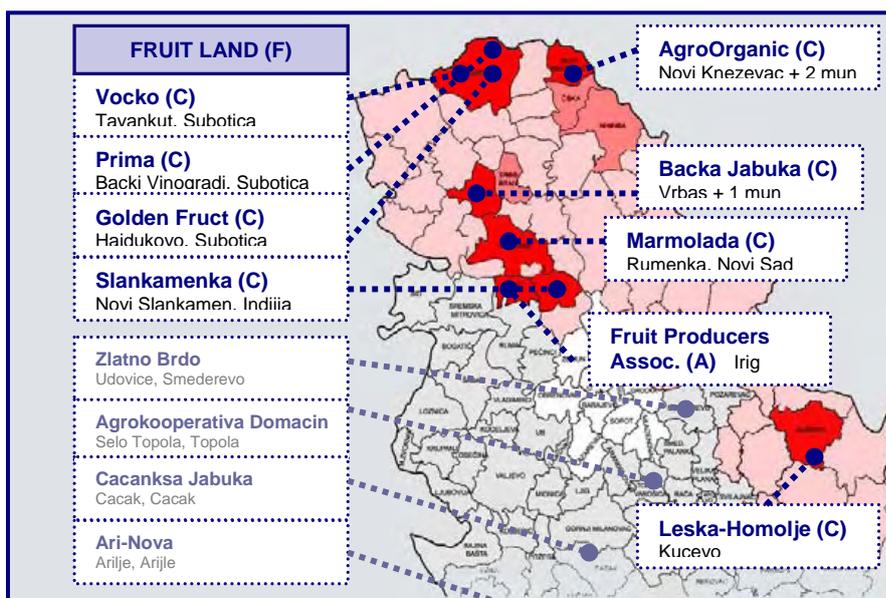
Fruit Production

ADF CRDA provided assistance to 1 fruit producers' association, 8 fruit production cooperatives, and 1 federation producing apples, peaches, cherries, plums, grapes, quince, strawberries, as well as hazelnut and other fruit.

In addition to technical assistance in registration of farmers organization, business planning and contracting as well as training, ADF CRDA provided equipment for improved production and value-added services. The equipment and other resources that procured for fruit producers included the following: forklifts, sorting and packaging equipment, cooling equipment, pallets, fertilizer slot placement machine, twig/branch mulch-producing machine, tractor, atomizers, sprinklers, and disk harrower machines.

Increased sales were achieved by farmers making investments in orchards, irrigation systems, production and value-added equipment, and renovations and expansion of storage facilities.

Map 4. CRDA-assisted fruit associations (A), cooperatives (C), and federation (F)



After participating in the agricultural fair in Novi Sad in 2006, fruit producers assisted by CRDA-E created links for the export of apples to Russia.

Also supported by MAWFM, SIEPA, USAID/SEDP, and GTZ, Fruitland participated at several international fairs. Following their joint presentation at the World Food fair in Moscow in 2006, the eight member cooperatives signed a contract for the export of 2,500 tons of apples valued at \$1,300,000. This federation was also one of the seven companies and organizations that were presented at Serbia's stand at the Fruit Logistica fair in Berlin in 2007 where new business contacts were established for further export opportunities. In June 2007, in addition to the export to Russia, Fruitland signed a contract for export of more than 100 tons of sour cherries to Hungary.

Total project cost:
\$1.772.155

Number of projects: 11

Total USAID funds:
\$314.219 (18% of total project cost)

Average USAID funds:
\$28.565
(Average CRDA USAID project investment: \$19,418)

Total cost share:
\$1.457.936 (82% of total project cost)

Beneficiaries: 1,786
(multiple-counting not excluded)

A \$4,564,711 increase in agricultural sales was reported.

"We are very grateful to USAID for the support provided through this project. The new equipment enables our Federation to improve its work. The period for measuring and loading the fruit is significantly shorter. And our buyers can get product and documentation in very short time." – said Igor Sipraga, the director of Prima fruit producers cooperative from Backi Vinograd.



One of the forklifts delivered by to the Fruit Marketing Federation

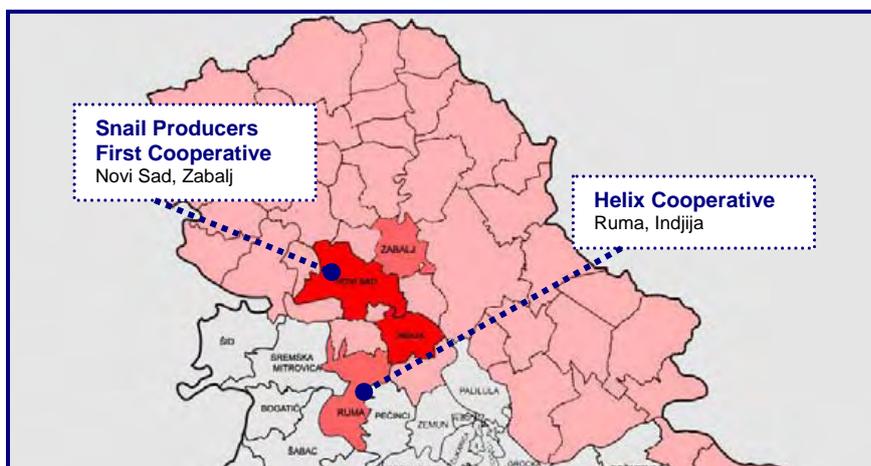


Members of Slankamenka Coop

Snail Production

Snail production was supported by ADF CRDA by the registration of two cooperatives in Vojvodina and the procurement of such project equipment as irrigation pumps, lawn mowers, sprinklers, synthetic fence, as well as IT and office equipment.

Map 5. CRDA-assisted snail cooperatives (C)



The Snail Producers First Cooperative’s “Model Farm” concept was successfully developed and contributed to bolstering snail production and the establishment of new snail farms.

Snail production processing equipment was provided to the Helix Cooperative. Also, collaborative relationships also were established with snail producers in other parts of Serbia.

Processing and packaging equipment enabled producers to package processed snails according to standards required by buyers in international markets and resulted in increased income from the sale of processed snails.

Both of these cooperatives have expanded their membership and now export snails to EU countries, mainly Italy and France.

Total project cost:
\$1,255,028

Number of projects: 10

Total USAID funds:
\$1,255,028 (20% of total project cost)

Average USAID funds:
\$25,440
(Average CRDA USAID project investment: \$19,418)

Total cost share:
\$1,000,628 (80% of total project cost)

Beneficiaries: 2,145
(multiple-counting not excluded)

\$186,095 increase in agricultural sales was reported.

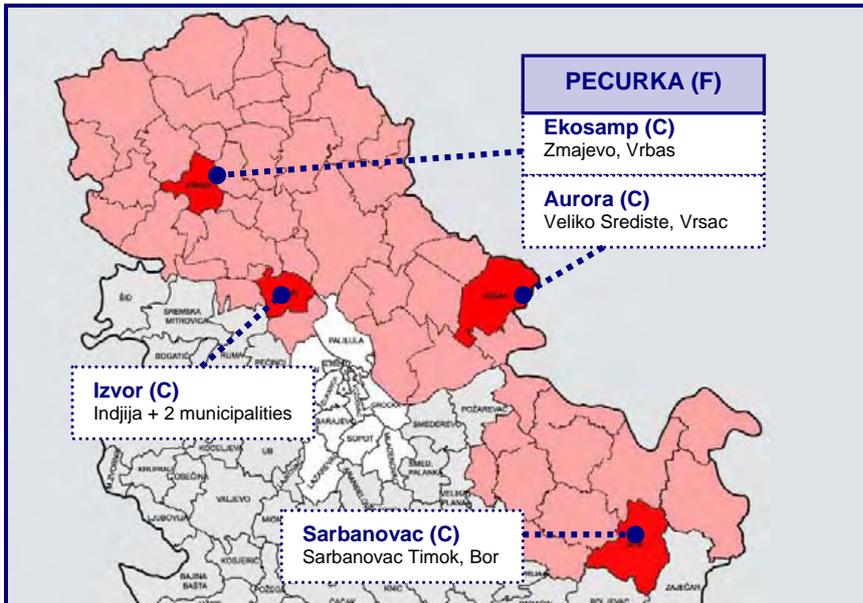


Helix cooperative

Mushroom Production

ADF CRDA provided training, technical and resources to 4 mushroom cooperatives and helped establish a mushroom marketing federation. Additionally, a training center with a mushroom production demonstration farm was established in Vrsac and special assistance was provided to refugees seeking to start their own mushroom business in the South Backa region.

Map 6. CRDA-assisted mushroom cooperatives (C) and federation (F)



Total project cost:
\$526,453

Number of projects: 8

Total USAID funds:
\$201,974 (38% of total project cost)

Average USAID funds:
\$25,247
(Average CRDA USAID project investment: \$19,418)

Total cost share:
\$324,479 (62% of total project cost)

Beneficiaries: 521
(multiple-counting not excluded)

\$491,812 increase in agricultural sales reported.



ADF CRDA assistance was provided to mushroom producers groups in Zmajevu and in Veliko Srediste to form a marketing federation in 2005. The federation's production capacity was increased by the project's procurement of cold storages, temperature-controlled greenhouses, packaging machines, scales, CO₂ measuring devices, and IT equipment.

Mushroom Federation members provided compost bags, containers used for manual packaging, and containers for automatic packaging machines. The Cooperatives obtained permits from relevant local government agencies to install and operate the equipment and become officially registered as a licensed mushroom processing plant.

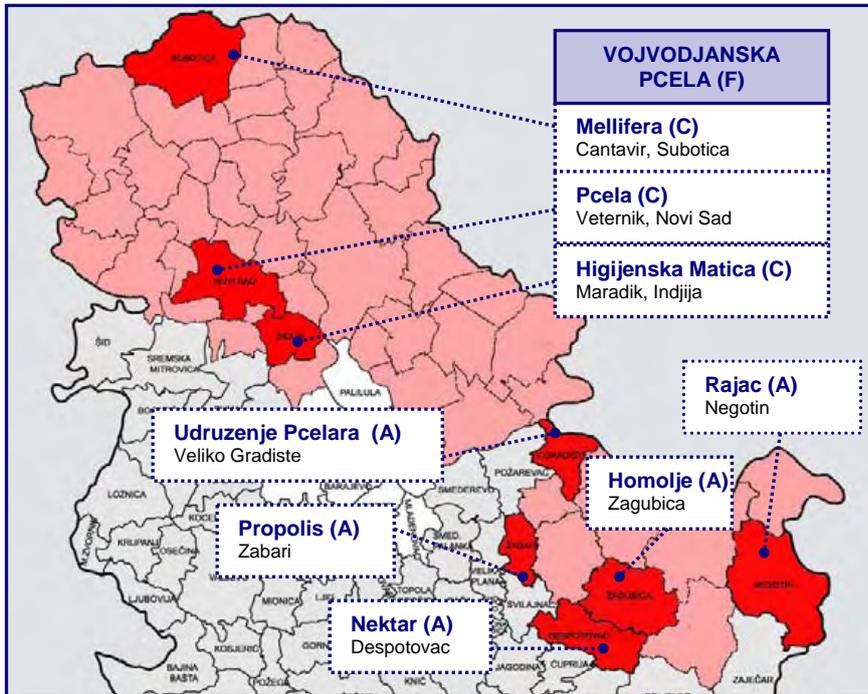


Ekosamp cooperative in Zmajevu

Honey Production

Assistance was provided to three honey production cooperatives in Vojvodina and to five associations in Eastern Serbia.

Map 7. CRDA-assisted honey associations (A), cooperatives (C), and federation (F)



Total project cost:
\$1,255,028

Number of projects: 10

Total USAID funds:
\$1,255,028 (20% of total project cost)

Average USAID funds:
\$25,440
(Average CRDA USAID project investment: \$19,418)

Total cost share:
\$1,000,628 (80% of total project cost)

Beneficiaries: 2,145
(multiple-counting not excluded)

\$438,835 increase in agricultural sales was reported.

In addition to training and technical assistance, ADF assisted the honey sector to procure beekeeping and honey production equipment including beehives, wood drying equipment, honey extractors and extraction stands, scales, pollen captors, machines for wax melting, machines for honey centrifuge, sugar milling, and septum production, quality control apparatus to process honey for members, as well as IT and other technical equipment. The cooperative members covered their membership and registration fees and provided swarms, wax, sugar for feed, medicine, beehives and components, timber, raw materials for honey production, and other elements. EAR also contributed to honey sector development.

ADF CRDA assisted honey producers from the three Vojvodina cooperatives to establish a Vojvodjanska Pcela Honey Producers Federation. Together, they increased honey quality by employing a centrifuging machine and improving the type of bee raised by working with new swarms. The Honey Producers Federation is marketing its improved quality by using new product quality labeling.



Arrival of equipment to Maradik

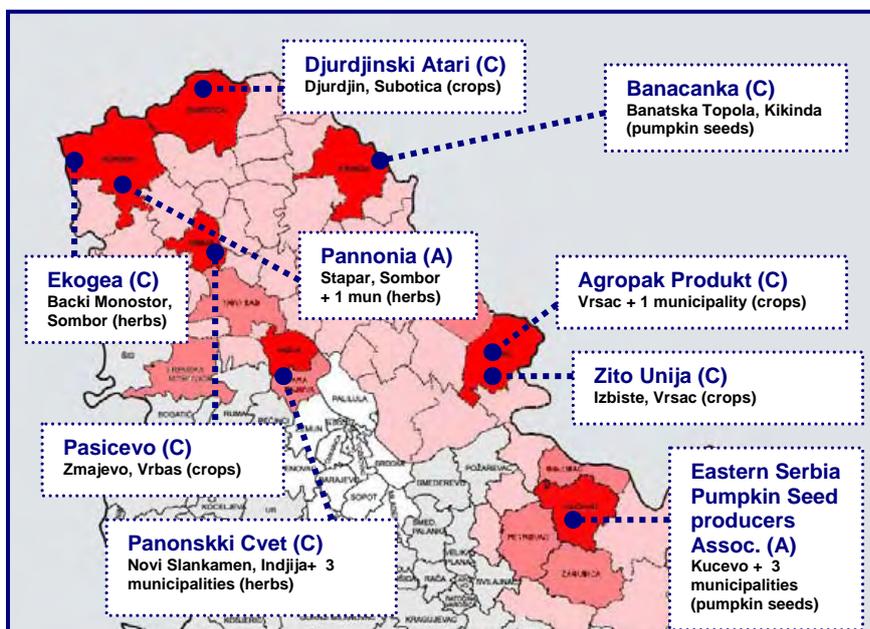


Beehives by Mellifera at Ag Fair

Medicinal Herbs, Crops, and Pumpkin Seed Production

ADF CRDA provided assistance to producers of medicinal and aromatic herbs, pumpkin seeds, and field crops to 7 cooperatives and 2 associations in Vojvodina and Eastern Serbia.

Map 8. CRDA-assisted herbs and crops associations (A) and cooperatives (C)



In assisting the medicinal and aromatic herb sector in Vojvodina and Eastern Serbia, ADF CRDA provided a harvester, a universal tunnel drying machine, a processing machine, and a packing machine. Project resources were also used for the costs of supervision, project design, and construction of a weighbridge housing unit. Training and other technical assistance was also provided.

The cooperative members covered the costs of registration, developing a business plan design, construction of a silo with 2 cells, and production costs including raw materials.

Such assistance enabled farmers to increase their profit margins by producing and harvesting quality pumpkin seeds and herbs and increasing value to their production and income from the sale of processed medicinal herbs in commercial packaging.



Weighbridge in Djurdjin



Packed produce in Kucevo



CRDA-donated processing equipment

\$1,102,374 increase in agricultural sales was reported.

MEDICINAL HERBS:

Total project cost: \$116,785

Number of projects: 4

Total USAID funds: \$71,426 (61% of total project cost)

Average USAID funds: \$17,857
(Average CRDA USAID project investment: \$19,418)

Total cost share: \$45,359 (39% of total project cost)

Beneficiaries: 248
(single-counted)

FIELD CROPS:

Total project cost: \$735,814

Number of projects: 7

Total USAID funds: \$159,638 (22% of total project cost)

Average USAID funds: \$22,805
(Average CRDA USAID project investment: \$19,418)

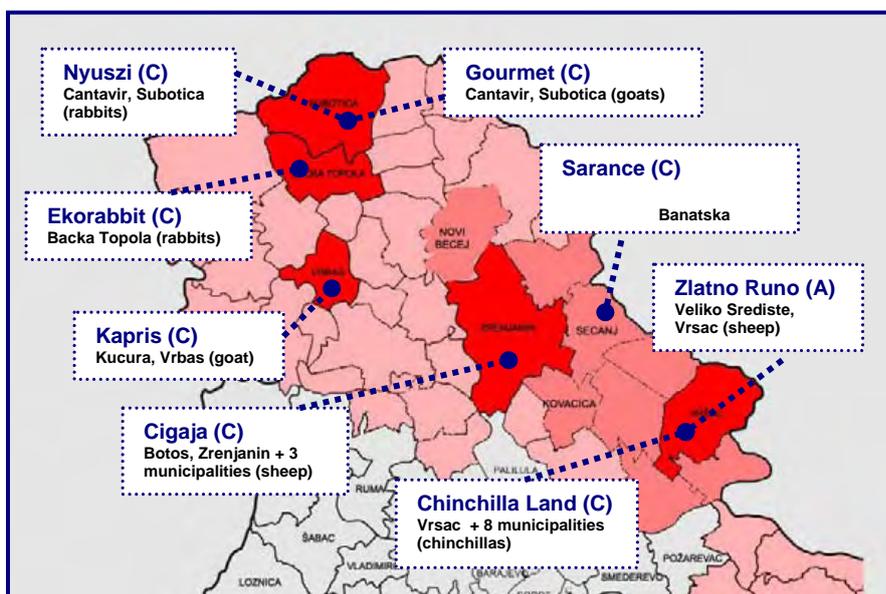
Total cost share: \$576,177 (78% of total project cost)

Beneficiaries: 818
(single-counted)

Goat and Sheep Production

ADF provided assistance to one sheep producers' and two goat producers' cooperatives and one sheep association from Vojvodina. In addition to providing assistance with cooperative registration and contracting, CRDA provided the goat producers' cooperatives with equipment and machinery including a portable pneumatic cold fogging unit, a portable milk quality analyzer and cheese processing equipment, while the sheep producers received alfalfa, straw and hay baling and cutting machines, manure spreading machines and manure loading machines. Cooperative members purchased pregnant does and ewes, provided feed and covered veterinary expenses. They also purchased commercial land for building the facility at which the processing equipment is installed. Also, CRDA assisted the Union of Vojvodina Sheep Producers including providing office equipment and development of marketing brochures and association's website.

Map 9. CRDA-assisted goat and sheep associations (A) and cooperatives (C)



Total project cost:
\$470,441

Number of projects: 7

Total USAID funds:
\$155,498 (33% of total project cost)

Average USAID funds:
\$22,214
(Average CRDA USAID project investment: \$19,418)

Total cost share:
\$314,943 (67% of total project cost)

Beneficiaries: 1,189
(multiple-counting not excluded)

\$387,755 increase in agricultural sales was reported for sheep producers, and \$190,190 for goat producers.



Goat cheese produced by Gourmet in Cantavir

Other Miscellaneous Agricultural Niche Production

In its initial years, CRDA provided assistance for establishing two rabbit producers' and one chinchilla producers' cooperative.

In its final year of the program, CRDA-E helped establish an intensive cage fish farming cooperative which received training and technical assistance as well as equipment including batteries, cages with rafts and platforms, and an air compressor.



Fish farming yields result thanks to the CRDA-E provided equipment

Total project cost:
\$73,870

Number of projects: 4

Total USAID funds:
\$33,422 (45% of total project cost)

Average USAID funds:
\$8,355
(Average CRDA USAID project investment: \$19,418)

Total cost share:
\$40,448 (55% of total project cost)

Beneficiaries: 158
(multiple-counting not excluded)

III.1.4. Training and Technical Assistance and Other Activities

As the agricultural extension service in Serbia had been largely inactive, an important part of ADF CRDA assistance was comprised of education and on-farm training provided to several hundreds of individual farmers, association, cooperative, and federation members and managers. ADF CRDA training in its early years focused mainly on small-farm management; organizing modern farmers' organizations, cooperative principles and registration; cooperative and financial management; SWOT analyses and farm / cooperative strategic plans; member roles and responsibilities in modern agricultural cooperatives, democratic control, effective accounting and bookkeeping systems; product pricing and marketing; market information systems; and how to negotiate / obtain forward contracts and access credit, including analyzing core elements of a business plan.

In the later years of ADF CRDA-E, training emphasized assistance to federations to develop modern production techniques, protection and sanitation; adherence to new EU export regulations; EuroGap and HACCP; branding, access to European markets; etc.

The trainings and technical assistance utilized the services of consultants from the University of Novi Sad and Belgrade's Zemun Agricultural Faculties, Zemun Veterinary Institute, Novi Sad Institute for Field and Vegetable Crops, processors and other companies, as well as Serbian NGOs including Agromreza and other advisory services providers. Towards the final years of the CRDA-E program, its talented training and technical assistance providers also became managers of successful CRDA-assisted farmers' and other organizations.

In addition to training, technical assistance was provided directly to farmer organizations. The agricultural cooperatives especially valued the one-on-one consulting services provided by the program. Study tours were another mechanism used to provide technical assistance.

During the program, US agricultural experts from the International Executive Service Corps (IESC), the retired Foreign Agricultural Service (FAS), as well as USDA agricultural counselors were brought into Serbia to work with the ADF farm groups to expand production, improve quality, add value to the marketing chains, and increase sales values. These on-site visits were often cited as rendering the most rapid results in boosting output by identifying how to reduce cost and increase production by modifying agricultural practices.

As a result of the training and technical assistance provided, new agricultural associations, cooperatives, and marketing federations were established; cooperatives introduced standardized management and accounting practices; and farmers received loans from commercial banks for on-farm investments to expand production.

“When I initially signed up ... I expected just another lecture that would not practically benefit our farmers and our cooperatives. However, the seminar exceeded my expectations because of the content and the interactive model and case studies, which resulted in new ideas and solutions being exchanged among participants;” – said Robert Holo, the manager of a hog cooperative from Doroslovo at the conclusion of a training by AgroNet. “Moreover, the [financial] software that was presented and installed will provide managers with a crucial tool for planning and marketing... For all these reasons, I intend to send three more cooperative members to attend this training program.”



From a training on branding for farmers in Zobnatica



Agricultural Cooperative Financial Management Training

Demonstration Farms. Several of the successful CRDA-assisted vegetable, fruit and other cooperatives served as demonstration farms to show others how to improve yields by applying modern production technology. Examples include a snail demonstration farm, a mushroom training center, and establishment of demonstration fields for growing beans.

ADF CRDA-E assisted a cooperative near Novi Sad and its **snail demonstration farm** to show other farmers how to begin raising snails and assist them with their sales.

A **mushroom training center** for production and sales was established near Vrsac. The center also serves as the core for creating a cluster of producers that later received assistance by the Provincial Government.

In order to provide practical training for farmers on all stages of modern **bean production**, CRDA-E co-financed setting up a demonstration field in Jabuka in Pancevo municipality. In addition, the development and registration of a local bean **brand** was initiated and a marketing campaign conducted.

Agribusiness Advisory Centers. CRDA-E and the European Agency for Reconstruction (EAR) helped establish a network of consulting centers for farmers and food producers in 6 municipalities in the North Banat district.(Novi Knezevac, Ada, Coka, Kanjiza, Kikinda, and Senta). These Agro-Business Centers provided easily accessible up-to-date consulting and advisory services as well as education programs in the areas of production technology and markets utilizing the market information systems available and standards in agriculture. Other services include financial consulting, extension services, legal advisory services, and facilitating buyer-contractor contacts.



Also, a horticultural advisory center and a center for the development of modern cooperatives near Novi Sad were supported by the provision of a greenhouse, IT equipment and furniture needed for organizing a training center, demo fields, and a pilot extension service in the Vojvodina region. Its services were also supported by USDA, FAO, the Provincial Secretariat of Agriculture, and MAFWM.



CRDA assisted the First Cooperative of Snail Producers near Novi Sad also by providing needed equipment



The bean branding project team



Establishment of a network of agribusiness consulting centers also led to new employment opportunities

The Agro Business Center based in Novi Knezevac builds upon and strengthens the impact of the FAO-implemented Pilot Project for Refugee Integration through Agriculture Activities project.



Demo center greenhouse in Cenej near Novi Sad

Organic Production. CRDA-E sponsored joint training sessions with the USDA and the U.S. National Sanitation Foundation (NSF), including presentations on organic production, the differences and benefits of organic vs. conventional production, laws and regulations, and the global organic market. This educational workshop, the first of its kind after adoption of organic production laws, was well-attended both by primary producers and processors, as well as other key stakeholders. The Ministry of Agriculture also expressed interest in organizing educational seminars related to this subject to popularize organic agriculture production and certification.



Promotions of organic production and certification were well-attended

Grain and Other Food Warehouse Receipts (WHR) Programs.

After discussion with the USAID and USDA joint agricultural committee, a formal Warehouse Receipts (WHR) paper and project proposal was put forth on how Serbia could adopt a WHR program. At the request of MAWFM and USAID, a team was sponsored to visit the program put on by the Bulgarian Ministry of Agriculture and ACDI/VOCA in Sofia.

Asset Building for Small Farms. In order to reach out to individual small farms, ADF CRDA-E supported a pilot project in Backa Topola municipality where 19 farmers started a savings program accompanied with training. In addition to being obligated to make monthly deposits during a 5-month savings process, the farmers attended seminars on more efficient farm management. After the training, farmers and the project jointly purchased necessary irrigation and other equipment.



"There was no moveable weighing device in the village before; and thanks to this project we can now monitor the progress in cattle fattening; we are no longer at risk of being cheated by middlemen. This weigh-bridge

Agricultural Vocational Education. The Agricultural High School in Backa Topola was modernized and its sustainability increased with ADF CRDA-E, EU, and municipal funds. Modernized greenhouse production was introduced, providing students with hands-on experience with innovative and modern technologies for plant and animal production.

Assistance to Vulnerable Groups

Refugee and IDP Farmers' Organizations. ADF CRDA assisted refugees and internally displaced persons (IDP) in Vojvodina to facilitate their integration into communities and increase family income. Refugee and non-refugee farmers were included in the vegetable, snail and fruit associations and cooperatives especially in Uljma, Backa Topola, Novi Sad and Veternik, a snail cooperative in Srem region, as well as a fruit cooperative from Novi Slankamen. Also, a successful refugee-run vegetable producers' marketing federation was established. Refugees from the South Backa District received training in intensive vegetable production, mushroom production and processing, as well as business management to encourage and support their economic initiatives.

Moslem Dairy/Halal Beef and Greenhouse Vegetable Production. Assistance was provided to farmers from the Moslem community in South Banat. Farmers in Banatski Brestovac initiated intensive greenhouse vegetable production through greenhouses donated to the Islamic Community of Serbia (ICS). In addition, a donation of pregnant Simmental heifers along with technical assistance helped establish a demonstration farm in Plocica in Kovin municipality for dairy and beef production. The initiative was also supported by Imlek Dairies and Union Farms.

Roma Greenhouse Vegetable Producers. ADF CRDA provided greenhouses, training and technical assistance to Roma members of the Amari Grino Barr Vegetable Producers Cooperative, so they could begin intensive greenhouse vegetable production. Some of the farmers took loans to drill wells for irrigation systems and to purchase additional greenhouses. Their efforts and results served as a model for other Roma agriculture producers and start-ups in the region.

Assistance in Flood Disaster Areas. In 2005, many farmers in Banat suffered tremendous losses in cattle as their homes, stables, and fields were flooded. ADF provided equipment to members of an association in Jasa Tomic in Secanj municipality to enable dairy farmers to recover and increase milk production. In addition to providing crates to farmers, a local veterinary station was also equipped to prevent hog diseases and improve farm management. Additionally, 30 families affected by floods received pregnant heifers and technical assistance, including assistance in negotiating forward contracts with local dairies.

CHALLENGES ENCOUNTERED

Although the assistance provided to the refugee associations and cooperatives in initial program years led to improved production and better opportunities for income generation, two farmers' groups remained at small-scale farming, were not ready to join a federation, and could not meet the criteria for further assistance.



The quality heifers arrive

CHALLENGES ENCOUNTERED

Initial challenges included fighting prejudices implanted also among the Roma population itself, as some Roma were hesitant to engage in intensive production fearing no one would buy their produce at the local markets.



Farmers from the flooded area of Jasa Tomic can revitalize their production thanks to USAID-provided equipment and other assistance

III.2. Small and Medium Enterprise (SME) Development



ADF's SME development activities included access to credit, support for SME development agencies and training and technical assistance for SMEs.

Access to credit and technology has been one of the major problems for the SME sector in Serbia. On the supply-side, banks had to improve their services and outreach to businesses both geographically (unavailability of services in some regions) and sectorally (agricultural lending was considered too risky). On the demand-side, businesses were often intimidated by loan application requirements and procedures and did not know how to prepare appropriate business plans. ADF CRDA organized bank fairs, assisted the development of rural credit programs, and provided direct assistance to SMEs. As a result of these activities, Serbian banks and other development institutions provided \$6,774,196 in recorded loans to farmer members of agricultural associations and cooperatives, SMEs and individual entrepreneurs.

Lack of **access to business advisory services** as well as unawareness of their availability hindered SME growth. ADF strengthened business service providers, enabling them to develop institutionally and provide existing and new businesses with competitive skills on an ongoing sustainable basis.

Improving SMEs' **access to skills** was facilitated through various education and training programs including human resource management, business skills, inventory management, and various other market and financial access programs.

Existing and start-up businesses were supported with programs that created new jobs and enabled businesses to generate increased income through improved **access to markets**.

As the result of SME development activities, 21,021 person months of employment and \$628,721 in additional income were generated.

ABOVE: *Entrepreneurs at a business start-up training by Alma Mons regional SME development agency*

Total project cost:
\$2,383,116

Number of projects: 34

Total USAID funds:
\$925,748
(39% of total project cost)

Average USAID funds:
\$27,228
(Average CRDA USAID project investment: \$19,418)

Total cost share:
\$1,457,368 *(61% of total project cost)*

Beneficiaries: 68,829
(multiple-counting)



Marketing training for marginalized groups in Novi Sad

III.2.1. Access to Credit

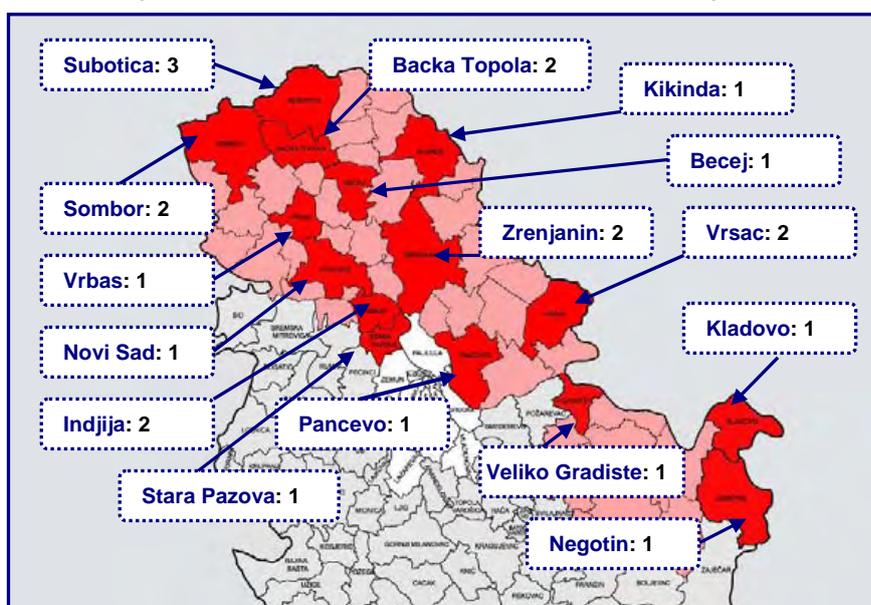
Bank Fairs

ADF facilitated access to credit for SMEs, cooperatives, and individual entrepreneurs by organizing 22 municipal bank fairs. These fairs, attracting some 2,300 representatives of private business and potential entrepreneurs, were conducted in partnership with municipalities in Vojvodina and Eastern Serbia (see annex). The fairs included presentations by banks of their various loans and application procedures to potential clients. Presentations featured both mainstream commercial banks and commercial banks with special SME funds supported by donors such as EAR and KfW, as well as national and regional development funds. Business consulting providers were introduced to potential SME clients requiring assistance in developing business plans and credit applications.

The bank fairs provided an opportunity for one-on-one meetings between the banks and potential credit applicants. This was a chance to build relationships between key bank representatives and Serbian enterprises, as well as to rebuild the confidence of people in rural areas in the banking system.

These activities facilitated increased access to credit for SMEs, cooperatives, and individual entrepreneurs. They also enabled SMEs, cooperatives and individual entrepreneurs to develop and improve business plans and strategies to enable them to qualify for loans. The bank fairs extended the geographical availability of loans and development funding throughout Vojvodina and Eastern Serbia.

Map10. Number of bank fairs held in CRDA/CRDA-E municipalities



Total project cost:
\$37,631

Number of projects: 3

Total USAID funds:
\$16,931
(45% of total project cost)

Average USAID funds:
\$5,644
(Average CRDA USAID project investment: \$19,418)

Total cost share:
\$20,700 (55% of total project cost)

Source of cost share:
Banks participating at bank fairs

Beneficiaries: 2,305
(multiple-counting not excluded)



Presentation of banks at the last municipal credit fair in Subotica



One-on-one meetings of clients with bank representatives

As confirmed by the financial institutions, ADF CRDA-supported organizations and individuals have received 432 credits totaling \$6,774,196.

Rural Credit Program for Farmers

Perceiving the challenges farmers faced in improving their production technologies and the general reluctance of banks to provide loans to new and existing cooperatives, ADF and ProCredit Bank signed a Memorandum of Cooperation in Year Two of CRDA implementation which promoted a rural credit program that both reduced risk to the bank and was very attractive to the farmers.

ADF provided technical assistance to farmers to increase the quality and quantity of their products; introduce value-added services; locate markets, and negotiate forward sales for a better cash flow. ADF also provided assistance to farmers in preparing budgets, income statements, cash flow projections, and balance sheets for business plans, as well as in qualifying and applying for credit. In return, ProCredit Bank offered the farmers being assisted by ADF preferred bank terms including lower interest rates and extended payment terms and grace periods. Due to the success of this program, additional partnerships that facilitated access to credit for farmers and cooperatives were negotiated with the Opportunity Bank, the Vojvodina Provincial Fund, and the Ministry of Agriculture (MAFWM).

Building on the impact of its program interventions, ADF multiplied the value of USAID assistance by helping to generate some \$4.5 million in loans – leveraged by only about \$1 million in direct donations – through the favorable representation of ADF CRDA cooperatives before financial institutions.

Loans enabled farmers to provide contributions to projects and internalize business risk, while providing valuable investment capital, including equipment, rolling stock, infrastructure improvements, raw materials, inventory, and livestock.

These loans enhanced the value of project provided production and processing equipment by enabling the cooperatives to obtain local and international funding. The impact of CRDA program funds was greatly magnified to better reach targeted beneficiaries in sectors which are now creating jobs, income growth, and agricultural sales.

ADF CRDA supported MAFWM's initiatives to register agricultural households and provided hands-on assistance to farmers to submit applications to the ministry's follow-up Rural Credit Program.

The amount of MAFWM loans and subsidies later increased. For example, the ministry awarded a 400,000 EUR grant to the CRDA-E assisted Slankamenka cooperative for the construction of a ULO cold store facility. In addition to direct grants, MAFWM also provided loans.

Several farmers' groups addressed ADF for assistance also based on the success of cooperatives that benefited from CRDA T&TA and favorable bank loan terms to farmer beneficiaries.

CHALLENGES ENCOUNTERED

Although loan facilitation activities were highly successful, there were a few notable exceptions. Prompted by the initial results and wanting to expand business rapidly, a manager of a farmers' group disregarded the ADF staff's recommendations and unrealistically took too large a loan, which typically leads to bankruptcy or other problems.



III.2.2. Institutional Capacity Building and Access to Business Advisory Services

Support to Regional SME Development Agencies

ADF CRDA provided assistance and support to regional SME development agencies and their sub-offices in Novi Sad, Subotica, Sombor and Zrenjanin.

These agencies are now successfully providing training, consulting, mentoring services and other technical assistance to SMEs. Their client profile ranges from well-established SMEs, to entrepreneurs, managers, owners, start-ups, and vulnerable groups. Training and technical assistance was provided in legal issues, taxation, financial management, strategic, marketing and business planning, and access to credit facilitation –with an increasing focus on market access and exports.

Total project cost:
\$576,763

Number of projects: 9

Total USAID funds:
\$191,777
(33% of total project cost)

Average USAID funds:
\$21,309
(Average CRDA USAID project investment: \$19,418)

Total cost share:
\$384,985 *(67% of total project cost)*

Beneficiaries: 3,443
(multiple-counting not excluded)



In the period October 2006 – March 2007, the SME agency in Subotica helped develop 29 business plans for entrepreneurs and SME managers, including offering mentoring services to 10 businesses. Most of the clients were from the agriculture, food industry and services sectors. Additionally, trainings were provided to 50 business owners and entrepreneurs in three municipalities.

With the assistance of SIEPA and TDI Group, the Sombor Regional Agency for SME Development organized specialized seminars designed for export-import oriented companies in 2006. These activities led to the creation of jobs that include 22 self-employed beneficiaries, 9 full-time, 18 part-time, and 24 seasonal jobs.



ABOVE: *The SME development agency in Sombor*

Support to Umbrella Groups

Chambers of Commerce. A joint ADF CRDA and EAR project increased the capacity and strengthened the partnership and networking of three regional chambers of commerce in Banat as business service providers. Chamber of Commerce staff provided training to more than 2,200 participants in management, organization, quality management, and HACCP in 19 municipalities (these Municipalities were the following: Pancevo, Kovacica, Opovo, Alibunar, Kovin, Vrsac, Bala Crkva, Plandiste, Zrenjanin, Zitiste, Nova Crnja, Secanj, Novi Becej, Kikinda, Coka, Novi Knezevac, Ada, Senta, and Kanjiza) to increase the business capacity of existing enterprises and create conditions for establishing new ones in Banat. Trainees included SME managers, managers of public utility companies, and future managers. As part of a sustainability and capacity-building strategy, 231 participants were trained to become consultants in business, quality management, and HACCP. As a result of this component, consultancies on ISO 9000 and HACCP implementation was initiated in 50 SMEs in the Banat region.

The capacity of the Chamber of Commerce of Vojvodina and its 52,000 membership within the **Union of Associations of Entrepreneurs of Vojvodina** to provide business development services to SMEs was strengthened by ADF CRDA assistance. ADF CRDA provided computers for the 34 municipal associations to serve as resource centers for the business community and to enable utilization of the Chambers of Commerce software for an updated and consistent registry of entrepreneurs in Vojvodina.

Cooperative Union of Vojvodina. CRDA also provided IT and other equipment to the Cooperative Union of Vojvodina (CUOV) to develop training and technical assistance programs for its 533 agricultural cooperatives and 47 other cooperatives members and to develop its web site highlighting its services to members.



Participants on the beginning of a seminar provided by staff of Banat chambers of commerce



The final conference



CRDA-donated equipment helps daily operations of business umbrella organizations such as the Union of Entrepreneurs Associations

Eastern Serbia Business Service Resource Centers

In 2006, ADF CRDA-E established nine Business Services Resource Centers (BSRCs) in Eastern Serbia in Veliko Gradiste, Golubac, Majdanpek, Kladovo, Negotin, Bor, Zagubica, Kucevo, and Malo Crnice, supported by the ADF CRDA organized Community Development Associations and Community Development Centers.

The Business Services Resource Centers provide entrepreneurs, farmers, cooperatives, small and medium enterprises, and others in the private business sector with such services as consulting; business registration; developing business plans; facilitating access to credit and investments; and facilitating contacts with financial institution and development funds. These services were introduced in the region for the first time.

BSRC consultants reported the following achievements:

- Registration of 176 entrepreneurs, SMEs, farming households, agricultural cooperatives, and business associations);
- 80 business plans developed;
- 24 business plans out of 53 submitted for financing got approved financing totaling \$1,195,728;
- 31 credit applications filled out, out of which 25 got approved financing totaling \$490,565.

Other Training and Technical Assistance Providers

ADF worked intensively with AgroNet/Agromreza and Novi Sad Humanitarian Center (NSHC), as well as some other local NGOs (Humanitarian Center for Integration and Tolerance - HCIT, Women's Entrepreneurship Academy) in conducting training for disadvantaged clients, many belonging to marginalized groups such as women, refugees and IDPs. These vulnerable groups had difficulty bringing themselves out of their marginalized situation due to limited assistance available to assist them in developing business plans and starting and registering businesses.



Trainees received certificates



From a business training for refugees by NSHC (LEFT) and a business planning training by Agromreza (RIGHT)

The Novi Sad Humanitarian Center provided business training to refugees and IDPs that had ideas for starting a business, adequate experience in business, and available resources to partially finance the planned business activity. The training included post-loan training and technical assistance to trainees seeking loan/financial support and contacts with lending institutions providing additional support for emerging start-up businesses.

ADF CRDA provided IT equipment and furniture to the **Women's Entrepreneurship Academy** educational center. The center provided education for a hundred women in the North Banat district, helping them with start-up businesses and fostering sustainability of their enterprises. The Academy also trained 10 new experts to transfer their skills to future women entrepreneurs.

To overcome perceptions of low quality of customer friendly services in Novi Sad, a series of **trainings on customer-friendly service** skills were provided to staff of central city area shops, restaurants, coffee bars, and craftsman shops. After this project, the Novi Sad Downtown City Shopping Area became recognized as more customer friendly according to a customer survey.



Ljiljana Matijević, future businesswoman, went through business education: 'I have gained knowledge and self-confidence to open

ADF CRDA equipped **job clubs** in Sombor and Zrenjanin and the employment bureau branch offices in Novi Sad, Subotica, Vrsac, Pancevo, and Kikinda. Job search trainings offered by these facilities familiarized participants with resources available for information about potential employers and job openings, as well as educated them in presenting themselves to potential employers through resume development and interview skills. The attendees also were able to utilize computers, Internet access, printers and telephones.

"I graduated from the Faculty of Economy and I went looking for a job, but with no success. I sent about 30 applications. Then I was offered to attend a job search training in the Sombor Job Club and that is where I learned how to take a more systematic approach to job search. I learned how to write a CV, how to present myself at an interview, what clothes to wear, how I should behave, how to sit – all of those things. We would send 10 – 15 job applications per day thanks to resources available at the Club. Working in a group makes you stronger; we support each other...Now I work as a temp and after I pass the state exam, I will be employed full-time. I would never have found a job this quickly without the Job Club," – said Renata Tosic, a 28 year-old Sombor Job Club trainee.

ADF helped equip the **business incubator center** established under EAR's Program of Eastern Serbia Support Program (PESSP) to support the development of micro-entrepreneurship and alleviate unemployment in Bor municipality. ADF also helped furnish and equip a **business training center** in Bor.

ADF supported a **student internship program** for twenty students from Novi Sad to gain practical professional experience in companies and thus increase their employment opportunities. Additionally, the students learned about job ethics, career development, corporate social responsibility, entrepreneurship, communication skills, leadership, problem solving skills and teamwork. The project also assisted the creation of links between faculties and enterprises.

Out of 19 students that successfully completed their internship project, 8 students were given a job offer or strong commitment that they would be hired when the first opening comes.



In April 2007, the cooperative had one permanently employed staff member and one hired on a temporary basis. The cooperative's membership has increased to more than 80 members. Cooperation has been established with 15 companies.

III.2.3. Access to Technology and Markets

Expanded Market Opportunities for Marginalized Entrepreneurs

Business opportunities for marginalized entrepreneurs were often constrained by limited access to markets. After ADF CRDA-E supported the establishment and registration of a craft cooperative in Novi Sad, the members were able to bid on public tenders. ADF also provided the cooperative with equipment that allowed members to increase the number and quality of their services, and to use modern communication and bookkeeping methods. By March 2007, the cooperative had signed several construction contracts and employed six persons full time.



Komsija (Neighbor) cooperative in Petrovaradin in Novi Sad

Women's Craft Cooperatives

A great number of women who lost their jobs as factories went bankrupt and businesses closed lacked qualifications to compete effectively in Serbia's labor market. Nevertheless, throughout ADF's AoR there were women with a vision to capitalize on their "home" skills, take supplementary jobs, and earn an income. ADF CRDA-E increased the productive capacities of women organized in formal and informal groups by providing production equipment such as looms, sewing machines, professional ovens, cooling cabinets, and other equipment, and assisting in the renovation of premises.²



Members of Unikat craft cooperative from Kikinda

In 2004, ADF assisted unemployed women to establish the **Unikat** crafts cooperative in Kikinda. The project provided the cooperative with looms, sewing machines, and IT equipment to generate income from the sale of handmade crafts. In its second year of operations, the cooperative tripled its annual income and attracted younger members into the cooperative. In 2007, the cooperative rented a sales space which, accompanied by improved product quality, allowed them to increase sales.



Women make unique and original carpets, table cloths, placemats, rugs, floor and bed covers, skirts, ponchos, scarves, bags, and caps

Ethno Network. Following this initial success, ADF CRDA-E assisted female artisans to organize themselves into sustainable craft cooperatives gathered under the Ethno-Network, an informal umbrella organization. In addition to assistance in registering the organizations, and providing production equipment, technical assistance was provided in product design, development, and marketing, resulting in an increased quality of garments, souvenirs, and household items marketed under the logo of Ethno-Network.



This women's group managed to open their own store

The Ethno-Network gained national and international recognition through a series of promotional events that included media coverage, sales, exhibitions, and fashion shows in Serbia and abroad at the Yugoslav Embassy in Budapest and the Serbian Unity Congress in Chicago in 2006.

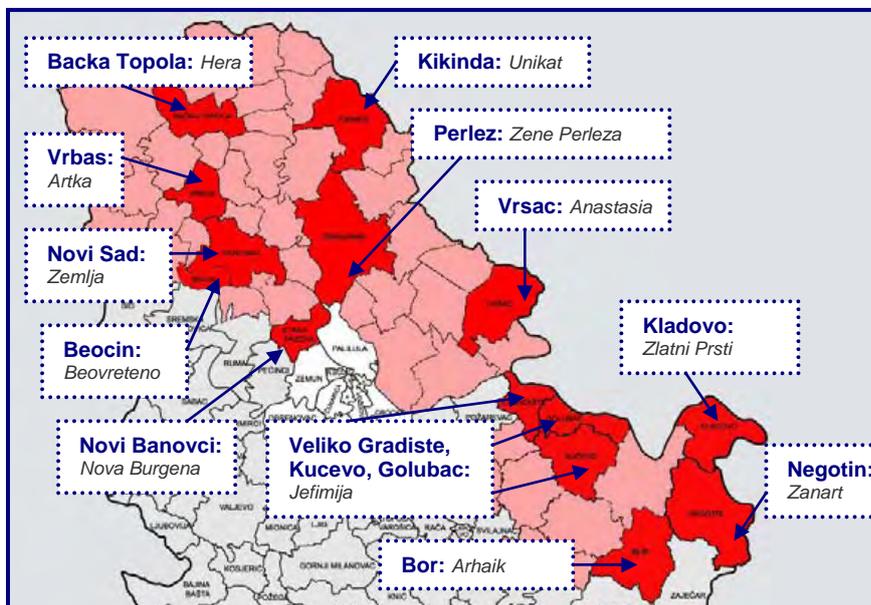


Unikat exhibited at the 72nd International Agricultural Fair in

² CRDA also assisted development of women's business skills within the Women's Academy project

The Ethno-Network, which initially included 10 groups of crafts producers from Vojvodina and Eastern Serbia within ADF's AoR, grew in 2006 to informally comprise 40 groups with more than 800 craft producers throughout Serbia as the initiative ultimately received support from all four USAID CRDA-E partner organizations (ADF, CHF International, IRD, and Mercy Corps).

Map 11. CRDA-assisted craft associations, cooperatives, and other women's groups



In 2007, the Ethno-Network officially registered itself as an association with 350 members from 17 craft groups, of which fourteen craft groups are from ADF's AoR (presented on the map above).

Products with the Ethno-Network brand received much recognition were also awarded at the Belgrade Tourism Fair in 2006 and 2007 and Tourist Exchange of Spas and Resorts in Vrnjacka Banja in 2006.



Ethno-Network in Vrnjacka Banja

The Lafarge Beocin cement factory and Bor smelting basin replicated the Ethno network model for groups of women that were laid off during the privatization process.



"With the support of Ethno-Network, we established a regional crafts cooperative in Eastern Serbia that currently counts 22 members from Veliko Gradiste, Kucevo, and Golubac. The cooperative is now selling handmade crafts to local government for promotional purposes and to tourists that come to enjoy the beauty of Eastern Serbia. We have expanded the range of services and products that will fit into the tourist offer that is growing in this area. The cooperative is admitting new members and providing income." – says Snezana Jovanovic, cooperative manager for unemployed women.

LEFT: Ethno-Network Fashion Show in Belgrade Hyatt Regency in 2006

Culinary Cooperatives. ADF CRDA assisted women’s cooking and catering cooperatives to produce homemade cakes and catering in Zrenjanin and Uljma by providing modern cakes and bakery production equipment and assisting with renovation of the space.

With the additional support provided by partners such as municipal authorities, local NGOs and the private sector, women have been given the opportunity to legalize their production and offer products and services that are currently not available on the market.

The Zrenjanin cooperative has become a successful model for self-employment, particularly in rural communities, and has been successfully promoted and replicated throughout Serbia.



Sosina Kujna from Zrenjanin offering their specialties at the Ethno Festival in Novi Sad

Enterprises Employing Vulnerable Groups

With assistance from ADF CRDA and other partners, two digital printers’ offices – enterprises for the employment and training of persons with disabilities – were established in Novi Sad and Sombor. ADF provided digital printers and other equipment and accessories. Project partners included municipal governments, the Vojvodina Provincial Government, local NGOs and others who work for the benefit of persons with disabilities. The newly established enterprises are also supported by the Ministry of Labor.

Establishing a digital printing office presents a viable opportunity for individuals with special needs to secure employment. Equipped with sophisticated technology, this office maximizes the working abilities of people with special needs and provides them with an appropriate environment for running a profitable business. The enterprise also provides services related to work-based education, skills development, and re-training programs for the disabled.



The ADF CRDA equipment and supplies have arrived to Sombor



Roma Leadership Meeting

The idea for establishing an enterprise in Sombor for the training and employment of persons with disabilities came as a result of a campaign organized by several organizations.



CHALLENGES ENCOUNTERED

Unemployment in Serbia is particularly high among people with disabilities - an 87% unemployment rate was recorded on the national level. Existing social welfare legislation provides special benefits to organizations having at least 40% of its workforce composed of people with disabilities.

III.3. Trade and Market Access



ADF's trade and market access promotion activities under CRDA-E provided Serbian producers with knowledge and skills to add value to their production for increased sales and revenues through:

- Product marketing by local brand recognition and high quality assurance programs;
- Standardization, food safety, and adopting the international ISO 9000 and 14000 Series and HACCP food safety systems;
- Study tours to neighboring markets, EU countries and the U.S.;
- Participation in international trade fairs and marketing events supported by FAS, FCS, governments and trade associations of Serbia;
- Promotion of higher value sales of already existing exports of higher priced seasonal fresh and value-added processed foods, and other niche markets such as snails, herbs, and honey;
- Assistance in negotiating future sales contracts for cooperatives that are growing and advancing with more modern production practices.

Total project cost:
\$1,685,602

Number of projects: 29

Total USAID funds:
\$742,182 (44% of total project cost)

Average USAID funds:
\$25,592
(Average CRDA USAID project investment: \$19,418)

Total cost share:
\$943,420 (56% of total project cost)

Beneficiaries: 16,328
(multiple-counting not excluded)

III.3.1. HACCP and ISO Certification Programs

To increase Serbian export opportunities, USAID supported a country-wide food quality certification program in 2005. ADF CRDA-E provided for intensive 6-9 month training of short-listed companies and cooperatives and businesses participating in the training paid for their pre-assessment costs and a portion of their certification costs. The Serbian Ministry of Agriculture, Forestry, and Water Management (MAFWM) covered 80% of total certification costs for the companies that completed the USAID-sponsored training. USDA also provided a wealth of information and resources to improve the process.

This successful program was further expanded to cover additional companies and received further support from project partners and the MAFWM. Many ADF-sponsored companies completed the certification process and introduced ISO/HACCP integrated system into their enterprises.

HACCP and ISO certification is required for most food exports to EU countries and will be required for all food exports to the EU by 2009.

Jointly with the International Finance Corporation and the Serbian Chamber of Commerce, CRDA-E organized three round tables on international technical standards focusing on the HACCP system and CE Mark that were attended by 126 food processing and manufacturing companies. In addition, awareness of the importance and benefits of certification was raised through brochures providing a HACCP glossary of terms.

ADF CRDA-E also worked with the Serbian Chamber of Commerce and the Provincial Secretariat for Economy to provide training and consulting services for 44 companies to implement ISO standards (management, employee safety and environmental protection, proprietary information). The project was successfully completed, resulting in 15 companies having obtained ISO certificates while the other businesses are expected to be certified in 2007.

Within a joint USAID/CRDA-E and EAR project, SME managers and future managers attended business and HACCP seminars. As a result of this project, consultancy for ISO 9000 and HACCP implementation was initiated in 50 SMEs in Banat region. The project enhanced the business capacity of existing enterprises and created conditions for establishing new ones in the Banat region.

At the beginning of the program, only 12 companies had been certified for HACCP. Now more than 100 Serbian SMEs have initiated the certification process, directly as a result of the CRDA HACCP program implemented throughout Serbia with the assistance of the CRDA implementing partners.

Total project cost:
\$1,044,056

Number of projects: 3

Total USAID funds:
\$271,460 (26% of total project cost)

Average USAID funds:
\$90,487

(Average USAID project investments for all projects: \$19,497)

Total contribution:
\$772,596 (74% of total project cost)

Source of matching:

- Vojvodina Provincial Government: \$91,280;
- IFC: \$23,680;
- MAFWM: \$37,252;
- EAR: \$308,098;
- participating companies: \$312,286.

Beneficiaries: 5,401

(multiple-counting not excluded)



One of the well-attended orientation seminars was held in Novi Sad in 2006

"Signing the contract for introduction of a quality management and food safety system, we managed to expand our export market for fermented cabbages as the main product of our family business in Futog, oriented towards vegetable processing and managed by my mother, my sister and myself;" – said Julkica Jelcic, a trainee and Janja Ltd. company owner

III.3.2. Best of Vojvodina Branding and Certification Program

In 2005, ADF established cooperation with the Vojvodina Provincial Secretariat for Economy and the Vojvodina Executive Council to implement the "Best of Vojvodina" branding and certification program for agricultural products. USAID assistance was provided through promotional support and marketing materials highlighting product standardization and export promotion opportunities.

Following calls for product applications, quality assessments were performed. The products proposed by certified applicants needed to have no less than 60% of their raw materials produced in Vojvodina and to adhere to specific quality requirements.

By June 2007, the Best of Vojvodina seal of quality was awarded to ten products:

- Dijamant sunflower oil,
- Slovan's Zdravo natural beet juice,
- Hunjadi linded honey,
- RIMI sunflower hybrid;
- IM Topola sausage,
- EXIT Novi Sad music festival,
- Big Bul flavored sausage,
- NS 6010 corn hybrid by Novi Sad Institute of field and vegetable crops,
- Medoprodukt mashed chestnuts, and
- Sojaprotein natural vegetarian pâté.

The project received excellent media coverage, including official certificate award ceremonies. The Executive Council offered additional incentives to holders of certified products for further support in export promotion activities.

In addition to improving the overall image of locally grown foods and other products sold in the region, this denomination of origin program also promoted product exports and domestic sales.



Total project cost:
\$128,742

Number of projects: 1

Total USAID funds:
\$35,872 (28% of total project cost)

(Average USAID project investments for all projects: \$19,497)

Total contribution:
\$92,870 (72% of total project cost)

Source of matching:
Vojvodina Provincial Government

Beneficiaries:
5,030 (multiple-counting not excluded)



ABOVE: Program Presentation



ABOVE: Natural beetroot juice made by SLOVAN from Selenca also got certified

LEFT: Promotional campaign included billboards

III.3.3. Study Tours

ADF CRDA-E supported study tours to Germany and Austria for dairy cattle farmers and to Hungary for vegetable farmers to develop new market opportunities and contacts.

The Serbian Dairy and Beef Meat Producers took part in an study tour to Austria and Germany to learn about good farm management practices. Farmers had a chance to learn about the work of the Bavarian Ministry of Agriculture and their agricultural extension service institutions and centers. The first results from the study tour occurred when farmers used their experience to make new investments in barns, milking parlors, quality herds and feeding programs.

A 2006 study tour to the most prominent livestock fair in Europe, EUROTIER, gave farmers and experts an opportunity to learn about the latest developments in the sector and raise their awareness of the challenges facing commercial producers in the dairy and beef industry. Study tour participants visited several commercial farms in Germany where the hosts shared their experience in production and marketing. Also significant was their experience with farmers' organizations and the services they provide to individual producers. The participants shared their knowledge with other farmer members of cooperatives.

In 2005, a two-day study tour was organized for 43 cooperative representatives to Hungary where they had the opportunity to learn about best practices, methodologies and approaches used by Hungarian cooperatives, and were introduced to successful agricultural strategies and modern cooperative principles in establishing vegetable federations. In addition to adopting the techniques they saw in Hungary, some farmers conducted commercial sales arrangements with the contacts made on this tour.



Total project cost:
\$36,595

Number of projects: 3

Total USAID funds:
\$28,866

(79% of total project cost)

Average USAID funds:
\$9,622

(Average USAID project investments for all projects: \$19,497)

Total contribution:
\$7,729

(21% of total project cost)

Source of matching:
Farmers and their organizations

Beneficiaries:
1,522 *(multiple-counting not excluded)*



Serbian cooperatives learning about best practices used by Hungarian vegetable cooperatives



Serbian dairy farmers exchanging experience with Austrian farmers

LEFT: EUROTIER-Hanover

III.3.4. Fairs and Other Promotional Activities

As a CRDA-wide initiative, in 2005 farmers, food producers, agricultural cooperatives and associations representing honey, meat and dairy, snail, fruit and vegetable processing sectors received USAID assistance to participate at the international agricultural fair in Novi Sad.

The five international partners implementing CRDA throughout Serbia organized a press conference to promote the CRDA-E approach to agricultural business development through the establishment of modern cooperatives. The exhibitors also received assistance on how to represent their organization most effectively at the fair.

In 2005, its first year, fourteen agricultural cooperatives from ADF's region presented their products at the Novi Sad Fair to potential buyers, developed links to suppliers and value-added processors, widened their marketing opportunities, and promoted joint production strategies and product branding. In 2006 there were seventeen cooperatives present at the Novi Sad Fair from ADF's region that successfully presented their products to potential buyers, developed links to suppliers and value-added processors, widened their marketing opportunities, and promoted joint production strategies and product branding. Also as a result of contacts established at the fair, several cooperatives made forwards sales contracts.

Similarly, agricultural organizations also participated at the Hungary-OMEK fair in 2005. This was an opportunity for six cooperatives and a farmers association to establish contacts for future cooperation and improve their marketing potential for exports.

Total project cost:
\$69,329

Number of projects: 3

Total USAID funds:
\$48,200
(70% of total project cost)

Average USAID funds:
\$16,067
(Average USAID project investments for all projects: \$19,497)

Total contribution:
\$21,129
(30% of total project cost)
Source of matching:
Cooperatives and other businesses participating at the fairs

Beneficiaries:
1,155 *(multiple-counting not excluded)*



USAID stand (ABOVE) and one of the "CRDA streets" (BELOW) at the 2005 Novi Sad fair



III.3.5. Other Cross Border Business Activities

ADF facilitated numerous cross-border and inter-regional linkages for Serbia with Hungary, Romania, Croatia, and Bosnia. Several cross-border sales contracts were signed as a result of the cooperation established between businesses and with development agencies.

A Cross Border Association was formed consisting of some 50 associations' members from four sub-regions in Hungary and three municipalities in Serbia near the Hungarian border. As a result, the SME Development Agencies from Subotica, Sombor, Szeged, Bacsalmas, and the Kiskunhals office of Kecskemet signed a MoU establishing communication on projects supporting economic development of their regions. By the end of the project in 2007, several cross-border sales contracts have been signed.

Numerous CRDA-E economic and agribusiness project beneficiaries that ADF worked with were able to expand their sales to growing markets in Hungary, Romania, Slovenia, Croatia, and Bosnia. The snail cooperatives and related processing companies secured export agreements with companies in Italy and Slovenia, while the vegetable federation is exporting a portion of their products to Germany.

In addition to direct programming activities, numerous project economic and agribusiness project beneficiaries expanded their sales and production operations. For example, the fruit federation exported industrial apples to Hungary and table apples to Russia, Croatia, and Bosnia.



An agreement on cooperation and forming a network for economic cross-border cooperation was established. A conference was held in Subotica on June 17, 2005



The Regional SME Development Agency Subotica held several presentations within their efforts to support Cross Border Cooperation

III.4. Tourism



The tourism sector in Vojvodina and Eastern Serbia faced many challenges including undeveloped tourist infrastructure, inadequate promotion of places of interest and events; weak skills in the tourism sector, and a lack of strategies and plans for tourism development.

To bolster tourism in the region, local and regional stakeholders were mobilized by ADF CRDA-E to:

- Identify markets and improve promotion for the most competitive tourist locations including national parks, nature resorts, and archeological sites;
- Establish partnerships for regional tourism development strategies and produce feasible action plans;
- Identify, through local stakeholder participation, tourist infrastructure projects that maximize benefits and engage public and private sector investment;
- Improve the skills of people employed in the tourist industry and introduce best business practices;
- Add value to existing attractions and create new events and opportunities within a sustainable development framework.

Total project cost:
\$2,513,849

Number of projects: 46

Total USAID funds:
\$936,784
(37% of total project cost)

Average USAID funds:
\$20,365
(Average CRDA USAID project investment: \$19,418)

Total cost share:
\$1,577,065 *(63% of total project cost)*

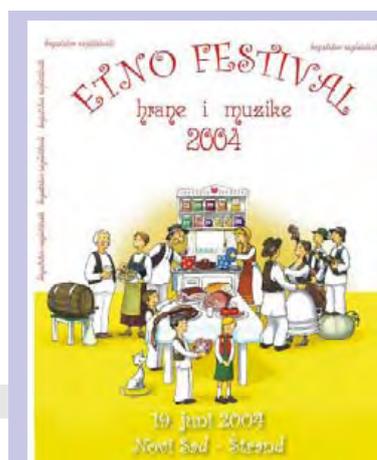
Source of cost share:
EAR, municipalities, communities, public and private companies

Beneficiaries: 452,730
(multiple-counting)

III.4.1. Festivals

III.4.1.1. Regional Ethno Festivals

ADF organized seven regional ethno festivals, five in Novi Sad for the Vojvodina region and two in Kladovo for the Eastern Serbia region. In addition to promoting regional harmony and a celebration of the richness of ethnic diversity, the festivals increased tourism and contributed to economic development. The Vojvodina festival, held on the banks of the Danube River in Novi Sad, attracts about 25,000 visitors.



One of the trademark Vojvodina Ethno Food and Music Festival Posters

Vojvodina Food and Ethno Festivals

The first Vojvodina Ethno Food and Music Festival was organized in 2002 in Novi Sad. One of the main purposes was to support increased citizens' participation by presenting the rich diversity of the region, its ethnic groups, customs, crafts, dances, music, and cuisine.



These annual festivals, becoming known as the “festival of festivals”, fostered rural tourism development. As an illustration, the Festival in 2004 featured 33 local festivals and tourist attractions such as the Kikinda pumpkin festival, Melenci shepherd stew world championship, Kacarevo bacon festival, and Dolovo strudel-fest.

More than thirty municipalities participate in these one-day festivals, showcasing places of interest, traditional handicrafts, other products and tourism opportunities. The presentations of more than 90 communities with their ethno stands display their local tourism attractions.

The Fifth Vojvodina Ethno Food and Music Festival was held in Novi Sad on June 24, 2006 with representatives of 36 municipalities from Vojvodina and Eastern Serbia presenting the cuisine, culture, and music of 14 ethnic groups. In addition to the performances of 1,260 members of 37 music and dance groups, some 20,000 visitors also enjoyed ethno handicrafts as well as traditional and special dishes offered at 114 ethno stands with 1,864 community participants.



Vojvodina is home to more than 20 ethnic minorities

Total project cost:
\$799,968

Number of projects: 5

Total USAID funds:
\$329,678 (41% of total project cost)

Average USAID funds:
\$65,936
(Average CRDA USAID project investment: \$19,418)

Total cost share: \$470,290
(59% of total project cost)
Source of cost share:
Participants, public and private companies, and communities

Beneficiaries: 111,418
(multiple-counting) or **26,000**
(single-counting)



The ethno room exhibited by Botos community at the Vojvodina Ethno Food and Music Festival in 2006.

Eastern Serbia Ethno Festivals



Following the accomplishments of the festivals in Vojvodina and triggered by local initiatives, ADF assisted in organizing regional ethno festivals in Eastern Serbia in 2005 and 2006. The Kladovo Community Development Association, Kladovo tourist organization, and Kladovo municipal government assumed responsibility of the second Eastern Serbia Ethno Festival. The Kladovo Community Development Association, benefiting from previous training, helped organize a 6-day festival in 2006. The project-supported Eastern Serbia Ethno Festival, held as part of the wider festival, had more than 1,700 participants from 29 municipalities. It featured 36 music and dance groups while some local food and handcrafts were available at more than forty stands.

In addition to celebrating the region's diverse cultural heritage, the festivals in Vojvodina and Eastern Serbia enabled local communities to present their tourism offerings and market their products and services.

ADF CRDA work to ensure sustainability of these initiatives have borne fruit – both festivals continued to be organized in 2007 without CRDA support. The Kladovo-based festival is organized by a new limited liability company that was established with the assistance of the local community development association and a business consultant supported by the CRDA-E program. ADF sponsored the Vojvodina festival together with the Executive Council of the Autonomous Province of Vojvodina and the City of Novi Sad.



Total project cost:
\$293,618

Number of projects: 2

Total USAID funds:
\$75,432 (26% of total project cost)

Average USAID funds:
\$37,716 USD
(Average CRDA USAID project investment: \$19,418)

Total cost share: \$218,186
(74% of total project cost)

Source of cost share:
Participants, public and private companies, and communities

Beneficiaries: 14,959
(multiple-counting) / 7,945 (single-counting)



Variety of ethno food



Ethno style accessories



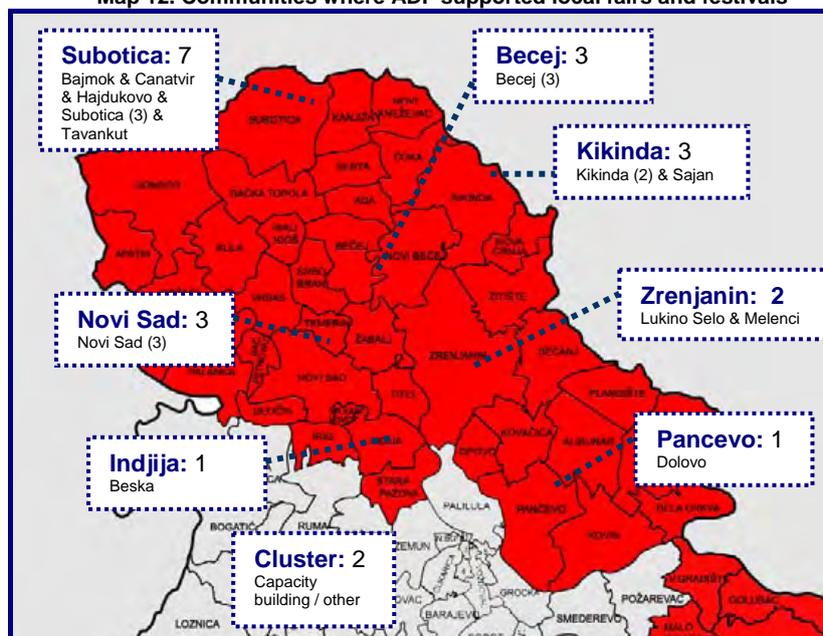
III.4.1.2. Other fairs and festivals

Local development initiatives were supported by ADF providing commodities and technical assistance needed for the organization of various regional and local festivals, fairs, and other popular events. In addition to improving or enabling new features at the festivals, such support also increased the human and technical capacity of local communities, NGOs, and other groups to continue to organize such events.

In Program Years 1 and 2, ADF provided assistance to:

- Village festivals promoting civic participation and inter-community cooperation, such as the harvest festival in Sajan; events also focused on economic development such as the tomato day in Lukino Selo;
- Cultural festivals, such as the children's theatre festival in Becej, or the Exit music festival in Novi Sad. The music festival has now become well known and attracts tourists both from Serbia and Europe;
- Sporting events such as the Novi Sad half-marathon.

Map 12. Communities where ADF supported local fairs and festivals



In order to enhance coordination, cooperation, and support needed to improve festivals, increase their sustainability, and attract more tourists, technical assistance was provided through other initiatives. One of them was a two-day open space workshop that attracted 98 participants from 50 municipalities from two CRDA partners' AoR. The participating tourism sector professionals engaged in 29 separate workshops on financing, sustainable development, branding, promotion, and other issues.

ADF provided assistance in developing a guide to organizing festivals and an annual calendar of festivals, in cooperation with tourism organizations.

Total project cost:
\$575,911

Number of projects: 22

Total USAID funds:
\$179,977 (31% of total project cost)

Average USAID funds:
\$8,182
(Average CRDA USAID project investment: \$19,418)

Total cost share: \$395,914
(69% of total project cost)
Source of cost share:
Local communities, municipalities

Beneficiaries: 87,515
(multiple-counting)



Relaxing moments at the Harvesters Festival in Sajan in 2002



Children's theater festival in Becej in 2002



CRDA-supported festivals presented at the Novi Sad fair in 2003



Colorful stands at Tomato Day in Lukino Selo in 2006



Capacity building of tourism sector workers in Novi Sad in 2006

III.4.2. Regional Tourism Strategies

ADF supported the creation of the first regional tourism development strategy in Serbia. This regional initiative included five municipalities in Eastern Serbia--Golubac, Kladovo, Majdanpek, Negotin, and Veliko Gradiste-- and is known as the **Danube Riviera**. The formation of this strategy was highly participatory and involved local tourist organizations, entrepreneurs, the media, municipal authorities, Community Development Associations, and citizens. Additionally, the regional tourism development process resulted in the creation of five municipal action plans for tourism development.

The extraordinary broad participation and engagement of all key stakeholders in developing tourism development strategies enabled the Golubac municipal tourism development strategy to be adopted by the municipality on March 20, 2007 with 30 votes in favor and one abstained. This is a remarkable success considering the usual debate among municipal assembly members as reported by Predrag Lazic, the local ADF CRDA representative.

Another regional initiative for tourism development and promotion was started in the **Homolje region** by four municipal Community Development Associations and local tourism workers who formed the Regional Council for Homolje Development. Homolje, well-known for its unspoiled nature and high quality honey, includes four municipalities: Kucevo, Petrovac, Malo Crnice and Zagubica. With ADF support, local tourism resources were mapped, followed by development of a regional tourism development action plan and four municipal plans.

This process involved almost one thousand people participating in workshops, focus group discussions, and a survey on tourism priorities. As part of the process, or a training was provided to local tourist organizations and citizens groups. Local authorities made public commitments to tourism development, and a cluster/regional approach to tourism development was introduced.

ADF and the EAR-funded Regional Social-Economic Development Program jointly funded a project in **Vrsac** municipality to develop a municipal strategy for tourism development in a participatory process that included more than 500 people. One hundred fifty entrepreneurs working in tourism and potential entrepreneurs in ethno tourism gained additional knowledge about tourism development.



Total project cost: \$92,029

Number of projects: 3

Total USAID funds: \$43,932 (48% of total project cost)

Average USAID funds: \$14,644
(Average CRDA USAID project investment: \$19,418)

Total cost share: \$48,097
(52% of total project cost)

Source of cost share:
The European Agency for Reconstruction, municipalities, NGOs

Beneficiaries: 18,512
(single-counting)



Golubac on the Danube River is also known for sailing contests



Members of the Kladovo municipal council for tourism development



Vrsac municipality tourism sector strategic development plan for 2007-2014 developed within CRDA-E

III.4.3. Tourism infrastructure and related projects

Having mobilized and established cooperation between key stakeholders, ADF provided substantial support to local tourism initiatives in program. The role of local partners and other donors was substantial. They contributed funding, helped with obtaining permits, and otherwise promoted the projects.

One of ADF's largest successes in tourism sector development was the establishment of a new recreation center on **Backa Topola Lake** which now attracts thousands of visitors from the region. At the lake, ADF supported construction of infrastructure and facilities, such as restrooms, showers, pathways, swimming areas and playgrounds. The picnic and camping area provides citizens and tourists the opportunity to stay longer at the lake, and entrepreneurs who have their businesses in the recreation zone benefit from increased income. The improved site and its enhanced offerings increased the number of visitors to local events and camps.



Total project cost:
\$736,300

Number of projects: 12

Total USAID funds:
\$293,810 (40% of total project cost)

Average USAID funds:
\$24,484
(Average CRDA USAID project investment: \$19,418)

Total cost share:
\$442,490 (60% of total project cost)

Source of cost share:
Municipalities, government, private businesses, NGOs

Beneficiaries: 208,976
(multiple-counting)



LEFT and ABOVE: *Backa Topola lake*

Backa Topola Lake was one of four sites within the ADF AoR that received USAID assistance within the CRDA-wide joint initiative **Ten Perfect Places along Corridor 10** to develop local businesses through a competition for the best tourist sites along this highway, which crosses Serbia from Hungary to Macedonia³ and is traveled by roughly 10,000 vehicles per day. Other site improvements included:

- Enhanced tourist services at **Lake Palic**, including an information desk, new restrooms, and distribution of promotional materials that make it easier for visitors to locate places for accommodation, recreation, and dining, which in turn helps promote the area and attract more visitors.
- Supplying **Salas 84**, a picturesque “tourism farm” near Novi Sad, with equipment enabled them to offer new services and products for tourists, increasing their income and improving the overall tourist appeal of the site.
- Constructing high observation posts and information boards that enhanced the **Stari Begej – Carska Bara** wetlands



Welcome desk at Lake Palic



Salas 84

³ Part of the Munich-Athens international highway.

special nature reserve's services to bird-watchers and other tourists experiencing its unique biodiversity and numerous rare bird species.

An illustrative list of other CRDA-E tourism infrastructure improvements and results includes the following:

- Reconstruction of the road to **Perkov Salas**, a traditional Vojvodinian farmhouse, resulted in year-round access and increased tourism traffic. The nearby municipality of Irig financed electrification works that improved services.
- The CRDA program jointly with the European Agency for Reconstruction funded a project in Majdanpek municipality for improving public utility services to provide regular and sustainable solid waste maintenance within **Djerdap National Park**.
- In **Vrsac**, the CRDA program assisted the municipality and its tourist organization to install information signs on how to find tourist sites and other facilities for visitors.
- **Viminacium**, an archeological site with Roman remains from 1 AD, received IT equipment for a tourist info-center. Additionally a book on Viminacium was printed in cooperation with the Archeological Institute of the Serbian Academy of Science and Art.
- CRDA-E helped **Becej** municipality develop its municipal tourist organization through the reconstruction and equipping of the organization's premises. The new tourism organization contributes to improving the tourism possibilities in Becej municipality and has increased its promotional activities.

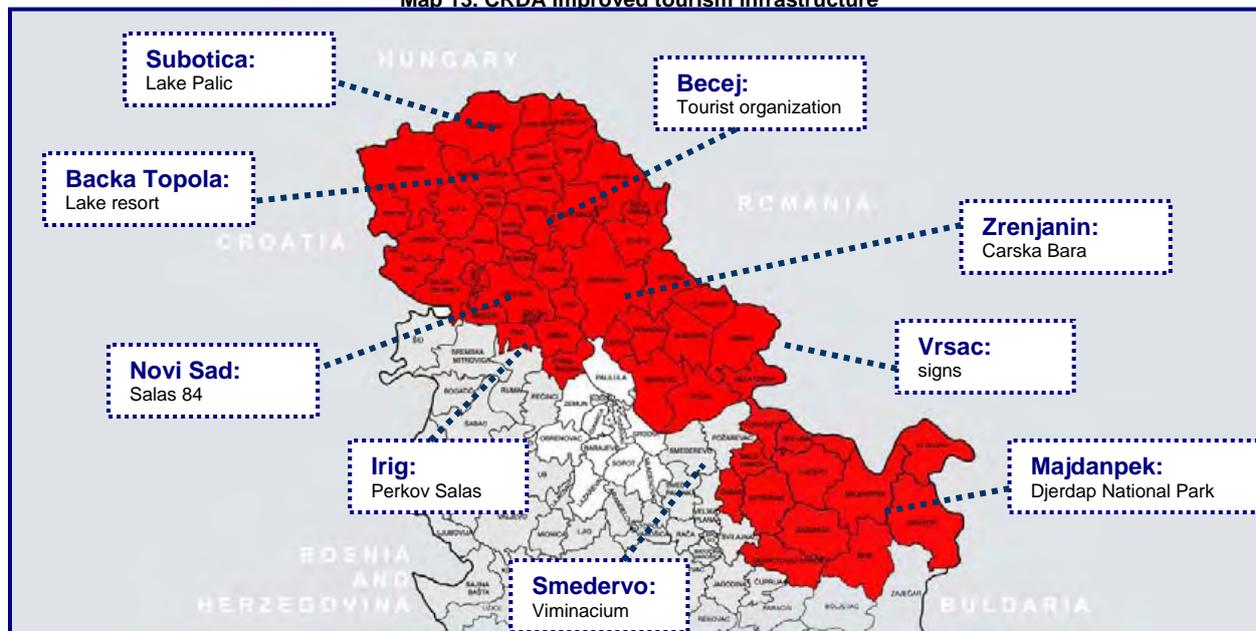


Info signs helped European basketball Championship visitors get around Vrsac



CRDA tourism projects also contributed to job creation: the newly established Becej tourism organization

Map 13. CRDA improved tourism infrastructure



III.4.4. Promotional campaigns



LEFT: Bread and salt – the traditional Serbian welcome offered at Kapetan Misino Brdo

Total project cost:
\$16,023

Number of projects: 2

Total USAID funds:
\$13,935 (87% of total project cost)

Average USAID funds:
\$6,967
(Average CRDA USAID project investment: \$19,418)

Total cost share: \$2, 088
(13% of total project cost)

Source of cost share:
Local communities and NGOs

Beneficiaries: 11,350
(multiple-counting)

With assistance from ADF, two separate promotional tours were organized encompassing nine Eastern Serbia municipalities. Through these two- and three-day tours, journalists from the national and international media visited major tourist locations in the Danube Riviera and Homolje. These visits resulted in an extended promotion campaign through 80 newspaper articles and TV and radio presentations. As part of the efforts to advance tourism development in Eastern Serbia, two 15-minute promotional films were made on the Danube Riviera and on the Homolje region.

The Homolje regional council developed a project proposal for further tourism promotion, which was approved by EAR cross-border program with Romania. This project will be completed in January 2008.



Lepenski Vir mesolithic archeological site



Golubac fortress on the Danube River



Vrela Homolja events



Rajacke wine cellars and ethno music

III.5. Economic Environment and Infrastructure



LEFT: ADF CRDA constructed a green market in Aleksa Santic village in Sombor municipality invigorating the local economy through improved conditions for local agricultural sales and increasing employment in the green market stands.

Improvements in the economic environment and infrastructure were considered by local communities to be a high priority, and ADF devoted half of CRDA project funds to these purposes.

ADF's mobilization of citizens to participate with local government to develop municipal economic development strategies and plans enabled community organizations, municipal authorities, and local businesses to work together to inventory resources and identify priorities for local economic development. The relationships between communities and local governments were improved by establishing citizens' assistance centers with simplified and more transparent procedures that improved municipal services in turn contributed to an improved economic environment.

Program activities for mobilizing citizen participation built upon the successes of CRDA in establishing active Community Development Associations, who participated directly in the planning processes, and Community Development Centers that provided the facilities and economic opportunities for citizens through its resources and services. Working with these CRDA-supported citizens groups and centers, CRDA-E leveraged earlier investments and strengthened local stakeholders in building responsive, democratic approaches to community planning and economic development.

Municipal governments and communities benefited from increasing public/private partnerships and mobilizing resources development of the economic environment and infrastructure.

Total project cost:
\$27,470,440

Number of projects: 591

Total USAID funds:
\$12,320,753 (45% of total project cost)

Average USAID funds:
\$20,847
(Average CRDA USAID project investment: \$19,418)

Total cost share:
\$15,149,687 (55% of total project cost)

Source of cost share:
Municipalities, national and provincial governments, local communities, NGOs, private and public companies

Beneficiaries: 3,317,809
(multiple-counted)

In addition, workshops for local stakeholders were prepared by developing workshop materials and reporting documents.

In implementing LED, ADF mobilized stakeholders and enabled them to secure agreement with municipal officials to conduct the LED strategic planning process. The Community Development Associations, the newly established LED Councils and Sectoral Working Groups (SWG) were all key players in the LED process.

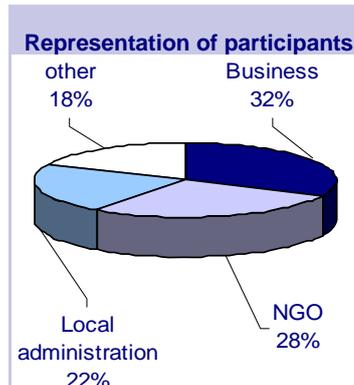


Table 5 . LED planning process participants

Municipality	Number of Participants						Meetings	
	Total Number of Participants	Number of LED Council members	Local Administration SWG Meetings	NGO SWG Meetings	Business SWG Meetings	Other SWG Meetings	Number of Meetings	Number of SWG
Backa Topola	163	46	29	28	61	45	24	9
Becej	147	15	52	11	84	0	65	8
Indjija	20	20	10	5	5	0	9	0
Irig	59	23	21	2	9	27	14	7
Kikinda	73	24	16	17	24	16	18	5
N Knezevac	88	41	19	11	29	29	19	5
Pancevo	135	17	16	73	39	7	36	8
Sombor	50	40	15	4	18	13	17	6
Stara Pazova	43	17	16	10	4	13	2	9
Subotica	132	62	22	25	43	42	40	9
Vrbas	110	25	23	6	35	46	13	5
Vrsac	196	46	16	136	41	3	127	17
Zrenjanin	191	20	65	68	52	6	17	8
Zagubica	58	15	9	19	10	20	64	8
Total	1,465	411	329	415	454	267	465	104

LED process participants were trained by ADF CRDA-E in participatory strategic planning, local context profiling and resources mapping, SWOT analysis, factors influencing the business environment, principles of economic renewal, visioning, goal setting, and project idea identification and prioritization. Examples of good practices in other Eastern European countries, the EU and the U.S. were provided. For the majority of the participants it was the first time they had ever learned about these approaches and had the chance to practice them.

A mapping of resources was accomplished in each of the fourteen participating municipalities. This was the first time comprehensive profiles were developed for many municipalities. This process



LED Workshop involving citizens, local stakeholders, Community Development Associations, and local government to assist them in designing economic development strategies and plans for the municipalities.

allowed municipalities to update their profiles whenever they wish. They are suitable for presentation to investors and donors. In some municipalities, the LED planning process also built upon strategic documents already in existence.

The LED planning process was not well accepted in all municipalities. ADF CRDA staff faced challenges trying to introduce this process in Stara Pazova, an anti-reform municipality. Following the failure to mobilize citizens in the participatory planning process and form a LED Council at the municipal level, the project had to be canceled. Similar obstacles in completing all the LED steps were encountered where anti-reform local governments were not willing to adopt LED strategies.

In some municipalities, the LED planning process was implemented in cooperation with other programs. For instance, in Subotica, ADF partnered with the local Regional Agency for SME Development, which was contracted by the municipality and an Italian governmental organization to be the leading organization during the development of the strategy. Other key participating organizations included the Subotica Community Development Association, the Faculty of Economics, the Regional Chamber of Commerce, and the Open University in Subotica. The LED process also received Norwegian support through Agenda 21 of the Standing Conference of Towns and Municipalities.

In some cases, the LED process was slowed down by having too many partners, no clear ownership of the process, and due to difficulties in reaching a compromise among all the stakeholders.

Developing the final version of the Local Economic Development Strategies was successfully completed in 11 municipalities. The strategies were finalized and edited by external consultants to ensure more objective assessment of the local economic situation.

After the completion of the strategies, final rounds of open public meetings were held to present the strategies to the public. The presentations were preceded by campaigns that included posters and flyers. In Pancevo, meetings were organized in ten communities attended by an average of 50 people. All citizens attending a meeting received either a paper or electronic copy of the plan.

After the campaign and public presentation, LED strategies were presented to the municipal assembly for official adoption. In municipalities with anti-reform governments, where cooperation was lacking, after finalizing the strategic document ADF CRDA-E transferred the ownership of it to local Community Development Associations for future use and promotion.

CRDA LED Steps	
Step 1	Mobilizing the community LED council formed SWG formed
Step 2	Mapping of resources Map of Resources drafted SWOT analysis performed 1st version of the Map of resources completed
Step 3	Accessing the Municipality and its economy Analysis of the local economy performed by LED council
Step 4	Visioning Vision Statement developed
Step 5	Setting Goals and Objectives Goals and objectives developed
Step 6	Developing alternatives and prioritizing Alternatives identified and prioritized
Step 7	Implementing Strategy document finalized * Public meetings and Strategy fine tuned * Advocate with Municipal Assembly members
Step 8+9	Monitoring and Evaluation meetings held each other month

"This process offered us an outstanding opportunity to analyze problems and legal regulations related to the development of entrepreneurship in our municipality. This was all achieved through informal conversations between local authorities and entrepreneurs. They are practically partners! Now it is much easier for us to implement our business ideas and we have full support of the municipal authorities" – said Svetozar Markovic, the president of Pancevo Craftsmen Association.

Table 6 . Status of final LED planning process stages

Municipality	Strategy Finished	Strategy Presented	Strategy Adopted
Backa Topola	☑	☑	☑
Becej	☑	☑	☑
Indjija	<i>Process handed over to MEGA</i>		
Irig	☑	☑	✗ in process
Kikinda	☑	<i>anti-reform government</i>	
Novi Knezevac	☑	<i>anti-reform government</i>	
Pancevo	☑	☑	☑
Sombor	☑	☑	✗ in process
Stara Pazova	<i>CANCELLED PROJECT</i>		
Subotica	☑	☑	☑ within MEGA
Vrbas	☑	<i>anti-reform government</i>	
Vrsac	☑	☑	☑
Zrenjanin	<i>Process handed over to MEGA</i>		
Zagubica	☑	☑	☑

ADF assisted in organizing an international conference on good practices and models in the development and implementation of the LED process for representatives of 45 municipalities, to promote local economic development planning as a basis for the sustainable development of local communities and municipalities. More than one hundred people attended the conference held on May 30, 2006. The conference was organized in cooperation with the Vojvodina Province Secretariat for Local Government and Inter-municipal Cooperation. The conference included an overview of the current state in this field of work, up-to-date local experiences in developing LED plans, and positive examples of implementation of LED plans in neighboring countries (Bosnia-Herzegovina, Croatia, Romania, and Hungary) and Germany.

The LED process resulted in the initiation of several projects that were identified during the processes in municipalities, some of which were supported within the CRDA-E program. Furthermore, In a few municipalities the LED process went beyond creating a general strategy. For example, in Backa Topola, the LED process was initiated at the community level with distinct action plans developed for participating villages. The process also resulted in strengthening the local partners involved in the LED process, including municipalities, NGOs and local consultants.



"Local self-government has two choices: to order the strategy from a specialized institution, pay a lot of money for it, and get the material fast, or to choose a much slower, participatory process and develop a plan relying on local experts and assistance on outside consultants. We chose the participatory process, worked for 15 months, but now we have a strategy understood by all members of the community, who are now prepared to implement it, because they were the ones who participated in its development." – says Atila Babi, president of Backa Topola municipality (left in the ABOVE photo)



Backa Topola LED council members after finalizing the strategy

Impact of Citizens Assistance Centers

- Establishing CACs improved the management and organization of municipal administrations.
- Computerized systems for service provision enabled quick communication with citizens and improved efficiency and functionality of municipal services.
- Services required by citizens such as issuing certificates from registry books became more efficient.
- The business community and investors benefited as the procedures for building and other type permits were streamlined.
- Electronic processing of requests at one-stop permit shops greatly shortened the processing time.
- Availability of services at branch-offices in villages saved money and time for local residents.
- Better rapport with citizens achieved by providing more efficient services by more customer-friendly communications with staff of municipalities.
- Simplified and integrated procedures resulted in the work more transparent municipal administrations..
- Establishment of CACs increased trust between citizens and local government authorities.
- Two-way communications enabled local governments to adjust their work according to citizens' needs and increased their own responsiveness.
- Services at CACs became more easily accessible for people with special needs.
- More efficiently organized local administration became more cost-effective.



ABOVE and BELOW: Citizens Assistance Center in Kikinda



To enable provision of quality services to citizens, it was vital to build not only IT capacities of Citizen Assistance Centers, but also human resources and customer friendly practices.



LEFT: The Citizen Assistance Center in Zrenjanin opened in February 2003. Citizens have better access to information. Permits and certificates are issued with greater efficiency and convenience to clients. During the first two years of its operation, the Center in Zrenjanin processed 85,920 registrar requests, 14,186 SME-related, 19,175 urban planning, 27,798 social services, and 47,350 notary requests.

III.5.3. Other Economic and Social Infrastructure Projects

Economic Infrastructure

ADF CRDA-E worked in cooperation with another USAID program (SLGRP), to establish a **Business Improvement District (BID)** in Zrenjanin. The city center streets were paved, facades renovated, and attractive lighting of the district made it a hub of activity. The BID, which in 2005 had 220 business members that employed 1,200 people, became more attractive to shoppers, resulting in new investments and increased employment. During a follow-up project, the BID area was enlarged to encompass neighboring businesses in the center that showed interest in joining the BID.



The original BID in Zrenjanin was enlarged in a follow-up project

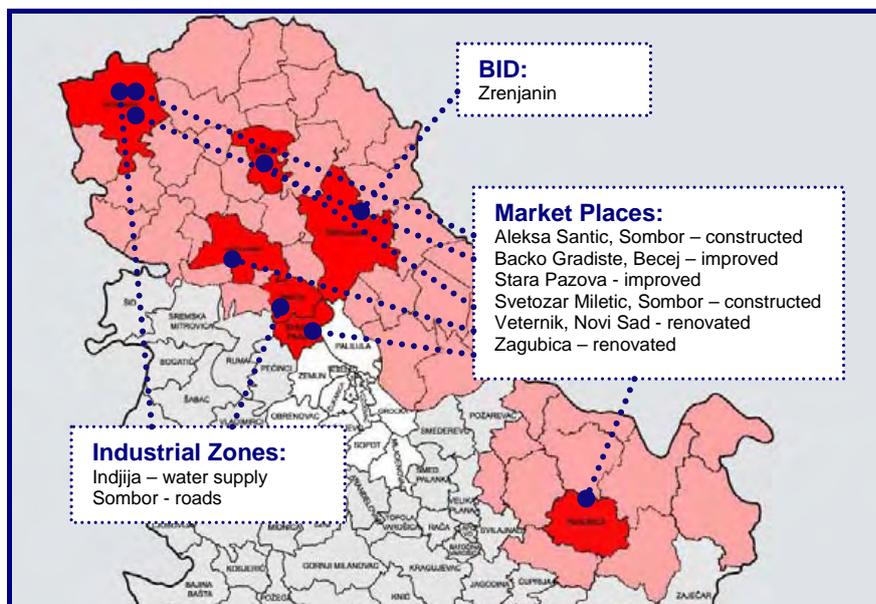
Simultaneously with the local LED process, the Sombor municipal government identified an **industrial zone** to be developed. ADF initiated the construction of a road network that enabled new investors to establish their operations in Sombor and employ the local population. CRDA-E also financed the purchase of materials for the construction of a water supply in Indjija's industrial zone. These activities improved conditions for existing businesses. More importantly, the work increased opportunities for business expansion in Indjija industrial parks by local and foreign investors.



Following initial road construction in Sombor industrial zone, in April 2007, seven companies started to set up their business there, foreseeing the employment of 400 workers.

A significant amount of the economic infrastructure was for agricultural related interests. Local small business initiatives were assisted by establishing all-weather new green **markets** and improving their conditions in 6 communities. Items for sale are now attractively and safely displayed in new market areas. Sanitary facilities and management premises were also reconstructed. New stands increased the sales and created jobs.

Map 16. Municipalities and communities with economic infrastructure projects



The constructed stands in Stara Pazova make it possible for the market to be used on rainy days

Other Infrastructure Projects

Elementary Schools

The ADF CRDA program helped improve educational facilities and sanitary conditions in 70 elementary schools⁴ throughout Vojvodina.

- Computer classrooms were established in more than 20 schools, creating opportunities for IT education for schoolchildren, staff, and other citizens, resulting in increased computer literacy.
- Schools' capacities were increased by the construction of additional facilities and/or the renovation of unused space, creating less crowded classrooms and room for new activities.
- Reconstructed sanitary facilities, improved hydro-insulation, and renovated roofs significantly improved health conditions in schools in many communities.
- Improved heating and new windows not only created better conditions for the schoolchildren and staff, but also cut heating costs.
- The quality of education was enhanced by the provision of teaching aids, furniture, and other equipment. Children benefited from renovated school gyms, locker rooms, playgrounds, and school yards.
- CRDA installed new floors, painted the walls, improved conditions in school cafeterias, and installed safety fences around the school property.

Total project cost:
\$1,685,602

Number of projects: 29

Total USAID funds:
\$742,182 (44% of total project cost)

Average USAID funds:
\$25,592 (Average CRDA USAID project investment: \$19,418)

Total cost share:
\$943,420 (56% of total project cost)

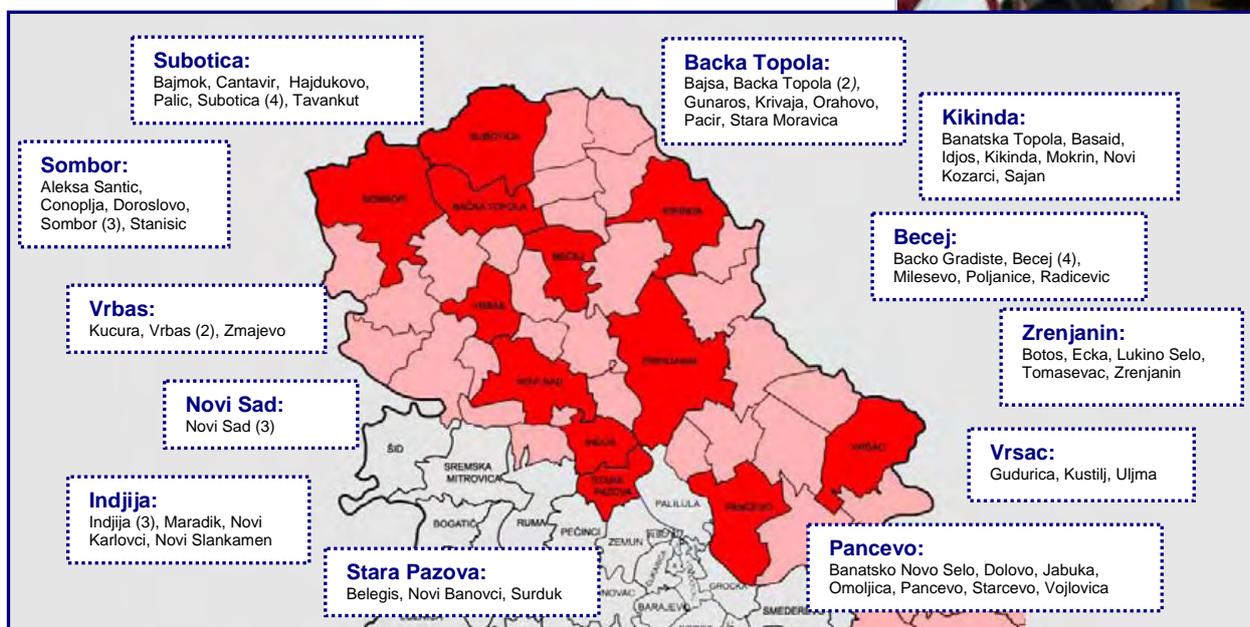
Source of cost share:
Municipalities, provincial government, local communities

Beneficiaries: 16,328
(multiple-counting not excluded)



The increased capacity of schools led to job creation for teachers (IT courses), other staff (librarians), and maintenance staff.

Map 17. Municipalities and communities with elementary school projects



⁴ Several schools were also assisted as part of Earth Day and other CRDA projects: they received lawn-mowers for better maintenance, or had their playgrounds renovated and facades painted. School staff and students took part in other program activities, such as FPRH.

High Schools

The ADF CRDA program supported vocational training in high schools.

- Equipped the Sombor agricultural high school laboratory for future veterinary professionals who inspect meat samples from individual rural households for trichinosis and other diseases.
- Equipped the vocational training classroom in Indjija with sewing machines and other specialized equipment.
- Established a school bakery workshop by reconstructing a building in the school yard of the chemical-technological vocational high school in Subotica.
- Donated IT equipment for the technical and trade high schools in Zrenjanin, Becej, Subotica, Pancevo and a grammar school in Vrbas. New equipment and classrooms enabled all students to attend mandatory IT classes.
- High school students in Kikinda have improved sanitary conditions as a result of renovation of the locker rooms, showers, and toilets.
- Replacement of decrepit windows improved heating and student comfort in Sveti Sava High School in Sombor.

CRDA also assisted the Backa Topola agricultural vocational high school (see section on other agricultural assistance).

Total project cost:
\$1,685,602

Number of projects: 29

Total USAID funds:
\$742,182 (44% of total project cost)

Average USAID funds:
\$25,592
(Average CRDA USAID project investment: \$19,418)

Total cost share:
\$943,420 (56% of total project cost)

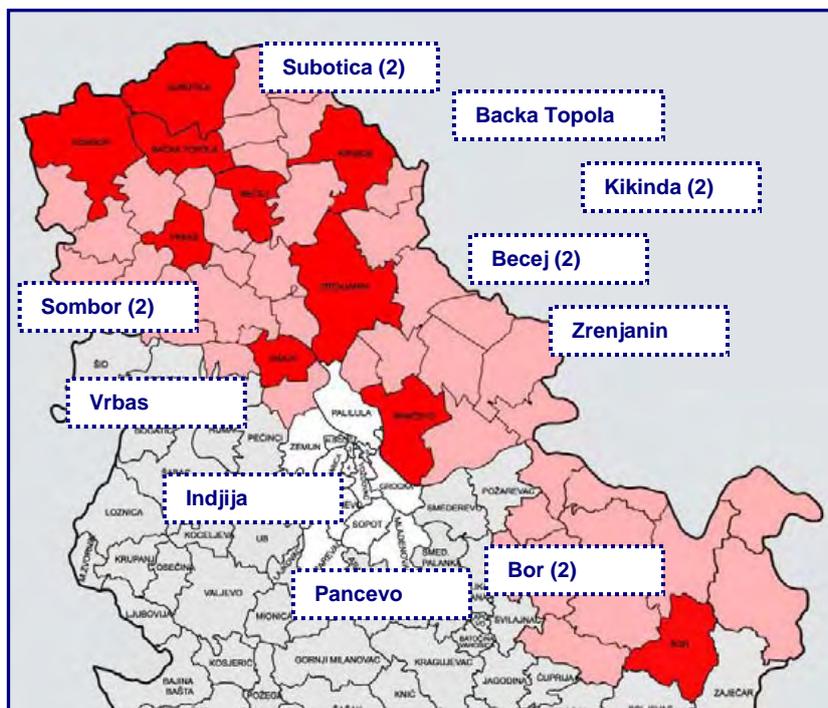
Source of cost share:
Municipalities, government, international donors

Beneficiaries: 16,328
(multiple-counting not excluded)



"I got a job selling pastries in this shop when the school bakery started its production. I work full time;" –said Ibolja Pletl from Subotica

Map18. Municipalities and Communities where CRDA/CRDA-E improved high schools

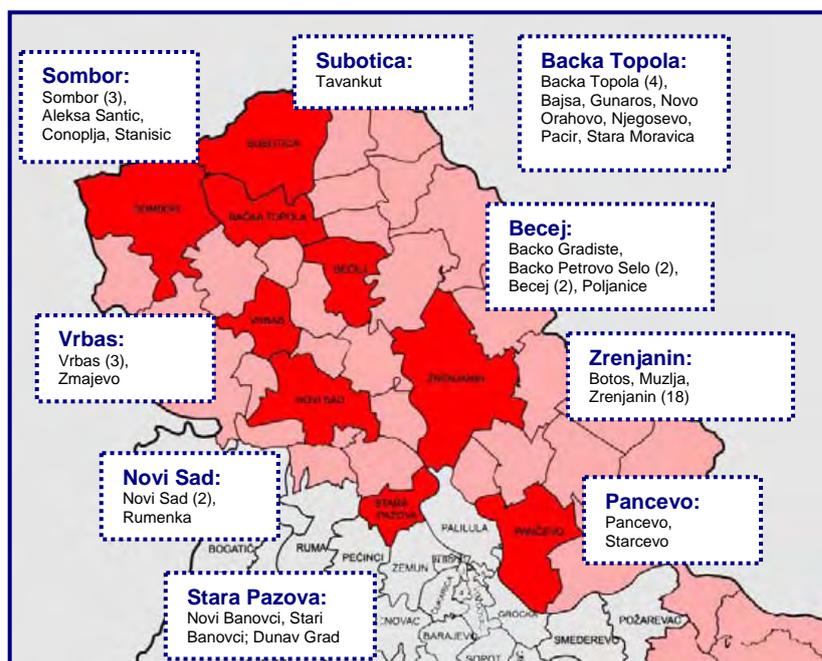


"School students and staff were previously complaining of being cold; they were wearing jackets during classes in spite of the soaring heating bills. Thanks to the new windows they can listen to their lectures and actually concentrate because it is pleasantly warm"; said Verica Kozlina, the school pedagogue in Sveti Sava High School in Sombor.

Kindergartens

In program Years One – Three, the ADF CRDA program substantially improved conditions in kindergartens and increased their capacities throughout Vojvodina.

Map19. Municipalities and Communities where CRDA improved kindergartens



Total project cost:
\$1,685,602

Number of projects: 29

Total USAID funds:
\$742,182 (44% of total project cost)

Average USAID funds:
\$25,592
(Average CRDA USAID project investment: \$19,418)

Total cost share:
\$943,420 (56% of total project cost)

Beneficiaries: 16,328
(multiple-counting not excluded)

The most significant improvements were achieved by creating additional space in ten kindergartens by building additional facilities and/or converting existing but unused space into classrooms. In addition to increased and better facilities that allow for an expanded range of activities, the project also created jobs for new kindergarten teachers.

Schools were improved and children had a more comfortable learning environment through the reconstruction of sanitary facilities, the renovation of roofs and improved hydro-insulation of facilities. Children in kindergartens benefited from improved heating and better insulation of windows and doors. The overall appearance of kindergartens was improved by repairing facades and painting premises. CRDA provided the kindergartens with basic furniture and equipment to enhance the quality and variety of educational programs, positively affecting children's development and growth. CRDA also equipped central kitchens in Sombor and Dunav Grad to serve several kindergartens.

Local communities also established playgrounds within the kindergartens, which often were used by other children from the communities.

The most important partners were municipalities and local communities that provided both cash and in-kind cost share.



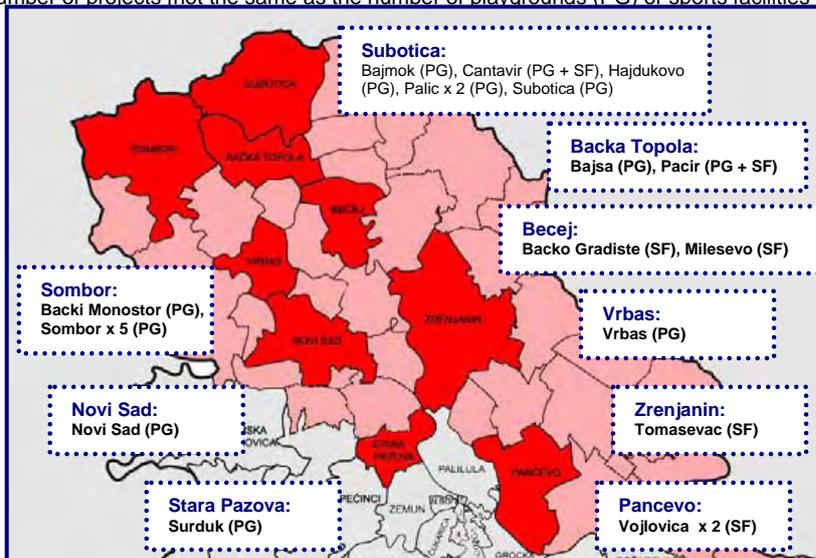
“...It was evident that by mutual engagement we achieved a lot. It is very important that we succeeded in improving conditions in kindergartens for all the children in our municipality.” –said Ms Magdolna Cernek upon completion of a project in Backa Topola municipality providing improved conditions for 900 kindergarten children attending 14 kindergarten facilities in 11 communities.

Children Playgrounds

In addition to children's playgrounds revitalized as part of Earth-Day activities, and through renovations of kindergartens, ADF supported 17 individual community-led projects to construct new playgrounds or renovate existing playgrounds. ADF CRDA procured new playground equipment, constructed paths, and planted hedges and grass. Many of these projects involved more than one playground.

The newly equipped playgrounds provided children a place for recreation and social and physical development. Local commitment to these projects was evident in these projects being a high priority, the communities' involvement in project initiation and design as well as their contributions, such as volunteer labor to prepare the site and repair playground facilities.

Map20. Municipalities and Communities where CRDA/CRDA-E improved traffic safety
Number of projects [not the same as the number of playgrounds (PG) or sports facilities (SF)]



Sports Facilities

Guided by citizens' initiatives, community outdoor sports fields and gyms were reconstructed along with adjacent locker rooms, showers, and toilets. Sport facilities were renovated or newly constructed and necessary equipment was provided.

The renovation of sports fields, sports centers, and gyms significantly improved and expanded the potential of these locations to host a wide range of sports and recreational activities for children, youth, and other residents. The successful implementation of the sports activities responded to community needs for youth-oriented facilities. Renovating the sports centers also created the possibility for community income generation through rental of the spaces.



Total project cost:
\$168,442

Number of projects: 17

Total USAID funds:
\$116,485 (69% of total project cost)

Average USAID funds:
\$6,852
(Average CRDA USAID project investment: \$19,418)

Total cost share: \$51,957
(31% of total project cost)

Beneficiaries: 48,594
(multiple-counting not excluded)



Total project cost:
261,578

Number of projects: 7

Total USAID funds:
\$179,937 (69% of total project cost)

Average USAID funds:
\$25,705
(Average CRDA USAID project investment: \$19,418)

Total cost share: \$81,641
(31% of total project cost)

Beneficiaries: 17,742
(single-counted)

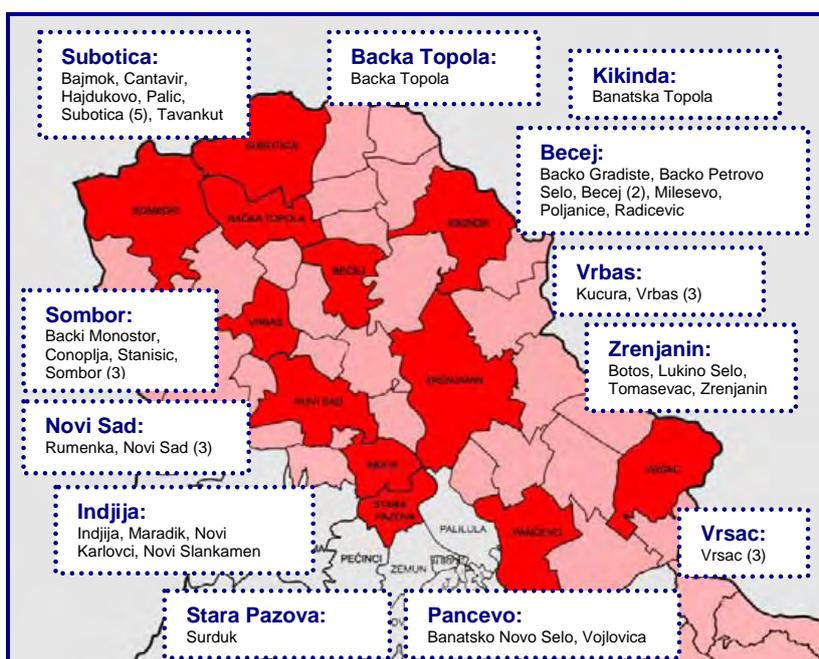


Health

The improvement of health facilities was also recognized by citizens as a top priority, demonstrated by their voting at open citizens meetings. The major challenges that the public health sector was facing included:

- Lack of medical equipment limiting the quality and range of services that could be provided at the clinics and health centers;
- Poor physical conditions of the health care service premises that negatively affected the quality of services: problems included leaking roofs and damp floors; decrepit floors and windows; inadequate heating
- The limited number of health care service providers led to overcrowded waiting rooms and inadequate services.

Map 21. Municipalities and Communities where CRDA/CRDA-E improved traffic safety



The ADF CRDA program contributed to the improvement of health care services in 39 health centers and clinics and 5 hospitals that were renovated or equipped.

- Diagnostic, dental, emergency, and laboratory equipment, and furniture and office equipment was provided. Clinics benefited from donated EKG apparatus, stethoscopes, inhalators, blood glucose meter, sterilizer, otoscopes, blood pressure meter, reanimation sets, lamps, and operating tables.
- Health care facilities were reconstructed or renovated. Works included installing heating systems, reconstructing sanitary facilities and water supply networks; replacing windows, doors, and floors; repairing roofs; painting the facade and interior walls; and installing hydro-insulation.

Total project cost:
\$2,011,645

Number of projects: 53

Total USAID funds:
\$1,135,766 (56% of total project cost)

Average USAID funds:
\$21,430
(Average CRDA USAID project investment: \$19,418)

Total cost share:
\$875,879 (44% of total project cost)

Beneficiaries: 589,182
(multiple-counting not excluded)



The equipment donated to the clinic made many things easier for us, such as: EKG check-ups, regular dental services, inhalation; in a word it is evident that the quality of medical services has been upgraded to a higher level... Now we do not have to travel to the city for such services," - said Veco Benedek from Tavankut



Incubator provided to Novi Sad hospital

Impact

- As a result of CRDA activities and community mobilization, **new health clinics** were established and the existing ones enlarged, increasing access to health care services.
- Citizens benefited from **improved health care services** as medical staffs were equipped to make efficient and precise diagnoses and provide preventative check-ups both in the premises as well as during field visits.
- The capacity to provide **emergency services** was increased by providing parts needed to repair ambulances, radio stations and call registry devices, as well as functional EKG apparatuses that helped medical staff to respond more rapidly to emergency situations.
- Access to improved **dental services** was increased by donating equipment and introducing these services in clinics where they were previously not available.
- Newly established **laboratories** significantly alleviated the highly overloaded capacities of central laboratories.
- **Sanitary and comfort conditions** were improved by major reconstruction and renovation of the existing premises in hospitals, health centers and village clinics. Both patients and staff appreciate improvements achieved by adequate heating of the premises.
- **Access** to medical institutions for patients was improved by constructing ramps.
- The ability to provide health services locally improved living conditions in villages, especially for the elderly; it also saved time and money for patients who do not have to travel to cities for medical exams.
- Improved capacity of health service providers led to **new jobs** created as additional doctors, dentists, nurses and maintenance staff gained employment.



'Working conditions are finally adequate thanks to the renovation of the dental clinic: the heating, the walls, the sanitary facilities, and the woodwork – everything is perfect...' – said Dr. Margita Šormaz from Subotica

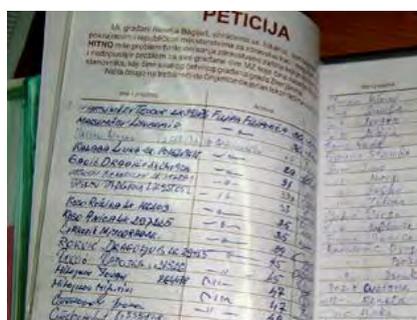


Establishing a Health Clinic Laboratory Center in Gornja Varos



Establishing a Health Clinic in Vinogradi

Program activities in the health sector included training for medical staff, health awareness campaigns among citizens, and advocacy campaigns. The best examples include Poljanice where a citizens' campaign succeeded in persuading the municipal authorities to bring a doctors' service back to their small village after the premises were renovated. A similar action resulted in the establishment of a new clinic in Zrenjanin city (see below):



5,000 signatures collected as part of Community Development Group activities prompted the city to provide financial support.



A new health clinic was constructed and equipped through joint efforts with the Zrenjanin municipality, Vojvodina provincial government, and the CRDA Program.



The newly constructed clinic is now able to offer adequate health services to the 23,000 inhabitants of two MZs.

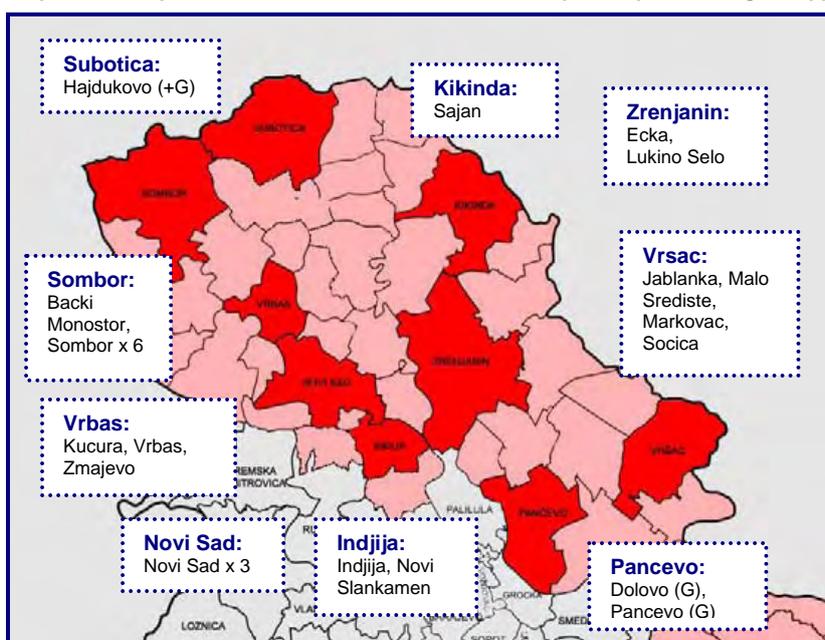
Electricity and Gas

One of the most significant problems identified in the open citizens meetings held at the end of 2001 and beginning of 2002 was the stability and security of the domestic electrical power supply. Local communities identified projects related to electricity and gas supply as among their leading priorities. ADF CRDA supported 23 gas and electric projects in 8 municipalities in Vojvodina, benefiting 41,527 citizens in rural and semi-rural areas.

In order to implement electrical supply projects, the CRDA program established close working relationships with local institutions to develop joint projects whereby the program would benefit from substantial cost share and larger impact of the services to the beneficiary population.

Extensive field trips and meetings led to very effective working relationships with electrical distribution companies in Vojvodina.

Map 22. Municipalities and communities where CRDA improved power and gas supply



LEGEND: G – traffic lights; number – number of projects in a community; no brackets - roads

The ADF CRDA program provided funds for:

- Purchase of pipes, armatures, valves, and fittings for pipeline replacement; and
- Installation of the water supply network pipelines including all necessary pipe fittings, valves and hydrants.

Total project cost:
\$1,346,378

Number of projects: 26

Total USAID funds:
\$600,793 (45% of total project cost)

Average USAID funds:
\$23,107
(Average CRDA USAID project investment: \$19,418)

Total cost share: \$745,585
(55% of total project cost)

Beneficiaries: 41,527



Construction of gas supply line in Pancevo



The transformer station in Adice settlement in Novi Sad



The transformer station in Lenija III settlement in Sombor

Impact

- New transformer stations and upgraded networks improved the power supply in each community, providing adequate power and stable voltage in areas most affected.
- Maintenance of the electric supply network was facilitated by shortening the distance from the transformer station to consumers, decreasing the number of power system break-downs.
- Power supply improvements allowed for an increase in the number of households connected.
- Consistent power supply enabled residents to use their household appliances and machines with less risk of malfunction, damage, or electric shock caused by unstable voltage, and improved the longevity of household appliances.
- Local economic opportunities were fostered by the availability of electricity for small businesses and farms enabling them to expand business activities and increase production through improved utilization of irrigation system water pumps, cold storages, and processing equipment.
- Improved power supply increased opportunities for job creation.
- More than a third of the projects were implemented in areas predominantly settled by refugees, where public infrastructure has been generally under-developed or non-existent.
- Installation of generators and transformer stations also improved or extended the water supply in six communities, thus contributing to improved health as well as economic conditions.

There were three gas-related projects within the ADF CRDA program: mapping of the existing pipeline; provision of a regulating station with measurement instruments; and construction of a gas distribution pipeline system. Results of these projects included:

- Households, small businesses and public institutions had access to a cheaper, cleaner, and more efficient source of energy.
- All residents benefited from having access to a more reliable and efficient energy source for heating.
- Gas supply also enabled greenhouse vegetable, flower, and fruit producers to decrease production expenses and increase production in winter.
- Mapping of the gas pipeline network made it possible for the community to undertake other infrastructure projects, such as adding new telephone lines.

Cooperation with Elektrovojvodina

ADF meetings with the Elektrovojvodina Department for External Investment led to a formal Memorandum of Cooperation outlining and identifying areas of cooperation and responsibility for ADF CRDA supported electrical distribution projects.

Under the umbrella of the Memorandum of Cooperation, contracts were completed jointly with Elektrovojvodina, ranging from the construction of completely new transformer substations supplying suburban areas of towns to the construction of discrete transformer substations providing electrical supply directly to newly constructed water wells which were also part of the CRDA program.



CRDA financed mounting of a gas regulating station in Hajdukovo



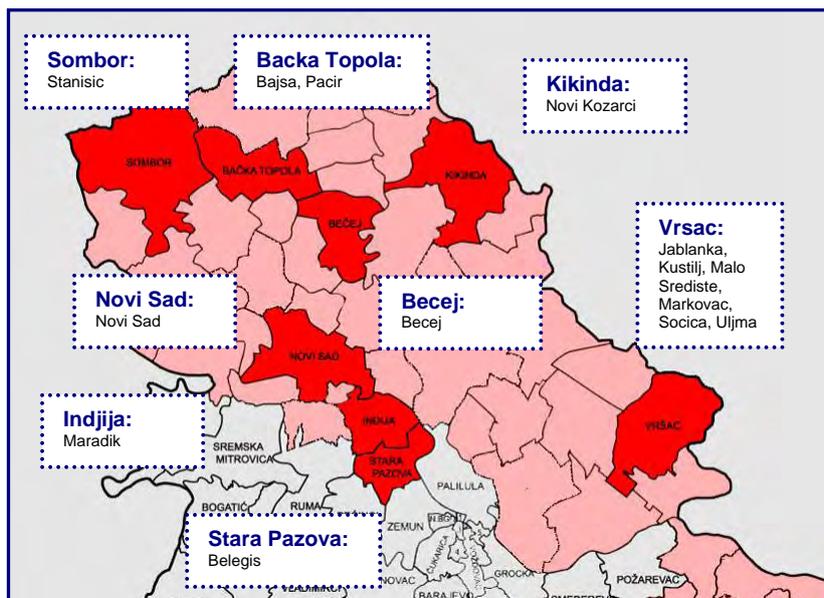
Improved power supply in Novi Slankamen

Water Supply

Water supply projects had been a priority from the beginning of the ADF CRDA program. The need for water improvement projects was confirmed through the citizens' survey conducted by ADF in 2002 which showed that only 34.6% of the citizens were satisfied with the quality of potable water.

The ADF CRDA program implemented 18 water supply projects in 8 municipalities in Vojvodina, benefiting 138,897 citizens. Sixteen out of the 18 projects were in rural communities.

Map 23. Municipalities and Communities where CRDA improved public water supply



Prior to approval, these projects had to meet all technical, legal, as well as environmental compliance requirements. As part of their required matching resources, communities obtained the needed technical documentation and permits, conducted geodesic surveys and pressure testing.

The local community often provided funds for part of the works and/or the purchase of equipment. The community also provided for household connections as well as the testing of the water supply system and water quality.

The ADF CRDA program provided funds for:

- Purchase of pipes, armatures, valves, and fittings for pipeline replacement;
- Installation of the water supply network pipelines including all necessary pipe fittings, valves and hydrants;
- Drilling of wells and equipping them with power installation, water pumps, chlorinator, and other needed equipment;
- Construction of pump houses, fences and gates around the wells;
- Connection of the new wells to the water supply system;

Total project cost:
\$3,903,430

Number of projects: 18

Total USAID funds:
\$784,470
(20% of total project cost)

Average USAID funds:
\$43,582
(Average CRDA USAID project investment: \$19,418)

Total contribution:
\$3,118,960
(80% of total project cost)

Source of cost share:
\$511,813.39 provided by local communities, municipalities and public utility companies. The German Kreditanstalt fur Wiederaufbau (KfW) provided \$2,607,147.



ASB's engineers were involved in projects prior to their approval and watched closely each step of the implementation to ensure that all technical requirements are met.



Water pipes provided for emergency repair of the water supply system in Novi Sad

- Work on the revitalization of existing wells;
- Provision of tools for maintenance;
- Installation of an automatic control system for a water tower;
- Building of public fountains and installation of filters and accompanying equipment.

Impact

- The quantity of the water that can be supplied to the citizens was increased by drilling new wells.
- Additional wells enabled constant pressure in the water supply line and an improved water supply.
- Water loss through leakage was resolved by renovating water pipelines.
- These improvements enabled year-round water supply to people.
- Adequate quality of potable water reduced the risks of poisoning, epidemics, and other diseases.
- Better water supply facilitated economic opportunities for nearby farms and other local economic initiatives.
- Citizens actively engaged in decision-making and project planning and successfully mobilized local and municipal resources;
- The overall quality of life in CRDA communities was improved.



Well digging in Jablanka and the constructed pump house.



Reconstruction of the water supply network in Belegis



ABOVE: Public fountain in Bajsa

BELOW: Donated generator enables a reliable supply of potable water in Backi Monostor.



"Thanks to our cooperation with the CRDA program implemented by ADF, we have finally succeeded in mobilizing residents of Pacir to solve the problem of water supply through joint efforts. Now all the villagers have regular water supply and do not fear water shortages in the summer. In addition to this, the village youth now shows an interest in agribusiness development and they plan to stay in the village" – said Otto Nagy, member of Pacir MZ council, a hydro-engineer.



Children from the elementary school in Stanisic run to the tap after school activities.

As reported by a villager: *"We don't have to wait for midnight to have a shower, there's plenty of water all day long!"*

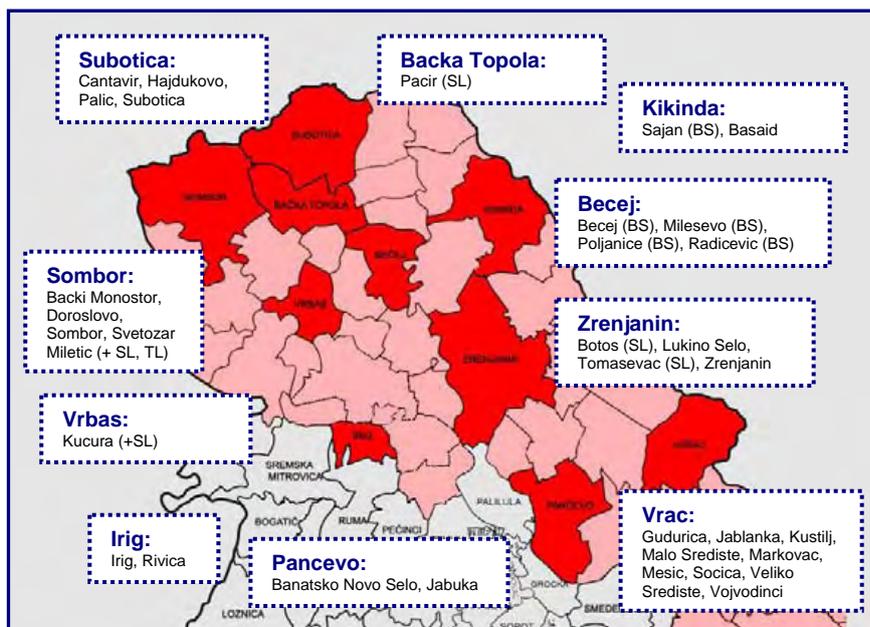
Roads and Traffic Safety

During the 1990's, the road infrastructure in Serbia severely deteriorated. Although major highways and regional roads were partially reconstructed, local community roads were most often neglected, which had a negative impact on the local rural economy, which was dependent on agriculture and getting products to the market.

Recognizing the need for improved traffic safety and roads, the local administration and communities provided substantial cost-share needed for CRDA projects to reconstruct farm-access roads, roads connecting settlements, town streets, roads leading to dump sites, and other traffic safety improvements projects..

ADF CRDA paved and repaired 28 km of roads and streets in 25 communities, constructed 24 bus stops in 5 communities, and improved street lights in 6 communities.⁵ A vast majority of projects (33 out of 36) were implemented in villages.

Map 24. Municipalities and Communities where CRDA/CRDA-E improved traffic safety



LEGEND: BS- bus stops; SL – street lights, TL – traffic lights; no brackets - roads

Impact

- Reconstructed streets resulted in improved living conditions for inhabitants. Citizens had better access to their houses, public institutions, and businesses were also more easily accessible in all weather conditions.
- Road paving facilitated farm-to-market commerce and other important traffic. Farmers had year-round access to orchards and greenhouses without the inconvenience and danger of having their vehicles stuck in deep mud during inclement weather conditions. It also opened up

Total project cost:
\$2,336,622

Number of projects: 36

Total USAID funds:
\$1,124,519 (48% of total project cost)

Average USAID funds:
\$31,237
(Average CRDA USAID project investment: \$19,418)

Total cost share:
\$1,212,103 (52% of total project cost)

Beneficiaries: 86,706
(multiple-counting not excluded)



"I am a car mechanic by profession. Since Ady Endre street got asphalted, people can now get to our car shop more easily;" – said Csaba Odri from Svetozar Miletic



ABOVE: Asphalting Road to Village Dumpsite in Banatsko Novo Selo

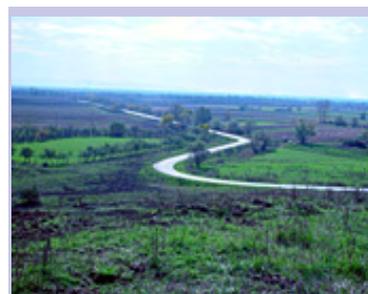
⁵ Additional road repairs were conducted within Earth-Day projects.

opportunities for business start-ups alongside the road, such as metalsmith and mechanic shops.

- The construction of a road connecting two municipalities had a positive effect on local economies as it reduced the distance to markets and industries. Improved road connections also enhanced the development of tourism.
- Construction of asphalt roads to landfills provided year-long access, regardless of weather, to the waste dump, which also decreased the number of illegal dump sites.

(See also industrial Zone roads; some roads were improved during Earth-Day actions.)

- Constructing asphalt roads connecting Roma (in Zrenjanin) and refugee settlements (in Rivica and Gudurica) facilitated the economic and social integration of these vulnerable groups with the community. Residents of these settlements had better access to their arable land at the outskirts of town; the transport of materials to the dump yard was made easier; and ambulances were better able to get to patients.
- Traffic safety was also enhanced by installing signs and traffic lights, reconstructing and repairing street lights, and painting pedestrian cross-walks. Eliminating potholes also contributed to the longevity of cars and agricultural machines.
- By better maintenance of ditches and drainage canals, further damage to roads by heavy rain flooding was diminished.
- Installed bus stops improved conditions for daily commuters and other passengers to be sheltered from poor weather conditions and no longer forced to wait for the buses in the street or nearby stores.



One of the examples of road infrastructure projects implemented within the ADF CRDA program was building a road that connected the villages of Vojvodinci in Vrsac municipality and Dobricevo. Inhabitants of Dobricevo village were practically isolated for years during winter and fall. Tractors were the only transportation they could use due to the poor condition of the road. Students from this village were forced to live in Vrsac in order to attend schools although their village was only 25 km away from Vrsac. Ambulances and fire brigades were practically unavailable to inhabitants of this village during winter months. Thanks to the CRDA-E program this village surrounded by vineyards was connected to the municipal seat, which immensely improved living conditions of its population.



Street asphaltting in Kucura and in Svetozar Miletic

Solid Waste Management

Numerous communities lacked organized disposal and collection of solid and other type of waste from households. These problems, accompanied with low public awareness, led to the notorious creation of illegal dump sites that posed health hazards, polluted the environment, and had a negative impact on the community.

Map 25. Communities with CRDA/CRDA-E waste management projects



The ADF CRDA program during its first three years provided multifunctional machinery such as loaders with attachments, tractors and trailers, grass mowers, drilling machines; containers and trash cans to public utility companies and local administration. Dump sites were put in order, fenced in, and enclosed with a green belt. Similarly, animal carcass pits and a metal waste depot were constructed.

Impact

- The capacity of public utility service providers increased. The heavy machinery and other equipment provided helped establish new local services in villages, empowering local citizens to take part in decision making. The village populations now experience better maintenance services responsive to their needs.
- Living conditions in rural communities have improved by widening the range of communal services: organized and controlled waste management, digging and cleaning canals and street gutters, plowing snow off the roads, and other maintenance work. (See also section on assistance to flooded areas.)
- Environmental protection was improved, leading to improved health conditions as well as the general appearance of communities.
- The increased number of containers and trash cans available to the public also enabled improved waste management.
- Increased capacity of utility service providers resulted in job creation, as drivers and maintenance staff got employed.

Total project cost:
\$893,287

Number of projects: 21

Total USAID funds:
\$468,532 (52% of total project cost)

Average USAID funds:
\$22,311
(Average CRDA USAID project investment: \$19,418)

Total cost share:
\$424,755 (48% of total project cost)

Beneficiaries: 110,789
(multiple-counting not excluded)



Starcevo



Jabuka

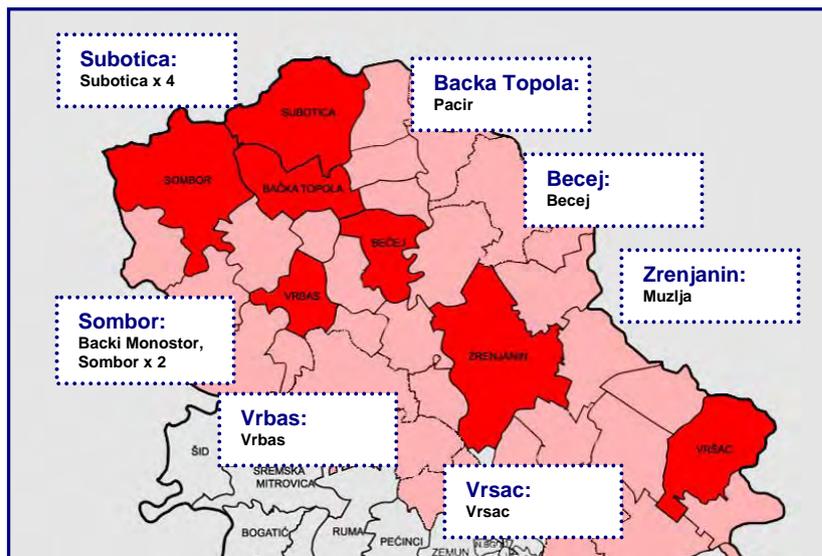


Backa Topola

Sewerage

Throughout ADF's AoR, communities faced health hazards caused by improper maintenance of septic tanks and storm sewers as well as decrepit sections of existing sewerage systems. In many cases the works were co-financed by the municipality, with the local community responsible for connecting households to the network. These projects also involved significant preparatory activities, including obtaining technical documentation and building permits, as well as compliance with both local and USAID environmental regulations.

Map 26. Municipalities and Communities where CRDA/CRDA-E improved sewerage



CRDA funds were used for the construction of sewer systems, sewerage lines, and sewage collectors, which included ground works (digging shafts, supplying sand for covering the shafts, rubble transport), the installation of pipes and sewage collectors, and connection to the main city sewer system network. Storm drainage lines also were reconstructed. Communal services were provided with a liquid waste trailer and other needed equipment.

Impact

- The construction of a sewage network in settlements and connecting it to the city sewage system improved the protection of the city's potable water supply, and improved the health situation for settlement inhabitants.
- Drainage channels improved environmental conditions and general living conditions for citizens and for raising livestock in the village.
- New equipment enabled the development of a regular communal service in a village, managed by the municipality, which provides citizens with the liquid waste disposal at a lower price and allows the municipality to save budget allocation for maintaining the equipment and other investments.

Total project cost:
\$727,245

Number of projects: 12

Total USAID funds:
\$372,127 (51% of total project cost)

Average USAID funds:
\$31,011

(Average CRDA USAID project investment: \$19,418)

Total cost share:
\$355,118 (49% of total project cost)

Beneficiaries: 24,199
(single-counted)

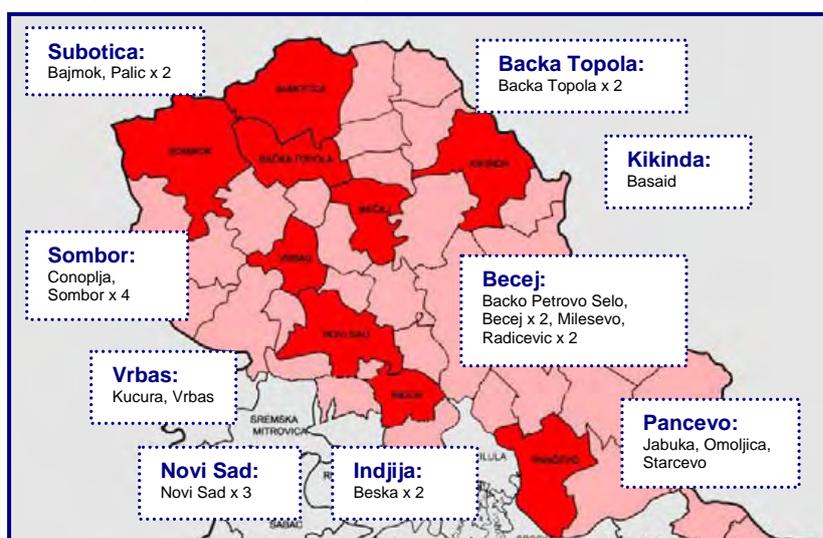


"I waited for 20 years, ever since I built the house, for the pipes leading to the main sewer to be put in... Every year brown water from the septic tanks would flood the yard... And nearby is the water spring for the entire city. It posed a health hazard. It is good that we don't have to worry about this any more and thanks to the ones who finally decided to solve this problem;" – said Peter M, a resident from Conopljanski Road and one of the beneficiaries of the constructed collector in Sombor.

Cultural Institutions

ADF CRDA implemented 27 projects to improve conditions in the dilapidated and ill-equipped cultural institutions in Vojvodina. Two of these projects involved providing air-conditioning units, IT equipment, furniture, and a video surveillance system to 2 museums; 3 projects included the provision of theater seats, air conditioning, lighting and sound equipment and improved restrooms for theaters; and 22 projects improved facilities and equipment in cultural centers and libraries. The cultural centers had new heating systems installed; roof, stage, and floor repairs; reconstruction of sanitary facilities; thermo- and hydro-insulation of walls; replacement of windows and doors; and provision of cinema equipment, other technical equipment, and furniture.

Map 27. Communities with improved conditions in cultural institutions



In addition to these projects, ADF CRDA program directly contributed to enriching and diversifying cultural activities both in Vojvodina and Eastern Serbia through community centers, activities of community development associations and local festivals.

Impact

- Computer equipment was provided to create interesting cultural presentations that attracted more visitors to museums. Air-conditioning made attendance in summer more pleasant and the security system improved the safekeeping of exhibits.
- Renovated theaters allowed theater groups to work and visitors to attend performances in a safer, healthier, more pleasant and professional environment. The quality and variety of theatrical performances and other events was greatly enhanced by a functional lighting system. As the premises were also used by other community groups, the renovated bathrooms added to an improved social and cultural life.

Total project cost:
\$693,553

Number of projects: 27

Total USAID funds:
\$389,398 (56% of total project cost)

Average USAID funds:
\$14,422
(Average CRDA USAID project investment: \$19,418)

Total cost share:
\$304,155
(44% of total project cost)

Beneficiaries: 581,085
(multiple-counting not excluded)



Sombor Theater, one of the oldest and most important cultural institutions in the country, obtained financial support through the CRDA-E program and local Ministry of Education for equipment for plays and other public events.



- Conditions in libraries for both staff and visitors were improved. The equipped and renovated libraries provided an expanded range of services and attracted new members. Reconstructed, equipped and furnished library buildings hosted cultural and other community events, such as book promotions, concerts, round tables and exhibitions. These facilities were also used by several citizens' organizations.
- Improved conditions and a safer environment increase attendance at meetings, lectures, school performances, folk dances, weddings, sports events, and various other events organized in cultural centers. The construction of heating systems in cultural centers expanded the use of the facilities to a year-round basis. Improved conditions also increased the possibilities of income generation as a means to sustain the centers. A safe, comfortable facility, especially with a functional stage, encouraged the growth of drama groups, folk and modern dance groups, and visiting theater groups. Improved cultural centers provide a venue for festivals and other activities that attract visitors. Inter-community multiethnic cooperation was enhanced as diverse local ethnic groups used the improved cultural centers for various social activities.

BELOW: Renovation and equipping of the library in Palic turned the facility into a cultural center that is the hub of an active community life.



In Backa Topola, the CRDA program helped renovate both cultural centers: the Kodalj Zoltan center, primarily Hungarian, and the Vuk Karadzic center, primarily Serbian.



The buildings were reconstructed and central heating installed.

Also a workshop manufacturing traditional costumes and souvenirs was established.

III.5.4. Community Development Associations

Strengthening Community and Civil Society Institutions

The ADF CRDA program established a strong network of community development organizations in Vojvodina and Eastern Serbia that will continue to serve as a vehicle for promoting economic development. Community Development Associations (CDAs), formed mostly on the municipal level from local groups and representing major social and economic stakeholders, have developed into focused networking organizations engaged in identifying constraints to rural and urban economic development and working together to find and implement solutions.

The Community Development Associations established by ADF CRDA-E serve to link local business leaders and other active citizens in many ways including the following: identify local opportunities and mobilize resources, including investment in local business activity and community development; offer a range of services related to promoting local economic development through organizing entrepreneurs clubs, farmers clubs, and start-up business initiatives; initiate and participate in the creation of municipal and other strategic development plans through public dialogue and established partnerships between the public, private and civic sectors; and identify and implement economic development-related advocacy campaigns and economic infrastructure and environmental projects.

ADF capacity building for Community Development Associations included educational programs for CDA managers, program councils, entrepreneurs' and farmers' clubs, and other economic opportunity programs.

In each municipality, ADF CRDA supported citizens' groups were formalized as registered as Community Development Associations (CDAs): statutes were drafted and adopted, and a customer service focus was incorporated as a central part of their methodology. CDAs received IT and other office equipment needed for their operations.

These civic groups were transformed into modern CDAs through ADF CRDA-E capacity building services. Trainings included seminars on how to register and run a CDA; workshops on preparing and organizing founding assemblies for CDAs; a program for CDA managers and CDA program councils; and forming groups of entrepreneurs, farmers, and local consultants. Workshops on monitoring and evaluation were also held. CDA members received training on public education, helping them to reach out to the public, gain local support, and mobilize local resources. CDAs developed their own websites. In order to increase their sustainability beyond CRDA, training and technical assistance was provided on developing cross-border cooperation (CBC) project proposals to access EU funds.

Total project cost:
\$543,037

Number of projects: 41

Total USAID funds:
\$441,455 (79% of total project cost)

Average USAID funds:
\$9,197
(Average CRDA USAID project investment: \$19,418)

Total cost share:
\$112,582 (21% of total project cost)

Beneficiaries: 57,845
(multiple-counting not excluded)

Projects identified in open citizens meetings often resulted in advocacy actions. In Zdravko Glozanski elementary school in Becej, a parent-teacher meeting was held with one message clearly delivered: it is up to us whether our own children will have adequate conditions in the school.

Parents left the meeting with plans to advocate and vote for needed reconstruction of the school bathrooms. They were in the majority of the 408 citizens attending the open citizens meeting in a city theater with a capacity of only 350 people. With many standing in the hallway, the headmaster of the school briefly and vividly depicted the grave conditions in the school.

The project was voted a top priority in the community and the Becej municipality later provided cost share.

Throughout the ADF CRDA program, assistance was provided to communities in organizing **Open Citizens' Meetings (OCMs)** in each CRDA community. A large number of citizens were mobilized to join community committees (ranging from Community Development Groups and local Citizen Advisory Groups to CDAs) to foster the development of democratic practices in communities. All groups were targeted: local community/municipal officials, private sector representatives, and groups of citizens and representatives of civil society. ADF organized approximately 400 Open Citizens' Meetings in 100 communities with 37,000 citizens participating in decision-making processes.

Specific support was provided to build capacities for **advocacy campaigns** as a mechanism to further strengthen citizens' activism in communities stimulating change predominantly at the local level. Intensive training was provided to CDAs, who devised and implemented action plans for local need-based campaigns on issues ranging from health service, environmental protection, and budget priorities, to public service provision, communal services, and municipal economic development. Support was provided to these public advocacy campaigns.

A campaign to encourage citizens' organized participation at **municipal budget** hearings was carried out through CDAs; the campaign involved promotion, workshops, public hearings, and round tables.

A **Community Development Associations Network** was established at a convention held in Lepenski Vir from October 26-28 2006, attended by representatives from active CDAs that all signed a memorandum/charter. The network with an initial membership of 1,500 citizens is now led by a secretariat comprised of many of the professional personnel who gained expertise and experience formerly working for ADF CRDA. ADF provided support in setting up the CDA network. Advanced trainings were provided to CDA members on public advocacy and fundraising, public relations, the CDA's role in local and regional tourism development, and forging partnerships with the Diaspora; training of trainers were also provided on issues such as running community foundations and EU pre-accession instruments and procedures. Regional meetings were organized to facilitate linkages among CDAs, institutions, and local partners, and to establish functional regional sub-networks for Srem, Banat, and Backa in Vojvodina and Eastern Serbia.

Impact

- Open citizens' meetings strengthened citizen input and provided a model mechanism for community involvement in decision-making. The open citizens' meetings ensured that local priorities were identified through an open voting process. These meetings also presented a forum for public education related to understanding democratic processes, and for initiating interest among citizens and local government authorities in strengthening dialogue and improving cooperation.

Varied activities of Community Development Associations enhanced increased citizens participation as illustrated in the photos below showing Community Development Centers in Eastern Serbia



Bor



Despotovac



Golubac



Kucevo



Negotin



Petrovac

- The established citizens' committees, with their principles and mechanisms, further assisted the development of democratic practices in communities. ADF CRDA assisted in the organization of 175 citizens community and cluster committees with 4,396 members.
- As part of organized campaigns, CDAs educated and informed citizens about the importance of citizens' participation in the decision-making process and proposing budget drafts through organizing preparatory meetings, public discussions, and media campaigns.
- Taking part in municipal budget hearings in 13 municipalities, CDAs, NGOs, and other citizens worked together to push for the inclusion of budget line items relating to funding local NGOs and to initiate the process of defining criteria for the distribution of those funds. CDAs also prepared an informative manual on the importance of citizen involvement and made it available to all participants in public hearings. The advocacy campaigns helped municipal authorities organize public hearings in a transparent and democratic manner, also lending support to grassroots initiatives fundamental to building the third sector by working to increase the number of municipalities that allocate budget funds for supporting civic initiatives.
- Forming CDAs as a formal new generation of NGOs that are community-based and membership-driven gave citizens the capacity and framework to identify and mobilize local and foreign donor resources; organize and support public advocacy campaigns related to local-level policy change; establish a range of services in conjunction with the community development centers which target producers, entrepreneurs, and other engines of local economic development; participate in creating strategic development plans through public dialogue and cross-sector partnerships; implement economic development related advocacy campaigns and projects; and integrate the initiatives and potentials of other NGOs and active citizens.
- CRDA capacity building efforts resulted in the creation and strengthening of local leadership skills. Several CDA members now occupy key positions in their communities.
- The capacity of the local NGOs and other organizations to attract international funds has been magnified, thus increasing their sustainability. The CDAs are becoming recognized as (mostly apolitical) reliable partners and entities that work for the benefit of their communities.
- The Community Development Associations Network has the capacity to design and implement projects on a regional level, assisted by the network secretariat as a permanent resource center for local economic development. As an illustration, based on an initiative within the CRDA-E program which included forming a regional council for Homolje tourism development, the CDA in Zagubica, in partnership with CDAs from Petrovac and Malo Crnice and respective municipalities, obtained 120,000 EUR in funding to further promote the region's tourism potential.
- Several CDAs obtained funds from both municipal and republic budgets, and from other donors. For example, the CDA in Golubac, which currently employs four people, obtained funds from two republic ministries (for culture and for trade and tourism).

"As part of the USAID/CRDA-E program and the project Establishing a Community Development Association Network, I participated as a local coordinator for building the capacities of Community Development Associations", - says Aleksandra Stacic from Becej CDA. "Thanks to trainings and workshops in this project, I improved my project writing and managing skills. Through establishing a CDA network, we created a solid basis for more efficient and productive work on community development."



The CDA Network foundation charter signed by representative associations from throughout the region



Participants of the Community Development Association Network founding convention

CHALLENGES ENCOUNTERED

Some CDAs had difficulties working in adverse political environments.

Certain community-based CDAs and a few municipal-level CDAs stopped operating as funds ran out.

Although some of the CDAs ceased to operate, the model was replicated in some non-CRDA communities based on local citizen's initiatives, such as in Bezdán in Sombor and Mali Idjos.

III.5.5. Community Development Centers

Community Development Centers Promoting Enabling Environment

One of the cornerstones of ADF's approach was the establishment of Community Development Centers (CDCs) as multifunctional hubs for community civic and economic life. These centers were most often established in MZ offices or cultural centers, with a few of them having premises at more than one location. The ADF CRDA program and its community partners proactively laid "claim" to the use of such public facilities for a larger more meaningful public use and purpose.

CRDA helped establish or improve facilities in 81 community development centers (CDCs) including some related facilities such as MZ offices and cultural centers oriented to serve a similar purpose.

CRDA funds were used to support 111 projects, including reconstructing or renovating 58 centers; providing 85 centers with IT and other technical equipment, of which 39 centers received computers for IT courses; and purchasing furniture for 45 centers. The bulk of these projects were implemented in the first three years of the program to form a solid basis for further activities in communities.

One significant accomplishment was the construction of additional space for CDCs by building annexes or converting attics and other unused space into functional areas. In many locations, bathrooms needed to be reconstructed, roofs repaired, and floors and windows replaced. CRDA also installed heating systems and air-conditioning.

The improved centers were equipped with IT equipment and furniture, including computers, software, printers, scanners, copy machines, projectors, fax machines, sound systems, other office equipment, computer desks, conference tables, cabinets, chairs, and miscellaneous other items to provide new services to citizens.

In total, 81 Community Development Centers were established, in addition to 9 MZ offices that were equipped or renovated to increase the quality and range of services provided to citizens and citizens groups. Out of the 81 established community development centers, 67 community development centers remain very active and functional and 7 centers continued to operate as MZ offices.

Total project cost:
\$3,389,369

Number of projects: 111

Total USAID funds:
\$2,013,741 (59% of total project cost)

Average USAID funds:
\$18,142
(Average CRDA USAID project investment: \$19,418)

Total cost share:
\$1,375,628 (41% of total project cost)

Beneficiaries: 470,535
(multiple-counting not excluded)

"I've been a member of this community all my life, and it has never been like this before;" – said Radisa Inkovic, secretary of an MZ also using the CRDA-supported Agora community development center in Vrsac. "Compared to my colleagues in other local communities, I have much more work to do, but I am very happy that there are so many community-related activities going on in our new community center. It really makes a difference."



Agora Center in Vrsac

Impact

- MZ offices and other local facilities were improved to support the array of services provided by Community Development Centers (CDCs) and the intensified civic participation activities. Approximately 70% of the CDCs were reported as multifunctional by the end of the Program. The average number of clients per month was about 350.
- The renovated and equipped CDCs can better serve as venues for events, including civil organization meetings, open citizens meetings, cultural events, village celebrations, forums, presentations, and exhibitions.
- A major achievement was the establishment of computer centers within CDCs that offer computer education and serve as a central venue for training and internet use by many in the community, especially youth.
- Most centers also provide other educational services, such as foreign language training, agribusiness development, business start-ups, health protection, and crafts production.
- Citizens can obtain information at CDCs on various subjects, including access to credit and development funding, job availability, and community initiatives and issues.
- CDCs are focal points in communities as they host NGOs and business organizations including agricultural cooperatives.
- CDCs also coordinate advocacy campaigns, and now provide public services to citizens more efficiently.
- CDCs serve as a link between citizens and municipal government for mutual benefit.
- MZ offices can now offer basic services not available before in villages, such as photocopying and faxing.
- CDC activities resulted in job creation. Managers and other staff gained experience at the center, and many trainees of educational programs succeeded in finding jobs as well.
- The CDCs create opportunities for developing volunteerism in communities, as 90% of them engage volunteers for regular activities, including service delivery and special initiatives.
- The concept of CDC was so well accepted in communities that CDCs were opened in non-CRDA communities, such as in a few Backa Topola villages.

CHALLENGES ENCOUNTERED

Although 70% of CDCs were reported as multifunctional at the end of the program, less than 50% met the ADF CRDA three-fold threshold target requirements of being multipurpose, well-managed and sustainable. Although the majority of CDCs generated their own income, even with the local funds that half of them receive, numerous CDCs were unable to expand their services.

The major obstacle in developing fully multifunctional CDCs was that most of the premises were owned by local government. In some cases, the ADF CRDA program was barred from providing needed support to a CDC during the project LOP due to anti-reform policy, as in the case of Zabari municipality. Also, there were some cases where the local anti-reform government obstructed the functioning of CDCs by locking them out of the premises.

A positive example of local initiatives overcoming adversarial local politics is the case of Novi Slankamen where the local CDA managed to provide new premises for the CDC after the local MZ government obstructed the functioning of the center in the original premises.

A lack of local human resources had an adverse effect on the range of services provided at CDCs; e.g. local trained IT professional unavailable in a small village to provide quality computer classes. Certain CDCs depended on 1-2 key persons recognized as catalysts of local social life. With their departure, the CDCs reverted to more basic functioning as MZ offices.

III.6. *Special Initiatives*

ADF CRDA carried out special initiatives to fortify the sustainability of results in the civic participation and environment pillars and in the reproductive health and family planning component.

III.6.1. Family Planning and Reproductive Health



LEFT: Youth counseling training in Subotica

ADF received a \$400,000 **USAID program earmark** for Family Planning and Reproductive Health (FPRH) in August 2003.

With the support of USAID, all five CRDA implementing partners agreed to implement one part of the family planning and reproductive health earmark activities through a joint CRDA strategy (approved in November 2004). The strategy focused on several issues such as raising awareness of youth at risk about FPRH, peer education, media and awareness campaigns, the joint monitoring of FPRH activities, and the promotion of FPRH programs and messages at youth-focused events.

ADF CRDA developed its own FPRH strategy (approved in December 2003) that complemented the CRDA FPRH joint strategy. The strategy's development took into consideration an assessment conducted in CRDA municipalities in cooperation with local Community Development Groups and in consultations with representatives of regional and local health care institutions, women's NGOs and local government authorities.

The individual ADF CRDA strategy focused on three main goals:

- Improved access to family planning information and services for youth;
- Improved access to family planning information and services for adult women; and
- Increased public awareness of health issues related to family planning and reproductive health.

ADF implemented a total of 25 projects within the FPRH earmark totaling \$400,000 (*for a complete list of the earmarked projects see*

Total project cost:
\$1,288,930

Number of projects: 34

Number of earmarked projects: 25

Total USAID funds:
\$669,390 (52% of total project cost)

Total USAID earmark funds: 400,000

Average USAID funds:
\$19,688
(Average CRDA USAID project investment: \$19,418)

Total cost share:
\$619,540
(48% of total project cost)

Beneficiaries: 767,164
(multiple-counting)

Appendix). Additionally, ADF implemented four projects prior to and five projects after the FPRH earmark.

By networking citizen groups, medical professionals, and others, ADF CRDA sought to maximize the number of citizens in its AoR benefiting from FPRH projects. FPRH project partners included Vojvodina Provincial Health Department; local health centers; YUMSIC, UNICEF, and UNFPA; the Red Cross; the Center for Continuing Medical Education of the Medical Faculty in Belgrade, Sombor Cancer Society, Red Line contact center, and Subotica Red Cross.

FPRH program activities and results included:

Youth Counseling Centers. ADF CRDA helped strengthen existing and establish new youth-friendly counseling centers. Over 35,000 adolescents from Backa Topola, Becej, Bor, Indjija, Kladovo, Majdanpek, Negotin, Petrovac, Sombor, Subotica, and Vrsac, have improved access to family planning and reproductive health information and services in the newly established youth counseling centers established in their municipalities. The centers were provided with furniture, basic medical and IT equipment, and educational and promotional materials. Furthermore, 79 health professionals received training in both group and individual adolescent counseling, while 99 adolescents received training in peer education.

Youth in these 11 municipalities can get information and services related to reproductive health, risk behavior, sexually transmitted infections, contraception, and other problems/challenges of adolescence. In addition to individual counseling with gynecologists, pediatricians, and psychologists, each center organizes workshops in local secondary schools.

Youth Peer Educators. As a result of the CRDA-wide initiative, the first youth peer standards in Serbia were developed and accredited by both the Ministry of Health and the Ministry of Education. These national standards for peer education, which were developed based on UNFPA global recommendations adjusted to national needs and circumstances, were discussed at the first youth peer congress attended by 143 participants. Y-PEER, the youth peer network, was supported by USAID, UNICEF and UNFPA. Training of trainers on peer education as well as other program activities have further improved the capacities of the national youth peer network and the NGOs dealing with peer education to provide information and organize peer education on FPRH themes.

In addition to supporting Y-PEER, CRDA assisted Red Cross peer educators in Vojvodina through ToT seminars on reproductive health and STI prevention, attended by youth activists from 13 municipalities who then conducted follow-up trainings.

It is estimated that CRDA helped to build the capacity of some 600 peer educators within its AoR.



The youth counseling center in Backa Topola provides counsel in Hungarian as well.

For the first ten months, six youth counseling centers opened in 2005 provided individual counseling to over 500 adolescents and organized family planning and reproductive health workshops for over 1,000 secondary school students.



High school students attending a training of peer trainers in Vrsac



Y-PEER: Youth Peer Congress



Students practiced workshop

Improved Capacities of FPRH Service Providers. ADF CRDA built up the institutional capacity of FPRH health care service providers by equipping their facilities with diagnostic and other equipment. These supplies were provided to medical centers or primary health care institutions in 18 municipalities, the gynecological clinic in Novi Sad, and the maternity ward in Backa Topola, which was also renovated. CRDA provided 65,000 Pap test kits to 12 regional health centers⁶ also serving adjacent municipalities.



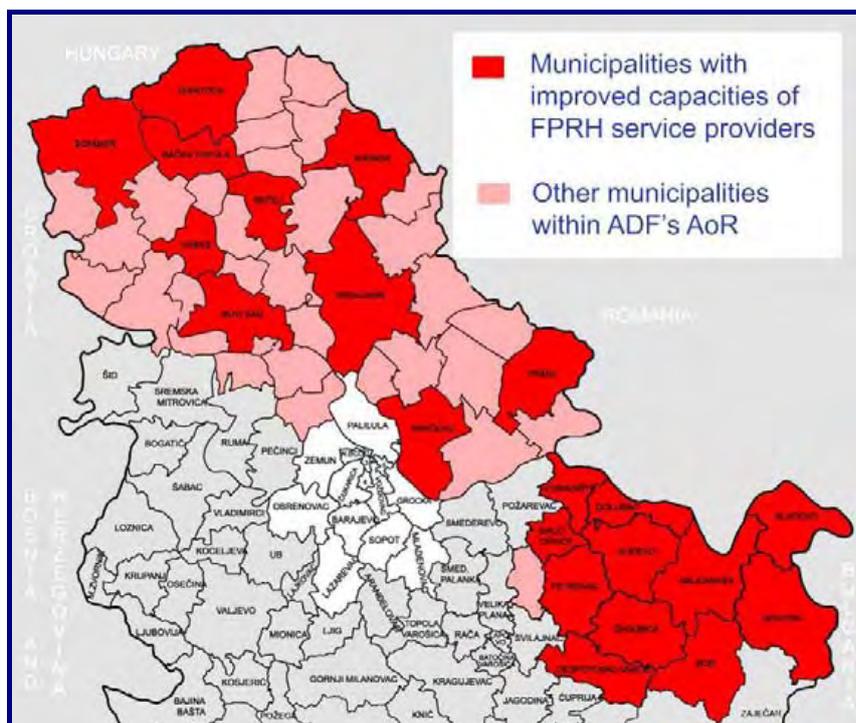
CRDA-donated ultrasound in Becej

ADF CRDA efforts resulted in **women in Vojvodina and Eastern Serbia receiving increased access to improved and expanded FPRH services** in 21 out of the 26 core municipalities within ADF's AoR. Combined with the informational health awareness campaigns to educate the public on these innovative services and emphasizing the need for regular medical check-ups, the new equipment improves conditions for screening, early diagnosis of cervical abnormalities, and other diseases and infections, including STIs. More precise diagnostics and subsequent effective treatment contribute to the reduction of high mortality rates.



Donated Pap test kits enable preventive cervical screening

Map 28. Municipalities with improved FPRH service capacities



“The trainings allowed me to learn how to approach adolescents more easily. I particularly liked the fact that healthcare professionals, teachers and students were working and learning together. We all believe that these trainings are only the beginning of solving problems that adolescents are dealing with,” said Nadica Bogdanovic, a pediatrician from Negotin who participated in the trainings for establishing youth counseling centers.

Education of Medical Professionals. In addition to education provided to youth counseling centers' staff and peer educators, a series of health trainings were held to provide gynecologists, pediatricians and nurses with updated information on FPRH issues and continuing medical education opportunities. A seminar on management in reproductive health was held to improve the

⁶ These centers are in Novi Sad, Backa Topola, Becej, Bor, Golubac, Kikinda, Negotin, Sombor, Subotica, Vrbas, Vrsac, and Zrenjanin.

management and organizational skills of reproductive health care facilities' representatives.

By advancing and upgrading medical knowledge and introducing client-oriented approaches, training participants can now improve practices and services offered to patients in reproductive health care facilities. The seminars allow health professionals to discuss current research achievements and recent and future development. Continuing medical education (CME) is critical for effective and improved services offered to patients in health facilities. Improved managerial and organizational skills, as well as the introduction of better methods of planning and decision-making, allow seminar participants to enhance practices and services offered to patients in reproductive health care facilities.

Public awareness campaigns. Several FPRH awareness campaigns were conducted. Systematic, regional campaigns engaged different stakeholders such as health institutions, medical professionals, government authorities, local communities and the civil sector which, in conjunction with its large outreach, significantly contributed to raising public awareness on health issues, particularly family planning and reproductive health. The wide range of educational materials available provided the public with updated information on gynecological exams, Pap smears, mammography, family planning, safe motherhood, STI prevention, and other health issues. In addition, the forum discussions enabled the public to get proper information on health issues and to find out from medical professionals how to protect their health in the best possible way.

In 2005, all CRDA partners jointly conducted a national awareness campaign targeting youth and reproductive age women with a special focus on preventive care. The campaign included press conferences, video clips and radio jingles and VIP testimonials broadcasted on both national and local media; posters, educational brochures dealing with STIs, family planning, contraception, and safe motherhood; and round tables.

Support for youth-focused events included World AIDS Day, and campaigns reached out to the Exit regional music festival visitors through workshops, round tables, street events, knowledge quizzes, lectures, press conferences, billboards, video clips, and radio jingles. Local schools, health centers, and clinics were included in the campaign as main stakeholders promoting a healthy lifestyle among the youth population.

A Year 3 campaign included printing 100,000 leaflets and 3,000 posters on regular gynecological examinations, 10,000 leaflets on breast self-examination, 100,000 leaflets on Pap tests, 100,000 leaflets on contraception, and 100,000 leaflets on mammography.

In a 2005 campaign, the following materials were distributed: 10,000 brochures on STIs, 10,000 brochures on contraception, 10,000 brochures on safe motherhood, 10,000 brochures on conception, 15,000 brochures on condom use, 15,000 brochures on HIV/AIDS, 600 FPRH manuals for elementary school teachers, 960 brochures for students, 240 brochures for parents, 96 FP&RH manuals for health professionals, and 300 manuals on congenital anomalies.



Seminar on improving managerial skills in reproductive health care



In addition to one day of the Exit Festival dedicated to FPRH, every day educational materials were distributed and events organized



A billboard from the national campaign in 2005



Some of the promotional and educational materials

III.6.2. Earth-Day and Other Environmental Awareness Activities



LEFT: E-Day action in Sajan in 2002

In the ADF CRDA first year, 19,579 participants were mobilized at 260 locations in Earth Day activities organized in each of the 65 CRDA communities. As a result of these efforts, 1,566,620 m² of area was cleaned; 44,624 m³ of garbage was removed; 68 illegal waste disposal sites were cleared away; 440 trash containers installed; 37 parks and 43 schools cleaned. The ADF CRDA program and local communities provided labor, tools, supplies, and equipment.

Engaging Citizens in Environmental Actions and Campaigns

ADF CRDA implemented programs to improve the environment and raise environmental awareness early in implementation of CRDA. These activities were an effective method for strengthening the civil society sector and promoting civic activism and partnership with the public and business sector.

ADF supported the implementation of community Earth Day clean-up actions in all 26 municipalities within ADF's AoR. More than 160 projects were implemented, including environmental awareness-raising campaigns, community clean-ups, and small scale ecology-related infrastructural projects.

The projects were initiated in the communities themselves and developed by community committees. Substantial community buy-in is demonstrated by the large number of volunteers, local resources, and cost-share. E-day actions mobilized entire communities, schools, MZ administrations, public utility companies, municipal administrations, NGOs, private businesses, and citizens.

In the first three program years, environmental action projects were developed and implemented on the community level. In year four, as CRDA focused more on developing clusters and networks, projects were approved on the municipal level. In some communities or municipalities, the campaigns lasted for several days.

Many CRDA-supported NGOs and citizens groups continue to successfully organize environmental actions, raising funds from municipal and national budgets, companies and other local donors.

Total project cost:
\$1,920,274

Number of projects: 163

Total USAID funds:
\$944,032 (49% of total project cost)

Average USAID funds:
\$5,792
(Average CRDA USAID project investment: \$19,418)

Total cost share:
\$976,242 (51% of total project cost)

Beneficiaries: 1,705,921
(multiple-counted)



Children throughout Vojvodina contributed to Earth Day actions in various ways

Earth-Day activities included cleaning public areas (village centers, schools, parks); cleaning rivers, canals, and lake banks; clearing storm drains of debris; removing illegal waste disposal sites; transporting solid waste to legal dump sites/city landfills; planting trees, shrubbery, grass, and flowers; and installing trash cans and containers. Benches and tables were installed in parks and other public spaces; green areas were protected from illegal parking by installing guard rails; new playground equipment was constructed and the existing ones repaired; and lawn-mowers and trimmers were provided to communities for maintaining public green areas.

Environmental awareness campaigns were an important component of the Earth Day actions. Campaign elements included disseminating posters, T-shirts, and flyers; organizing round-tables and workshops; and contests that targeted youth, such as making scarecrows from recycled material.

Impact:

- Public awareness about the importance of environmental protection was raised through campaigns, lectures and workshops, and by citizens' direct involvement in activities.
- Citizens were successfully mobilized and due to genuine interest in the environment, there was a large participatory response to these actions. Ecological actions organized within the CRDA program regularly had the highest turnout of people, with the largest number of volunteers coming from schools, kindergartens and the civil sector.
- The number of planted trees, bushes and flowers was increased. Furthermore, an environmental NGO was equipped with greenhouses and planting equipment to establish a nursery and continue its work on revitalization and forestation of Vrsac Hill, thus reducing the effects of wind erosion. Similarly the basis for improved maintenance of public spaces and green areas was established.
- Organizing E-Day actions for several consecutive years strengthened informal networking among organizations involved in the activities.
- In some communities, Earth-Day actions improved the foundation for tourism development as citizens and organizations joined efforts to clean natural resorts and other places of interest, such as Palic and Backa Topola lakes in Vojvodina, the Pek River banks, and paths leading to Bor Lake in Eastern Serbia.
- The success of E-Day actions helped CRDA-supported community committees gain public recognition and support.
- In many places the sustainability of the actions is reflected in the continuation of this tradition. Citizens, community development associations, environmental organizations, schools, public utility enterprises, and local administrations continue to organize various activities and projects related to



Solid waste removed in Kikinda



Trash cans painted in Backi Monostor



E-Day actions in the Roma settlement in Cantavir



Planting trees in Backa Topola



Exhibition of caricatures in Beska



E-day actions in tourist resorts

environmental protection, using funds from the municipal budget, local private businesses, NGOs as well as national sources.

Sparked by the success achieved in Year One, the largest E-day activities took place in 2003 when the actions spread to non-CRDA communities, thanks to partnership with the Vojvodina Provincial Secretariat for Environmental Protection and Sustainable Development.

ADF CRDA and the Secretariat organized a Mayors' Meeting as a key step to ensure the coordination of Earth Day activities. The meeting also served as an opportunity for mayors and environmental specialists to present their environmental problems and exchange experiences on how municipalities were addressing the issues. The interest of communities to participate in Earth Day activities that was demonstrated at this meeting prompted provincial authorities to provide significant financial support to numerous municipalities. Emphasis was also put on planting trees, as Vojvodina has a lamentable 6.8 percent of forested area, whereas the recommended percentage is above 20.



Also, a children's environmental poster competition was organized, galvanizing schoolchildren throughout Vojvodina.

In addition to the 33,717 people from 11 municipalities and 68 communities directly included in the CRDA-E program taking part in E-Day actions in 2003, as many as 107,000 citizens (more than 5% of Vojvodina's total population) contributed to the achievements of the activities organized in 44 out of the 45 Vojvodina municipalities.

CRDA also assisted in building the capacities of environmental NGOs and supported other campaigns such as an anti-ragweed campaign in Subotica for which the municipality co-financed the purchase of a pollen monitoring device.

"I simply cannot recognize the kindergarten where I've been working for so many years," - smiles Mira Vojnic, kindergarten teacher in Ker community in Subotica. "It really makes such a difference, both to us and the children who come here every day. The best part is, we did it ourselves. This is what makes me especially proud."



Planting trees in Backa Topola



Campaign on the streets of Indjija



Clearing up in Sombor municipality



Removal of illegal dump site in Ečka



Gorani foresters NGO received CRDA assistance so as to increase environmental awareness



Schoolchildren formed the majority of E-Day participants

III.6.3. Flood Disaster Relief

In response to the flooding of the Danube, Tamis, and Tisa rivers in spring 2006, relief was provided by ADF CRDA-E to the Titel and Golubac municipalities. These two municipalities, among the poorest affected by this disaster, suffered major damage. In the areas where river banks were not strong or high enough, agricultural land, family houses, schools, kindergartens, and other institutions were damaged by the floods. Mobilizing all available resources for mitigating the floods' consequences, Golubac and Titel municipalities proactively approached the CRDA-E program for assistance.

The relief program was urgently implemented to prevent flooding of the neighboring communities, avoid a humanitarian catastrophe, and reduce adverse economic impacts. The relief consisted of water pumps, generators, raincoats, rubber boots, potable water, and food packages. The municipality of Titel was also provided with a boat to enable flood rescue teams to access the most affected areas surrounded by water.

At the same time, in other municipalities threatened by floods, including Zrenjanin, Vrsac and Pancevo, all heavy machinery donated by the CRDA program was used to fortify the river banks.

Cattle and hog farmers from Secanj municipality also received assistance (*See also agriculture section – assistance to vulnerable groups*).

Total project cost:
\$49,975

Number of projects: 2

Total USAID funds:
\$49,975 (100% of total project cost)

Average USAID funds:
\$24,987
(Average CRDA USAID project investment: \$19,418)

Total cost share: \$0 (0% of total project cost)

Beneficiaries: 29,759
(single-counted)



A flooded street in Golubac



Representatives of USAID's CRDA-E program handing meal packages to volunteers working on the river banks to prevent further flooding of Golubac

"We are so lucky to have such good friends who help us in this catastrophe and disaster that the Danube has created in our town. Thank you very much for the boots and food. The flood waters and rain are really making our lives miserable. We don't even have time to take care of our children. The state authorities are not providing sufficient assistance, but USAID is helping us. We are very grateful to USAID and the American people." – says Radisa Mihajlovic, a citizen of Golubac and a volunteer in flood protection activities.

IV. Results Reporting

The CRDA program was implemented under USAID Strategic Objective 2.1 “Increased, better informed citizens’ participation in political and economic decision-making.” The CRDA program implemented by ADF contributed to the achievements of SO 2.1 and addressed the intermediate results (IR) 2.1.1 and 2.1.4 listed below. The indicators of progress under S.O. 2.1 provided below were incorporated into ADF’s Performance Measurement Plan.

IV.1. S.O. 2.1. Increased, Better Informed Citizens’ Participation in Political and Economic Decision-Making

The CRDA program involved actions at the local level, as the success of economic, political, and social reforms also relies upon commitments made by individual citizens themselves. Greater participation in decision-making and local governments more capable of responding to citizens needs were supported to encourage stability in Serbia and the region and to foster a climate favorable to economic growth and private sector development. The CRDA program has enabled citizens to feel empowered to bring about immediate improvements in local living conditions and create new income opportunities.

IV.1.1. Percent of Population in CRDA Communities that Participate in Civil Society Activities (Strategic Objective 2.1 Indicator)

CRDA measured the percentage of the population in CRDA communities that participated in CRDA civil society activities as the indicator for this Strategic Objective. The extent of citizens’ participation was also reflected in the amount of matching they contributed for project implementation.⁷

The ADF CRDA-E Performance Measurement Plan defines *Participation* as citizens’ engagement and/or involvement in the identification of needs and priorities; project preparation, implementation and evaluation; workshops; advocacy campaigns; and committee activities. This participation may come by way of attending meetings, contributing resources (cash, time, labor, information, in-kind material contribution, etc.), providing feedback (to committees, local decision-makers, etc.), requesting action or response, being a member of committee(s), and using the facilities and improvements of Community Development Centers, Citizens Assistance / Information Centers, etc.

A broad Community / Committee Survey was conducted semi-annually to obtain precise estimations of the **single-counted** number of people who participated in CRDA/CRDA-E activities. Each Committee represented a community or cluster area. The survey included all aspects and means of citizen participation defined by the Performance Measurement Plan.

As of March 31, 2007, a total of **248,273** citizens of all ages, representing more than 20 ethnicities, have participated in activities within the CRDA-E program implemented by ADF. This is 10.66% of the 2,329,755 population in the entire AoR comprising 53 municipalities.

⁷ Total matching collected amounted to 30,174,779 USD, which is 60% of total project value.

Taking into consideration only the population of the 26 municipalities that were fully covered by activities of the CRDA-E initiated Community Development Associations and other committees, the percentage is higher: **15.50%** of the **1,490,878 population** were reported to have participated in CRDA activities.

Table 7 . Percentage of population that participated in CRDA activities

#	Locations	Total Population	Total Participants	Percent of Population
1	CRDA communities	811,820	158,473	19.52%
2	Other locations and clusters within CRDA municipalities	679,058	72,544	10.68%
Total for 26 CRDA municipality		1,490,878	231,017	15.50%
3	Other locations and clusters within AoR	838,877	17,256	2.06%
Total for AoR		2,329,755	248,273	10.66%

At the same time, the percentage of the population participating in the 91 **communities** where CRDA worked directly at the community level is as high as **19.52%**. Participation per community varied broadly, being higher in small communities and lower in large, urban communities and communities defined as clusters (e.g. Eastern Serbia municipalities). The participation rate constitutes **36.97%** as an average per these communities.

(See Appendix for more details per CRDA communities.)

IV.2. I.R. 2.1.1 Citizens improve their living conditions through participation in community development committees

The process of social and economic recovery in Serbia through support for democratic actions was foreseen as a means to empower people to take an active role in decisions that affect their lives. Assistance was provided to community development committees, including economic development organizations, to give them a strong voice in decisions and the financing of local projects – also by providing matching funds – to improve the economic environment, generate income, and create jobs.

I.R.2.1.1 was measured by:

- *Strategic Level Performance Measurement Indicators:* Number of projects implemented by CRDA committees; Percent of the population in CRDA communities benefiting from committee activities;
- *Program Level Performance Measurement Indicators:* **Employment created** as the result of CRDA activities, **Increase in Agricultural Sales** as the result of CRDA activities, and **Additional income generated** (these three became one of the key indicators of the CRDA-E program as more emphasis was put on economic growth and job creation), and Increased access to family planning and reproductive health services in participating communities.

IV.2.1. Number of Projects Implemented by CRDA Committees (Intermediate Result 2.1.1 Indicator 1)

ADF CRDA had 1,035 projects implemented by committees, in addition to 22 projects that were cancelled.

Table 8. Number of projects disaggregated by PRS project categories

Pillars	PRS Project Category	Number of Projects
CRDA Civic Participation	Community Development	149 + 2 cancelled
	Health	18 + 1 cancelled
	Miscellaneous	42
	Parks & Recreation	31 + 2 cancelled
	Social Welfare	22 + 1 cancelled
	Subtotal	262 + 6 cancelled
CRDA Civil Works	Education	122 + 1 cancelled
	Electricity	24
	Health	57 + 1 cancelled
	Transport	36
	Water	20 + 1 cancelled
	Subtotal	259 + 3 cancelled
CRDA Environment	Environment	140
	Solid Waste	19
	Wastewater	13
	Subtotal	172
CRDA Income Generating	Economic	127 + 4 cancelled
	Education	4
	Subtotal	131 + 4 cancelled
CRDA-E	Agriculture	60 + 2 cancelled
	Economic Environment	67 + 3 cancelled
	Economic Infrastructure	6
	Education	4
	SME Development	22 + 1 cancelled
	Special Initiatives	47 + 2 cancelled
	Tourism	18 + 1 cancelled
	Trade Promotions	7
Subtotal	231 + 9 cancelled	
TOTAL		1,035 + 22 cancelled

IV.2.2. Percent of Population in CRDA Communities Benefiting from Committee Activities (Intermediate Result 2.1.1 Indicator 2)

The ADF CRDA-E Performance Measurement Plan defines *Benefiting* as positive changes in living conditions and democratic processes, and expanded opportunities in social life, education, cultural life, health, employment, or income.

Committee Activities include committee meetings, citizens meetings, advocacy actions, advisory groups, and project preparation, implementation and evaluation.

The ADF CRDA-E Community / Committee Surveys conducted semi-annually show that **1,382,282** people have benefited from committee activities. This is **59.33%** of the **2,329,755** population of the entire AoR comprising 53 municipalities. This total is a single-counting number,⁸ i.e., separate individuals; it excludes geographic double-counting as well as double-counting arising from multiple benefits per individual.

⁸ The total number of multiple-counted beneficiaries, as recorded in PRS, is 6,398,561.

If taking into consideration only the population of the 26 municipalities that have been fully covered by activities of the CRDA / CRDA-E committees, the percentage is higher: **71.63%** of the **1,490,878 population** were reported to have benefited from CRDA activities.

Table 9. Percentage of population that benefited from CRDA activities

#	Locations	Total Population	Total Beneficiaries	Percent of Population
1	CRDA communities	811,820	565,101	69.61%
2	Other locations and clusters within CRDA municipalities	679,058	502,854	74.05%
Total for 26 CRDA municipalities		1,490,878	1,067,955	71.63%
3	Other locations and clusters within AoR	838,877	314,327	37.47%
Total for AoR		2,329,755	1,382,282	59.33%

At the same time, the percentage of the population benefiting in the **91 communities** where CRDA worked directly at community level is as high as **69.61%**. Participation per community varied broadly, being higher in small communities and lower in large, urban communities and communities defined as clusters (e.g. Eastern Serbia municipalities). The benefiting rate constitutes **85.73%** as an average per these communities.

(See Appendix for more details per CRDA communities.)

IV.2.3. Employment Created as the Result of CRDA Activities (Intermediate Result 2.1.1 Indicator 3)

The ADF implementing CRDA-E Performance Measurement Plan defines *Employment Created* as new jobs (full time, part time, short time, seasonal, self-employed) that are paid and have been created (not existed before) or have been expanded as the result of CRDA-E projects, training and technical assistance, and access to credit. This indicator is measured in *person x months*.⁹

Based on data collected through Economic Development Surveys, 102,171 person months of employment were created or expanded as the result of ADF CRDA-E economic development and other activities, as reported for organizations such as cooperatives, associations, SME development agencies, and others. These jobs mostly resulted from new jobs created in start-up businesses and existing SMEs, expanding jobs for cooperative members and their families and employment of seasonal labor, and introducing new services through increased production capacities, such as cold store facilities.

Based on data in the collected Community Development Center Evaluations, 862 person x months were created as a result of improvements in 28 CRDA-E supported community development centers in the last three program years.

Based on confirmation from beneficiary institutions such as schools, health clinics, and other institutions, 3,040 person months were created as a result of 52 CRDA-E projects that opened up new jobs for kindergarten teachers, teachers, doctors, nurses, drivers, maintenance personnel, municipal workers, consultants and others.

Also, based on contract values invested by CRDA/CRDA-E, 22,917 person months of employment were generated.

⁹ In December 2003, USAID provided *Basis for Calculating Person Months Resulting for Economic Projects, Construction Contracts, and Commodities* that resulted in changes and unification of calculating employment created.

All these amounts contribute to the overall calculation of employment created amounting to **128,975 person months**.

IV.2.4. Increase in Agricultural Sales as the Result of CRDA Activities (Intermediate Result 2.1.1 Indicator 4)

Increase in Agricultural Sales as defined by the ADF CRDA-E Performance Measurement Plan is a positive difference between total agricultural sales during a reporting period and total sales during the same period the previous year. These total sales (revenue) are measured within enterprises including small and medium enterprises and farmers organizations, and individual businesses supported by CRDA-E activities – projects, training and technical assistance, and access to credit.

Cumulatively as of March 31, 2007, the increase in agricultural sales as the result of ADF CRDA-E activities is **\$16,506,304**.

Table 10. Reported increase in agricultural sales by reporting periods

Program Year	First Semester October - March	Second Semester April - September	Total Reported Increase in Agricultural Sales
Year One	-	-	-
Year Two	-	\$1,600,095	\$1,600,095
Year Three	\$1,132,997	\$2,332,853	\$3,465,850
Year Four	\$3,677,706	\$1,168,168	\$4,845,874
Year Five	\$2,020,735	\$2,019,815	\$4,040,550
Year Six	\$2,553,935	-	\$2,553,935
Total	\$9,385,373	\$7,120,931	\$16,506,304

Table 11. Reported increase in agricultural sales by sector

Sector	USD value of reported increase in Agricultural Sales	% of total reported increase in Ag sales
Fruit	\$4,564,711	27.7%
Dairy / Beef	\$4,233,305	25.6%
Vegetables	\$2,891,066	17.5%
Hogs	\$2,020,160	12.2%
Crops, herbs, pumpkin seeds	\$1,102,374	6.7%
Mushrooms	\$491,812	3.0%
Honey	\$438,835	2.7%
Sheep	\$387,755	2.3%
Goat	\$190,190	1.2%
Snails	\$186,095	1.1%
	\$16,506,304	100.0%

IV.2.5. Additional Income Generated (Intermediate Result 2.1.1 Indicator 5)

Additional income generated as defined by the ADF CRDA-E Performance Measurement Plan is a positive difference between total revenue during the reporting period and the same period the previous year. This income is measured within enterprises (including small and medium enterprises) and individual businesses involved in CRDA activities. *Generated* specifies income that did not exist before and is the result of CRDA actions/interventions including projects, training and technical assistance, and access to credit.

Cumulatively as of March 31, 2007, **\$18,125,520** in additional income has been reported as the result of ADF CRDA-E activities to increase revenues for supported farmer cooperatives and associations, and SMEs and other business organizations.

Table 12. Reported additional income generated by reporting periods

Program Year	First Semester October - March	Second Semester April - September	Total Reported Additional Income Generated
Year One	-	-	-
Year Two	-	\$1,600,095	\$1,600,095
Year Three	\$1,132,997	\$3,263,473	\$4,396,470
Year Four	\$4,307,706	\$1,170,868	\$5,478,574
Year Five	\$2,023,735	\$2,020,561	\$4,044,296
Year Six	\$2,606,085	-	\$2,606,085
Total	\$10,070,523	\$8,054,997	\$18,125,520

IV.2.6. Increased Access to Family Planning and Reproductive Health Services (Intermediate Result 2.1.1 Indicator 6)

According to the Performance Measurement Plan, increased access to family planning and reproductive health (FPRH) services in participating communities by means of projects that resulted in:

- new, expanded and/or improved reproductive health and family planning services;
- increased capacity of facilities providing these services; and/or
- increased awareness of population in the area of reproductive health and family planning.

Reproductive health and family planning services include prevention and treatment of diseases, detection of risks, recovery after diseases, public education in this area and others. Within CRDA-E, ADF has implemented 25 FPRH earmarked projects that are counted towards this indicator.

(See section on FPRH as well as the Appendix for a complete list of FPRH earmarked projects.)

IV.3. I.R. 2.1.4 Broadened minority participation in the political process and decision-making

ADF CRDA-E continued to engage marginalized groups in community action, based on the need to break down the isolation and barriers that have existed between different ethnic and other groups, e.g. refugees. Broadened minority participation was supported through the work of CRDA committees and through other program activities.

Both regions within the ADF Area of Responsibility have distinct features. In Vojvodina, Hungarians, Croats, Montenegrins, Romanians, Roma, Slovaks, Ruthenians, Ukrainians, and other non-Serb ethnicities constitute 35% of the population. In Eastern Serbia municipalities it is the Vlach group that forms the largest minority. At the same time there are several communities where Serbs form local minorities. Similarly, the small number of women in government bodies and business management has been indicative of women's under-representation.

As the CRDA program progressed, ADF CRDA/CRDA-E shifted the emphasis to clustering. Geographical clustering allowed scarce local resources related to communities' joint economic and social priorities to be shared more equitably and to mutual advantage.

ADF CRDA-E actively contributed to improved inter-ethnic cooperation through the cluster committees. These associations offered an opportunity to promote inter-ethnic cooperation between communities and build cohesion and cooperation among the ethnic groups in Serbia on the basis of shared interest, thus contributing to stability in the region and the economic environment. Improved multi-ethnic cooperation lowers non-market risks of economic disruption and lowers costs of business by creating a more stable socio-economic business environment.

I.R.2.1.4 results were measured by *Strategic Level Performance Measurement Indicators*: the percentage of CRDA community committees that have at least 30% minority or women members and by the number of CRDA cluster projects implemented.

IV.3.1. Number of committees where membership is at least 30 percent women and minorities (Intermediate Result 2.1.4 Indicator 1)

ADF helped establish and worked with more than 285 CRDA committees¹⁰. These committees include: community development groups; citizens advisory groups; sector- or project-based and regional cluster committees; community development associations; and other committees. Data on their membership was periodically collected through *Committee / Community Surveys*.

CRDA supported **213** committees where membership is at least 30 percent women and minorities.¹¹ Overall, the 285 committees have a total membership of 6,550, of which 3,605 members or 55% are women or state-level minorities. Similarly 75%¹² of the 285 committees have at least 30% minority or women members.

Table 13 . Committees with at least 30% minority or women members

Type of Committee	Number of Committees	Number of Committees with at least 30% of Minority or Women Members	% of Committees with at least 30% of Minority or Women Members
Citizens Advisory Groups	12	12	100%
Sector and geographical cluster committees	25	24	96%
Community Development Associations ¹³	51	45	88%
Community Development Groups ¹⁴	77	64	83%
Other cluster committees	10	7	70%
Subtotal	175	152	87%

¹⁰ This number does not include community development association clubs and community development sub-groups. They were excluded as they were generally not involved in project development and implementation, although their members took part in program activities.

¹¹ The Performance Measurement Plan defines minority as non-Serb, i.e. state-level minority.

¹² Note that the PRS Indicator report titled Number of Committees Where Membership Is at Least 30 % Women and Minorities does not show committees where the percentage of women or minority members is at least 30% but committees where the percentage of women members is at least 30% or where the percentage of minority members is at least 30%. Additionally, this PRS report did not show all committees in the database but only the ones directly linked to a project in PRS.

¹³ Data for community development association clubs that were developed within and that operated under community development association are not presented.

¹⁴ Data for community development sub-groups that were developed within and that operated under community development groups are not presented.

Type of Committee	Number of Committees	Number of Committees with at least 30% of Minority or Women Members	% of Committees with at least 30% of Minority or Women Members
Agricultural Associations	28	11	39%
Agricultural Cooperatives	65	36	55%
Craft and women's business initiatives committees	15	14	93%
Subtotal	108	61	56%
Total	283	213	75%

(See Appendix for more details per CRDA community and other committees.)

IV.3.2. Number of CRDA Cluster Projects Implemented (Intermediate Result 2.1.4 Indicator 2)

According to the Performance Measurement Plan, a *Cluster Project* must involve two or more communities (MZs¹⁵) in its preparation, implementation and evaluation, and benefit the populations of two or more communities (MZs) at the same time. CRDA cluster projects are those that are implemented by: permanent regional (inter-community) cluster committees; permanent sector specific cluster committees (health, education, agriculture, environment, ethnic minorities, etc.); temporary project cluster committees; other CRDA cluster committees.

ADF implementing CRDA-E has cumulatively approved **389 cluster projects**¹⁶.

¹⁵ An MZ ("mesna zajednica" in Serbian) is the smallest administrative unit in Serbia.

¹⁶ This number excludes 15 cancelled cluster projects. For a full list of cluster projects see Appendix.

V. Coordination with Partner Implementing Organizations

In implementing the CRDA-E program, ADF collaborated with local, national and international partner implementing organizations. ADF strengthened relationships with many of these partners in order to achieve strategic goals in the region. In addition to providing commodities or civil works assistance as matching resources for projects, collaboration also encompassed providing technical assistance and training vital to project design and implementation and to securing future sustainability.

With the majority of projects, partners at all levels were often identified by local communities and their representative CRDA committees. One illustrative example was the project Improvement of Health Services in Zrenjanin where a campaign initiated by two local communities in Zrenjanin resulted in successfully mobilizing funds from the provincial government, the municipality, and the health center.

Table 14 . Summary of cost share

Type of Partner Implementing Organization	Cost Share	% of Total Cost Share	% of Total Project Cost
International partner organizations	\$7,647,597	25.4%	15.2%
National and provincial partner organizations	\$971,251	3.2%	1.9%
Municipal and other local partner organizations	\$21,555,931	71.4%	42.8%
Total	\$30,174,779	100.00%	59.9%

V.1. Work with Other CRDA Partners

ADF established a close working relationship with other CRDA implementers through regular meetings of the CRDA Working Groups and CRDA-wide project initiatives. ADF worked closely with other CRDA implementers in order to exchange models of best practice and encourage cooperation between beneficiaries.

The highest level of coordination among CRDA partners was achieved in the area of Family Planning and Reproductive Health, which included development of a joint strategy, joint projects, and national public awareness raising campaigns.

Cooperation in the tourism sector development was established through the "Ten Perfect Places" Corridor X projects and through festival development.

Coordination among CRDA-E partners in the sphere of economic development and trade promotion was enhanced through joint participation at agricultural fairs and through expanding the Ethno-Network crafts groups throughout Serbia. Cooperation with individual CRDA partners was established in relation to sheep and snail farming. CRDA-E partners furthermore coordinated the jointly-implemented HACCP/ISO food standardization project. One of the key vehicles for coordinating agricultural work with other CRDA-E Partners was the U.S. Embassy's Agricultural Committee, which ADF took the initiative to lead.

Closer collaboration among partners was established within the Civic Participation Working Group and in creating the joint CRDA documentary.

V.2. Linkages with Other U.S. Government Programs

ADF CRDA-E benefited greatly from cooperation with other programs sponsored by the US Government.

Some significant achievements include close cooperation with the USAID-funded microfinance provider *Opportunity International* in supporting the development of rural financial markets and improving farmer access to credit.

ADF also established contact with the USAID-funded *Serbian Enterprise Development Project (SEDP)*. ADF CRDA-E provided leads and market opportunities information to both the *Foreign Agricultural Service (FAS)* and the *Foreign Commercial Service (FCS)*. ADF coordinated with the Serbia Competitiveness Project to leverage resources and enhance impact in the dairy, fruit and vegetable sectors.

ADF CRDA-E worked closely with the U.S. Department of Agriculture's (USDA) office in Serbia and through the U.S. Embassy Agricultural Committee and other endeavors. USDA was a reliable partner in activities related to standardization and improving production quality, particularly the Market Information System (MIS) project and technical assistance in the horticultural production and marketing areas. In addition, joint CRDA-E projects were conducted with the USDA, the Food and Agricultural Organization (FAO), and the Ministry of Agriculture, such as the establishment of a horticultural advisory center and pilot extension services in Vojvodina.

ADF cooperated with USAID's SLGRP Program in establishing Citizens Assistance Centers and a Business Improvement District in Zrenjanin and with the MEGA Program in handing over the LED process in the municipalities of Indjija and Zrenjanin.

V.3. Leveraging of Funds and Linkages with Other Donors

V.3.1. International Donor Organizations

International agencies, governments, organizations, cities, companies, and the Diaspora contributed **\$7,647,597**, which represents **25% of total matching resources** and **15% of total project costs**.

Table 15 . Summary of international cost share ¹⁷

Source Country / Agency	Partner Implementing Organizations	Matching	% of Total International Matching	% of Total Cost Share
German	Kreditanstalt für Wiederaufbau (KfW), Hilfswerk, German Federal Agency (THW) Arbeiter Samariter Bund (ASB), Komitet für Grundrechte und Demokratie E.V. Köln, Kind im Schatten eV, Germany, GTZ	\$3,252,623	42.53%	10.78%
EAR	European Agency for Reconstruction, including the Municipal Support Programme Eastern Serbia (EAR/MSP), Community Assistance for Reconstruction, Development and Stabilisation Program (CARDS) ; CPC programs	\$1,883,129	24.62%	6.24%
Dutch	Dutch Government	\$599,523	7.84%	1.99%
Swiss	Swiss Directorate for Development and Cooperation (SDC), Swiss Embassy	\$584,656	7.64%	1.94%
French	HN Bull	\$347,150	4.54%	1.15%
UN	Food and Agriculture Organization (FAO), United Nations Population Fund (UNFPA), United Nations High Commissioner for Refugees (UNHCR), United Nations International Children's Emergency Fund (UNICEF), United Nations Office of Project Services (UNOPS) Guarantee Fund	\$332,741	4.35%	1.10%
Norwegian	Norwegian Government and the Norwegian Refugee Council	\$142,180	1.86%	0.47%
Other	CARE International, OXFAM, International Finance Corporation (IFC), Open Society Fund, Swedish Organization for Individual Relief, APACAI Hungarian Foundation, ADRA, Diakonie Austria, companies	\$505,594	6.61%	1.68%
Total		\$7,647,597	100.00%	25.35%

The European Agency for Reconstruction (EAR) was one of the most significant strategic international partners in the area of economic development, including the SME sector, tourism, trade promotion and market access, and agriculture spheres. A Memorandum of Understanding was signed with the EAR-funded Municipal Support Program Eastern Serbia (EAR/MSP) in 2005.

EAR provided training and technical assistance, value-added processing and other equipment to cooperatives and training and technical assistance providers such as chambers of commerce, entrepreneurs associations, and NGOs including agri-business consulting centers; equipment for vocational schools, construction works and training and technical assistance for

¹⁷ Data per PRS.

municipal centers, training material and consultants for a certification program; and trucks for maintenance of a national park.

ADF CRDA-E engaged in significant cooperation necessary for its income generating projects with organizations such as FAO, Gesellschaft fur Technische Zusammenarbeit (GTZ), the International Finance Corporation (IFC), Kreditanstalt fur Wiederaufbau (KfW), the Swiss Directorate for Development and Cooperation, UNOPS Guarantee Fund, the Norwegian Refugee Council, CARE International, National Sanitation Foundation (NSF); and companies such as a British consortium composed of Stansford Livestock International, Coleg Powys, Meat Livestock Commission, Trade Partners – U.K. and Proam. In addition to international organizations, the Serbian Diaspora contributed to the implementation of projects.

These donors provided training and technical assistance, promotional and educational material, production and processing equipment, and consulting services to cooperatives.

V.3.2. National and Provincial Ministries

The collected contribution from the national and provincial governments amounts to **\$971,251**, which is **3% of total matching** and **2% of total project costs**.

Table 16 . Summary of national and provincial matching ¹⁸

Source	Cost Share	% of Total National & Provincial Matching	% of Total Matching
National government and agencies	\$343,331	35.35%	1.14%
Vojvodina provincial government	\$627,920	64.65%	2.08%
Total	\$971,251	100.00%	3.22%

ADF CRDA aimed to ensure conformance with the **Serbian Government** plans and policies to the maximum extent possible, maintaining consistency with adopted national government strategies, policies and plans. For example, in order to comply with Health Ministry guidelines on different types of facilities, health centers as project beneficiaries were included in the process of project design, implementation, and monitoring.

The ADF CRDA team developed close ties with the Ministry of Agriculture in developing agricultural initiatives. The Ministry's recently drafted agriculture and rural development strategy suggests specific interventions to support agricultural development consistent with US objectives.

Certain program lines were also linked to the proposed National Employment Strategy by the Ministry of Labor, Employment, and Social Policy and National Strategy for Poverty Reduction that was developed by the World Bank and IMF. Some of the program employment initiatives focused specifically on vulnerable social groups in cooperation with the Provincial Secretariat for Labor, Employment and Gender Equality, the National Employment Agency, and the Republic Ministry of Labor, Employment and Social Policy.

Tight collaboration was maintained with the Serbian Ministry of Agriculture, Forestry, and Water Management in tackling several major issues, including cooperation on the EU-USA food safety

¹⁸ Data per PRS.

program for HACCP, implementation of European standards (“Euro-GAP”), cooperative loan and grants programs (mainly for equipment and cold storage units), farmer registration, and legislation reform. CRDA-E also worked with the Ministry in disseminating information to farmers on registering farming households and application procedures for debt financing and grant programs ran by the Ministry.

The **Provincial Government of Vojvodina** was one of the key partners in implementing CRDA-E in Vojvodina throughout the Program. Program activities were planned and implemented in collaboration with the Assembly of the Autonomous Province of Vojvodina; the Provincial Secretariat for Agriculture, Forestry, and Water Management; the Provincial Secretariat for Economy; the Provincial Secretariat for Labor, Employment, and Gender Equality; the Provincial Secretariat for Health and Social Welfare; the Provincial Secretariat for Education and Culture; the Provincial Secretariat for Sports and Youth; the Provincial Department for Environmental Protection and Sustainable Development; Vojvodina Development Fund, Vojvodina Chambers of Commerce, and the Provincial Employment Bureau.

One of the most important areas of cooperation included the Best of Vojvodina branding initiative and international standardization and certification programs implemented in collaboration with the Provincial Secretariat of Economy and regional chambers of commerce. In addition to these SME sector development program activities, economic growth was also targeted in the field of local economic development best practices. Other fields of cooperation included family planning and reproductive health; general health care services; assistance to vulnerable groups; and raising environmental awareness. The most widespread CRDA action was organized with provincial support in 2003 when 107,000 participants were reported to have participated in Earth Day actions.

V.3.3. Local Governments, Private Sector and Others

The matching contribution provided at the local level represented the largest portion of total contributions throughout program implementation. The total contribution collected at the local level amounts to **\$21,555,931**, which is **71% of the total matching contribution** and **43% of total project costs**.

Table 17 . Summary of local matching contribution¹⁹

Source Country / Agency Partner Implementing Organizations	Contribution	% of Total Local Contribution	% of Total Contribution
Private sector <i>Companies, agricultural cooperatives and associations</i>	\$9,740,053	45.2%	32.3%
Municipalities	\$6,156,259	28.6%	20.4%
Communities	\$3,958,552	18.4%	12.1%
Public companies and institutions <i>Schools, health centers, public utility companies</i>	\$1,332,611	6.2%	4.4%
Local NGOs <i>Training and TA providers, Community Development Associations, volunteers, and other civil sector members</i>	\$329,180	1.5%	1.1%
Other donations	\$324,452	1.5%	1.1%
Total	\$21,555,931	100.00%	71.4%

¹⁹ Data per PRS.

The emphasis on the economic component of the CRDA program was also illustrated by the fact that the largest portion of local matching was provided by the **private sector**, which provided more than 30% of the total contribution.

Farmer-members of CRDA-E-supported federations, associations, and cooperatives provided the largest amount of local self-contribution towards projects. Farmers' organizations financed the purchase of production equipment and raw materials, or provided a cash match for joint purchases. They also provided cooperative registration costs, veterinary costs, and consulting costs, training fees, agricultural fair participation, and study tour fees.

SMEs paid for their participation in certification and other trainings. Dairies and other processors provided commodities and technical assistance to farmers.

Business philanthropy within CRDA was evidenced by private businesses supporting other types of activities, including Ethno Festivals and E-Day actions.

As a result of MoUs signed with municipalities, good cooperation with local governments, and successful mobilization of local resources, the **municipal** contribution to the CRDA program amounts to 20% of the total contribution, even though ADF CRDA had to freeze relationships with municipalities governed by anti-reform officials following the issuance of Guidelines for USG Assistance to Anti-Reform Municipalities in SAM. Local governments' assistance, focusing primarily on infrastructure improvements, was indirectly collected also through the 4% of total contribution provided by the **public sector**.

Municipalities and public companies and institutions provided substantial matching for the equipping and renovation of schools, kindergartens, health clinics, roads, sewage systems, water supply networks, industrial zones, public utility services, municipal centers, cultural institutions, and other facilities.

Communities, MZs, local self-contributions, and citizens provided more than 14% of the total project contribution either as cash, commodities, use of premises, human resources, and services needed to improve local infrastructure such as roads, schools, gasification, and others, or for organizing actions such as the Earth-Day activities and events like local festivals. Local NGOs, both as direct grantees and as training and technical assistance providers, contributed resources such as trainers, space, equipment, and training material. ADF also cooperated with universities in Novi Sad and Belgrade to implement agriculture, SME sector and FPRH projects,

Earth Day activities best represent the **synergy** created by partnerships between local governments, the business community, and the civil sector. In almost every municipality, Earth Day environmental project activities were supported by municipal authorities, MZs, public utility companies, private companies, entrepreneurs, schools and kindergartens, NGOs and other civic associations, and the media.

Family Planning and Reproductive Health actions also engaged multi-institutional cooperation. The EHO-Red Line contact center, JAZAS, Vojvodina Red Cross, local NGOs, health centers and clinics, schools, and business sector representatives all joined efforts to develop educational and promotional materials and organize round tables, trainings, and other events in all ADF/CRDA municipalities.

VI. Environmental Compliance

ADF CRDA-E complied with USAID environmental rules and regulations. Environmental factors were integrated in the decision making process. As part of project review for potential environmental impact, each project proposal had a Rapid Environmental Assessment completed as an integral part of the proposal. This environmental checklist was developed for projects in collaboration with USAID.

ADF's policy was that all proposed projects with potential significant effects on the environment (e.g. sewage projects) had to undergo a formal and comprehensive Environmental Review. To ensure certification, the review process was conducted and the document signed either by a local environmental authority, usually municipal environmental officer, or a consultant.

None of the projects approved that went through a formal Environmental Review was found to have substantial negative environmental impact. Public participation was ensured primarily by the work of community development groups through which the public was informed and involved in the process starting from the planning phase so as to avoid any negative social side-effects or impacts. The committees and communities were also involved in monitoring.

Mitigation actions listed in the Environmental Review Document were included in the designs and later in tender documents. Permits were also requirements of the process. Reference was made in infrastructure contracts to environmental compliance requirements and environment-related Best Management Practices and Best Engineering Practices relevant to the project scope of work. In addition, the contractor was required to adhere to health and safety at work regulations. Projects were subject to formal and legal supervision using licensed supervision companies. Completed projects were subject to formal inspection by Serbian authorities.

ADF did not proceed with any activities that were determined to have a potential significant negative environmental impact or required significant mitigation measures.

VII. Program Expenditures

The CRDA-E Program was an overwhelming success from a financial standpoint. The USAID obligated funds of \$40,000,000 were reduced by \$853,000 to \$39,137,277 which was fully expended. ADF recorded \$30,174,779 in matching resources for the CRDA Program.

Of the USAID funding of \$39,137,277, 52% was spent on CRDA projects, while 48% was spent on ADF CRDA project management and indirect cost.

As a percentage of USAID funding, CRDA matching resources amounted to 77%. Total program expenditures were \$69,312,056, of which 44% was in CRDA matching resources.

Table 18

	CRDA Projects (USAID Funding)	CRDA Project Management and indirect (USAID Funding)	Total USAID Funding	CRDA Matching Resources	Total Program Expenditures
Totals	\$20,220,030	\$18,917,247	\$39,137,277	\$30,174,779	\$69,312,056
As a percentage of total CRDA Expenditures	29%	27%	56%	44%	100%
As a percentage of total USAID Funding	52%	48%	100%	77%	

VIII. ADF CRDA-E Staff

ADF CRDA Staff

The many accomplishments presented in this report were achieved through the work of a highly dedicated ADF CRDA staff. The individuals who served as staff over the life of the program are presented below. Obviously, the list includes staff that moved on as well as their replacements. To ensure success of the CRDA program, ADF's President, Michael Miller, served for extended periods of time as its Chief of Party in Serbia.



Staff Photo in 2007

Chief of Party

John Dalton, Chief of Party (October 2001- June 2002)

Michael Miller, Chief of Party (August 2001 – October 2001; June 2002 – January 2003; May 2003 – January 2004)

Terry Leary, Chief of Party (January 2002- May 2003)

Randy Tift, Chief of Party (February 2004-August 2005)

Jon Thiele, Chief of Party (September 2005-June 2006)

Rajan Gill, Chief of Party (June 2006-June 2007)

Jelena Burgić, Public Information Specialist

Branislava Rajković, Executive Assistant / Public Information Specialist

Community Mobilization Unit

Terrence Grace, Community Mobilization Unit Director

Zorica Rašković, Community Mobilization Unit Director

Jasna Hajder, CMU Regional Coordinator for Eastern Serbia

Suzana Mačković, CMU Regional Coordinator for Backa and Srem

Radomir Nešić, CMU Regional Coordinator for Banat

Endre Balassa, Community Mobilization Specialist

Branko Bojanin, Community Mobilization Specialist

Zoran Jovčić, Community Mobilization Specialist

Vladimir Milankov, Community Mobilization Specialist

Goran Miljković, Community Mobilization Specialist

Radojica Mojsijev, Community Mobilization Specialist

Nikola Nikolić, Community Mobilization Specialist

Slavica Periškić, Community Mobilization Specialist

Vesna Piperski-Tucakov, Community Mobilization Specialist

Duška Radanović, Community Mobilization Specialist
Darja Radulović, Community Mobilization Assistant
Aleksandra Kalinić, Community Mobilization Assistant
Dejan Radusinović, Community Mobilization Specialist
Vesna Stojanović, Community Mobilization Specialist
Živko Šerbić, Community Mobilization Specialist
Zoran Subotički, Community Mobilization Specialist
Miloš Tomić, Community Mobilization Specialist
Mladen Uskoković, Community Mobilization Specialist
Sergej Vujačić, Community Mobilization Specialist
Bora Vulić, Community Mobilization Specialist

Economic Development Unit

Brad Davis, Economic Development Unit Manager
Bill Emerson, Economic Development Unit Manager
Kirk Ramer, Deputy Economic Development Manager
Brian Scholl, Deputy Economic Development Manager
Violeta Jovanović, Deputy Economic Development Manager
Zoran Janjatović, Senior Agricultural Advisor
Goran Janjić, Project Manager
Aleksandar Ljubotina, Agribusiness and Farmer Organization Specialist
Milan Marinković, Project Manager
Nikica Marinković, Project Manager
Lidija Nedeljković, Administrative Assistant
Radmila Vučinić, Project Manager
Zoran Tomić, Project Manager

Economic Revitalization Unit

Saša Uzelac, Economic Revitalization Unit Director
Branko Kurilić, Deputy Economic Revitalization Director
Helena Bakoš, Economic Revitalization Coordinator
Nebojša Jakovljević, Economic Revitalization Coordinator

Infrastructure Unit

Thomas Connolly, Infrastructure Unit Manager
Vanja Vuksanović, Infrastructure Unit Project Coordinator
Tanja Stoisavljević, Administration Assistant
Gordana Bajić, Project Engineer
Krunislav Isajlović, Project Engineer
Miodrag Jandrić, Project Engineer
Nada Lužaić, Project Engineer
Jelena Rončević, Project Engineer
Đorđe Uglješić, Project Engineer

Finance and Administration Unit

Kristijan Jurjević, Finance and Administration Unit Manager
Mark G. Dreslin, Finance and Administration Unit Manager
Matthew Bechtel, Finance and Administration Unit Manager / DCOP
Duška Blagojević, Finance and Administration Specialist
Marijana Popadić, Finance and Administration Specialist
Nataša Pošarac, Finance and Administration Specialist
Siniša Maslarić, Administration Coordinator
Jasna Čalošević, Finance Specialist
Dijana Jandrić, Finance Specialist
Tijana Dapčević, Receptionist
Dražana Đurđević, Finance Assistant
Sanja Miletić, Receptionist
Dušica Bogdanović, Procurement Coordinator

Branko Tomić, Procurement Coordinator
Goran Jandrić, Procurement Specialist
Jelena Kecman, Procurement Specialist
Ivan Pantić, Logistics Coordinator
Dušan Ćulibrk, Driver
Timotej Ralević, Driver
Mario Vahtler, Driver
Ružica Žarković, Maintenance
Vladimir Stanimirović, MIS Specialist
Majda Sedej, Data Base Specialist
Dejan Vještica, MIS Assistant
Dejan Otašević, MIS Assistant

Monitoring and Evaluation Unit

Victor Wekselberg, Monitoring and Evaluation Manager
Tomas Verteletsky, Monitoring and Evaluation Manager
Abigail Lackman, Monitoring and Evaluation Manager
Ariana Basarić, Acting Monitoring and Evaluation Manager
Vladimir Jovičić, Monitoring and Evaluation Specialist
Imelda Greguš, Monitoring and Evaluation Assistant



Staff Photo in 2002

IX. USAID/Serbia

America's Development Foundation would like to express its appreciation to USAID Serbia for the privilege being its implementing partner for the CRDA-E Program. The support of USAID Serbia for this wonderful work has been highly successful and beneficial to Serbian and U.S. national interests. Also, ADF would like to express its appreciation to the two USAID/Serbia Cognizant Technical Officers (CTOs) listed below who served over the life of the ADF CRDA/CRDA-E Program and provided excellent guidance and support contributing to the success of the Program.

Art Flanagan
Djordje Boljanovic



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ANNEXES

COMMUNITY REVITALIZATION THROUGH DEMOCRATIC ACTION – ECONOMY PROGRAM

FINAL REPORT

JULY 15, 2001 – JULY 15, 2007

AGREEMENT NUMBER: 169-A-00-01-00124-00

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Area of Responsibility

Map 1: ADF CRDA Area of Responsibility

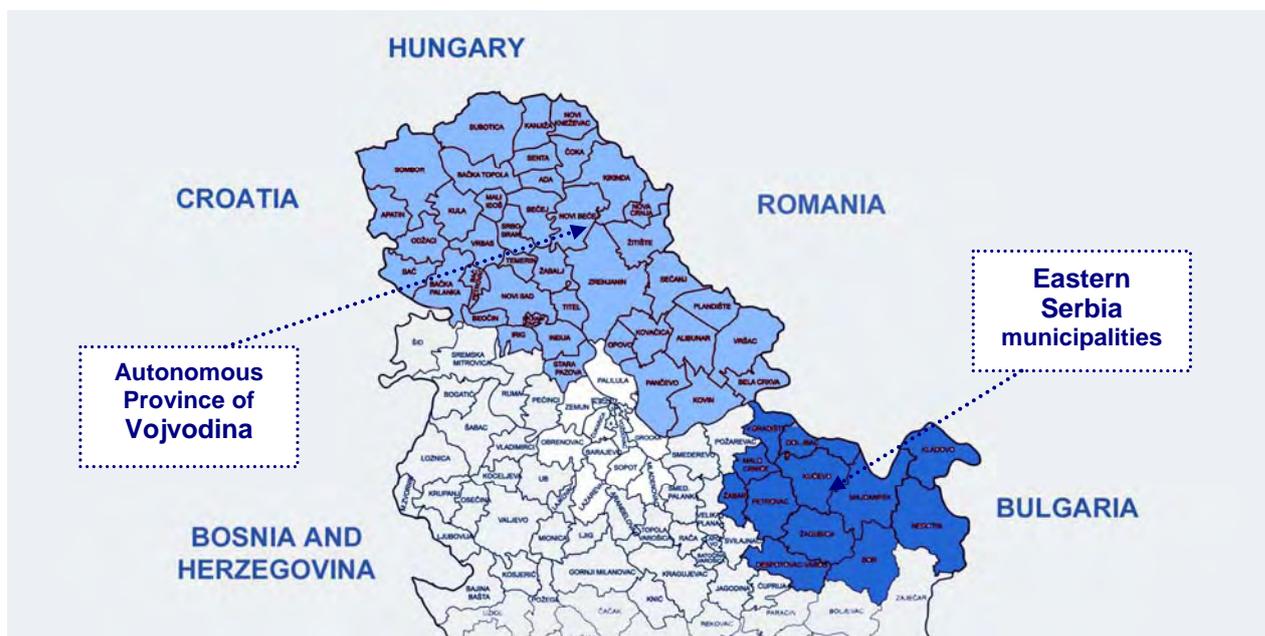
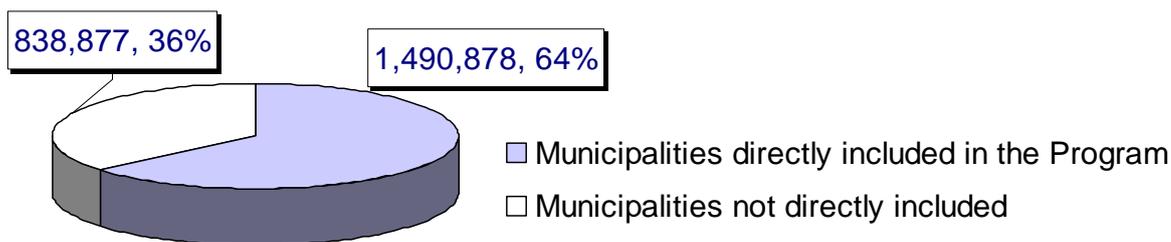
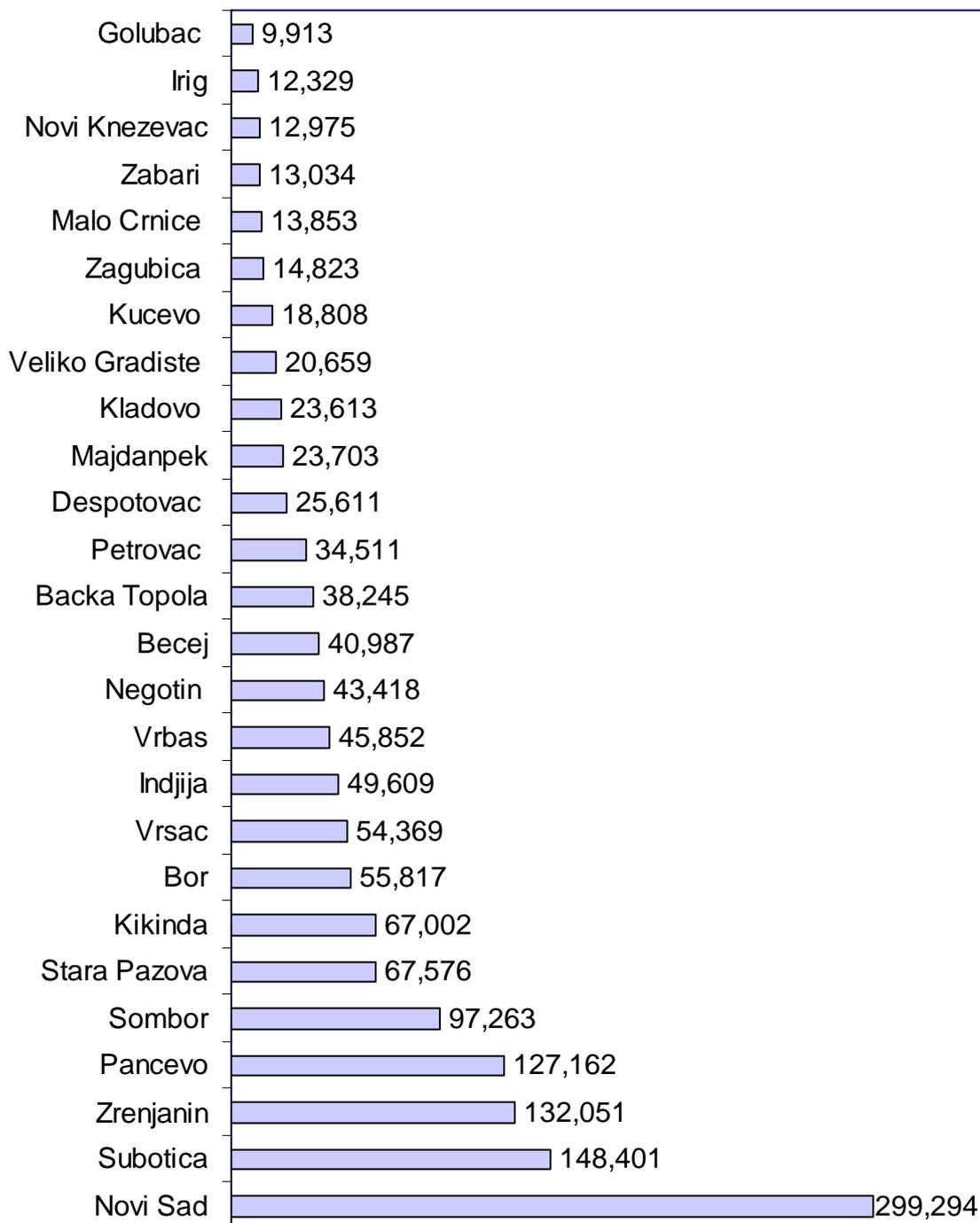


Table 1: AoR Ethnic Breakdown

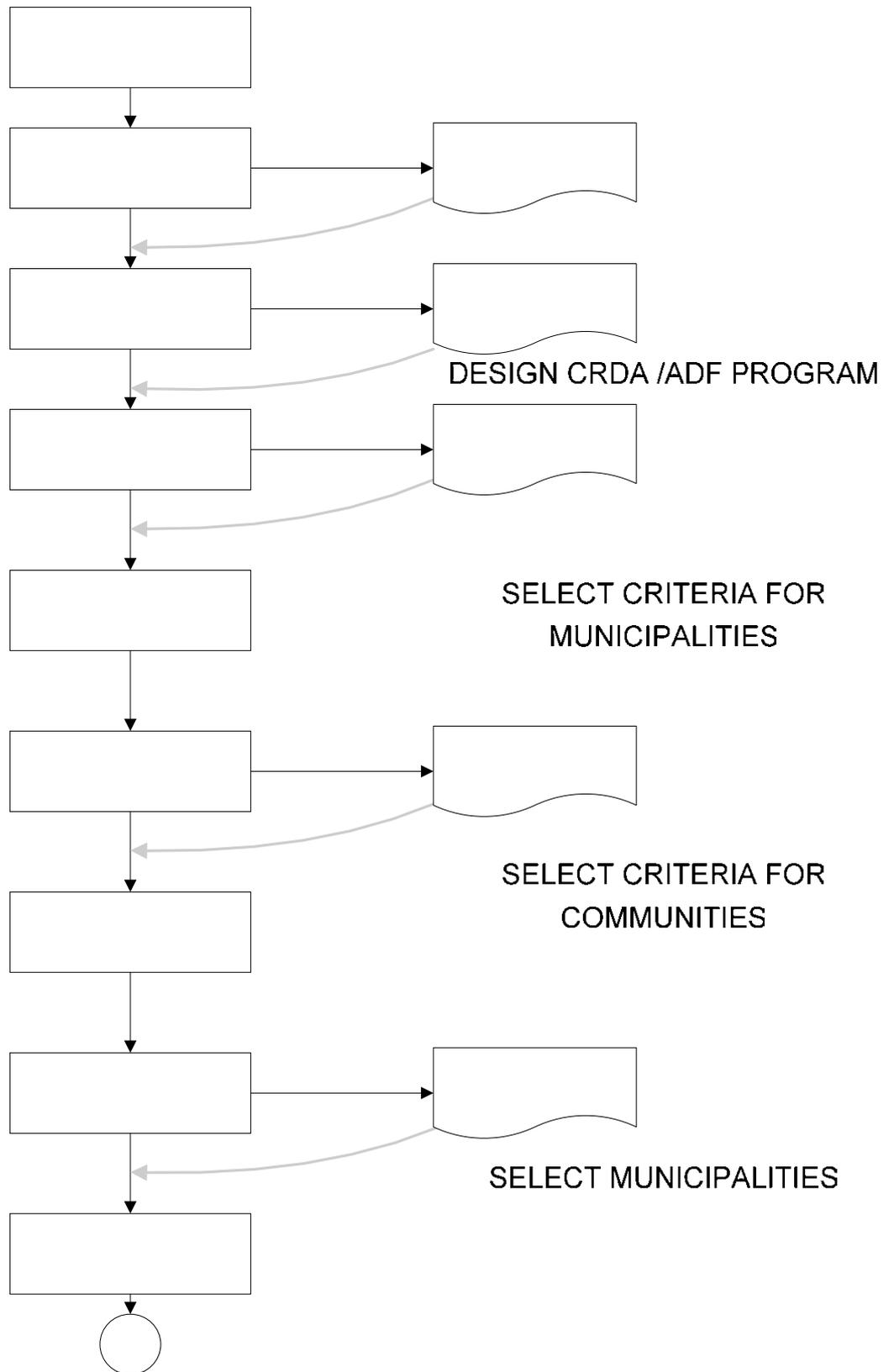
Vojvodina			Eastern Serbia		
Ethnic Group	# of Persons	% of Population	Ethnic Group	# of Persons	% of Population
Serbs	1,321,807	65.05%	Serbs	249,289	83.72%
Hungarians	290,207	14.28%	Vlachs	30,850	10.36%
Slovaks	56,637	2.79%	Undeclared and undetermined	5,669	1.90%
Croats	56,546	2.78%	unknown	3,449	1.16%
Undeclared and undetermined	55,016	2.71%	Roma	2,186	0.73%
Yugoslavs	49,881	2.45%	Rumanians	1,489	0.50%
Montenegrins	35,513	1.75%	Montenegrins	1,269	0.43%
Rumanians	30,419	1.50%	Yugoslavs	1,026	0.34%
Roma	29,057	1.43%	Macedonians	867	0.29%
unknown	23,774	1.17%	Croats	376	0.13%
Bunjevci	19,766	0.97%	Other	269	0.09%
Ruthenians	15,626	0.77%	Muslims	194	0.07%
Macedonians	11,785	0.58%	Albanians	172	0.06%
Regionally declared	10,154	0.50%	Bulgarians	170	0.06%
Other	5,311	0.26%	Hungarians	113	0.04%
Ukrainians	4,635	0.23%	Slovenians	119	0.04%
Muslims	3,634	0.18%	Germans	58	0.02%
Germans	3,154	0.16%	Bosniacs	34	0.01%
Slovenians	2,005	0.10%	Goranci	20	0.01%
Czechs	1,648	0.08%	Regionally declared	41	0.01%
Bulgarians	1,658	0.08%	Russians	41	0.01%
Albanians	1,695	0.08%	Slovaks	17	0.01%
Russians	940	0.05%	Ukrainians	29	0.01%
Goranci	606	0.03%	Bunjevci	1	0.00%
Bosniacs	417	0.02%	Czechs	9	0.00%
Vlachs	101	0.00%	Ruthenians	6	0.00%

Municipality	District	CRDA Municipality	Area in km2 (2001)	Number of localities (2001)	Population Census (1991)	Population Census (2002)	Population of working age (total) (Census 2002)	Employees per 1000 inhabitants - annual average (2001)	National income (2001) index (2000 = 100)	Level of national income (Republic of Serbia = 100) (2001)	Net wages (salaries) by employee - January-December average (2001)	Net wages (salaries) by employee - July 2007
Bela Crkva	West Backa		353	14	21,845	20,367	13,023	185	175	81.8	3,879	19,527
Vrsac		✓	800	24	54,552	54,369	35,094	233	184	216.7	8,812	32,314
Kovacica			419	8	29,745	27,890	17,520	146	169	102.2	6,104	22,683
Kovin			730	10	36,924	36,802	23,318	209	158	96.6	5,284	23,219
Oponovo			203	4	11,290	11,016	6,974	162	179	115.5	5,177	21,722
Pancevo		✓	755	10	122,534	127,162	85,036	286	165	131.5	7,986	32,437
Plandiste			383	14	13,813	13,377	8,144	189	221	124.3	4,761	13,497
Apatin			350	5	31,850	32,813	21,085	219	168	314	6,327	38,832
Kula			481	7	48,559	48,353	31,142	220	165	124.4	6,404	25,202
Odzaci			411	9	36,189	35,582	22,600	227	146	117.4	5,604	21,575
Sombor		✓	1,178	16	94,081	97,263	62,492	277	164	128.9	5,817	25,722
Bac		South Backa		365	6	16,559	16,268	10,190	175	137	96	4,570
Backa Palanka			579	14	58,037	60,966	39,708	247	176	167	6,229	28,358
Backi Petrovac			158	4	15,293	14,681	9,445	210	159	85.6	4,454	18,811
Beocin			186	8	14,693	16,086	10,488	269	189	128.4	10,918	35,299
Becej	✓		486	5	42,111	40,987	26,390	262	180	218	6,768	21,781
Vrbas	✓		376	7	45,803	45,852	29,765	283	191	178.4	7,295	24,929
Zabalj			400	4	25,404	27,513	17,548	158	248	117.2	5,245	23,251
Novi Sad	✓		699	16	261,121	299,294	201,473	364	147	132.7	7,547	32,746
Srbobran			284	3	17,172	17,855	11,261	178	209	139	4,345	18,417
Sremski Karlovci			51	1	7,403	8,839	5,830	92	141	76.3	8,075	29,708
Temerin			170	3	24,386	28,275	18,925	186	176	93	5,094	24,141
Titel			262	6	15,896	17,050	10,843	138	167	84.7	5,503	24,237
Indjija	Srem	✓	385	11	42,849	49,609	32,178	209	185	87.6	5,062	26,512
Irig		✓	230	12	11,553	12,329	7,686	202	174	135.4	4,595	19,628
Stara Pazova		✓	351	9	55,871	67,576	44,983	257	174	91.9	5,226	27,524
Veliko Gradiste	Branicevo	✓	344	26	22,969	20,659	12,060	82	171	89.3	4,022	20,300
Golubac		✓	368	24	10,882	9,913	5,657	112	170	67.7	4,456	25,073
Zabari		✓	263	15	15,577	13,034	6,656	56	188	85.8	3,441	22,986
Zagubica		✓	760	18	16,698	14,823	8,198	90	195	51.7	4,580	25,498
Kucevo		✓	721	26	21,752	18,808	10,647	129	144	78.1	3,397	18,525
Malo Crnice		✓	273	19	16,103	13,853	7,644	47	193	70.3	3,144	23,365
Petrovac		✓	655	34	38,190	34,511	19,469	107	170	60.7	4,600	22,547
Despotovac	Pomo ravlje	✓	623	33	28,357	25,611	14,569	143	116	58.8	6,726	26,808
Bor	Bor	✓	856	14	59,424	55,817	37,090	342	117	63.6	5,114	25,241
Kladovo		✓	630	23	26,714	23,613	14,389	128	124	30.2	6,227	26,627
Majdanpek		✓	932	14	26,952	23,703	15,637	334	149	51	4,026	21,366
Negotin		✓	1,089	39	50,139	43,418	24,729	166	141	57.6	4,610	22,512
Average			501	13	39.830	40.064	25.742	198	176	117	5.718	24.243

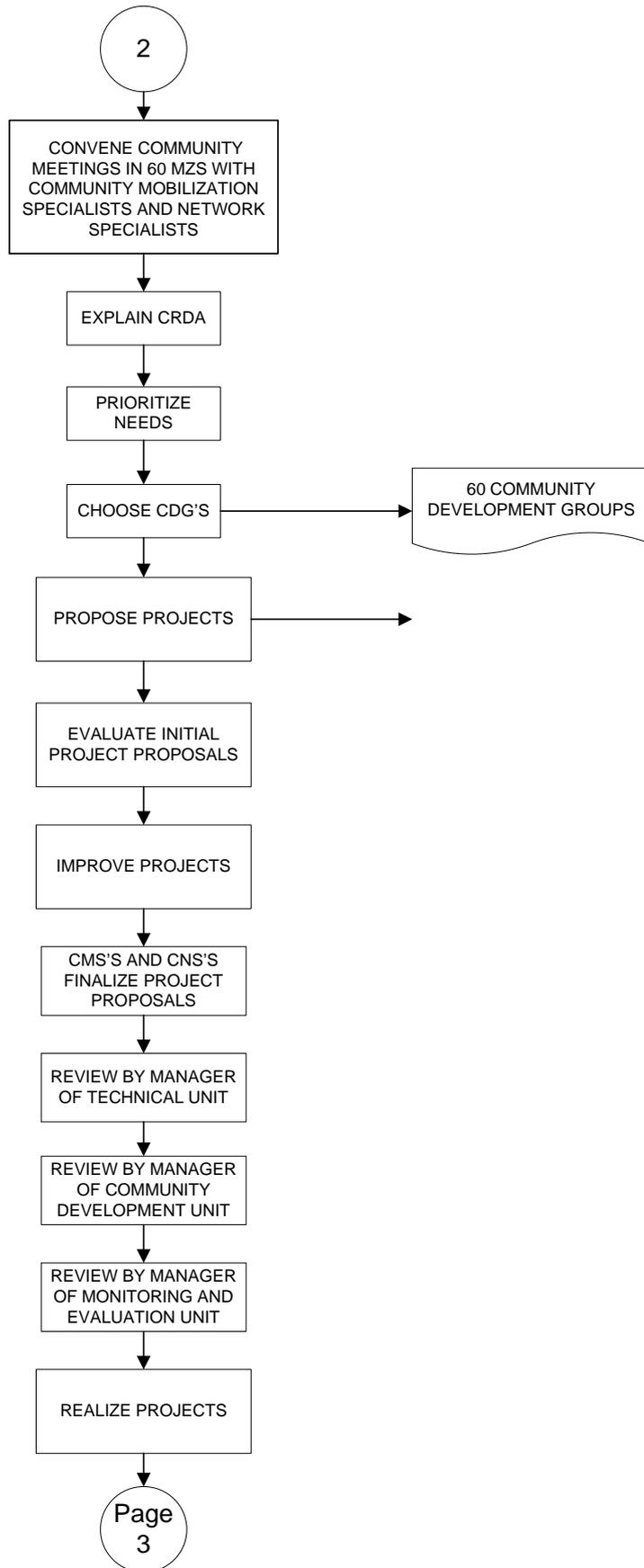
Population of Municipalities

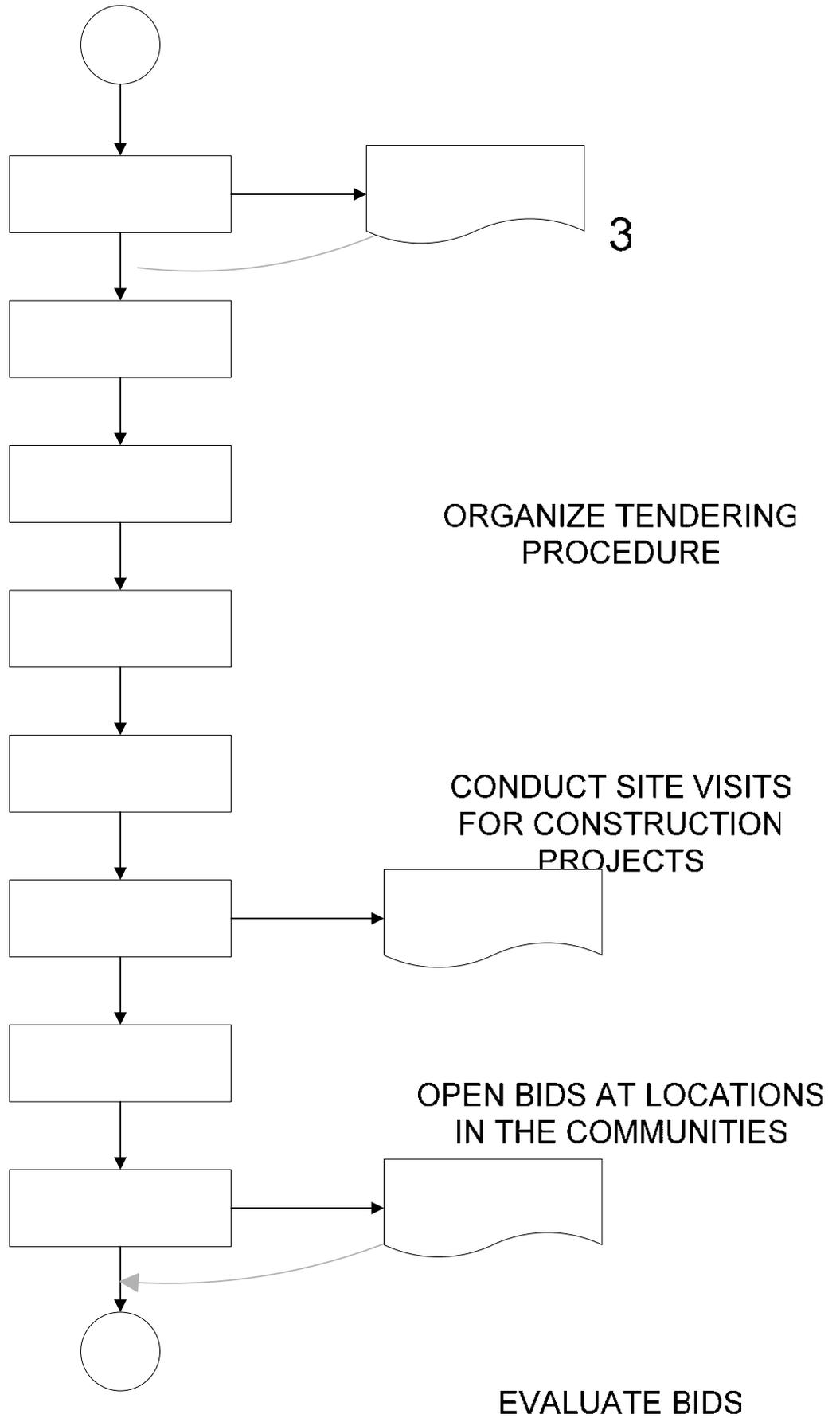


ADF's CRDA Program Flowchart from February 2002



DIVIDE CRDA/ADF STAFF INTO
TEAMS





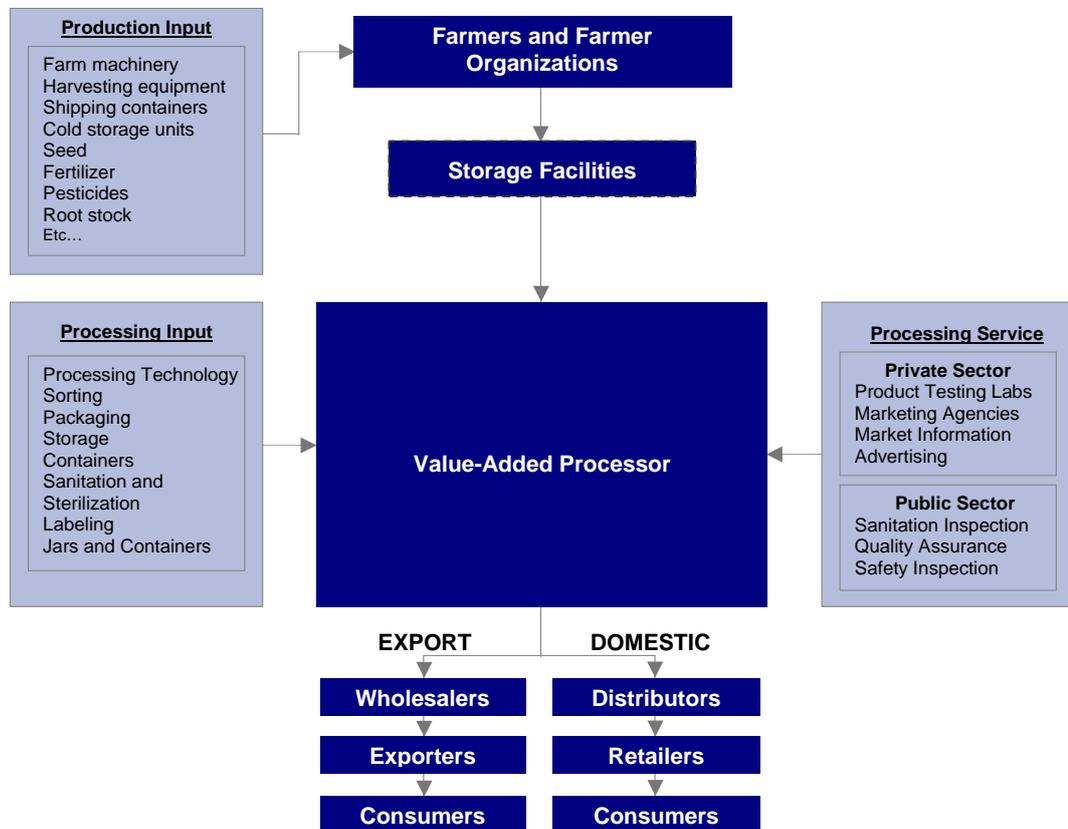
Market Chain Model

The basis of clustering of successful groups was based on a strategy to build an alternative marketing and credit infrastructure for farmers and producer groups via the Market Chain Model (MCM). The MCM is an analytical framework that provides a systematic approach to identifying, prioritizing and devising technical assistance and project intervention strategies to address production, marketing, and financing constraints to farm product competitiveness. As illustrated in the figure below, the MCM recognizes the interrelated nature of the input and output market constraints of the rural agribusiness system along the entire supply chain from production of primary inputs to final sale of a consumable product. It provides an integrated approach to dealing with constraints inhibiting the growth of specific product clusters.

Using the MCM analysis and strategic marketing processes, stakeholders were encouraged to become economically active in the exchange of commodities/products. Sales and marketing people have used the MCM to assist farmer organizations to identify appropriate technical and equipment inputs to alleviate constraints, lower costs, and increase overall productivity for members. This created an incentive structure that encourages an expansion of membership and an overall increase in production volume, which enabled the producer group to access better market sales terms. Better sales terms and lower production costs increased demand on the part of producer groups and their members for inputs and technology. At the same time, processors benefited from an improvement in input quality, stable deliveries of raw materials and lower transaction and transportation costs.

ADF conducted twelve "Product Market Chain Strategic Assessments" which entailed technical assistance (TA) coupled with performing market research similar to due diligence as well as surveyed producers and consumers to build on our success to date in the dairy, livestock (pork, beef, sheep, and goats), fruits, vegetables, field crops, honey, sheep, goat, snails, mushrooms, spices, handicrafts and other important product groupings and marketing clusters. The purpose of the assessments have been to identify constraints, to identify groups of farmers and available resources at the local (municipal) level, and to design interventions that oriented the market approach of specialized marketing alliances (the so-called "federations"). These efforts of production TA and market assessments used a systematic approach to identifying, prioritizing and devising technical assistance intervention strategies to address production, marketing, and financing constraints to farm product competitiveness.

The below table outlines the methodology behind these interventions in more detail:



Note that the above MCM model contains multiple horizontal and vertical chains and linkages adapted to farm commodity sectors. Using this framework, ADF was able to identify constraints and opportunities to efficiently boost output and generate the economic growth goals of: (1) boosting sales, (2) increasing income, & (3) creating employment via economic growth that boosts job demand (such as workers in a processing plant, sales employees, et cetera, etc.).

Cooperative managers were assisted by ADF to visualize the process, using the MCM as a vehicle to see future results that are hard to conceptualize while working a farm. For example, some MCM analysis may be viewed as the net result in a beneficial incentive feedback mechanism that leads to an improvement in profitability for all stakeholders in the value chain and thus increases employment due to increased activation rates and increased demand for on-farm and in-processor labor.

Within the MCM and our strategic operating approach, technical assistance to the farmer organizations focuses on selected commodities and products where a specific domestic market has been identified. The rationale was straightforward: encouraging farmer organizations to increase production through value-added production and processing, new technology or training, and debt-financing only makes sense if markets for agricultural output exist.

Bank Fairs

#	Date	Location of Municipal Access to Credit Presentation / Workshop	#of Participants
1	May 28, 2003	Vrsac	230
2	June 24, 2003	Indjija	88
3	September 24, 2003	Subotica	105
4	October 7, 2003	Backa Topola	123
5	October 22, 2003	Sombor	122
6	October 29, 2003	Zrenjanin	108
7	November 26, 2003	Vrbas	118
8	December 3, 2003	Kikinda	92
9	December 10, 2003	Pancevo	96
10	January 28, 2004	Stara Pazova	85
11	February 12, 2004	Becej	82
12	June 9, 2004	Novi Sad	58
Subtotal – first round			1307
13	November, 2004	Indjija	85
14	December 22, 2004	Subotica	105
15	April 15, 2005	Kladovo	60
16	June 1, 2005	Negotin	120
17	December 16, 2005	Veliko Gradiste	65
Subtotal – second round			435
18	May 4, 2006	Vrsac	70
19	May 30, 2006	Backa Topola	80
20	June 29, 2006	Sombor	113
21	February 7, 2007	Zrenjanin	150
22	March 1, 2007	Subotica	150
Subtotal – third round			563
Total			2305

PARTNERS AND PARTICIPATING ORGANIZATIONS

Loans, credits, investment and development funding institutions:

- ProCredit banka a.d. Beograd,
- Opportunity International,
- Raiffeisenbank a.d. Beograd,
- Kulska banka a.d. Novi Sad,
- Komercijalna banka a.d. Beograd,
- Vojvodjanska banka a.d. Novi Sad,
- Erste Bank a.d. Novi Sad,
- Banca Itesa a.d. Beograd,
- EFG Eurobank– Nacionalna Stedionica banka a.d. Beograd,
- Poljoprivrednabanka Agro banka a.d. Beograd,
- Jubanka a.d. Beograd,
- Eximbanka a.d. Beograd,
- HVB banka Srbija i Crna Gora a.d. Beograd,
- Hypo Alpe-Adria-Bank a.d. Beograd,
- Volksbank a.d. Beograd,
- Development Fund of Serbia,
- Development Fund of Vojvodina,
- Development Funds in respective municipalities,

Development agencies in respective municipalities

- Regional Agency for Development of SMEs and Entrepreneurs – Sombor,
- Regional Agency for Development of SMEs and Entrepreneurs – Subotica,
- Regional Agency for Development of SMEs and Entrepreneurs – Novi Sad,
- Regional Agency for Development of SMEs and Entrepreneurs – Zrenjanin,

Institution		Results Documented by a Lending Institution	
		# of Loans	Value of Loans / Credit
1	Opportunity International	43	124,350.00 EUR
2	Development Fund of Vojvodina	66	1,821,571.00 EUR
3	ProCredit Bank	329	2,501,689.35 EUR
4	Other Banks	24	189,400.00 EUR 45,338,908.00 Din
TOTAL		462	5,210,920.57 EUR i.e. \$6,774,196.00

Percent of Population in CRDA Communities that Participate in Civil Society Activities (Strategic Objective 2.1 Indicator)

#	Municipality	Community	Total Population covered	Total Participants	Percent of Population
1	Becej	Backo Gradiste	5,445	5,445	100.00%
2	Becej	Poljanice	350	350	100.00%
3	Becej	Radicevic	1,332	1,332	100.00%
4	Sombor	Stanisic	4,808	4,808	100.00%
5	Vrsac	Jablanka	281	281	100.00%
6	Vrsac	Kustilj	806	806	100.00%
7	Vrsac	Malo Srediste	120	120	100.00%
8	Vrsac	Mesic	227	227	100.00%
9	Vrsac	Socica	170	170	100.00%
10	Zrenjanin	Lukino Selo	598	598	100.00%
11	Sombor	Conoplja	4,359	4,336	99.47%
12	Subotica	Bajmok	8,586	8,424	98.11%
13	Sombor	Svetozar Miletic	3,169	3,052	96.31%
14	Zrenjanin	Botos	2,148	2,003	93.25%
15	Backa Topola	Pacir	2,948	2,405	81.58%
16	Zrenjanin	Tomasevac	1,765	1,439	81.53%
17	Kikinda	Banatska Topola	1,066	808	75.80%
18	Backa Topola	Bajsa	2,568	1,674	65.19%
19	Indjija	Novi Slankamen	3,455	2,165	62.66%
20	Vrsac	Vojvodinci	417	247	59.23%
21	Becej	Milesevo	1,118	654	58.50%
22	Subotica	Hajdukovo	2,482	1,430	57.61%
23	Sombor	Doroslovo	1,830	982	53.66%
24	Golubac	Golubac	9,913	5,255	53.01%
25	Vrsac	Markovac	329	172	52.28%
26	Subotica	Zeleznicko Naselje	5,495	2,804	51.03%
27	Zrenjanin	Melenci	6,737	3,005	44.60%
28	Kikinda	Basaid	3,503	1,547	44.16%
29	Sombor	Backi Monostor	3,920	1,721	43.90%
30	Subotica	Palic	7,745	3,340	43.12%
31	Subotica	Ker	4,413	1,785	40.45%
32	Zrenjanin	Muzlja	9,000	3,409	37.88%
33	Becej	Backo Petrovo Selo	7,318	2,751	37.59%
34	Kikinda	Novi Kozarci	2,277	792	34.78%
35	Zrenjanin	Ecka	4,513	1,467	32.51%
36	Subotica	Tavankut	4,012	1,250	31.16%
37	Kikinda	Idjos	2,174	653	30.04%
38	Sombor	Aleksa Santic	2,172	645	29.70%
39	Negotin	Negotin	43,418	11,986	27.61%
40	Irig	Irig	12,329	3,371	27.34%
41	Indjija	Beska	6,239	1,697	27.20%
42	Zrenjanin	Veljko Vlahovic	12,000	3,246	27.05%
43	Pancevo	Kacarevo	7,624	2,062	27.05%
44	Subotica	Cantavir	7,178	1,889	26.32%
45	Subotica	Centar III	4,285	1,126	26.28%
46	Becej	Ing Ivan Perisic	10,358	2,721	26.27%
47	Becej	Bratstvo-jedinstvo	7,533	1,942	25.78%

#	Municipality	Community	Total Population covered	Total Participants	Percent of Population
48	Vrsac	Drugi oktobar	6,700	1,655	24.70%
49	Vrbas	Kucura	4,663	1,037	22.24%
50	Kikinda	Braca Lakovic	8,500	1,803	21.21%
51	Indjija	Maradik	2,298	485	21.11%
52	Indjija	Novi Karlovci	3,036	630	20.75%
53	Sombor	Crvenka	10,304	2,122	20.59%
54	Vrsac	Uljma	3,598	735	20.43%
55	Vrbas	Druga	9,700	1,957	20.18%
56	Becej	Todor Dukin	7,533	1,382	18.35%
57	Pancevo	Starcevo	7,615	1,287	16.90%
58	Malo Crnice	Malo Crnice	13,853	2,330	16.82%
59	Vrsac	Gudurica	1,267	211	16.65%
60	Pancevo	Vojlovica	5,265	869	16.51%
61	Pancevo	Dolovo	6,835	1,106	16.18%
62	Sombor	Gornja Varos	13,865	2,239	16.15%
63	Novi Sad	Rumenka	5,729	789	13.77%
64	Indjija	Indjija	26,247	3,374	12.85%
65	Pancevo	Banatsko Novo Selo	7,345	905	12.32%
66	Sombor	Mlake	7,204	869	12.06%
67	Vrbas	Zmajevo	4,361	510	11.69%
68	Kikinda	Mokrin	5,918	664	11.22%
69	Backa Topola	Backa Topola	16,171	1,762	10.90%
70	Zabari	Zabari	13,034	1,409	10.81%
71	Stara Pazova	Dunav Grad	19,551	2,090	10.69%
72	Zagubica	Zagubica	14,823	1,570	10.59%
73	Novi Sad	Sonja Marinkovic	6,000	622	10.37%
74	Pancevo	Jabuka	6,312	635	10.06%
75	Pancevo	Omoljica	6,518	642	9.85%
76	Vrsac	Veliko Srediste	1,340	108	8.06%
77	Kucevo	Kucevo	18,808	1,505	8.00%
78	Despotovac	Despotovac	25,611	2,028	7.92%
79	Novi Sad	Adice	10,000	790	7.90%
80	Subotica	Novo Selo	9,031	700	7.75%
81	Novi Knezevac	Novi Knezevac	12,975	959	7.39%
82	Novi Sad	Veternik	18,626	1,284	6.89%
83	Kladovo	Kladovo	23,613	1,577	6.68%
84	Veliko Gradiste	Veliko Gradiste	20,659	1,354	6.55%
85	Novi Sad	7. juli	10,000	624	6.24%
86	Petrovac	Petrovac	34,511	1,847	5.35%
87	Bor	Bor	55,817	2,967	5.32%
88	Majdanpek	Majdanpek	23,703	1,162	4.90%
89	Kikinda	Sajan	1,348	63	4.67%
90	Pancevo	Centar	32,000	1,000	3.13%
91	Novi Sad	Klisa	35,000	424	1.21%
Subtotal for CRDA communities			811,820	158,473	19.52%
Other locations and clusters within CRDA municipalities			679,058	72,544	10.68%
Total for 26 CRDA municipality			1,490,878	231,017	15.50%
Other locations and clusters within AoR			838,877	17,256	2.06%
Total for AoR			2,329,755	248,273	10.66%

Percent of Population in CRDA Communities Benefiting from Committee Activities (Intermediate Result 2.1.1 Indicator 2)

#	Municipality	Community	Total Population covered	Total Beneficiaries	Percent of Population
1	Backa Topola	Backa Topola	16,171	16,171	100.00%
2	Backa Topola	Bajsa	2,568	2,568	100.00%
3	Backa Topola	Pacir	2,948	2,948	100.00%
4	Becej	Backo Gradiste	5,445	5,445	100.00%
5	Becej	Backo Petrovo Selo	7,318	7,318	100.00%
6	Becej	Bratstvo-jedinstvo	7,533	7,533	100.00%
7	Becej	Ing Ivan Perisic	10,358	10,358	100.00%
8	Becej	Milesevo	1,118	1,118	100.00%
9	Becej	Poljanice	350	350	100.00%
10	Becej	Radicevic	1,332	1,332	100.00%
11	Becej	Todor Dukin	7,533	7,533	100.00%
12	Golubac	Golubac	9,913	9,913	100.00%
13	Indjija	Beska	6,239	6,239	100.00%
14	Indjija	Indjija	26,247	26,247	100.00%
15	Indjija	Maradik	2,298	2,298	100.00%
16	Indjija	Novi Karlovci	3,036	3,036	100.00%
17	Indjija	Novi Slankamen	3,455	3,455	100.00%
18	Kikinda	Banatska Topola	1,066	1,066	100.00%
19	Kikinda	Basaid	3,503	3,503	100.00%
20	Kikinda	Braca Lakovic	8,500	8,500	100.00%
21	Kikinda	Idjos	2,174	2,174	100.00%
22	Kikinda	Novi Kozarci	2,277	2,277	100.00%
23	Kucevo	Kucevo	18,808	18,808	100.00%
24	Malo Crnice	Malo Crnice	13,853	13,853	100.00%
25	Novi Sad	7. juli	10,000	10,000	100.00%
26	Novi Sad	Adice	10,000	10,000	100.00%
27	Novi Sad	Rumenka	5,729	5,729	100.00%
28	Novi Sad	Sonja Marinkovic	6,000	6,000	100.00%
29	Novi Sad	Veternik	18,626	18,626	100.00%
30	Pancevo	Banatsko Novo Selo	7,345	7,345	100.00%
31	Pancevo	Centar	32,000	32,000	100.00%
32	Pancevo	Dolovo	6,835	6,835	100.00%
33	Pancevo	Kacarevo	7,624	7,624	100.00%
34	Pancevo	Omoljica	6,518	6,518	100.00%
35	Pancevo	Starcevo	7,615	7,615	100.00%
36	Pancevo	Vojlovica	5,265	5,265	100.00%
37	Sombor	Aleksa Santic	2,172	2,172	100.00%
38	Sombor	Backi Monostor	3,920	3,920	100.00%
39	Sombor	Conoplja	4,359	4,359	100.00%
40	Sombor	Doroslovo	1,830	1,830	100.00%
41	Sombor	Mlake	7,204	7,204	100.00%
42	Sombor	Stanisic	4,808	4,808	100.00%
43	Sombor	Svetozar Miletic	3,169	3,169	100.00%
44	Stara Pazova	Dunav Grad	19,551	19,551	100.00%
45	Subotica	Bajmok	8,586	8,586	100.00%
46	Subotica	Cantavir	7,178	7,178	100.00%
47	Subotica	Centar III	4,285	4,285	100.00%
48	Subotica	Hajdukovo	2,482	2,482	100.00%

#	Municipality	Community	Total Population covered	Total Beneficiaries	Percent of Population
49	Subotica	Ker	4,413	4,413	100.00%
50	Subotica	Palic	7,745	7,745	100.00%
51	Subotica	Tavankut	4,012	4,012	100.00%
52	Subotica	Zeleznicko Naselje	5,495	5,495	100.00%
53	Vrbas	Druga	9,700	9,700	100.00%
54	Vrbas	Kucura	4,663	4,663	100.00%
55	Vrsac	Jablanka	281	281	100.00%
56	Vrsac	Kustilj	806	806	100.00%
57	Vrsac	Malo Srediste	120	120	100.00%
58	Vrsac	Markovac	329	329	100.00%
59	Vrsac	Mesic	227	227	100.00%
60	Vrsac	Socica	170	170	100.00%
61	Vrsac	Uljma	3,598	3,598	100.00%
62	Vrsac	Vojvodinci	417	417	100.00%
63	Zrenjanin	Botos	2,148	2,148	100.00%
64	Zrenjanin	Ecka	4,513	4,513	100.00%
65	Zrenjanin	Lukino Selo	598	598	100.00%
66	Zrenjanin	Melenci	6,737	6,737	100.00%
67	Zrenjanin	Muzlja	9,000	9,000	100.00%
68	Zrenjanin	Tomasevac	1,765	1,765	100.00%
69	Zrenjanin	Veljko Vlahovic	12,000	12,000	100.00%
70	Vrsac	Drugi oktobar	6,700	6,673	99.60%
71	Sombor	Gornja Varos	13,865	13,500	97.37%
72	Subotica	Novo Selo	9,031	8,200	90.80%
73	Kikinda	Mokrin	5,918	5,072	85.70%
74	Vrsac	Veliko Srediste	1,340	990	73.88%
75	Sombor	Crvenka	10,304	5,600	54.35%
76	Negotin	Negotin	43,418	22,602	52.06%
77	Pancevo	Jabuka	6,312	2,593	41.08%
78	Novi Sad	Klisa	35,000	14,000	40.00%
79	Zagubica	Zagubica	14,823	5,300	35.76%
80	Zabari	Zabari	13,034	4,535	34.79%
81	Despotovac	Despotovac	25,611	8,908	34.78%
82	Irig	Irig	12,329	3,251	26.37%
83	Majdanpek	Majdanpek	23,703	6,000	25.31%
84	Kladovo	Kladovo	23,613	5,800	24.56%
85	Veliko Gradiste	Veliko Gradiste	20,659	4,196	20.31%
86	Petrovac	Petrovac	34,511	5,011	14.52%
87	Vrbas	Zmajevo	4,361	590	13.53%
88	Vrsac	Gudurica	1,267	126	9.94%
89	Kikinda	Sajan	1,348	132	9.79%
90	Bor	Bor	55,817	5,086	9.11%
91	Novi Knezevac	Novi Knezevac	12,975	1,055	8.13%
Subtotal for CRDA communities			811,820	565,101	69.61%
Other locations and clusters within CRDA municipalities			679,058	502,854	74.05%
Total for 26 CRDA municipality			1,490,878	1,067,955	71.63%
Other locations and clusters within AoR			838,877	314,327	37.47%
Total for AoR			2,329,755	1,382,282	59.33%

Number of committees where membership is at least 30 percent women and minorities (Intermediate Result 2.1.4 Indicator 1)

Community Development Associations

NOTE: Most CDAs were initially formed in the period 2003-2004. Grey rows denote that the CDA was not reported as active within CRDA-E on March 31, 2007.

#	Municipality	Committee Name	AoR	Total Members per last report	Women or Ethnic Minorities	%
1	Backa Topola	Backa Topola Community Development Association	Backa Topola municipality	88	71	80.7
2	Becej	Backo Gradiste Community Development Association	Backo Gradiste	32	20	62.5
3	Becej	Becej Community Development Association	Becej municipality	74	45	60.8
4	Becej	Radicevic Community Development Association	Radicevic	13	4	30.8
5	Bor	Bor Community Development Association	Bor municipality	30	21	70.0
6	Despotovac	Despotovac Community Development Association	Despotovac municipality	45	17	37.8
7	Golubac	Golubac Community Development Association	Golubac municipality	31	20	64.5
8	Indjija	Indjija Community Development Association	Indjija municipality	41	20	48.8
9	Indjija	Novi Slankamen Community Development Association	Novi Slankamen	20	6	30.0
10	Irig	Irig Community Development Association	Irig municipality	41	28	68.3
11	Kikinda	Basaid and Banatska Topola Community Development Association	Basaid	78	10	12.8
12	Kikinda	Kikinda Community Development Association	Kikinda municipality	80	28	35.0
13	Kikinda	Sajan Community Development Association	Sajan	31	31	100.0
14	Kladovo	Kladovo Community Development Association	Kladovo municipality	67	41	61.2
15	Kucevo	Kucevo Community Development Association	Kucevo municipality	50	40	80.0
16	Majdanpek	Majdanpek Community Development Association	Majdanpek municipality	58	13	22.4
17	Malo Crnice	Malo Crnice Community Development Association	Malo Crnice municipality	31	11	35.5
18	Negotin	Negotin Community Development Association	Negotin municipality	74	41	55.4
19	Novi Knezevac	Novi Knezevac Community Development Association	Novi Knezevac municipality	31	15	48.4
20	Pancevo	Banatsko Novo Selo Community Development Association	Banatsko Novo Selo	23	9	39.1
21	Pancevo	Centar Community Development Association	MZ "Centar"	23	10	43.5
22	Pancevo	Dolovo Community Development Association	Dolovo	54	31	57.4
23	Pancevo	Jabuka Community Development Association	Jabuka	23	15	65.2
24	Pancevo	Kacarevo Community Development Association	Kacarevo	38	21	55.3
25	Pancevo	Omoljica Community Development Association	Omoljica	30	7	23.3

#	Municipality	Committee Name	AoR	Total Members per last report	Women or Ethnic Minorities	%
26	Pancevo	Starcevo Community Development Association	Starcevo	13	5	38.5
27	Pancevo	Vojlovica Community Development Association	Vojlovica	28	25	89.3
28	Petrovac	Petrovac Community Development Association	Petrovac municipality	71	34	47.9
29	Sombor	Bezdan Community Development Association	Bezdan, Backi Breg, Kolut,	21	17	81.0
30	Sombor	Sombor Community Development Association	Sombor municipality	23	13	56.5
31	Sombor	Svetozar Miletic Community Development Association	Svetozar Miletic	18	18	100.0
32	Stara Pazova	Dunav Grad Community Development Association	Dunav Grad	20	8	40.0
33	Subotica	Palic Community Development Association	Palic	61	53	86.9
34	Subotica	Pescarska Visoravan Community Development Association	Hajdukovo, Mali Pesak	17	16	94.1
35	Subotica	Subotica Community Development Association	Subotica municipality	39	30	76.9
36	Veliko Gradiste	Veliko Gradiste Community Development Association	Veliko Gradiste municipality	75	33	44.0
37	Vrbas	Vrbas Community Development Association	Vrbas municipality	65	40	61.5
38	Vrbas	Zmajev Community Development Association	Zmajev	9	2	22.2
39	Vrsac	Plava Dolina Community Development Association	Plava Dolina	14	12	85.7
40	Vrsac	Vrsac Community Development Association	Vrsac municipality	18	13	72.2
41	Vrsac	Zlatna Gora Community Development Association	Zlatna Gora	29	15	51.7
42	Zabari	Zabari Community Development Association	Zabari municipality	30	13	43.3
43	Zagubica	Zagubica Community Development Association	Zagubica municipality	35	14	40.0
44	Zrenjanin	Botos Community Development Association	Botos	30	14	46.7
45	Zrenjanin	Ecka Community Development Association	Ecka	82	58	70.7
46	Zrenjanin	Lukino Selo Community Development Association	Lukino Selo	78	65	83.3
47	Zrenjanin	Melenci Community Development Association	Melenci	70	7	10.0
48	Zrenjanin	Muzlja Community Development Association	Muzlja	30	29	96.7
49	Zrenjanin	Tomasevac Community Development Association	Tomasevac	52	4	7.7
50	Zrenjanin	Veljko Vlahovic Community Development Association	Veljko Vlahovic	90	72	80.0
51	Novi Sad	Youth Association Novi Sad	Novi Sad municipality	19	11	57.9
Total				2,143	1,196	55.8

Community Development Groups

NOTE: CDGs were active in the period 2001-2005 and were the basis for the formalized and registered CDAs. Only one CDG was reported as active within CRDA-E on March 31, 2007.

#	Municipality	Committee Name	AoR	Total Members per last report	Women or Ethnic Minorities	%
1	Backa Topola	Backa Topola Community Development Group	Backa Topola	17	14	82.4
2	Backa Topola	Bajsa Community Development Group	Bajsa	17	14	82.4
3	Backa Topola	Pacir Community Development Group	Pacir	19	15	78.9
4	Becej	Backo Gradiste Community Development Group	Backo Gradiste	21	13	61.9
5	Becej	Backo Petrovo Selo Community Development Group	Backo Petrovo Selo	23	18	78.3
6	Becej	Bratstvo Jedinstvo Community Development Group	Bratstvo-jedinstvo	14	14	100.0
7	Becej	Ing Ivan Perisic Community Development Group	Ing Ivan Perisic	22	18	81.8
8	Becej	Milesevo Community Development Group	Milesevo	18	13	72.2
9	Becej	Poljanice Community Development Group	Poljanice	22	21	95.5
10	Becej	Radicevic Community Development Group	Radicevic	13	4	30.8
11	Becej	Todor Dukin Community Development Group	Todor Dukin	18	14	77.8
12	Indjija	Beska Community Development Group	Beska	25	12	48.0
13	Indjija	Indjija Community Development Group	Indjija	18	15	83.3
14	Indjija	Maradik Community Development Group	Maradik	26	15	57.7
15	Indjija	Novi Karlovci Community Development Group	Novi Karlovci	22	5	22.7
16	Indjija	Novi Slankamen Community Development Group	Novi Slankamen	13	8	61.5
17	Kikinda	Banatska Topola Community Development Group	Banatska Topola	12	7	58.3
18	Kikinda	Basaid Community Development Group	Basaid	16	3	18.8
19	Kikinda	Braca Lakovic Community Development Group	Braca Lakovic	19	8	42.1
20	Kikinda	Idjos Community Development Group	Idjos	17	3	17.6
21	Kikinda	Mokrin Community Development Group	Mokrin	15	7	46.7
22	Kikinda	Novi Kozarci Community Development Group	Novi Kozarci	12	5	41.7
23	Kikinda	Sajan Community Development Group	Sajan	10	10	100.0
24	Novi Sad	7 Juli Community Development Group	7. juli	15	10	66.7
25	Novi Sad	Adice Community Development Group	Adice	14	3	21.4
26	Novi Sad	Klisa Community Development Group	Klisa	6	0	0.0
27	Novi Sad	Rumenka Community Development Group	Rumenka	15	3	20.0

#	Municipality	Committee Name	AoR	Total Members per last report	Women or Ethnic Minorities	%
28	Novi Sad	Sonja Marinkovic Community Development Group	Sonja Marinkovic	14	12	85.7
29	Novi Sad	Veternik Community Development Group	Veternik	18	5	27.8
30	Pancevo	Banatsko Novo Selo Community Development Group	Banatsko Novo Selo	23	10	43.5
31	Pancevo	Centar Community Development Group	Centar	20	10	50.0
32	Pancevo	Dolovo Community Development Group	Dolovo	59	34	57.6
33	Pancevo	Jabuka Community Development Group	Jabuka	24	16	66.7
34	Pancevo	Kacarevo Community Development Group	Kacarevo	38	21	55.3
35	Pancevo	Omoljica Community Development Group	Omoljica	31	6	19.4
36	Pancevo	Starcevo Community Development Group	Starcevo	13	5	38.5
37	Pancevo	Vojlovica Community Development Group	Vojlovica	28	25	89.3
38	Sombor	Aleksa Santic Community Development Group	Aleksa Santic	15	11	73.3
39	Sombor	Backi Monostor Community Development Group	Backi Monostor	23	22	95.7
40	Sombor	Conoplja Community Development Group	Conoplja	32	15	46.9
41	Sombor	Crvenka Community Development Group	Crvenka	19	6	31.6
42	Sombor	Doroslovo Community Development Group	Doroslovo	27	25	92.6
43	Sombor	Gornja Varos Community Development Group	Gornja Varos	21	9	42.9
44	Sombor	Mlake Community Development Group	Mlake	30	18	60.0
45	Sombor	Stanisic Community Development Group	Stanisic	33	23	69.7
46	Sombor	Svetozar Miletic Community Development Group	Svetozar Miletic	12	12	100.0
47	Stara Pazova	Dunav Grad Community Development Group	Dunav Grad	12	2	16.7
48	Subotica	Bajmok Community Development Group	Bajmok	24	17	70.8
49	Subotica	Cantavir Community Development Group	Cantavir	24	24	100.0
50	Subotica	Centar III Community Development Group	Centar III	27	19	70.4
51	Subotica	Hajdukovo Community Development Group	Hajdukovo	20	20	100.0
52	Subotica	Ker Community Development Group	Ker	26	20	76.9
53	Subotica	Novo Selo Community Development Group	Novo Selo	26	24	92.3
54	Subotica	Palic Community Development Group	Palic	27	21	77.8
55	Subotica	Tavankut Community Development Group	Tavankut	28	28	100.0
56	Subotica	Zeleznicko Naselje Community Development Group	Zeleznicko Naselje	30	23	76.7

#	Municipality	Committee Name	AoR	Total Members per last report	Women or Ethnic Minorities	%
57	Vrbas	Druga Community Development Group	Druga	17	14	82.4
58	Vrbas	Kucura Community Development Group	Kucura	21	16	76.2
59	Vrbas	Zmajev Community Development Group	Zmajev	17	5	29.4
60	Vrsac	Drugi Oktobar Community Development Group	Drugi Oktobar	11	6	54.5
61	Vrsac	Gudurica Community Development Group	Gudurica	23	8	34.8
62	Vrsac	Jablanka Community Development Group	Jablanka	18	16	88.9
63	Vrsac	Kustilj Community Development Group	Kustilj	25	25	100.0
64	Vrsac	Malo Srediste Community Development Group	Malo Srediste	14	14	100.0
65	Vrsac	Markovac Community Development Group	Markovac	15	15	100.0
66	Vrsac	Mesic Community Development Group	Mesic	10	7	70.0
67	Vrsac	Socica Community Development Group	Socica	15	15	100.0
68	Vrsac	Uljma Community Development Group	Uljma	14	3	21.4
69	Vrsac	Veliko Srediste Community Development Group	Veliko Srediste	13	4	30.8
70	Vrsac	Vojvodinci Community Development Group	Vojvodinci	29	29	100.0
71	Zrenjanin	Botos Community Development Group	Botos	20	8	40.0
72	Zrenjanin	Ecka Community Development Group	Ecka	18	15	83.3
73	Zrenjanin	Lukino Selo Community Development Group	Lukino Selo	23	20	87.0
74	Zrenjanin	Melenci Community Development Group	Melenci	24	7	29.2
75	Zrenjanin	Muzlja Community Development Group	Muzlja	16	13	81.3
76	Zrenjanin	Tomasevac Community Development Group	Tomasevac	41	2	4.9
77	Zrenjanin	Veljiko Vlahovic Community Development Group	Veljko Vlahovic	23	11	47.8
Total				1,590	1,008	63.4

Citizens Advisory Groups (CAGs)

NOTE: CAGs were active in the period 2003-2004.

#	Municipality	Committee Name	AoR	Total Members per last report	Women or Ethnic Minorities	%
1	Backa Topola	Backa Topola Citizens Advisory Group	Backa Topola municipality	16	15	93.8
2	Becej	Becej Citizens Advisory Group	Becej municipality	23	15	65.2
3	Indjija	Indjija Citizens Advisory Group	Indjija municipality	16	7	43.8
4	Kikinda	Kikinda Citizens Advisory Group	Kikinda municipality	17	11	64.7
5	Novi Sad	Novi Sad Citizens Advisory Group	Novi Sad municipality	18	15	83.3
6	Pancevo	Pancevo Citizens Advisory Group	Pancevo municipality	21	12	57.1
7	Sombor	Sombor Citizens Advisory Group	Sombor municipality	25	14	56.0
8	Stara Pazova	Stara Pazova Citizens Advisory Group	Dunav Grad cluster	24	16	66.7
9	Subotica	Subotica Citizens Advisory Group	Subotica municipality	21	16	76.2
10	Vrbas	Vrbas Citizens Advisory Group	Vrbas municipality	22	17	77.3
11	Vrsac	Vrsac Citizens Advisory Group	Vrsac municipality	27	23	85.2
12	Zrenjanin	Zrenjanin Citizens Advisory Group	Zrenjanin municipality	13	6	46.2
Total				243	167	68.7

Cluster Committees

NOTE: The list comprises of the following type of cluster committees: geographical (e.g. covering a municipality), sectorial (e.g. for health or education), or project-based cluster committees (e.g. for citizens assistance centers). These committees were formed at the time CRDA worked predominantly through community-based committees (CDGs) and started working on a cluster level so as to be able to address inter-community initiatives. Most of the committees were active in 2003-2004.

#	Committee Name	Municipality	Total Members per last report	Women or Ethnic Minorities	%
1	Backa Topola Cluster Committee for Education	Backa Topola	9	7	77.8
2	Backa Topola Cluster Committee for Handicapped	Backa Topola	7	6	85.7
3	Backa Topola Cluster Committee for Pre-schools	Backa Topola	4	4	100.0
4	Becej Cluster Committee	Becej	18	15	83.3
5	Danube Riviera Committee	cluster	21	9	42.9
6	Homolje tourism network committee	cluster	18	8	44.4

#	Committee Name	Municipality	Total Members per last report	Women or Ethnic Minorities	%
7	Kikinda Cluster Committee	Kikinda	7	4	57.1
8	Kikinda Cluster Committee for Citizens Assistance Center	Kikinda	8	3	37.5
9	Kikinda Cluster Committee for Culture	Kikinda	14	8	57.1
10	Kikinda Cluster Committee for Education	Kikinda	12	5	41.7
11	Novi Sad Cluster Committee	Novi Sad	22	17	77.3
12	Pancevo Cluster Committee	Pancevo	8	4	50.0
13	Roma Cluster Committee Sombor	Sombor	30	30	100.0
14	Sombor Cluster Committee	Sombor	18	10	55.6
15	Subotica Cluster Committee for Citizens Assistance Center	Subotica	10	9	90.0
16	Subotica Cluster Committee for Citizens Information Center	Subotica	11	9	81.8
17	Subotica Cluster Committee for Education	Subotica	12	12	100.0
18	Subotica Cluster Committee for Health	Subotica	16	14	87.5
19	Subotica Cluster Committee for Social Protection	Subotica	17	16	94.1
20	Subotica Roma Cluster Committee	Subotica	30	30	100.0
21	Vrbas Cluster Committee for Education	Vrbas	11	9	81.8
22	Vrbas Cluster Committee for Health	Vrbas	5	4	80.0
23	Vrsac Cluster Committee	Vrsac	5	1	20.0
24	Vrsac Cluster Committee for Health	Vrsac	3	1	33.3
25	Zrenjanin Cluster Committee	Zrenjanin	13	6	46.2
Total			329	241	73.2

Agricultural Cooperatives

NOTE: The list comprises of agricultural cooperatives that received direct CRDA / CRDA-E support.

#	Committee Name	Sector	Total Members per last report	Women or Ethnic Minorities	%
1	CHINCHILLA LAND ZEMLJORADNIČKA ZADRUGA VRŠAC chinchilla cooperative	chinchilla	13	7	53.8
2	AGROPAK PRODUKT VRŠAC ZEMLJORADNIČKA ZADRUGA crop cooperative	crops	10	0	0.0
3	ĐURĐINSKI ATARI ZEMLJORADNIČKA ZADRUGA ĐURĐIN crop cooperative	crops	15	14	93.3

#	Committee Name	Sector	Total Members per last report	Women or Ethnic Minorities	%
4	PAŠIĆEVO RATARSKA ZADRUGA ZA PROIZVODNJU I UZGOJ RATARSKIH KULTURA ZMAJEVO crop cooperative	crops	10	1	10.0
5	ŽITO UNIJA ZEMJORADNIČKA ZADRUGA IZBIŠTE crop cooperative	crops	11	4	36.4
6	AURORATIM ZEMLJORADNIČKA ZADRUGA NAKOVO dairy cooperative	dairy	10	2	20.0
7	BAJMLEK ZEMLJORADNIČKA ZADRUGA BAJMOK dairy cooperative	dairy	14	11	78.6
8	GRADNULIČKO-ČONTIKARSKA STOČARSKA ZEMLJORADNIČKA ZADRUGA ZRENJANIN cooperative	dairy	11	0	0.0
9	GREEN FARM ZEMLJORADNIČKA ZADRUGA ŽABALJ dairy cooperative	dairy	10	6	60.0
10	MILK CENTER ZEMLJORADNIČKA ZADRUGA MALE PIJACE cooperative	dairy	13	11	84.6
11	PROIZVOĐAČI MLEKA BANATA ZEMLJORADNIČKA ZADRUGA VRŠAC cooperative	dairy	11	4	36.4
12	RIT Stajicevo Zrenjanin dairy cooperative	dairy	11	0	0.0
13	RONA STOČARSKA ZADRUGA ZA PROIZVODNJU I UZGOJ GOVEDA SAJAN cooperative	dairy	27	27	100.0
14	STOMLEK STOČARSKO MLEKARSKA ZADRUGA ZA PROIZVODNJU MLEČNIH PROIZVODA I UZGOJ GOVEDA DONJI TAVANKUT dairy cooperative	dairy	29	29	100.0
15	ŠARANČE ZEMLJORADNIČKA ZADRUGA SEČANJ Banatska Dubica fish cooperative	fish	10	2	20.0
16	AGRO ORGANIC NOVI KNEŽEVAC ZEMLJORADNIČKA ZADRUGA fruit cooperative	fruit	10	2	20.0
17	BAČKA JABUKA ZEMLJORADNIČKA ZADRUGA VRBAS fruit cooperative	fruit	11	2	18.2
18	GOLDEN FRUCT ZEMLJORADNIČKA ZADRUGA COOPERATIVA HAJDUKOVO fruit cooperative	fruit	18	18	100.0
19	LESKA-HOMOLJE KUČEVO ZEMLJORADNIČKA ZADRUGA hazelnut cooperative	fruit	11	0	0.0
20	MARMOLADA ZEMLJORADNIČKA ZADRUGA RUMENKA fruit cooperative	fruit	10	4	40.0
21	PRIMA ZEMLJORADNIČKA ZADRUGA PO BAČKI VINOGRADI fruit cooperative	fruit	28	28	100.0
22	SLANKAMENKA ZEMLJORADNIČKA ZADRUGA NOVI SLANKAMEN fruit cooperative	fruit	39	1	2.6
23	VOČKO ZEMLJORADNIČKA ZADRUGA TAVANKUT fruit cooperative	fruit	26	26	100.0
24	GOURMET ZEMLJORADNIČKA ZADRUGA ČANTAVIR goat cooperative	goat	10	10	100.0
25	KAPRIS ZEMLJORADNIČKA ZADRUGA KUCURA goat cooperative	goat	15	2	13.3
26	EKOGEA ZEMLJORADNIČKA ZADRUGA BAČKI MONOŠTOR medicinal herb cooperative	herbs	19	14	73.7
27	PANONSKI CVET ZEMLJORADNIČKA ZADRUGA ZA PROIZVODNJU LEKOVITOG BILJA NOVI SLANKAMEN medicinal herbs cooperative	herbs	10	2	20.0
28	AGRO MLAVA ZEMLJORADNIČKA ZADRUGA SA OGRANIČENOM SOLIDARNOM ODGOVORNOSTU PETROVAC NA MLAVI hog cooperative	hogs	11	0	0.0
29	AGROZMAJ STOČARSKA ZADRUGA ZA PROIZVODNJU I UZGOJ STOKE ZMAJEVO hog cooperative	hogs	10	0	0.0
30	BANAT FARMA ZEMLJORADNIČKA ZADRUGA TOMAŠEVAC hog cooperative	hogs	17	0	0.0

#	Committee Name	Sector	Total Members per last report	Women or Ethnic Minorities	%
31	ELITA ZEMLJORADNIČKA ZADRUGA I FARMA ZA UZGOJ I REPRODUKCIJU SVINJA KAČAREVO hog cooperative	hogs	10	5	50.0
32	KOOPERATIVA-FARMER ZEMLJORADNIČKA ZADRUGA NEGOTIN hog cooperative	hogs	16	0	0.0
33	NAGY RET DOROSLOVO ZEMLJORADNIČKA ZADRUGA hog cooperative	hogs	14	14	100.0
34	PIG-COOP SVINJARSKA ZADRUGA ZA PROIZVODNJU I UZGOJ SVINJA BAČKO GRADIŠTE hog cooperative	hogs	11	9	81.8
35	PRIRODA ZEMLJORADNIČKA ZADRUGA STANIŠIĆ hog cooperative	hogs	15	12	80.0
36	STIGOPROIZVOD ZEMLJORADNIČKA ZADRUGA KOBILJE hog cooperative	hogs	14	5	35.7
37	HIGIJENSKA MATICA PČELARSKA ZADRUGA ZA PROIZVODNJU PČELA I PČELINJIH PROIZVODA MARADIK honey cooperative	honey	27	7	25.9
38	MELLIFERA ZEMLJORADNIČKA ZADRUGA ČANTAVIR honey cooperative	honey	10	10	100.0
39	PČELA PČELARSKA ZADRUGA ZA PROIZVODNJU PČELA I PČELINJIH PROIZVODA VETERNIK honey cooperative	honey	17	1	5.9
40	AURORA ZEMLJORADNIČKA ZADRUGA VELIKO SREDIŠTE mushroom cooperative	mushrooms	21	7	33.3
41	EKOŠAMP GLJIVARSKA ZADRUGA ZA PROIZVODNJU I UZGOJ GLJIVA ZMAJEVO mushroom cooperative	mushrooms	10	3	30.0
42	IZVOR GLJIVARSKA ZADRUGA ZA PROIZVODNJU I UZGOJ GLJIVA INĐIJA mushroom cooperative	mushrooms	11	6	54.5
43	ŠARBANOVAC ZEMLJORADNIČKA ZADRUGA ZADRUGA PEČURKARA BOR mushroom cooperative	mushrooms	11	7	63.6
44	BANAČANKA ZEMLJORADNIČKA ZADRUGA BANATSKA TOPOLA pumpkin seed cooperative	pumpkin seed	30	17	56.7
45	EKORABBIT ZEMLJORADNIČKA ZADRUGA PO BAČKA TOPOLA rabbit cooperative	rabbit	10	10	100.0
46	NYUSZI ZEMLJORADNIČKA ZADRUGA ČANTAVIR rabbit cooperative	rabbit	15	9	60.0
47	CIGAJA ZEMLJORADNIČKA ZADRUGA BOTOŠ sheep cooperative	sheep	15	3	20.0
48	HELIX PUŽARSKA ZADRUGA ZA PROIZVODNJU I UZGOJ FARMERSKOG PUŽA RUMA snail cooperative	snail	95	10	10.5
49	PRVA ZADRUGA UZGAJIVAČA PUŽEVA NOVI SAD snail cooperative	snail	93	12	12.9
50	AGROCOOPERATIVA HORGOS ZEMLJORADNIČKA ZADRUGA vegetable cooperative	vegetables	28	23	82.1
51	AGRODAVID OPŠTA ZEMLJORADNIČKA ZADRUGA NOVI SAD vegetable cooperative	vegetables	4	2	50.0
52	AGRODOM JABUKA ZEMLJORADNIČKA ZADRUGA vegetable cooperative	vegetables	10	5	50.0
53	AMARI GRINO BARR-NAŠA ZELENA BAŠTA ČURUG ZEMLJORADNIČKA ZADRUGA vegetable cooperative	vegetables	10	10	100.0
54	BAŠTOVAN ZEMLJORADNIČKA ZADRUGA STANIŠIĆ vegetable cooperative	vegetables	14	14	100.0
55	BEGEČKI POVRTARI BEGEČ OPŠTA ZEMLJORADNIČKA ZADRUGA vegetable cooperative	vegetables	28	0	0.0
56	BIG BIF POVRTARSKA ZADRUGA ZA PROIZVODNJU I PRERADU POVRČA VETERNIK vegetable cooperative	vegetables	18	4	22.2
57	EKO PRODUKT POVRTARSKA ZADRUGA ZA PROIZVODNJU I PRERADU POVRČA MOKRIN vegetable cooperative	vegetables	14	0	0.0
58	EKOADUT POVRTARSKA ZADRUGA ZA PROIZVODNJU I PRERADU POVRČA TEMERIN vegetable cooperative	vegetables	23	5	21.7

#	Committee Name	Sector	Total Members per last report	Women or Ethnic Minorities	%
59	GOSPOĐINCI ZEMLJORADNIČKA ZADRUGA GOSPOĐINCI vegetable cooperative	vegetables	89	7	7.9
60	HORTI ORGANICA ZEMLJORADNIČKA ZADRUGA NOVI SAD vegetable cooperative	vegetables	10	4	40.0
61	KIKINDSKO BLAGO ZEMLJORADNIČKA ZADRUGA IZ KIKINDE vegetable cooperative	vegetables	25	7	28.0
62	LUKINO SELO ZEMLJORADNIČKA ZADRUGA LUKINO SELO vegetable cooperative	vegetables	12	10	83.3
63	PARADIZO ULJMA ZEMLJORADNIČKA ZADRUGA vegetable cooperative	vegetables	10	1	10.0
64	PEK AGRO VELIKO GRADIŠTE ZEMLJORADNIČKA ZADRUGA vegetable cooperative	vegetables	12	1	8.3
65	VREDNI VOJVOĐANI ZEMLJORADNIČKA ZADRUGA BAČKA TOPOLA vegetable cooperative	vegetables	13	10	76.9
Total			1,226	477	38.9

Agricultural Associations

NOTE: The list comprises of agricultural associations that received direct CRDA / CRDA-E support.

#	Committee Name	Sector	Total Members per last report	Women or Ethnic Minorities	%
1	ASOCIJACIJA PROIZVOĐAČA MLEKA BANATA dairy association	dairy	24	13	54.2
2	BOVIS UDRUŽENJE GRAĐANA-STOČARA JAŠA TOMIĆ livestock association	dairy	48	7	14.6
3	Kikinda Farmers' Association of Milk Producers	dairy	23	9	39.1
4	Udruženje mlekara centralnog Banata - Central Banat Milk Producers Association	dairy	58	7	12.1
5	UDRUŽENJE PROIZVODJACA SIMENTALSKE RASE OPSTINE BOR milk producers association	dairy	16	1	6.3
6	Udruženje proizvođača cveca Veliko Gradiste flower association	flower	11	4	36.4
7	IRIŠKO UDRUŽENJE VOČARA I VINOGRADARA IRIG fruit association	fruit	14	0	0.0
8	PANNONNIA medicinal herb producers association	herbs	10	5	50.0
9	SASANI ASOCIJACIJA STOČARA NOVI KARLOVCI UDRUŽENJE GRAĐANA hog association	hogs	25	0	0.0
10	HOMOLJE ŽAGUBICA OPŠTINSKO UDRUŽENJE PČELARA honey association	honey	15	0	0.0
11	NEKTAR DESPOTOVAC DRUŠTVO PČELARA honey association	honey	46	0	0.0
12	PROPOLIS ŽABARI UDRUŽENJE PČELARA honey association	honey	38	3	7.9
13	RAJAC NEGOTIN UDRUŽENJE PČELARA honey association	honey	30	0	0.0
14	UDRUŽENJE PČELARA VELIKO GRADISTE honey association	honey	20	1	5.0
15	ASOCIJACIJA PROIZVOĐAČA BUNDEVSKE SEMENKE ISTOČNE SRBIJE DUBOKA pumpkin seed	pumpkin seed	22	6	27.3
16	ZLATNO RUNO Veliko Srediste sheep association	sheep	16	5	31.3

#	Committee Name	Sector	Total Members per last report	Women or Ethnic Minorities	%
17	ASOCIJACIJA POVRTARA 95 UDRUŽENJE GRAĐANA Backa Topola vegetable association	vegetables	15	6	40.0
18	BIO BAŠTA ASOCIJACIJA POVRTARA UDRUŽENJE GRAĐANA KUCURA vegetable association	vegetables	15	9	60.0
19	CENTAR Banatsko Novo Selo Vegetable Association	vegetables	15	2	13.3
20	EKOPLOD organic vegetables and crop association	vegetables	15	13	86.7
21	KORNIŠONI ASOCIJACIJA POVRTARA UDRUŽENJE GRAĐANA BAČKO GRADIŠTE vegetable association	vegetables	15	0	0.0
22	LUKINO SELO' ASOCIJACIJA POVRTARA UDRUŽENJE GRAĐANA vegetable association	vegetables	31	30	96.8
23	MIROĐIJA UDRUŽENJE GRAĐANA ASOCIJACIJA POVRTARA STANIŠIĆ vegetable association	vegetables	16	6	37.5
24	MUŽLJA' ASOCIJACIJA POVRTARA I CVEČARA ZRENJANIN- vegetable association	vegetables	55	51	92.7
25	PLASTENIK' UDRUŽENJE PROIZVOĐAČA RANOG VOĆA, POVRČA I CVEČA KIKINDA vegetable	vegetables	10	2	20.0
26	RİĐICA-AGRAR UDRUŽENJE POLJOPRIVREDNIH PROIZVOĐAČA RİĐICA vegetable association	vegetables	12	2	16.7
27	UDRUŽENJE GRAĐANA POVRTARA OPŠTINE KUČEVO vegetable association	vegetables	13	2	15.4
28	UDRUŽENJE PROIZVOĐAČA U ZAŠTIĆENOM PROSTORU-BRESTOVAC, BOR vegetable association	vegetables	11	2	18.2
Total			639	186	29.1

Craft and women's business initiatives committees

#	Committee Name	Municipality	Total Members per last report	Women or Ethnic Minorities	%
1	ANASTASIJA - Vrsac Craft Producers' association	Vrsac	15	15	100.0
2	ARHAIK - Bor Craft Producers' association	Bor	36	32	88.9
3	ARTKA - Vrbas Craft Producers Association	Vrbas	27	27	100.0
4	BEO-VRETENO - Beocin Craft Producers' Cooperative	Beocin	14	13	92.9
5	BISER DJERDAPA - Kladovo Craft Producers' association	Kladovo	24	20	83.3
6	DUGA UDRUŽENJE ŽENA ULJMA women's cooperative	Vrsac	13	13	100.0
7	GEA - Novi Sad Craft Producers' Cooperative (in process of registration)	Novi Sad	15	11	73.3
8	HERA - Backa Topola Craft Producers' association	Backa Topola	32	32	100.0
9	JEFIMIJA RUKOTVORINE & SUVENIRI - Veliko Gradiste Craft Producers' Cooperative	Veliko Gradiste	42	41	97.6
10	KOMSIJA Craft Cooperative (Neighbor)	Novi Sad	11	3	27.3
11	NOVA BURGENA craft cooperative	Stara Pazova	15	15	100.0

#	Committee Name	Municipality	Total Members <i>per last report</i>	Women or Ethnic Minorities	%
12	SOSINA KUJNA ŽENSKA KOLAČARSKA ZADRUGA women's cooperative	Zrenjanin	10	10	100.0
13	UDURZENJE ZENA PERLEZ - Perlez Craft Producers' association	Zrenjanin	21	21	100.0
14	UNIKAT - Kikinda Craft Producers' Cooperative	Kikinda	11	11	100.0
15	ZANART - Negotin Craft Producers' Cooperative - in registration process	Negotin	14	14	100.0
Total			300	278	92.7

FPRH Earmarked Projects

#	Project ID	Project Title	USAID Funds	Matching	Total Cost
1	3-12-04-12	Improving Reproductive Health Care and Counseling Services in Zrenjanin Health Center	19.776	7.458	27.234
2	3-12-05-17	Improving Health Care and Counseling Services at Novi Sad Adolescent Gynecology Department	8.178	1.367	9.544
3	3-12-06-09	Raising Public Awareness on Reproductive Health Issues in Sombor Municipality	4.199	5.501	9.700
4	3-12-07-07	Improving Reproductive Health Care Services in Becej	9.244	5.609	14.853
5	3-12-12-07	Improving Diagnostic Capacities of Reproductive Health Care Services in North Backa Region	23.824	81.541	105.365
6	3-12-12-08	Raising Youth Awareness on STI Prevention	3.867	950	4.817
7	3-12-13-12	Screening for Early Detection of Cervical Cancer	34.332	233.333	267.665
8	3-12-13-13	Building Capacities for Raising Public Awareness on STI Prevention	4.883	1.200	6.083
9	3-12-13-19	Training for Youth Activists on Reproductive Health and STI Prevention	6.734	2.283	9.017
10	3-12-13-20	Improving Managerial Skills in Reproductive Health Care	7.490	739	8.228
11	3-12-14-07	Improving Diagnostic Capacities of Reproductive Health Care Services in South Banat Region	4.009	1.094	5.103
12	3-12-14-08	Improving Reproductive Health Services in North Banat Region	27.076	9.207	36.283
13	3-12-15-04	Improving Reproductive Health Care Services in Vrbas General Hospital	27.151	8.746	35.897
14	3-14-09-02	Improving Reproductive Health Care Services in Negotin Municipality	34.348	21.019	55.368
15	3-15-01-05	Raising Public Awareness on Family Planning and Reproductive Health	9.597	3.193	12.789
16	4-12-10-25	Improving Conditions for Adolescent Health Care and Counseling Services in Subotica	8.852	7.482	16.334
17	4-12-13-24	Establishing Youth Counseling Centers in Vrsac, Backa Topola, and Sombor	14.547	6.788	21.335
18	4-14-01-08	Establishing youth counseling centers in Negotin, Bor, and Majdanpek	15.392	25.874	41.266
19	4-15-01-07	Raising Public Awareness on HIV/AIDS Prevention	6.575	7.704	14.278
20	4-15-01-08	Continuing Medical Education for Health Professionals	12.562	5.303	17.865
21	4-15-01-09	Building Capacities for Monitoring Family Planning and Reproductive Health Programs	2.672	0	2.672
22	4-15-01-13	Family Planning and Reproductive Health Awareness Campaign	57.359	22.866	80.225
23	4-15-01-14	Building Capacities for Providing Health Care and Counseling Services to Adolescents	50.022	36.773	86.795
24	4-15-01-21	Raising Public Awareness on Family Planning and Reproductive Health through Exit 05	8.225	13.465	21.690
25	4-15-01-27	Strengthening, Capacity Building and Empowerment of Youth Peer Network-Serbia	17.719	10.395	28.114

ADF CRDA/CRDA-E List of Projects

#	Project ID	Project Title	Project Location	USAID Funds	Matching	Total Cost
1	1-01-01-01	Equipment for Kindergarten	Rumenka (South Backa / Novi Sad)	22.593	0	22.593
2	1-01-02-01	Developing a Community Computer Center	Sedmi Juli (South Backa / Novi Sad)	11.911	0	11.911
3	1-01-02-02	Capacity Building of Environmental NGO	Cluster Novi Sad (South Backa / Novi Sad)	7.335	4.167	11.501
4	1-01-02-03	Emergency Repair of Water Supply System	Cluster Novi Sad (South Backa / Novi Sad)	131.420	2.652.142	2.783.562
5	1-01-03-01	Renovation of Community Center	Sonja Marinkovic (South Backa / Novi Sad)	42.985	300	43.285
6	1-01-03-02	Developing a Community Computer Center	Sonja Marinkovic (South Backa / Novi Sad)	1.761	0	1.761
7	1-01-03-03	Building Capacity of Exit Music Festival	Cluster Vojvodina (Vojvodina Cluster / VOJVODINA CLUSTER)	77.651	316.002	393.652
8	1-01-03-04	Renovation of Kindergarten	Sonja Marinkovic (South Backa / Novi Sad)	30.940	0	30.940
9	1-01-03-05	Reconstruction of School	Sonja Marinkovic (South Backa / Novi Sad)	47.926	438.082	486.008
10	1-01-03-06	Novi Sad City Museum	Cluster Novi Sad (South Backa / Novi Sad)	4.421	0	4.421
11	1-01-03-07	Repairs to School	Sonja Marinkovic (South Backa / Novi Sad)	457	0	457
12	1-01-04-01	Renovate Home for Handicapped Children	Veternik (South Backa / Novi Sad)	84.228	95.448	179.676
13	1-02-01-01	Developing a Community Computer Center	Bajmok (North Backa / Subotica)	9.738	0	9.738
14	1-02-01-02	Organize Dairy Producers' Cooperative	Bajmok (North Backa / Subotica)	932	0	932
15	1-02-01-03	Multiethnic Village Festival	Bajmok (North Backa / Subotica)	3.549	3.905	7.454
16	1-02-02-01	Construction of Children's Playground	Cantavir (North Backa / Subotica)	3.057	2.755	5.812
17	1-02-02-02	Organize Honey Producers' Cooperative	Cantavir (North Backa / Subotica)	932	2.000	2.932
18	1-02-02-03	Organize Rabbit Producers' Cooperative	Cantavir (North Backa / Subotica)	932	3.000	3.932
19	1-02-02-04	Organize Goat Milk Producers' Coop	Cantavir (North Backa / Subotica)	932	2.000	2.932
20	1-02-02-05	Cantavir Village Festival	Cantavir (North Backa / Subotica)	1.200	1.093	2.293
21	1-02-02-06	Reconstruction of Roads	Cantavir (North Backa / Subotica)	34.250	20.330	54.580
22	1-02-03-01	Renovation of City Center	Centar III (North Backa / Subotica)	7.431	1.214	8.645
23	1-02-03-02	Multicultural Festival in Subotica	Cluster Subotica (North Backa / Subotica)	6.734	0	6.734

#	Project ID	Project Title	Project Location	USAID Funds	Matching	Total Cost
24	1-02-03-03	Community Waste Management	Centar III (North Backa / Subotica)	19.109	3.333	22.443
25	1-02-03-04	Reconstruction of Streets	Centar III (North Backa / Subotica)	49.758	10.000	59.758
26	1-02-04-01	Computerizing Community Center	Ker (North Backa / Subotica)	4.808	430	5.238
27	1-02-04-02	Reconstruction of Road	Ker (North Backa / Subotica)	31.701	4.109	35.809
28	1-02-05-01	Equipment for Health Clinic	Novo Selo (North Backa / Subotica)	8.725	0	8.725
29	1-02-05-02	Reconstruction of School	Novo Selo (North Backa / Subotica)	88.182	41.410	129.592
30	1-02-06-01	Reconstruction of School	Palic (North Backa / Subotica)	3.232	0	3.232
31	1-02-07-01	Reconstruction of School Roof	Zelesnicko Naselje (North Backa / Subotica)	36.862	36.934	73.796
32	1-02-07-02	Construction of Sewerage System	Zelesnicko Naselje (North Backa / Subotica)	6.541	3.144	9.685
33	1-02-08-01	Improvement of Power Supply in Town	Hajdukovo (North Backa / Subotica)	35.856	22.019	57.875
34	1-02-08-02	Hajdukovo Village Festival	Hajdukovo (North Backa / Subotica)	3.869	714	4.583
35	1-02-08-03	Reconstruction of Roads	Hajdukovo (North Backa / Subotica)	98.102	96.500	194.602
36	1-02-09-01	Reconstruction of School's Toilets	Tavankut (North Backa / Subotica)	21.399	0	21.399
37	1-02-09-02	Reconstruction of Kindergarten	Tavankut (North Backa / Subotica)	31.797	14.450	46.247
38	1-02-09-03	Organize Fruit Producers' Cooperative	Tavankut (North Backa / Subotica)	932	2.400	3.332
39	1-02-09-04	Women's Handcraft Camp	Tavankut (North Backa / Subotica)	2.468	0	2.468
40	1-03-01-01	Developing a School Computer Center	Aleksa Santic (West Backa / Sombor)	19.439	0	19.439
41	1-03-01-02	Renovation of Kindergarten	Aleksa Santic (West Backa / Sombor)	18.196	280	18.476
42	1-03-02-01	Improved Power for Village Water Supply	Backi Monostor (West Backa / Sombor)	16.216	6.762	22.978
43	1-03-02-02	Reconstruction of Streets	Backi Monostor (West Backa / Sombor)	63.470	18.561	82.031
44	1-03-02-03	Organize Medicinal Herb Production Coop	Backi Monostor (West Backa / Sombor)	932	2.850	3.782
45	1-03-02-04	Peace Camp for Children from Former YU	Backi Monostor (West Backa / Sombor)	4.984	22.505	27.489
46	1-03-03-01	Developing a School Computer Center	Conoplja (West Backa / Sombor)	23.532	941	24.473
47	1-03-04-01	Developing a Community Computer Center	Crvenka (West Backa / Sombor)	9.926	0	9.926

#	Project ID	Project Title	Project Location	USAID Funds	Matching	Total Cost
48	1-03-04-02	Heating of Community Building	Crvenka (West Backa / Sombor)	20.359	2.231	22.590
49	1-03-05-01	Developing a Community Computer Center	Doroslovo (West Backa / Sombor)	22.169	1.735	23.904
50	1-03-05-02	Organize Hog Producers' Cooperative	Doroslovo (West Backa / Sombor)	932	2.847	3.779
51	1-03-06-01	Developing School Computer Center	Gornja Varos (West Backa / Sombor)	21.788	1.041	22.829
52	1-03-06-02	Reconstruction of Hospital Roof	Cluster Sombor (West Backa / Sombor)	52.371	15.260	67.631
53	1-03-06-03	Improvement of Power Supply	Gornja Varos (West Backa / Sombor)	32.816	13.728	46.544
54	1-03-07-01	Develop School Computer Center	Mlake (West Backa / Sombor)	23.526	1.587	25.114
55	1-03-08-01	Developing a School Computer Center	Stanisic (West Backa / Sombor)	16.664	1.056	17.720
56	1-03-08-02	Organize Vegetable Producers' Coop	Stanisic (West Backa / Sombor)	932	2.100	3.032
57	1-03-08-03	Organize Hog Producers' Cooperative	Stanisic (West Backa / Sombor)	932	2.250	3.182
58	1-03-09-01	Developing a Community Computer Center	Svetozar Miletic (West Backa / Sombor)	12.902	912	13.813
59	1-03-09-02	Construction of Traffic Lights	Svetozar Miletic (West Backa / Sombor)	27.093	3.726	30.819
60	1-04-01-01	Equipment for Health Center	Druga (South Backa / Vrbas)	16.556	0	16.556
61	1-04-01-02	Construction of Sewerage System	Druga (South Backa / Vrbas)	140.603	76.342	216.945
62	1-04-01-03	Reconstruction of School	Druga (South Backa / Vrbas)	16.829	3.331	20.160
63	1-04-01-04	Maintenance of Public Parks in Vrbas	Druga (South Backa / Vrbas)	6.857	1.854	8.710
64	1-04-01-05	Developing School Computer Center	Druga (South Backa / Vrbas)	34.479	8.530	43.008
65	1-04-02-01	Developing School Computer Center	Zmajevu (South Backa / Vrbas)	28.201	0	28.201
66	1-04-02-02	Reconstruction of Kindergarten	Zmajevu (South Backa / Vrbas)	76.411	12.667	89.077
67	1-04-02-03	Renovation of Community Center	Zmajevu (South Backa / Vrbas)	31.799	17.696	49.495
68	1-04-02-04	Organize Industrial Crop Producers' Coop	Zmajevu (South Backa / Vrbas)	932	3.016	3.948
69	1-04-02-05	Organize Mushroom Producers' Cooperative	Zmajevu (South Backa / Vrbas)	932	1.500	2.432
70	1-04-02-06	Organize Hog Producers' Cooperative	Zmajevu (South Backa / Vrbas)	932	8.641	9.574
71	1-04-03-01	Reconstruction of Streets in Town	Kucura (South Backa / Vrbas)	24.998	31.326	56.324
72	1-04-03-02	Construction of Street Lighting	Kucura (South Backa / Vrbas)	46.507	11.480	57.986
73	1-04-03-03	Construction of Road to Waste Dump	Kucura (South Backa / Vrbas)	94.518	34.349	128.868
74	1-04-03-04	Equipment for Cultural Center	Kucura (South Backa / Vrbas)	8.885	9.663	18.548
75	1-05-01-01	Renovation of Health Clinic	Backo Gradiste (South Backa / Becej)	30.004	4.277	34.281

#	Project ID	Project Title	Project Location	USAID Funds	Matching	Total Cost
76	1-05-01-03	Reconstruction of Kindergarten	Backo Gradiste (South Backa / Becej)	10.812	3.382	14.195
77	1-05-02-01	Renovation of a Health Clinic	Backo Petrovo Selo (South Backa / Becej)	10.999	3.173	14.172
78	1-05-03-01	Renovation of School	Bratstvo-jedinstvo (South Backa / Becej)	53.551	8.318	61.869
79	1-05-03-03	Construction of Storm Sewerage	Bratstvo-jedinstvo (South Backa / Becej)	33.538	10.172	43.709
80	1-05-04-01	Facility for Handicapped Students	Ing. Ivan Perisic (South Backa / Becej)	20.713	7.851	28.564
81	1-05-04-03	Renovation of School	Ing. Ivan Perisic (South Backa / Becej)	19.828	5.716	25.544
82	1-05-04-04	Construction of Kindergarten Annex	Ing. Ivan Perisic (South Backa / Becej)	31.123	9.019	40.142
83	1-05-04-05	Serb-Hungarian Friendship Festival	Cluster Becej (South Backa / Becej)	7.026	1.868	8.894
84	1-05-05-01	Renovation of Health Clinic	Milesevo (South Backa / Becej)	16.048	2.031	18.079
85	1-05-07-01	Construction and Equipping School Annex	Radicevic (South Backa / Becej)	55.237	9.802	65.040
86	1-05-07-02	Construction of School Playground	Radicevic (South Backa / Becej)	4.971	3.001	7.971
87	1-05-08-01	Construction of Roof for School	Todor Dukin (South Backa / Becej)	5.095	0	5.095
88	1-05-08-03	Reconstruction of Kindergarten	Todor Dukin (South Backa / Becej)	21.693	4.009	25.703
89	1-06-01-01	Community Waste Management	Backa Topola (North Backa / Backa Topola)	14.937	6.746	21.682
90	1-06-01-02	Construction of Recreation Center	Cluster Backa Topola (North Backa / Backa Topola)	140.772	27.936	168.708
91	1-06-01-03	Organize Rabbit Producers' Cooperative	Backa Topola (North Backa / Backa Topola)	932	1.000	1.932
92	1-06-02-01	Renovation of Community Center Building	Bajsa (North Backa / Backa Topola)	50.771	13.210	63.981
93	1-06-03-01	Reconstruction of School Gymnasium	Pacir (North Backa / Backa Topola)	11.929	1.096	13.025
94	1-06-03-02	Construction of Children's Playground	Pacir (North Backa / Backa Topola)	8.327	2.031	10.357
95	1-06-03-03	Improvement of Water Supply System	Pacir (North Backa / Backa Topola)	100.019	24.880	124.899
96	1-07-01-01	Reconstruction of School Gymnasium	Banatska Topola (North Banat / Kikinda)	12.441	761	13.202
97	1-07-01-02	Developing a Community Computer Center	Banatska Topola (North Banat / Kikinda)	13.006	0	13.006
98	1-07-02-01	Developing a Community Computer Center	Basaid (North Banat / Kikinda)	9.544	2.264	11.808
99	1-07-02-02	Reconstruction of Cultural Center	Basaid (North Banat / Kikinda)	8.456	8.120	16.575

#	Project ID	Project Title	Project Location	USAID Funds	Matching	Total Cost
100	1-07-03-01	Developing a Community Computer Center	Braca Lakovic (North Banat / Kikinda)	8.080	2.289	10.369
101	1-07-04-01	Developing Community Computer Center	Idjos (North Banat / Kikinda)	8.186	417	8.603
102	1-07-04-02	Renovation of School	Idjos (North Banat / Kikinda)	17.803	0	17.803
103	1-07-05-01	Equipment for School Computer Center	Mokrin (North Banat / Kikinda)	8.634	306	8.941
104	1-07-06-01	Developing Community Computer Center	Novi Kozarci (North Banat / Kikinda)	9.744	75	9.819
105	1-07-06-02	Construction of Deep Water Well	Novi Kozarci (North Banat / Kikinda)	41.488	54.726	96.214
106	1-07-07-01	Developing a Community Computer Center	Sajan (North Banat / Kikinda)	10.093	118	10.210
107	1-07-07-02	Festival of Farmers	Sajan (North Banat / Kikinda)	1.527	444	1.971
108	1-08-01-01	Equipping Center for Handicapped	Centar Pancevo (South Banat / Pancevo)	17.043	0	17.043
109	1-08-02-01	Mapping Gas Pipeline Network	Dolovo (South Banat / Pancevo)	5.709	0	5.709
110	1-08-02-02	Music and Folklife Festival for Children	Dolovo (South Banat / Pancevo)	9.890	15.818	25.708
111	1-08-04-01	Community Maintenance Services	Jabuka (South Banat / Pancevo)	25.585	1.519	27.104
112	1-08-04-02	Construction of Road to Waste Dump	Jabuka (South Banat / Pancevo)	53.941	19.059	73.000
113	1-08-05-01	Reconstruction of Town Center	Omoljica (South Banat / Pancevo)	20.243	37.425	57.667
114	1-08-06-01	Construction of Kindergarten	Starcevo (South Banat / Pancevo)	24.986	0	24.986
115	1-08-07-01	Reconstruction of Sports Center	Vojlovica (South Banat / Pancevo)	17.906	10.333	28.239
116	1-08-08-01	Construction of Deep Water Well	Banatsko Novo Selo (South Banat / Pancevo)	24.525	10.914	35.439
117	1-09-01-01	Renovation of Community Center	Drugi Oktobar (South Banat / Vrsac)	33.445	17.084	50.529
118	1-09-02-01	Renovation of Five Community Centers	Jablanka (South Banat / Vrsac) Kustilj (South Banat / Vrsac) Mesic (South Banat / Vrsac) Socica (South Banat / Vrsac) Vojvodinci (South Banat / Vrsac)	60.389	8.997	69.386
119	1-09-02-04	Reconstruction of Road	Cluster Plava Dolina (South Banat / Vrsac)	72.537	168.490	241.028
120	1-09-02-05	Reconstruction of School Gymnasium	Kustilj (South Banat / Vrsac)	37.937	3.298	41.235
121	1-09-03-01	Renovation of Four Community Centers	Cluster Zlatna Gora (South Banat / Vrsac)	55.666	18.315	73.981
122	1-09-04-01	Water Supply System Security	Uljma (South Banat / Vrsac)	6.441	2.863	9.303
123	1-09-04-02	Community Public Utility Services	Uljma (South Banat / Vrsac)	43.648	14.926	58.575
124	1-10-01-01	Equipment for Health Clinic	Botos (Central Banat / Zrenjanin)	3.282	0	3.282

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125	1-10-01-02	Construction of Kindergarten	Botos (Central Banat / Zrenjanin)	73.006	0	73.006
126	1-10-02-01	Equipment for Health Clinic	Lukino Selo (Central Banat / Zrenjanin)	1.571	0	1.571
127	1-10-03-01	Equipment for Health Clinic	Muzlja (Central Banat / Zrenjanin)	12.860	0	12.860
128	1-10-03-02	Reconstruction of Kindergarten	Muzlja (Central Banat / Zrenjanin)	102.281	11.131	113.412
129	1-10-04-01	Reconstruction of Community Center	Tomasevac (Central Banat / Zrenjanin)	24.782	12.551	37.333
130	1-10-04-02	Equipment for Cultural Center	Tomasevac (Central Banat / Zrenjanin)	3.172	3.131	6.303
131	1-10-04-03	Reconstruction of Sports Complex	Tomasevac (Central Banat / Zrenjanin)	38.457	0	38.457
132	1-10-05-01	Construction of School Yard Fence	Veljko Vlahovic (Central Banat / Zrenjanin)	18.046	0	18.046
133	1-10-05-02	Village Festival Day	Melenci (Central Banat / Zrenjanin) Zrenjanin City (Central Banat / Zrenjanin)	2.500	942	3.442
134	1-11-01-01	Village Festival	Beska (Srem / Indjija)	1.450	750	2.200
135	1-11-02-01	Reconstruction of Health Center	Indjija (Srem / Indjija)	101.940	0	101.940
136	1-11-04-01	Developing School Computer Center	Novi Karlovci (Srem / Indjija)	18.093	1.680	19.773
137	1-12-01-01	Vojvodina Earth Day	Backa Topola (North Backa) Becej (South Backa) Indjija (Srem) Kikinda (North Banat) Novi Sad (South Backa) Pancevo (South Banat) Sombor (West Backa) Subotica (North Backa) Vrbas (South Backa) Vrsac (South Banat) Zrenjanin (Central Banat)	168.039	0	168.039
138	1-12-02-01	Vojvodina Ethno Food and Music Festival	Cluster Vojvodina (Vojvodina Cluster / VOJVODINA CLUSTER)	131.076	56.041	187.116
139	1-12-03-01	Organize Chinchilla Producers' Coop	Cluster Vrsac (South Banat / Vrsac)	932	2.340	3.272
140	1-12-03-02	Organize Cereal Grain Producers' Coop	Cluster Vrsac (South Banat / Vrsac)	932	0	932
141	1-12-03-03	Organize Dairy Producers' Association	Cluster Vrsac (South Banat / Vrsac)	932	400	1.332
142	1-12-03-04	Reconstruction of Hospital	Cluster Vrsac (South Banat / Vrsac)	69.016	240.983	309.999

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143	1-12-04-01	Organize Sheep Producers' Cooperative	Banatska Dubica (Central Banat / Secanj) Botos (Central Banat / Zrenjanin) Jarkovac (Central Banat / Secanj) Neuzina (Central Banat / Secanj) Tomasevac (Central Banat / Zrenjanin) Uzdin (South Banat / Kovacica)	932	1.400	2.332
144	1-12-04-02	Organize Hog Producers' Cooperative	Tomasevac (Central Banat / Zrenjanin)	932	1.000	1.932
145	1-12-04-03	Improving Hog Production in Zrenjanin	Botos (Central Banat / Zrenjanin) Tomasevac (Central Banat / Zrenjanin)	41.907	127.281	169.188
146	1-12-05-01	Equipment for Maternity Hospital	Cluster Novi Sad (South Backa / Novi Sad)	84.655	52.000	136.655
147	1-12-05-02	Building Capacity of Children's Hospital	Cluster Novi Sad (South Backa / Novi Sad)	90.289	40.619	130.908
148	1-12-06-01	Equipping Citizen Information Center	Cluster Sombor (West Backa / Sombor)	12.443	3.319	15.762
149	1-12-07-01	Civic Forums / Cultural Festival	Cluster Becej (South Backa / Becej)	19.412	11.440	30.852
150	1-12-07-02	Construction of Water Supply System	Cluster Becej (South Backa / Becej)	78.435	23.935	102.369
151	1-12-07-03	Children's Theater Festival	Cluster Becej (South Backa / Becej)	10.376	2.333	12.709
152	1-12-08-01	National Theater Festival	Cluster Kikinda (North Banat / Kikinda)	1.428	4.089	5.518
153	1-12-09-01	Integration of Roma into Civil Society	Novi Sad (South Backa) Pancevo (South Banat) Sombor (West Backa) Subotica (North Backa) Zrenjanin (Central Banat)	54.965	0	54.965
154	1-12-10-01	Equipping and Repairs to Health Clinic	Hajdukovo (North Backa / Subotica)	36.912	4.229	41.140
155	1-12-10-02	Reconstruction of Road	Palic (North Backa / Subotica)	79.665	98.756	178.421
156	2-01-01-02	Equipping of Health Clinic	Rumenka (South Backa / Novi Sad)	9.211	6.330	15.540
157	2-01-01-03	Cleaning and Beautification of Rumenka	Rumenka (South Backa / Novi Sad)	4.103	2.731	6.833
158	2-01-01-04	Equipping of Association for Protection of Consumers of Vojvodina	Rumenka (South Backa / Novi Sad)	2.629	737	3.365
159	2-01-01-05	Equipping Community Building in Rumenka	Rumenka (South Backa / Novi Sad)	2.268	666	2.934
160	2-01-02-04	Reconstruction of School	Sedmi Juli (South Backa / Novi Sad)	79.628	268.654	348.282
161	2-01-02-05	Cleaning and Beautification of Sedmi Juli	Sedmi Juli (South Backa / Novi Sad)	3.685	3.043	6.727

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162	2-01-03-08	Beautification of Public Areas in Sonja Marinkovic	Sonja Marinkovic (South Backa / Novi Sad)	2.996	60.212	63.208
163	2-01-04-02	Equipping of Market-Place	Veternik (South Backa / Novi Sad)	14.005	21.752	35.757
164	2-01-04-03	Improving Honey Production in Novi Sad	Veternik (South Backa / Novi Sad)	16.815	32.929	49.745
165	2-01-04-04	Beautification of Public Areas in Veternik	Veternik (South Backa / Novi Sad)	4.716	2.901	7.617
166	2-01-04-05	Equipping of Veternik community building	Veternik (South Backa / Novi Sad)	5.130	4.764	9.895
167	2-01-05-01	Refugee Cooperative Agrodivid - Intensive Vegetable Production in Greenhouses	Adice (South Backa / Novi Sad)	20.565	39.400	59.965
168	2-01-05-02	Improvement of Power Supply Network in S.M.Sarajlje Street	Adice (South Backa / Novi Sad)	32.960	42.685	75.645
169	2-01-06-01	Establishing of the Community Center "Klisa"	Klisa (South Backa / Novi Sad)	12.401	9.600	22.001
170	2-02-01-04	Beautification of the Village and Equipping Children's Playground	Bajmok (North Backa / Subotica)	3.572	4.630	8.203
171	2-02-01-05	Providing Medical and Laboratory Equipment for the Health Clinic in Bajmok	Bajmok (North Backa / Subotica)	7.615	3.853	11.469
172	2-02-02-07	Improving Goat Cheese Production in Cantavir	Cantavir (North Backa / Subotica)	67.744	82.142	149.886
173	2-02-02-08	Expanding Honey and Wooden Beehive Production in Cantavir	Cantavir (North Backa / Subotica)	18.610	18.801	37.411
174	2-02-02-09	Multimedia Classroom	Cantavir (North Backa / Subotica)	17.180	2.796	19.975
175	2-02-02-10	Environmental Awareness and Planning for Four Local Communities	Cantavir (North Backa / Subotica)	4.649	10.065	14.714
176	2-02-02-11	Cleaning and Beautification of the Village of Cantavir	Cantavir (North Backa / Subotica)	4.564	5.048	9.612
177	2-02-02-12	Renovation and Equipping of Community Center	Cantavir (North Backa / Subotica)	14.801	20.135	34.936
178	2-02-03-05	Beautification of Children's Playgrounds and School Yards	Centar III (North Backa / Subotica)	5.491	3.441	8.933
179	2-02-03-06	Construction of Classroom for Autistic and Other Mentally Challenged Children	Centar III (North Backa / Subotica)	6.956	2.333	9.290
180	2-02-03-07	Establishing Community Center in Subotica	Centar III (North Backa / Subotica)	18.230	3.494	21.724
181	2-02-04-03	Multimedia Classroom	Ker (North Backa / Subotica)	19.656	3.094	22.750
182	2-02-04-04	City Park Arranging and Cleaning	Ker (North Backa / Subotica)	2.519	8.754	11.273
183	2-02-04-05	Renovation and Equipping of Local Clinic	Ker (North Backa / Subotica)	14.548	17.396	31.944
184	2-02-04-06	Construction of Sewerage System	Ker (North Backa / Subotica)	8.393	5.466	13.859
185	2-02-04-07	Construction of Sewerage System (Skerliceva Street and Senjska Street)	Ker (North Backa / Subotica)	11.368	1.574	12.942
186	2-02-05-03	Equipping Community Center	Novo Selo (North Backa / Subotica)	4.838	33.060	37.898
187	2-02-05-04	Restoration of Public Green Areas	Novo Selo (North Backa / Subotica)	4.506	7.791	12.298

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188	2-02-05-05	Renovation of Local Clinic	Novo Selo (North Backa / Subotica)	23.732	24.559	48.292
189	2-02-05-06	Reconstruction of Playground	Novo Selo (North Backa / Subotica)	4.872	492	5.364
190	2-02-05-07	Equipping of Computer Educational and Informative Center	Novo Selo (North Backa / Subotica)	3.077	1.561	4.638
191	2-02-06-03	Equipping of Playgrounds in Palic	Palic (North Backa / Subotica)	4.172	2.999	7.170
192	2-02-06-04	Equipping Community Center	Palic (North Backa / Subotica)	4.768	333	5.101
193	2-02-06-05	Reconstruction and equipping of center for cultural initiatives	Palic (North Backa / Subotica)	14.638	40.427	55.065
194	2-02-06-06	Equipping of Palic Summer Stage	Palic (North Backa / Subotica)	5.984	11.712	17.696
195	2-02-06-07	Renovation and Equipping of Local Clinic in Palic	Palic (North Backa / Subotica)	24.584	25.641	50.226
196	2-02-07-03	Planting trees and Beatification of the Schoolyard and Children's Playground	Zeleznicko Naselje (North Backa / Subotica)	5.521	12.494	18.015
197	2-02-07-04	Renovation and Equipping of the Community Building	Zeleznicko Naselje (North Backa / Subotica)	22.478	9.041	31.518
198	2-02-08-04	Cleaning and Beatification of Sports Fields and the Village Center	Hajdukovo (North Backa / Subotica)	4.019	6.461	10.480
199	2-02-08-05	Asphalting a Road in Hajdukovo	Hajdukovo (North Backa / Subotica)	38.614	47.399	86.013
200	2-02-08-06	Intensive Apple Production and Marketing in Hajdukovo	Hajdukovo (North Backa / Subotica)	19.858	93.925	113.783
201	2-02-09-05	Multimedia Center	Tavankut (North Backa / Subotica)	17.523	4.662	22.185
202	2-02-09-06	Intensive Fruit Production and Marketing in Tavankut	Tavankut (North Backa / Subotica)	38.000	57.764	95.764
203	2-02-09-07	Village Beautification in Tavankut	Tavankut (North Backa / Subotica)	4.858	21.688	26.546
204	2-02-09-08	Renovation of Primary School/Kindergarten in Gornji Tavankut	Tavankut (North Backa / Subotica)	21.129	23.556	44.685
205	2-03-01-03	Beautification of the Village	Aleksa Santic (West Backa / Sombor)	4.353	1.366	5.719
206	2-03-01-04	Reconstruction and equipping of community center	Aleksa Santic (West Backa / Sombor)	8.377	4.032	12.409
207	2-03-01-05	Advancement of Communal Services	Aleksa Santic (West Backa / Sombor)	10.185	4.427	14.612
208	2-03-02-04	Equipping Children's Basketball Club	Backi Monostor (West Backa / Sombor)	1.586	2.518	4.104
209	2-03-02-05	Beautification of the Village	Backi Monostor (West Backa / Sombor)	3.755	5.397	9.153
210	2-03-02-06	Reconstruction of local clinic	Backi Monostor (West Backa / Sombor)	10.816	6.486	17.301

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211	2-03-03-02	Reconstruction of Health Clinic	Conoplja (West Backa / Sombor)	25.437	5.761	31.198
212	2-03-03-03	Cleaning and Beautification of the Village	Conoplja (West Backa / Sombor)	4.504	3.688	8.192
213	2-03-03-04	Improving Conditions for Work of MZ Office	Conoplja (West Backa / Sombor)	4.048	3.703	7.751
214	2-03-03-05	Reconstruction of Culture Center	Conoplja (West Backa / Sombor)	12.590	8.418	21.009
215	2-03-04-03	Cleaning and Beautification of the Parks and of the Petanque (Bowling) Facility	Crvenka (West Backa / Sombor)	5.087	7.449	12.537
216	2-03-04-04	Improvement of Wastewater Collection	Crvenka (West Backa / Sombor)	14.812	68.849	83.661
217	2-03-04-05	Expansion of the School Gymnasium	Crvenka (West Backa / Sombor)	33.380	38.976	72.356
218	2-03-04-06	Equipping Children's Playground - Vojvodjanska Street	Crvenka (West Backa / Sombor)	7.957	3.851	11.809
219	2-03-04-07	Equipping Children's Playground - Konjoviceva Street	Crvenka (West Backa / Sombor)	7.665	4.017	11.682
220	2-03-05-03	Equipping of Voluntary Fire Brigade in Doroslovo	Doroslovo (West Backa / Sombor)	5.459	1.514	6.973
221	2-03-05-04	Construction of Community Center	Doroslovo (West Backa / Sombor)	13.739	9.693	23.432
222	2-03-05-05	Improving Hog Production in Doroslovo	Doroslovo (West Backa / Sombor)	43.337	33.936	77.273
223	2-03-05-06	Beautification of Green Areas	Doroslovo (West Backa / Sombor)	4.492	3.018	7.510
224	2-03-06-04	Improvement of Power Supply (Nenadic)	Gornja Varos (West Backa / Sombor)	26.891	8.560	35.451
225	2-03-06-05	Improvement of Power Supply (Krpezi)	Gornja Varos (West Backa / Sombor)	31.724	9.933	41.657
226	2-03-06-06	Reconstruction of Elementary School Gymnasium	Gornja Varos (West Backa / Sombor)	65.505	13.722	79.226
227	2-03-06-07	Awakening of the Ecological Consciousness of Citizens in Gornja Varos Community	Gornja Varos (West Backa / Sombor)	4.982	2.891	7.873
228	2-03-06-08	Equipping of the Playground for Pre-School Children	Gornja Varos (West Backa / Sombor)	6.755	6.520	13.275
229	2-03-06-09	Equipping the Community Center of Gornja Varos	Gornja Varos (West Backa / Sombor)	3.866	7.204	11.070
230	2-03-06-10	Establishing a Health Clinic Laboratory Center	Cluster Sombor (West Backa / Sombor)	18.168	4.683	22.851
231	2-03-07-02	Improvement of Power Supply (Lenija III)	Mlake (West Backa / Sombor)	31.990	10.079	42.069
232	2-03-07-03	Improvement of Power Supply (Mala Bosna)	Mlake (West Backa / Sombor)	28.419	9.075	37.494
233	2-03-07-04	Improvement of Local Environmental Conditions	Mlake (West Backa / Sombor)	2.356	1.378	3.734
234	2-03-07-05	Improvement of Conditions of the Community Center	Mlake (West Backa / Sombor)	3.024	1.673	4.697
235	2-03-07-06	Renovation of Primary School	Mlake (West Backa / Sombor)	48.775	61.647	110.422

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236	2-03-07-07	Creation of Modern Children Playground	Mlake (West Backa / Sombor)	4.677	4.831	9.508
237	2-03-08-04	Reconstruction of Kindergarten	Stanisic (West Backa / Sombor)	22.381	12.694	35.075
238	2-03-08-05	Improving Hog Production in Stanisic	Stanisic (West Backa / Sombor)	24.067	14.815	38.883
239	2-03-08-06	Improving Vegetable Production in Stanisic	Stanisic (West Backa / Sombor)	37.021	71.125	108.146
240	2-03-08-07	Cleaning and Beautification of the Village	Stanisic (West Backa / Sombor)	5.164	13.494	18.658
241	2-03-08-08	Improvement of Conditions of the Community Center for Citizens of Stanisic	Stanisic (West Backa / Sombor)	18.395	17.745	36.139
242	2-03-08-09	Improvement of Services Provided to the Citizens of Stanisic	Stanisic (West Backa / Sombor)	1.620	4.039	5.659
243	2-03-08-10	Improvement of Water Supply in Stanisic	Stanisic (West Backa / Sombor)	9.972	11.444	21.416
244	2-03-09-03	Cleaning and Beautification of the Village of Svetozar Miletic	Svetozar Miletic (West Backa / Sombor)	4.981	2.113	7.094
245	2-03-09-04	Reconstruction of the Market Place	Svetozar Miletic (West Backa / Sombor)	12.529	9.229	21.758
246	2-03-09-05	Improvement of Street Lightening System on the Main Road in Svetozar Miletic	Svetozar Miletic (West Backa / Sombor)	7.845	2.500	10.345
247	2-03-09-06	Reconstruction and Equipping of a Community Center Building	Svetozar Miletic (West Backa / Sombor)	20.417	9.622	30.038
248	2-04-01-06	Renovation of Movie Theater	Druga (South Backa / Vrbas)	11.192	2.486	13.678
249	2-04-01-07	Beautification of Green Areas in Druga MZ	Druga (South Backa / Vrbas)	4.098	3.129	7.226
250	2-04-01-08	Equipping the Home for Elderly Refugees	Cluster Vrbas (South Backa / Vrbas)	19.082	322.195	341.278
251	2-04-01-09	Reconstruction of Bosko Buha Kindergarten	Druga (South Backa / Vrbas)	14.640	15.441	30.080
252	2-04-01-10	Improvement in Power Supply through Installation of New Transformer Station in Druga MZ	Druga (South Backa / Vrbas)	22.077	6.811	28.888
253	2-04-01-11	Renovation of Kindergarten	Druga (South Backa / Vrbas)	23.385	11.780	35.164
254	2-04-02-08	Improving Mushroom Production and Markets in Zmajevu	Zmajevu (South Backa / Vrbas)	23.097	29.513	52.610
255	2-04-02-09	Improving Hog Production in Zmajevu	Zmajevu (South Backa / Vrbas)	23.371	24.713	48.084
256	2-04-02-10	Beautification of Public Surfaces in Zmajevu	Zmajevu (South Backa / Vrbas)	4.642	4.548	9.190
257	2-04-02-11	Improving Exchange of Information within the Community of Zmajevu	Zmajevu (South Backa / Vrbas)	2.253	1.112	3.365
258	2-04-02-12	Equipping of Zmajevu Community Center	Zmajevu (South Backa / Vrbas)	4.088	1.250	5.338
259	2-04-02-13	Improvement in Power Supply through Installation of New Transformer Station in Zmajevu	Zmajevu (South Backa / Vrbas)	20.263	6.255	26.518
260	2-04-02-14	Reconstruction of Heating System at Primary School	Zmajevu (South Backa / Vrbas)	14.908	25.000	39.908
261	2-04-03-05	Equipping of Dental Clinic	Kucura (South Backa / Vrbas)	9.638	3.657	13.295

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262	2-04-03-06	Beautification of Green Surfaces in Kucura	Kucura (South Backa / Vrbas)	4.464	6.045	10.509
263	2-04-03-07	Improvement of power supply through installation of new transformer station in Kucura	Kucura (South Backa / Vrbas)	19.210	5.928	25.138
264	2-04-03-08	Establishing Kucura Community Center	Kucura (South Backa / Vrbas)	46.732	10.916	57.647
265	2-05-01-04	Reconstruction of School Gymnasium	Backo Gradiste (South Backa / Becej)	48.433	19.376	67.809
266	2-05-01-05	Planting Trees and Beautification of Public Areas	Backo Gradiste (South Backa / Becej)	2.813	11.021	13.834
267	2-05-01-06	Equipping the Community Building in Backo Gradiste	Backo Gradiste (South Backa / Becej)	7.135	1.667	8.802
268	2-05-01-07	Reconstruction of Sanitary Facility at Market Place	Backo Gradiste (South Backa / Becej)	12.798	5.163	17.961
269	2-05-01-08	Improving Vegetable Production and Marketing in Backo Gradiste	Backo Gradiste (South Backa / Becej)	28.705	5.409	34.114
270	2-05-01-09	Improving Hog Production in Backo Gradiste	Backo Gradiste (South Backa / Becej)	21.828	84.679	106.507
271	2-05-02-02	Beautification of Green Areas, Children's and School Playgrounds, and the Beach	Backo Petrovo Selo (South Backa / Becej)	4.487	3.831	8.318
272	2-05-02-03	Adaptation and Equipping of Library	Backo Petrovo Selo (South Backa / Becej)	5.945	4.102	10.047
273	2-05-02-04	Reconstruction of Labud Pejovic Kindergarten	Backo Petrovo Selo (South Backa / Becej)	10.615	3.123	13.738
274	2-05-03-04	Equipping Bratstvo Jedinstvo Community Building	Bratstvo-jedinstvo (South Backa / Becej)	6.650	2.209	8.859
275	2-05-03-05	Beautification of Children's Playgrounds, Sports Fields, and Cleaning of Wild Cat Dumps	Bratstvo-jedinstvo (South Backa / Becej)	2.561	6.212	8.773
276	2-05-04-06	Computer Center for Economic Trade School	Ing. Ivan Perisic (South Backa / Becej)	19.301	32.000	51.301
277	2-05-04-07	Reconstruction and Equipping of Ing Ivan Perisic Community Building	Ing. Ivan Perisic (South Backa / Becej)	9.946	2.833	12.780
278	2-05-04-08	Cleaning and Beautification of Green Areas, Children's Playgrounds, and Schoolyards	Ing. Ivan Perisic (South Backa / Becej)	4.838	6.374	11.212
279	2-05-05-02	Planting Trees and Beautification of the Village	Milesevo (South Backa / Becej)	2.876	3.091	5.967
280	2-05-05-03	Reconstruction and equipping of the community building in Milesevo	Milesevo (South Backa / Becej)	14.631	4.418	19.049
281	2-05-05-04	Installation of a Bus Stop	Milesevo (South Backa / Becej)	5.062	2.571	7.633
282	2-05-05-05	Renovation of Sports Field	Milesevo (South Backa / Becej)	15.372	3.690	19.062
283	2-05-06-02	Reconstruction of Facility Serving as Health Clinic, School, and Kindergarten	Poljanice (South Backa / Becej)	45.370	13.400	58.770
284	2-05-06-03	Planting Trees and Beautification of the Environment	Poljanice (South Backa / Becej)	1.965	2.287	4.252
285	2-05-07-04	Planting Trees and Beautification of the Environment	Radicevic (South Backa / Becej)	2.193	5.806	8.000

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286	2-05-07-05	Renovation of Clinic	Radicevic (South Backa / Becej)	13.772	3.754	17.526
287	2-05-07-06	Renovation and Equipping of Library	Radicevic (South Backa / Becej)	9.237	3.240	12.477
288	2-05-07-07	Renovation and equipping Radicevic community building	Radicevic (South Backa / Becej)	10.438	3.005	13.443
289	2-05-08-04	Cleaning and Beautification of Green Areas, Schoolyards, Exteriors, and Neglected Areas	Todor Dukin (South Backa / Becej)	3.481	4.993	8.474
290	2-05-08-05	Reconstruction and Equipping of Community Center	Todor Dukin (South Backa / Becej)	9.859	4.441	14.300
291	2-05-08-06	Installing Heating System in Primary School	Todor Dukin (South Backa / Becej)	49.605	20.435	70.040
292	2-06-01-04	Planting trees and Cleaning and Beautification of the Environment in Backa Topola	Backa Topola (North Backa / Backa Topola)	4.655	16.686	21.341
293	2-06-01-05	Completion and Equipping of the Community Center in Backa Topola	Backa Topola (North Backa / Backa Topola)	15.750	2.750	18.500
294	2-06-02-04	Children's Playground Equipping	Bajsa (North Backa / Backa Topola)	7.866	2.036	9.902
295	2-06-02-05	Forestation and Beautification of Bajsa	Bajsa (North Backa / Backa Topola)	3.965	4.903	8.868
296	2-06-02-06	Developing Communication Information Technical Capabilities of Bajsa Community Center	Bajsa (North Backa / Backa Topola)	3.312	404	3.715
297	2-06-02-07	Reconstruction of the Floor at the State-Room in Volunteer Fire Department	Bajsa (North Backa / Backa Topola)	2.985	1.410	4.394
298	2-06-03-04	Reconstruction of the Locker Room on the Sports Field	Pacir (North Backa / Backa Topola)	9.415	3.998	13.413
299	2-06-03-05	Cleaning and Beautification of the Village of Pacir	Pacir (North Backa / Backa Topola)	5.303	12.907	18.210
300	2-06-03-06	Equipping Pacir Community Center	Pacir (North Backa / Backa Topola)	3.554	832	4.385
301	2-06-03-07	Extending Community Center in Pacir	Pacir (North Backa / Backa Topola)	28.525	36.097	64.622
302	2-06-03-08	Reconstruction of Rainwater drainage	Pacir (North Backa / Backa Topola)	4.873	5.784	10.656
303	2-07-01-03	Equipment for Local Health Clinic in Banatska Topola	Banatska Topola (North Banat / Kikinda)	9.387	750	10.137
304	2-07-01-04	Beautification of Schoolyard and Local Health Clinic Yard	Banatska Topola (North Banat / Kikinda)	1.572	694	2.266
305	2-07-02-03	Reconstruction of School Gymnasium	Basaid (North Banat / Kikinda)	23.368	9.780	33.148
306	2-07-02-04	Revitalization of Local Green Area "Dudarnica"	Basaid (North Banat / Kikinda)	4.571	3.038	7.610
307	2-07-02-05	Asphalting of the Road	Basaid (North Banat / Kikinda)	33.692	16.667	50.359
308	2-07-03-02	Improving Educational Conditions in the Grammar School/High School of Economics and Commerce	Braca Lakovic (North Banat / Kikinda)	9.028	4.706	13.734

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309	2-07-03-03	Beautification of City Park "Blandas"	Braca Lakovic (North Banat / Kikinda)	5.859	2.398	8.257
310	2-07-03-04	Reconstruction of floors in elementary school	Braca Lakovic (North Banat / Kikinda)	8.798	8.120	16.918
311	2-07-03-05	Reconstruction of the Community Center Building	Braca Lakovic (North Banat / Kikinda)	12.699	2.111	14.810
312	2-07-04-03	Cleaning and Beautifying the Village and Removing the Wild Cat Dumps	Idjos (North Banat / Kikinda)	4.490	940	5.430
313	2-07-04-04	Renovation of School Facilities for Handicapped and Other Students	Idjos (North Banat / Kikinda)	9.238	25.073	34.310
314	2-07-04-05	Reconstruction of Community Center	Idjos (North Banat / Kikinda)	18.507	8.000	26.507
315	2-07-05-02	Cleaning the Village, Removing the Dump and Construction of Summer Classroom	Mokrin (North Banat / Kikinda)	4.112	595	4.707
316	2-07-05-03	Renovation of the Gymnasium in "Vasa Stajic" Elementary School	Mokrin (North Banat / Kikinda)	20.553	11.294	31.847
317	2-07-06-03	Planting Trees in Main Street "Kralja Petra I"	Novi Kozarci (North Banat / Kikinda)	5.203	4.845	10.048
318	2-07-06-04	Reconstruction of the building of elementary school	Novi Kozarci (North Banat / Kikinda)	15.555	9.170	24.725
319	2-07-06-05	Reconstruction of Community Center Building	Novi Kozarci (North Banat / Kikinda)	25.751	0	25.751
320	2-07-07-03	Cleaning the Village and Putting the 'Wild Cat' Dump in Order	Sajan (North Banat / Kikinda)	1.956	1.705	3.661
321	2-07-07-04	Improving Beef Cattle Production in Sajan	Sajan (North Banat / Kikinda)	32.230	79.606	111.837
322	2-07-07-05	Establishing the Village Generator Station	Sajan (North Banat / Kikinda)	4.385	3.250	7.635
323	2-07-07-06	Installation of Street Lights	Sajan (North Banat / Kikinda)	4.835	1.333	6.169
324	2-08-01-02	Construction of Gas Supply Line	Centar Pancevo (South Banat / Pancevo)	36.171	26.040	62.211
325	2-08-01-03	Reconstruction of Playgrounds, Cleaning and Improvement of Green Spaces	Cluster Pancevo (South Banat / Pancevo)	4.726	1.639	6.365
326	2-08-01-04	Integrative Kindergarten Lasta	Cluster Pancevo (South Banat / Pancevo)	30.386	19.114	49.500
327	2-08-01-05	Establishing Community Center in Centar	Centar Pancevo (South Banat / Pancevo)	12.104	3.239	15.343
328	2-08-02-03	Building Capacity of Communal Public Utility Service in Dolovo	Dolovo (South Banat / Pancevo)	24.847	6.653	31.500
329	2-08-02-04	Cleaning and Improvement of Green Spaces	Dolovo (South Banat / Pancevo)	5.190	2.500	7.690
330	2-08-02-05	Well Digging for Water Supply	Dolovo (South Banat / Pancevo)	38.305	23.570	61.875
331	2-08-02-06	Establishing Community Center in Dolovo	Dolovo (South Banat / Pancevo)	9.676	4.644	14.321
332	2-08-04-03	Adaptation of the Old School Building	Jabuka (South Banat / Pancevo)	23.487	5.374	28.861
333	2-08-04-04	Improving Traffic Safety	Jabuka (South Banat / Pancevo)	5.225	6.170	11.395
334	2-08-04-05	Improving Vegetable Production in Jabuka	Jabuka (South Banat / Pancevo)	27.241	34.167	61.407

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335	2-08-04-06	Establishing Community Center in Jabuka	Jabuka (South Banat / Pancevo)	9.705	6.062	15.767
336	2-08-05-02	Arranging the Pedestrian Zone in the Center of Village	Omoljica (South Banat / Pancevo)	34.164	27.433	61.597
337	2-08-05-03	Building Capacity of Communal Public Utility Service in Omoljica	Omoljica (South Banat / Pancevo)	20.483	6.653	27.136
338	2-08-05-04	Cleaning and Beautification of Green Areas	Omoljica (South Banat / Pancevo)	4.440	1.066	5.506
339	2-08-05-05	Establishing Community Center in Omoljica	Omoljica (South Banat / Pancevo)	9.690	7.212	16.901
340	2-08-06-02	Cleaning and Beautification of MZ Territory	Starcevo (South Banat / Pancevo)	3.667	1.300	4.967
341	2-08-06-03	Establishing Community Center in Starcevo	Starcevo (South Banat / Pancevo)	9.703	5.789	15.491
342	2-08-07-02	Cleaning and Beautification of MZ Territory	Vojlovica (South Banat / Pancevo)	5.185	1.438	6.623
343	2-08-07-03	Equipping Elementary School	Vojlovica (South Banat / Pancevo)	17.948	6.603	24.551
344	2-08-07-04	Establishing Community Center in Vojlovica	Vojlovica (South Banat / Pancevo)	9.690	7.425	17.115
345	2-08-08-02	Reconstruction of School Toilets	Banatsko Novo Selo (South Banat / Pancevo)	23.463	6.292	29.754
346	2-08-08-03	Building Capacity of Communal Public Utility Service in Banatsko Novo Selo	Banatsko Novo Selo (South Banat / Pancevo)	17.855	4.021	21.876
347	2-08-08-04	Cleaning, Beautification of MZ Territory and Ecological Education	Banatsko Novo Selo (South Banat / Pancevo)	4.615	2.172	6.788
348	2-08-08-05	Asphalting Road to Village Dumpsite	Banatsko Novo Selo (South Banat / Pancevo)	26.830	34.579	61.409
349	2-08-08-06	Establishing Community Center in Banatsko Novo Selo	Banatsko Novo Selo (South Banat / Pancevo)	9.740	2.393	12.133
350	2-08-09-01	Building Capacity of Communal Public Utility Service in Kacarevo	Kacarevo (South Banat / Pancevo)	23.858	7.706	31.564
351	2-08-09-02	Improvement of Green Spaces, Ecological Education, and Cleaning	Kacarevo (South Banat / Pancevo)	5.274	2.422	7.696
352	2-08-09-03	Well Digging for Water Supply	Kacarevo (South Banat / Pancevo)	32.543	16.846	49.389
353	2-08-09-04	Establishing Community Center in Kacarevo	Kacarevo (South Banat / Pancevo)	9.740	3.990	13.730
354	2-09-01-02	Construction of Sewerage System in Decanska and Banatska Streets	Drugi Oktobar (South Banat / Vrsac)	89.741	33.333	123.074
355	2-09-02-06	Communities Economic Development Association Partners	Cluster Vrsac (South Banat / Vrsac)	19.208	0	19.208
356	2-09-02-07	Roads Repair	Jablanka (South Banat / Vrsac) Kustilj (South Banat / Vrsac) Mesic (South Banat / Vrsac) Socica (South Banat / Vrsac) Vojvodinci (South Banat / Vrsac)	4.452	2.625	7.077
357	2-09-02-08	Building Capacity of Community Public Utility Service in Cluster Plava Dolina	Cluster Plava Dolina (South Banat / Vrsac)	50.223	16.445	66.667

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358	2-09-02-09	Construction of Animal Carcass Pit in Jablanka	Cluster Plava Dolina (South Banat / Vrsac)	3.701	1.208	4.909
359	2-09-02-10	Construction of Animal Carcass Pit in Socica	Cluster Plava Dolina (South Banat / Vrsac)	3.324	1.208	4.533
360	2-09-02-11	Construction of Animal Carcass Pit in Kustilj	Cluster Plava Dolina (South Banat / Vrsac)	3.524	1.208	4.732
361	2-09-02-12	Construction of Animal Carcass Pit in Mesic	Cluster Plava Dolina (South Banat / Vrsac)	4.333	1.208	5.542
362	2-09-02-13	Construction of Water Supply System in Jablanka	Jablanka (South Banat / Vrsac)	30.947	4.740	35.687
363	2-09-02-14	Construction of Water Supply in Kustilj	Kustilj (South Banat / Vrsac)	26.508	56.768	83.275
364	2-09-02-15	Construction of Water Supply System in Socica	Socica (South Banat / Vrsac)	39.676	7.505	47.181
365	2-09-03-04	Construction of Multimedia Hall	Cluster Zlatna Gora (South Banat / Vrsac)	25.182	13.588	38.770
366	2-09-03-05	Roads Repair	Gudurica (South Banat / Vrsac) Malo Srediste (South Banat / Vrsac) Markovac (South Banat / Vrsac) Veliko Srediste (South Banat / Vrsac)	3.986	2.659	6.645
367	2-09-03-06	Building Capacity of Community Public Utility Service in Cluster Zlatna Gora	Cluster Zlatna Gora (South Banat / Vrsac)	50.358	16.883	67.241
368	2-09-03-07	Construction of Water Supply System in Malo Srediste	Malo Srediste (South Banat / Vrsac)	33.840	4.197	38.037
369	2-09-03-08	Construction of Water Supply System in Markovac	Markovac (South Banat / Vrsac)	40.480	9.675	50.155
370	2-09-04-03	Renovation and Beautification of Childrens Playground and Clean Up of Playgrounds Surrounding	Uljma (South Banat / Vrsac)	4.524	2.369	6.893
371	2-09-04-04	Construction of Toilets in Primary School	Uljma (South Banat / Vrsac)	21.709	354	22.064
372	2-10-01-03	Beautification and Forestation of Botos	Botos (Central Banat / Zrenjanin)	4.947	4.462	9.409
373	2-10-01-04	Reconstruction of Five Classrooms in Botos	Botos (Central Banat / Zrenjanin)	24.432	9.918	34.350
374	2-10-01-05	Improvement of Street Lighting	Botos (Central Banat / Zrenjanin)	13.460	6.083	19.543
375	2-10-02-02	Construction of Transformer Station	Lukino Selo (Central Banat / Zrenjanin)	23.299	7.355	30.654
376	2-10-02-03	Cleaning and Beatification of Lukino Selo	Lukino Selo (Central Banat / Zrenjanin)	5.028	2.768	7.795
377	2-10-02-04	Renovation of Community Center	Lukino Selo (Central Banat / Zrenjanin)	13.870	1.781	15.652
378	2-10-02-05	Renovation of MZ and Additional Community Center Facility	Lukino Selo (Central Banat / Zrenjanin)	5.610	123	5.734
379	2-10-02-06	Equipping of Primary School and Kindergarten	Lukino Selo (Central Banat / Zrenjanin)	21.890	0	21.890
380	2-10-03-03	Improving Vegetable Production in Muzlja	Muzlja (Central Banat / Zrenjanin)	26.183	42.194	68.377

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381	2-10-03-04	Digging the Drainage Channel in Muzlja	Muzlja (Central Banat / Zrenjanin)	6.392	6.667	13.058
382	2-10-04-04	Beautification and Foresting of Tomasevac	Tomasevac (Central Banat / Zrenjanin)	4.470	7.167	11.638
383	2-10-04-05	Reconstruction of School Yard	Tomasevac (Central Banat / Zrenjanin)	14.658	248	14.906
384	2-10-04-06	Equipping of Local Health Clinic	Tomasevac (Central Banat / Zrenjanin)	10.725	5.774	16.498
385	2-10-05-03	Cleaning and Beautification of Veljko Vlahovic	Veljko Vlahovic (Central Banat / Zrenjanin)	2.532	2.255	4.787
386	2-10-05-04	Renovation of Kindergarten	Veljko Vlahovic (Central Banat / Zrenjanin)	10.320	17.524	27.844
387	2-10-06-01	Cleaning and Forestation of Ecka MZ	Ecka (Central Banat / Zrenjanin)	4.118	5.525	9.644
388	2-10-06-02	Renovation of Primary School	Ecka (Central Banat / Zrenjanin)	6.723	14.805	21.528
389	2-10-06-03	Construction of Transformer Station	Ecka (Central Banat / Zrenjanin)	10.720	3.470	14.190
390	2-10-07-01	Cleaning and Beautification of the Central Park, the Main Square, and the School	Melenci (Central Banat / Zrenjanin)	5.202	3.115	8.317
391	2-11-01-02	Cleaning and Beautification of Beska	Beska (Srem / Indjija)	3.977	3.241	7.218
392	2-11-01-03	Equipping of Beska Community Center	Beska (Srem / Indjija)	4.648	2.267	6.915
393	2-11-01-04	Equipping Community Newspaper and Cinema	Beska (Srem / Indjija)	17.756	5.354	23.109
394	2-11-02-02	Reconstruction of "Sokolski Dom"	Indjija (Srem / Indjija)	67.660	447.546	515.207
395	2-11-02-03	Renovation of Primary School	Indjija (Srem / Indjija)	65.882	41.000	106.882
396	2-11-02-04	Developing Computer Classroom in Primary School	Indjija (Srem / Indjija)	16.954	30.282	47.236
397	2-11-02-05	Upgrade of Low Voltage Network in Two Streets	Indjija (Srem / Indjija)	26.990	8.557	35.547
398	2-11-02-06	Beautification and Planting Trees in Picnic Resorts and Parks	Indjija (Srem / Indjija)	3.964	12.189	16.154
399	2-11-02-07	Training of trainers on HIV/AIDS Issues	Indjija (Srem / Indjija)	1.432	1.378	2.809
400	2-11-02-08	Equipping Vocational Training School for Tailors	Indjija (Srem / Indjija)	12.912	5.763	18.675
401	2-11-03-01	Improvement of Water Supply System	Maradik (Srem / Indjija)	63.797	103.921	167.718
402	2-11-03-02	Renovation of Primary School	Maradik (Srem / Indjija)	36.215	105.833	142.048
403	2-11-03-03	Cleaning, Beautification, and Foresting of Maradik	Maradik (Srem / Indjija)	3.651	4.110	7.761
404	2-11-04-02	Improving Hog Production in Novi Karlovci	Novi Karlovci (Srem / Indjija)	22.567	36.795	59.361
405	2-11-04-03	Cleaning of Wild Cat Dumps, Planting Trees and Beautification of the Schoolyard and the Park	Novi Karlovci (Srem / Indjija)	4.159	5.695	9.854
406	2-11-04-05	Renovation and Equipping of Health Clinic	Novi Karlovci (Srem / Indjija)	9.183	2.577	11.760
407	2-11-05-01	Renovation of School	Novi Slankamen (Srem / Indjija)	14.440	1.540	15.981

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408	2-11-05-02	Cleaning and Beautification of the Beach, the Park and the Schoolyard	Novi Slankamen (Srem / Indjija)	3.441	4.050	7.491
409	2-11-05-03	Renovation of Health Clinic	Novi Slankamen (Srem / Indjija)	6.669	2.061	8.730
410	2-11-05-04	Construction of Sports Facility at Primary School	Novi Slankamen (Srem / Indjija)	23.582	8.879	32.461
411	2-12-01-02	Raising Environmental Awareness in Vojvodina	Cluster Vojvodina (Vojvodina Cluster / VOJVODINA CLUSTER)	34.940	38.543	73.483
412	2-12-02-02	Ethno Food and Music Festival	Cluster Vojvodina (Vojvodina Cluster / VOJVODINA CLUSTER)	52.568	27.651	80.219
413	2-12-03-05	Improving Milk Production in South Banat	Cluster Vrsac (South Banat / Vrsac)	74.388	684.292	758.680
414	2-12-03-06	Organize and Register Sheep Farmers' Association of Vrsac Municipality	Cluster Vrsac (South Banat / Vrsac)	234	487	721
415	2-12-03-07	Education of Farmers in Vrsac Municipality	Alibunar (South Banat) Plandiste (South Banat) Vrsac (South Banat)	17.730	16.356	34.086
416	2-12-03-08	Introducing Scarlett Spring Malting Barley Production in Serbia	Cluster Vrsac (South Banat / Vrsac)	29.189	106.303	135.492
417	2-12-03-09	Revitalization of Park in Vrsac Mountain	Cluster Vrsac (South Banat / Vrsac)	5.231	5.589	10.820
418	2-12-04-04	Organize and Register Livestock and Milk Producers' Association of Central Banat	Banatski Despotovac (Central Banat / Zrenjanin) Banatsko Karadjordjevo (Central Banat / Zitiste) Belo Blato (Central Banat / Zrenjanin) Botos (Central Banat / Zrenjanin) Centa (Central Banat / Zrenjanin) Crepaja (South Banat / Kovacica) Farkazdin (Central Banat / Zrenjanin) Idvor (South Banat / Kovacica) Jankov Most (Central Banat / Zrenjanin) Jasa Tomic (Central Banat / Secanj) Neuzina (Central Banat / Secanj) Orlovat (Central Banat / Zrenjanin) Perlez (Central Banat / Zrenjanin) Sakule (South Banat / Opovo) Samos (South Banat / Kovacica) Seleus (South Banat / Alibunar) Srpski Itebej (Central Banat / Zitiste) Stajicevo (Central Banat / Zrenjanin) Torda (Central Banat / Zitiste) Uzdin (South Banat / Kovacica) Zrenjanin City (Central Banat / Zrenjanin)	391	533	924
419	2-12-04-05	Developing Citizen Assistance Center	Cluster Zrenjanin (Central Banat / Zrenjanin)	33.923	0	33.923
420	2-12-04-06	Organize and Register Banat Association of Vegetable Producers	Cluster Zrenjanin (Central Banat / Zrenjanin)	731	250	981

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421	2-12-04-07	Improving Milk Quality in Central and South Banat	Alibunar (South Banat / Alibunar) Bela Crkva (South Banat / Bela Crkva) Kovacica (South Banat / Kovacica) Kovin (South Banat / Kovin) Opovo (South Banat / Opovo) Plandiste (South Banat / Plandiste) Secanj (Central Banat / Secanj) Vrsac city (South Banat / Vrsac) Zitiste (Central Banat / Zitiste) Zrenjanin City (Central Banat / Zrenjanin)	24.923	23.493	48.416
422	2-12-04-08	Vegetable Production in Zrenjanin	Lukino Selo (Central Banat / Zrenjanin)	50.475	9.810	60.285
423	2-12-04-09	Development of Business Improvement District	Cluster Zrenjanin (Central Banat / Zrenjanin)	78.495	139.592	218.087
424	2-12-05-05	Intensive Vegetable Farming/Training for Refugees	Cluster Novi Sad (South Backa / Novi Sad)	26.042	22.294	48.337
425	2-12-05-06	Equipping of Gynecology Clinic	Cluster Novi Sad (South Backa / Novi Sad)	59.494	39.967	99.461
426	2-12-05-07	Resource Center for People with Disabilities	Cluster Novi Sad (South Backa / Novi Sad)	19.820	52.714	72.534
427	2-12-05-08	Finance Facilitation and Business Training for Refugees and IDPs in Novi Sad	Cluster Novi Sad (South Backa / Novi Sad)	27.439	19.113	46.552
428	2-12-05-09	Support of Sporting Initiatives of Vojvodina Population	Cluster Novi Sad (South Backa / Novi Sad)	1.986	7.869	9.856
429	2-12-05-10	Promotion of Women's Role in Art Development in Vojvodina	Cluster Novi Sad (South Backa / Novi Sad)	6.512	11.604	18.116
430	2-12-05-11	Providing Summer Stage for Culture Events in Novi Sad	Cluster Novi Sad (South Backa / Novi Sad)	13.956	34.000	47.956
431	2-12-05-12	Construction and Equipping of Children's Playground at Novi Sad Beach	Cluster Novi Sad (South Backa / Novi Sad)	5.631	1.167	6.798
432	2-12-05-13	Equipping Intensive Care Department of Novi Sad Children's Hospital	Cluster Novi Sad (South Backa / Novi Sad)	3.480	0	3.480
433	2-12-06-02	Improvement of Power Supply (Ziza Beric)	Cluster Sombor (West Backa / Sombor)	28.871	8.978	37.849
434	2-12-06-03	Home and Treatment Center for Abused and Neglected Children	Cluster Sombor (West Backa / Sombor)	16.630	17.296	33.926
435	2-12-06-04	Renovation and Equipping of City Library	Cluster Sombor (West Backa / Sombor)	7.601	44.534	52.135
436	2-12-07-04	Renovation of the Nursing Home	Cluster Becej (South Backa / Becej)	33.012	142.327	175.339
437	2-12-07-05	Improvement of Social Services in Becej Municipality	Cluster Becej (South Backa / Becej)	11.937	5.967	17.904
438	2-12-07-06	Reconstruction of Sanitary Facilities and Plumbing in the City Theatre	Cluster Becej (South Backa / Becej)	31.634	16.763	48.397

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439	2-12-08-02	Pumpkin Seed Production and Processing in Kikinda	Cluster Kikinda (North Banat / Kikinda) Nova Crnja (Central Banat / Nova Crnja) Zitiste (Central Banat / Zitiste)	26.518	84.362	110.880
440	2-12-08-03	Improving Vegetable Production in Kikinda	Cluster Kikinda (North Banat / Kikinda)	41.247	35.258	76.506
441	2-12-08-04	Establishing Citizens Assistance Center	Cluster Kikinda (North Banat / Kikinda)	46.734	87.675	134.408
442	2-12-08-05	Beautification of Schoolyards	Cluster Kikinda (North Banat / Kikinda)	1.305	3.664	4.969
443	2-12-08-06	Development of Citizens' Initiatives and Capacities in Kikinda	Cluster Kikinda (North Banat / Kikinda)	1.506	0	1.506
444	2-12-08-07	Improving Milk Production in Kikinda	Cluster Kikinda (North Banat / Kikinda)	30.803	66.828	97.631
445	2-12-10-03	Increasing Dairy Farmers' Income in Subotica	Cluster Subotica (North Backa / Subotica)	51.593	75.601	127.194
446	2-12-10-04	Citizens Information Center	Cluster Subotica (North Backa / Subotica)	82.976	67.780	150.756
447	2-12-10-05	Beautification of School Facades and Public Awareness of Environment	Cluster Subotica (North Backa / Subotica)	4.559	15.888	20.446
448	2-12-10-06	Organizing Street Volleyball Tournament	Cluster Subotica (North Backa / Subotica)	0	1.214	1.214
449	2-12-10-07	Improving Conditions for Women's Health Protection	Cluster Subotica (North Backa / Subotica)	15.598	12.660	28.258
450	2-12-10-08	Cultural Activities in Campaign for Women's Health	Cluster Subotica (North Backa / Subotica)	3.586	8.602	12.188
451	2-12-10-09	Improving Dairy Farmer Income in Subotica	Tavankut (North Backa / Subotica)	25.366	112.687	138.052
452	2-12-10-10	Equipping Primary School	Zeleznicko Naselje (North Backa / Subotica)	10.550	5.797	16.347
453	2-12-10-11	Improvement of Health and Social Care for Children with Special Needs	Cluster Subotica (North Backa / Subotica)	16.118	26.924	43.043
454	2-12-11-01	Organize and Register Button Mushroom Cooperative	Cluster Indjija (Srem / Indjija)	799	1.142	1.941
455	2-12-11-02	Improved Mushroom Production and Markets in Srem	Cluster Indjija (Srem / Indjija)	22.070	99.269	121.339
456	2-12-11-03	Improving Honey Production in Indjija	Cluster Indjija (Srem / Indjija)	33.469	53.425	86.894
457	2-12-11-04	Improving Snail Production and Markets in Srem	Novi Slankamen (Srem / Indjija)	13.865	0	13.865
458	2-12-12-01	Start-up SME Business Training for Refugees, IDPs and Roma	Cluster Becej (South Backa / Becej) Cluster Novi Sad (South Backa / Novi Sad) Vrbas (South Backa)	11.454	25.122	36.575

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459	2-12-12-02	Training for Agricultural Cooperatives	Kikinda (North Banat) Sombor (West Backa) Subotica (North Backa) Vrsac (South Banat)	16.934	31.958	48.892
460	2-12-12-03	Education/Training for Backa SME Managers and Owners	Backa Topola (North Backa / Backa Topola) Horgos (North Banat / Kanjiza) Kanjiza (North Banat / Kanjiza) Subotica city (North Backa / Subotica)	19.693	16.443	36.137
461	2-12-12-04	Establishing School Bakery	Centar III (North Backa / Subotica)	22.156	22.414	44.570
462	2-12-12-05	Equipping Engineering High School	Cluster Subotica (North Backa / Subotica)	18.879	22.964	41.843
463	2-12-12-06	Establishing Regional Agency for Development of Small and Medium Enterprises and Entrepreneurship	Cluster Sombor (West Backa / Sombor)	29.732	91.667	121.399
464	2-12-13-01	Strengthening the Cooperative Union of Vojvodina	Novi Sad (South Backa)	39.485	40.546	80.031
465	2-12-13-03	Improving Sheep Production and Markets in Vojvodina	Backa Palanka (South Backa) Kanjiza (North Banat) Kikinda (North Banat) Novi Sad (South Backa) Pancevo (South Banat) Sombor (West Backa) Vrsac (South Banat) Zabalj (South Backa) Zrenjanin (Central Banat)	34.341	31.959	66.299
466	2-12-13-04	Facilitating Access to Credit to SMEs, Cooperatives, and Individual Entrepreneurs	Backa Topola (North Backa) Becej (South Backa) Indjija (Srem) Kikinda (North Banat) Novi Sad (South Backa) Pancevo (South Banat) Sombor (West Backa) Stara Pazova (Srem) Subotica (North Backa) Vrbas (South Backa) Vrsac (South Banat) Zrenjanin (Central Banat)	6.645	0	6.645
467	2-12-13-06	Association of Festivals of Vojvodina	Cluster Vojvodina (Vojvodina Cluster / VOJVODINA CLUSTER)	9.478	1.520	10.998
468	2-12-13-07	Introduction of Market Information System in Vojvodina	Kikinda (North Banat) Novi Sad (South Backa) Sombor (West Backa) Subotica (North Backa)	14.936	15.753	30.688
469	2-12-13-08	Developing Capacity of Entrepreneurs Associations in Vojvodina	Cluster Vojvodina (Vojvodina Cluster / VOJVODINA CLUSTER)	19.290	18.240	37.530

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470	2-12-13-09	Assisting refugees and communities in the housing legalization process	Backa Topola (North Backa) Becej (South Backa) Indjija (Srem) Kikinda (North Banat) Novi Sad (South Backa) Pancevo (South Banat) Sombor (West Backa) Stara Pazova (Srem) Subotica (North Backa) Vrbas (South Backa) Vrsac (South Banat) Zrenjanin (Central Banat)	753	6.688	7.441
471	2-12-14-01	Education/Training for Start-up Enterprises in Banat	Kikinda (North Banat) Vrsac (South Banat) Zrenjanin (Central Banat)	20.870	19.407	40.277
472	2-12-15-01	Equipping of Transfusion Department in Vrbas	Cluster Vrbas (South Backa / Vrbas)	10.263	3.243	13.506
473	2-12-15-02	Developing School Computer Center	Cluster Vrbas (South Backa / Vrbas)	15.104	8.021	23.125
474	2-12-15-03	Improving Goat Cheese Production in Vrbas	Cluster Vrbas (South Backa / Vrbas)	33.854	163.705	197.559
475	2-12-16-01	Reconstruction and Equipping of "Bethesda" Home for the Handicapped	Cluster Backa Topola (North Backa / Backa Topola)	17.000	8.401	25.402
476	2-12-16-02	Reconstruction and Equipping of Maternity Ward	Cluster Backa Topola (North Backa / Backa Topola)	96.387	25.183	121.570
477	2-13-01-01	Reconstruction of Elementary School in Novi Banovci	Dunav Grad Cluster (Srem / Stara Pazova)	28.950	20.900	49.850
478	2-13-01-02	Construction of Playground in Surduk Kindergarten	Dunav Grad Cluster (Srem / Stara Pazova)	4.185	1.500	5.685
479	2-13-01-03	Reconstruction of Kindergarten in Novi Banovci	Dunav Grad Cluster (Srem / Stara Pazova)	26.592	5.000	31.592
480	2-13-01-04	Reconstruction and Establishing of the Community Center "Novi Banovci"	Dunav Grad Cluster (Srem / Stara Pazova)	26.247	4.427	30.674
481	2-13-01-05	Equipping community service office - Belegis	Dunav Grad Cluster (Srem / Stara Pazova)	1.524	630	2.154
482	2-13-01-06	Establishing of the Community Center Stari Banovci	Dunav Grad Cluster (Srem / Stara Pazova)	32.314	41.789	74.103
483	2-13-01-07	Improvement of Environmental Infrastructure in Belegis	Dunav Grad Cluster (Srem / Stara Pazova)	4.553	1.667	6.220
484	2-13-01-08	Reconstruction of water supply network in Belegis	Dunav Grad Cluster (Srem / Stara Pazova)	57.678	86.667	144.345
485	2-13-01-09	Reconstruction of Primary School in Belegis	Dunav Grad Cluster (Srem / Stara Pazova)	34.223	7.500	41.723
486	3-01-01-06	Cleaning and Beautification of Public Areas in Rumenka	Rumenka (South Backa / Novi Sad)	4.587	6.073	10.660
487	3-01-04-06	Organize and Register Refugee Vegetable Farmers' Cooperative in Veternik	Veternik (South Backa / Novi Sad)	947	1.200	2.147

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488	3-01-04-07	Improving Refugee Vegetable Production in Veternik	Veternik (South Backa / Novi Sad)	18.471	12.976	31.447
489	3-01-05-03	Environmental Clean-Up of MZ Adice	Adice (South Backa / Novi Sad)	2.298	1.862	4.160
490	3-01-05-04	Construction of Kindergarten with Children Playground	Adice (South Backa / Novi Sad)	15.106	745.779	760.885
491	3-01-05-05	Improving Conditions for Economic Development of Adice Settlement through Electrification - II	Adice (South Backa / Novi Sad)	27.835	73.333	101.168
492	3-01-05-06	Improving Conditions for Economic Development of Adice Settlement through Electrification - I	Adice (South Backa / Novi Sad)	19.660	45.000	64.660
493	3-01-06-02	Environmental Clean-Up of MZ Klisa	Klisa (South Backa / Novi Sad)	1.351	1.881	3.232
494	3-01-06-03	Reconstruction and Equipping of Klisa Health Clinic	Klisa (South Backa / Novi Sad)	28.292	45.776	74.068
495	3-02-01-06	Establishing School Computer Center in Bajmok	Bajmok (North Backa / Subotica)	11.361	3.941	15.303
496	3-02-01-07	Reconstruction of Cultural Center Building	Bajmok (North Backa / Subotica)	24.810	8.940	33.750
497	3-02-01-08	Beautification of the Village and Equipping Children's Playgrounds	Bajmok (North Backa / Subotica)	4.498	2.622	7.119
498	3-02-01-09	Improvement of Services in Bajmok Info Center	Bajmok (North Backa / Subotica)	3.034	1.196	4.230
499	3-02-02-13	Equipping Health Clinic in Cantavir	Cantavir (North Backa / Subotica)	14.408	10.655	25.063
500	3-02-02-14	Citizens Environmental Clean Up Action in Cantavir	Cantavir (North Backa / Subotica)	6.701	13.221	19.922
501	3-02-02-15	Improving Conditions for Community Sports and Recreation	Cantavir (North Backa / Subotica)	48.805	40.429	89.234
502	3-02-02-16	Improving Fire Protection Services in Cantavir	Cantavir (North Backa / Subotica)	16.726	41.511	58.237
503	3-02-03-08	Establishing Playgrounds and Beautification of Green Areas	Centar III (North Backa / Subotica)	4.538	2.685	7.223
504	3-02-03-09	Reconstruction of "Ivan Goran Kovacic" Elementary School	Centar III (North Backa / Subotica)	18.165	14.288	32.453
505	3-02-04-08	Citizens' Environmental Action for Orphanage, School and Public	Ker (North Backa / Subotica)	5.077	3.510	8.588
506	3-02-04-09	Reconstruction of School Toilets in Primary School "Ivan Milutinovic"	Ker (North Backa / Subotica)	18.980	2.720	21.700
507	3-02-04-10	Improving the Living Conditions of the Citizens through Construction of Sewage Network	Ker (North Backa / Subotica)	28.479	51.627	80.105
508	3-02-05-08	Improving Green Areas in Novo Selo	Novo Selo (North Backa / Subotica)	2.096	2.929	5.025
509	3-02-05-09	Installation of Gas Connection in Community Center Novo Selo	Novo Selo (North Backa / Subotica)	2.913	1.000	3.913
510	3-02-06-08	Improving Recreational Conditions at Tresetiste Lake	Palic (North Backa / Subotica)	4.854	1.938	6.792
511	3-02-06-09	Reconstruction of Miroslav Antic Elementary School in Palic	Palic (North Backa / Subotica)	35.677	44.816	80.494
512	3-02-07-05	Environmental Clean Up of Parks and Playgrounds	Zeleznicko Naselje (North Backa / Subotica)	4.283	1.955	6.238

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513	3-02-07-06	Improving the Quality of Health Services in the Clinic No 5 in Subotica	Zeleznicko Naselje (North Backa / Subotica)	18.307	24.925	43.232
514	3-02-08-07	Arranging Volleyball Sports Field and Children Playgrounds in Hajdukovo	Hajdukovo (North Backa / Subotica)	5.606	3.239	8.845
515	3-02-08-08	Improving Household Production through Establishing Gas Network	Hajdukovo (North Backa / Subotica)	31.771	356.667	388.437
516	3-02-08-09	Reconstruction of School Building and Creating Conditions for Establishing Community Development	Hajdukovo (North Backa / Subotica)	15.699	13.803	29.502
517	3-02-09-09	Annual Environment Action in Tavankut	Tavankut (North Backa / Subotica)	4.739	10.681	15.420
518	3-02-09-10	Renovation and Equipping of Local Clinic in Tavankut	Tavankut (North Backa / Subotica)	10.077	7.632	17.708
519	3-03-01-06	Environmental Community Action in Aleksa Santic	Aleksa Santic (West Backa / Sombor)	4.999	10.780	15.779
520	3-03-01-07	Construction of a Marketplace	Aleksa Santic (West Backa / Sombor)	28.661	23.347	52.008
521	3-03-02-07	Reconstruction and Equipping of Children Playground	Backi Monostor (West Backa / Sombor)	6.692	4.178	10.869
522	3-03-02-08	Establishing and Equipping Backi Monostor Community Center	Backi Monostor (West Backa / Sombor)	11.166	4.578	15.744
523	3-03-02-09	Renovation of Backi Monostor Community Center	Backi Monostor (West Backa / Sombor)	31.990	13.430	45.420
524	3-03-02-10	Improvement of Communal Waste Disposal Services in Backi Monostor	Backi Monostor (West Backa / Sombor)	7.300	4.518	11.818
525	3-03-02-11	Citizens Clean Up Action in Backi Monostor	Backi Monostor (West Backa / Sombor)	4.638	5.700	10.338
526	3-03-03-06	Equipping Community Center	Conoplja (West Backa / Sombor)	5.213	4.362	9.576
527	3-03-03-07	Renovation of the Kindergarten in Conoplja	Conoplja (West Backa / Sombor)	31.621	15.000	46.621
528	3-03-03-08	Beautification and Landscaping of Conoplja	Conoplja (West Backa / Sombor)	4.548	3.787	8.334
529	3-03-04-08	Reconstruction of Central Heating in Primary School	Crvenka (West Backa / Sombor)	30.041	43.279	73.319
530	3-03-04-09	Construction of Sewage Collection System	Crvenka (West Backa / Sombor)	20.087	87.644	107.731
531	3-03-04-10	Cleaning and Beautification of Parks and Public Areas	Crvenka (West Backa / Sombor)	4.183	4.038	8.221
532	3-03-05-07	Installing Central Heating in Elementary School	Doroslovo (West Backa / Sombor)	28.937	55.434	84.372
533	3-03-05-08	Improving Traffic Conditions in Doroslovo	Doroslovo (West Backa / Sombor)	13.198	4.293	17.491
534	3-03-05-09	Citizens Environmental Clean Up Action	Doroslovo (West Backa / Sombor)	4.846	2.356	7.202
535	3-03-06-11	Equipping the School Playground	Gornja Varos (West Backa / Sombor)	11.666	4.435	16.101
536	3-03-06-12	Equipping Children's Playground in Logor Neighborhood	Gornja Varos (West Backa / Sombor)	13.918	5.356	19.275

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537	3-03-06-13	Equipping Gornja Varos Dental Clinic	Gornja Varos (West Backa / Sombor)	9.953	5.025	14.979
538	3-03-06-14	Improvement of the Ecological Conditions in MZ Gornja Varos	Gornja Varos (West Backa / Sombor)	4.707	5.046	9.753
539	3-03-07-08	Improving Educational Conditions in Mlake Kindergarten	Mlake (West Backa / Sombor)	6.962	8.277	15.239
540	3-03-07-09	Citizens' Environmental Clean-Up Action	Mlake (West Backa / Sombor)	3.755	3.755	7.510
541	3-03-07-10	Introducing Modern Technology in the City Museum	Mlake (West Backa / Sombor)	4.245	5.253	9.497
542	3-03-08-11	Organize and Register Vegetable Farmers Association in Stanisic	Stanisic (West Backa / Sombor)	480	0	480
543	3-03-08-12	Increasing Vegetable Production in Stanisic	Stanisic (West Backa / Sombor)	16.806	10.808	27.615
544	3-03-08-13	Reconstruction of Stanisic Health Clinic	Stanisic (West Backa / Sombor)	22.937	15.478	38.415
545	3-03-08-14	Improving Environmental Conditions in Stanisic MZ	Stanisic (West Backa / Sombor)	5.055	17.782	22.836
546	3-03-08-15	Equipping of Stanisic Health Clinic	Stanisic (West Backa / Sombor)	17.780	3.372	21.151
547	3-03-09-07	Improving Transportation Conditions for Citizens in Svetozar Miletic	Svetozar Miletic (West Backa / Sombor)	26.137	14.056	40.193
548	3-03-09-08	Improving Environmental Conditions in Svetozar Miletic	Svetozar Miletic (West Backa / Sombor)	4.695	4.070	8.765
549	3-04-01-12	Increasing the Capacity of Kindergarten	Druga (South Backa / Vrbas)	32.383	8.341	40.724
550	3-04-01-13	Equipping Children Playgrounds	Druga (South Backa / Vrbas)	12.678	0	12.678
551	3-04-01-14	Beautification of School Yards and Park	Druga (South Backa / Vrbas)	4.405	2.249	6.655
552	3-04-01-15	Establishing Health Clinic in "Vinogradi"	Druga (South Backa / Vrbas)	37.379	69.060	106.439
553	3-04-02-15	Citizens Environmental Clean Up Action	Zmajevio (South Backa / Vrbas)	4.617	1.657	6.273
554	3-04-03-09	Improving Vegetable Production in Kucura	Kucura (South Backa / Vrbas)	18.230	156.002	174.232
555	3-04-03-10	Organize and Register Vegetable Farmers' Association in Kucura	Kucura (South Backa / Vrbas)	234	1.733	1.967
556	3-04-03-11	Clean Up and Beautification of Village Center and Playgrounds	Kucura (South Backa / Vrbas)	4.402	5.884	10.286
557	3-04-03-12	Renovation of Elementary School	Kucura (South Backa / Vrbas)	25.535	5.639	31.174
558	3-04-04-01	Equipping the In-patient Department in Vrbas Home for the Elderly	Cluster Vrbas (South Backa / Vrbas)	14.901	95.413	110.313
559	3-05-01-10	Establishing Computer Center in Community Center	Backo Gradiste (South Backa / Becej)	12.968	2.899	15.868
560	3-05-01-11	Environmental Clean-Up of Backo Gradiste and Construction of Amphitheater	Backo Gradiste (South Backa / Becej)	4.708	6.651	11.359
561	3-05-01-12	Renovation and Equipping Village Recreation Center	Backo Gradiste (South Backa / Becej)	30.220	14.977	45.198
562	3-05-02-05	Establishing a Community Center in Backo Petrovo Selo	Backo Petrovo Selo (South Backa / Becej)	21.714	5.368	27.081

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563	3-05-02-06	Citizens Action to Improve Environment in Backo Petrovo Selo	Backo Petrovo Selo (South Backa / Becej)	5.113	8.404	13.516
564	3-05-02-07	Reconstruction of Kindergarten	Backo Petrovo Selo (South Backa / Becej)	25.716	0	25.716
565	3-05-03-06	Renovation and Equipping of the Day Care Center for the Elderly	Bratstvo-jedinstvo (South Backa / Becej)	11.985	18.367	30.352
566	3-05-03-07	Arranging Green Surfaces and Equipping Playgrounds	Bratstvo-jedinstvo (South Backa / Becej)	4.679	6.158	10.837
567	3-05-03-08	Reconstruction of Health Clinic	Bratstvo-jedinstvo (South Backa / Becej)	23.047	6.943	29.990
568	3-05-03-09	Construction of Bus Stops in MZ Bratstvo Jedinstvo	Bratstvo-jedinstvo (South Backa / Becej)	6.236	2.043	8.278
569	3-05-04-09	Cleaning and Improvement of Green Areas	Ing. Ivan Perisic (South Backa / Becej)	4.986	8.107	13.093
570	3-05-04-10	Reconstruction of Elementary School "Zdravko Glozanski" Becej	Ing. Ivan Perisic (South Backa / Becej)	22.045	6.530	28.576
571	3-05-05-06	Cleaning and Improvement of Green Spaces	Milesevo (South Backa / Becej)	4.823	5.567	10.390
572	3-05-05-07	Renovation of the Cultural Center Drljan	Milesevo (South Backa / Becej)	23.412	8.458	31.870
573	3-05-05-08	Equipping and Reconstruction of Elementary School in Milesevo	Milesevo (South Backa / Becej)	16.151	2.847	18.997
574	3-05-06-04	Cleaning and Improvement of Green Spaces	Poljanice (South Backa / Becej)	4.353	2.605	6.958
575	3-05-06-05	Construction of Bus Stops in Poljanice	Poljanice (South Backa / Becej)	3.192	1.188	4.379
576	3-05-06-06	Establishing Community Center in Poljanice	Poljanice (South Backa / Becej)	25.673	6.047	31.720
577	3-05-07-08	Beautification of the Village and Improving Garbage Collection Services	Radicevic (South Backa / Becej)	4.497	5.567	10.063
578	3-05-07-09	Construction of Bus Stops in Radicevic	Radicevic (South Backa / Becej)	2.880	0	2.880
579	3-05-07-10	Equipping and Reconstruction of the Cultural Center Radicevic	Radicevic (South Backa / Becej)	24.601	4.668	29.268
580	3-05-08-07	Equipping School Computer Center	Todor Dukin (South Backa / Becej)	10.342	6.688	17.030
581	3-05-08-08	Reconstruction of the Petefi Sandor Cultural Center	Todor Dukin (South Backa / Becej)	24.664	7.102	31.766
582	3-05-08-09	Cleaning and Improvement of Green Spaces	Todor Dukin (South Backa / Becej)	4.684	9.500	14.184
583	3-06-01-06	Adaptation of "Vuk S. Karadzic" Cultural Center	Backa Topola (North Backa / Backa Topola)	14.905	3.342	18.247
584	3-06-01-07	Reconstruction of Water Supply System in Health Center	Backa Topola (North Backa / Backa Topola)	16.480	7.042	23.521
585	3-06-01-08	Citizens Environmental Clean Up Action in Backa Topola	Backa Topola (North Backa / Backa Topola)	5.641	11.684	17.325
586	3-06-01-09	Establishing Workshop for Production of Ethnic Costumes and Souvenirs	Backa Topola (North Backa / Backa Topola)	19.863	8.089	27.952
587	3-06-02-08	Installing of Potable Water Supply System	Bajsa (North Backa / Backa Topola)	9.766	3.749	13.515

#	Project ID	Project Title	Project Location	USAID Funds	Matching	Total Cost
588	3-06-02-09	Clean Up of Village and Green Areas	Bajsa (North Backa / Backa Topola)	4.645	11.974	16.619
589	3-06-02-10	Constructing a Three Classroom Annex to the School Building in Bajsa	Bajsa (North Backa / Backa Topola)	27.745	21.181	48.925
590	3-06-03-09	Establishing School Computer Center in Pacir	Pacir (North Backa / Backa Topola)	13.392	3.490	16.882
591	3-06-03-10	Clean Up and Beautification of the Village	Pacir (North Backa / Backa Topola)	4.817	8.904	13.722
592	3-06-03-11	Improving Street Lighting in Pacir	Pacir (North Backa / Backa Topola)	11.902	774	12.677
593	3-06-03-12	Establishing Public Utility Service for Waste Management and to Improve Communal Services ...	Pacir (North Backa / Backa Topola)	26.982	12.877	39.859
594	3-07-01-05	Environmental Action of Beautification of MZ Banatska Topola	Banatska Topola (North Banat / Kikinda)	4.721	2.786	7.507
595	3-07-01-06	Renovation of Banatska Topola Community Center	Banatska Topola (North Banat / Kikinda)	23.569	10.853	34.422
596	3-07-01-07	Improving Protection of Agricultural Land through Creation of Windbreak	Banatska Topola (North Banat / Kikinda)	7.882	885	8.767
597	3-07-02-06	Clean-Up and Beautification of MZ Basaid	Basaid (North Banat / Kikinda)	4.529	2.180	6.709
598	3-07-02-07	Establishing Basaid Community Development Center	Basaid (North Banat / Kikinda)	57.234	16.667	73.901
599	3-07-03-06	Clean-Up and Beautification of Sports and Recreational Area Jezero	Braca Lakovic (North Banat / Kikinda)	5.052	1.890	6.942
600	3-07-03-07	Renovation of High School Gymnasium	Braca Lakovic (North Banat / Kikinda)	31.325	9.463	40.788
601	3-07-03-08	Upgrading Primary School Library to Multimedia Classroom	Braca Lakovic (North Banat / Kikinda)	13.119	4.486	17.605
602	3-07-04-06	Improvement of Greenery Maintenance and Planting	Idjos (North Banat / Kikinda)	4.357	3.623	7.980
603	3-07-04-07	Furnishing the Community Center in Idjos	Idjos (North Banat / Kikinda)	2.155	0	2.155
604	3-07-05-04	Improving Vegetable Production in Mokrin	Mokrin (North Banat / Kikinda)	27.708	48.819	76.527
605	3-07-05-05	Organize and Register Vegetable Farmers' Cooperative in Mokrin	Mokrin (North Banat / Kikinda)	7	2.667	2.673
606	3-07-05-06	Cleaning, Beautifying and Lightening the Center of the Village	Mokrin (North Banat / Kikinda)	5.045	3.238	8.283
607	3-07-06-06	Environmental Action of Clean-Up and Beautification of Novi Kozarci Village	Novi Kozarci (North Banat / Kikinda)	4.933	2.794	7.727
608	3-07-06-07	Renovation of Elementary School Sports Complex	Novi Kozarci (North Banat / Kikinda)	31.761	13.333	45.094
609	3-07-07-07	Reconstruction of Gym in "Mora Karolj" Elementary School	Sajan (North Banat / Kikinda)	9.250	4.167	13.417
610	3-07-07-08	Developing Sajan Community Center	Sajan (North Banat / Kikinda)	15.986	17.371	33.357
611	3-07-07-09	Cleaning and Beautification of Sajan Village Center	Sajan (North Banat / Kikinda)	5.141	6.507	11.648
612	3-07-07-10	Installing Bus-Stop Shelters in Sajan	Sajan (North Banat / Kikinda)	7.388	1.812	9.201

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613	3-08-01-06	Equipping of Vocational Training School for Students and Citizens Use	Centar Pancevo (South Banat / Pancevo)	10.040	15.279	25.318
614	3-08-01-07	Environmental Clean-Up of Parks/Playgrounds	Centar Pancevo (South Banat / Pancevo)	5.050	0	5.050
615	3-08-01-08	Renovation of the Gymnasium Roof	Centar Pancevo (South Banat / Pancevo)	22.464	9.644	32.108
616	3-08-02-07	Organizing the Depots for Metal Waste Depositing	Dolovo (South Banat / Pancevo)	5.223	2.280	7.503
617	3-08-02-08	Repairing Sanitary Facilities in School "Aksentije Maksimovic"	Dolovo (South Banat / Pancevo)	21.983	8.559	30.542
618	3-08-04-07	Reconstruction of Water Supply System	Jabuka (South Banat / Pancevo)	18.631	20.420	39.052
619	3-08-04-08	Cleaning and Beautification of Green Areas, Beach and Playgrounds	Jabuka (South Banat / Pancevo)	5.266	4.573	9.838
620	3-08-04-09	Renovation of Roof on Cultural Center "Koco Racin"	Jabuka (South Banat / Pancevo)	13.411	16.458	29.869
621	3-08-05-06	Citizens Cleaning Action of Village and Tourist Sites in Omoljica	Omoljica (South Banat / Pancevo)	4.606	4.936	9.542
622	3-08-05-07	Reconstruction of Gymnasium in Elementary School	Omoljica (South Banat / Pancevo)	33.274	13.775	47.049
623	3-08-05-08	Improvement of Rural Tourist Opportunities in Omoljica	Omoljica (South Banat / Pancevo)	12.372	4.091	16.463
624	3-08-06-04	Establishing School Computer Center	Starcevo (South Banat / Pancevo)	26.797	12.847	39.645
625	3-08-06-05	Building Capacity of Communal Public Utility Service in Starcevo	Starcevo (South Banat / Pancevo)	12.080	3.911	15.991
626	3-08-06-06	Equipping of the Cultural Center	Starcevo (South Banat / Pancevo)	4.199	0	4.199
627	3-08-07-05	Reclamation of Field Roads and Cleaning of Community	Vojlovica (South Banat / Pancevo)	3.271	1.860	5.131
628	3-08-07-06	Improving Conditions at Open Sports Field Vojlovica	Vojlovica (South Banat / Pancevo)	19.762	8.214	27.975
629	3-08-07-07	Equipping Health Center in Vojlovica	Vojlovica (South Banat / Pancevo)	6.848	2.249	9.097
630	3-08-08-07	Citizens Environmental Action in Banatsko Novo Selo	Banatsko Novo Selo (South Banat / Pancevo)	3.230	8.323	11.553
631	3-08-08-08	Improving Local Health Services	Banatsko Novo Selo (South Banat / Pancevo)	15.392	4.874	20.266
632	3-08-09-05	Improving Hog Production in Kacarevo	Kacarevo (South Banat / Pancevo)	11.946	23.772	35.718
633	3-08-09-06	Organize and Register Hog Farmers' Cooperative in Kacarevo	Kacarevo (South Banat / Pancevo)	459	1.500	1.959
634	3-08-09-07	Citizens Environmental Action in Kacarevo	Kacarevo (South Banat / Pancevo)	5.114	5.607	10.721
635	3-09-01-03	Equipping Vrsac Medical Health Center	Vrsac (South Banat)	12.220	0	12.220
636	3-09-02-16	Environmental Clean Up and Beautification Action in Plava Dolina	Cluster Plava Dolina (South Banat / Vrsac)	4.671	7.881	12.553
637	3-09-02-17	Reconstruction of Power Supply Network in Jablanka	Jablanka (South Banat / Vrsac)	25.966	14.747	40.713

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638	3-09-02-18	Reconstruction of Power Supply Network in Socica	Socica (South Banat / Vrsac)	22.677	13.182	35.859
639	3-09-02-19	Asphalting Access Road to Agro-Economic Zone in Vojvodinci	Vojvodinci (South Banat / Vrsac)	23.193	6.319	29.512
640	3-09-03-09	Equipping of Primary School	Cluster Zlatna Gora (South Banat / Vrsac)	11.394	0	11.394
641	3-09-03-10	Environmental Clean Up and Beautification of Zlatna Gora	Cluster Zlatna Gora (South Banat / Vrsac)	4.481	0	4.481
642	3-09-03-11	Constructing Transformer Station for Water Well Power Supply	Malo Srediste (South Banat / Vrsac)	8.100	7.238	15.338
643	3-09-03-12	Constructing Transformer Station for Water Well Power Supply	Markovac (South Banat / Vrsac)	9.689	8.077	17.766
644	3-09-03-13	Support the Campaign of Refugee Settlement in Gudurica for Improved Access to Market	Gudurica (South Banat / Vrsac)	4.521	0	4.521
645	3-09-04-05	Environmental Clean-Up and Creating Conditions for Sports Activities in Uljma	Uljma (South Banat / Vrsac)	4.137	0	4.137
646	3-09-04-06	Establishing and Equipping Duga Cooperative for Employment of Women - Uljma	Uljma (South Banat / Vrsac)	16.070	7.167	23.237
647	3-09-04-07	Establishing Youth Business Club in Uljma	Uljma (South Banat / Vrsac)	7.724	4.991	12.715
648	3-09-05-01	Improving Emergency Services in Vrsac Municipality	Cluster Vrsac (South Banat / Vrsac)	6.563	0	6.563
649	3-10-01-06	Construction of Community Center	Botos (Central Banat / Zrenjanin)	23.665	9.181	32.846
650	3-10-01-07	Cleaning, Beautification, and Forestation of Botos	Botos (Central Banat / Zrenjanin)	5.263	0	5.263
651	3-10-01-08	Equipping of Community Development Center in Botos	Botos (Central Banat / Zrenjanin)	14.065	19.147	33.213
652	3-10-02-07	Improvement of Market Access for Vegetable Producers through Building of Road Extensions	Lukino Selo (Central Banat / Zrenjanin)	26.155	16.119	42.274
653	3-10-03-05	Beautification of MZ Muzlja Earth Day 2004	Muzlja (Central Banat / Zrenjanin)	4.390	0	4.390
654	3-10-04-07	Equipping of Community Center - Tomasevac	Tomasevac (Central Banat / Zrenjanin)	17.677	0	17.677
655	3-10-04-08	Equipping of Voluntary Fire Brigade	Tomasevac (Central Banat / Zrenjanin)	1.579	524	2.103
656	3-10-04-09	Improving of Environmental Conditions, Tomasevac	Tomasevac (Central Banat / Zrenjanin)	3.639	0	3.639
657	3-10-04-10	Improvement of Street Lights	Tomasevac (Central Banat / Zrenjanin)	17.156	919	18.074
658	3-10-05-05	Repair and Beautification of Playgrounds and Public Parks	Veljko Vlahovic (Central Banat / Zrenjanin)	4.465	0	4.465
659	3-10-05-06	Improvement of Community Center Services	Veljko Vlahovic (Central Banat / Zrenjanin)	10.799	5.248	16.046
660	3-10-05-07	Improvement of Roma Settlement Living and Working Conditions	Veljko Vlahovic (Central Banat / Zrenjanin)	20.526	8.928	29.454
661	3-10-05-08	Improving Educational Conditions in Veljko Vlahovic Kindergarten	Veljko Vlahovic (Central Banat / Zrenjanin)	12.133	6.300	18.433

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662	3-10-05-09	Improvement of Technical High School Education and Job Training Capacities	Veljko Vlahovic (Central Banat / Zrenjanin)	14.724	16.128	30.852
663	3-10-07-02	Reconstruction of the Community Center	Melenci (Central Banat / Zrenjanin)	31.870	24.944	56.813
664	3-10-07-03	Beautification of Parks and MZ Yard	Melenci (Central Banat / Zrenjanin)	5.166	0	5.166
665	3-10-07-04	Equipping the Community Center with Computers and Additional IT Equipment	Melenci (Central Banat / Zrenjanin)	8.108	1.958	10.067
666	3-11-01-05	Citizens Environmental Action and Education in Beska	Beska (Srem / Indjija)	3.690	4.013	7.703
667	3-11-01-06	Improvement of Technical Facilities for Tourist Development in Beska	Beska (Srem / Indjija)	10.633	3.316	13.949
668	3-11-02-09	Establishing School Computer Center	Indjija (Srem / Indjija)	7.724	4.747	12.471
669	3-11-02-10	Citizens Environmental Action in Indjija	Indjija (Srem / Indjija)	4.714	1.197	5.911
670	3-11-02-11	Developing and Equipping of Community Center	Indjija (Srem / Indjija)	10.748	2.349	13.097
671	3-11-02-12	Establishing Day Care Center and Workshop for Children with Disabilities	Indjija (Srem / Indjija)	19.622	368.997	388.620
672	3-11-03-04	Equipping Health Clinic in Maradik	Maradik (Srem / Indjija)	3.128	1.763	4.890
673	3-11-03-05	Environmental Clean Up of Maradik	Maradik (Srem / Indjija)	4.510	2.673	7.182
674	3-11-03-06	Establishing Community Center in MZ Maradik	Maradik (Srem / Indjija)	9.221	1.047	10.268
675	3-11-03-07	Reconstruction of School Yard	Maradik (Srem / Indjija)	31.761	8.930	40.691
676	3-11-04-06	Equipping of Sports Field in Novi Karlovci with a New Lighting	Novi Karlovci (Srem / Indjija)	3.509	5.567	9.076
677	3-11-04-07	Environmental Clean Up of the Village Center and School Yard	Novi Karlovci (Srem / Indjija)	4.247	2.891	7.138
678	3-11-05-05	Equipping Health Clinic in Novi Slankamen	Novi Slankamen (Srem / Indjija)	3.475	1.241	4.717
679	3-11-05-06	Improving Lighting at Sports Field in Novi Slankamen	Novi Slankamen (Srem / Indjija)	10.419	2.971	13.390
680	3-11-05-07	Citizens Environmental Action in Novi Slankamen and Stari Slankamen	Novi Slankamen (Srem / Indjija)	6.083	2.406	8.489
681	3-11-05-08	Establishing Community Center in MZ Novi Slankamen	Novi Slankamen (Srem / Indjija)	10.178	14.918	25.095
682	3-11-05-09	Improving Electrical Infrastructure for Fruit Producers in Novi Slankamen	Novi Slankamen (Srem / Indjija)	20.528	27.856	48.383
683	3-12-01-03	Alliance for Earth Day Environmental Action 2004	Cluster Vojvodina (Vojvodina Cluster / VOJVODINA CLUSTER)	34.925	24.916	59.841
684	3-12-03-10	Forestation of Barren Ground in Vrsac Municipality	Cluster Vrsac (South Banat / Vrsac)	8.724	20.763	29.487
685	3-12-03-11	Mobilizing Citizens Participation in Economic Development Strategy for Vrsac Municipality	Cluster Vrsac (South Banat / Vrsac)	19.608	0	19.608
686	3-12-04-10	Improvement of Communal Conditions	Belo Blato (Central Banat / Zrenjanin) Ecka (Central Banat / Zrenjanin) Lukino Selo (Central Banat / Zrenjanin)	42.789	0	42.789

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687	3-12-04-11	Improvement of Health Services in Zrenjanin	Veljko Vlahovic (Central Banat / Zrenjanin) Zrenjanin City (Central Banat / Zrenjanin)	52.398	82.512	134.910
688	3-12-04-12	Improving Reproductive Health Care and Counseling Services in Zrenjanin Health Center	Cluster Zrenjanin (Central Banat / Zrenjanin)	19.776	7.458	27.234
689	3-12-04-13	Improving Municipal Services for Hearing-Impaired People	Cluster Zrenjanin (Central Banat / Zrenjanin)	2.208	5.926	8.133
690	3-12-05-14	Improving Refugee Mushroom Production and Markets in Novi Sad	Cluster Novi Sad (South Backa / Novi Sad)	12.966	11.515	24.481
691	3-12-05-15	Improving Vegetable Production in South Backa	Rumenka (South Backa / Novi Sad) Temerin (South Backa / Temerin)	14.693	10.540	25.234
692	3-12-05-16	Organize and Register Vegetable Farmers' Cooperative in South Backa	Rumenka (South Backa / Novi Sad) Temerin (South Backa / Temerin)	925	1.200	2.125
693	3-12-05-17	Improving Health Care and Counseling Services at Novi Sad Adolescent Gynecology Department	Cluster Novi Sad (South Backa / Novi Sad)	8.178	1.367	9.544
694	3-12-05-18	Novi Sad – a Town Fit for Children - Improvement of Novi Sad Children Facilities	Cluster Novi Sad (South Backa / Novi Sad)	21.826	35.744	57.570
695	3-12-05-19	Job Creation for People with Disabilities via Establishing a Printers' Office	Cluster Novi Sad (South Backa / Novi Sad)	21.569	1.720	23.289
696	3-12-05-20	Developing Customer-Friendly Practices in Novi Sad Downtown Shopping Area	Cluster Novi Sad (South Backa / Novi Sad)	6.936	0	6.936
697	3-12-05-21	Improving Health Care at Novi Sad Children Hospital through Children Charity Campaign	Cluster Novi Sad (South Backa / Novi Sad)	6.193	12.239	18.432
698	3-12-06-05	Improving Lighting System in Sombor's Theatre	Cluster Sombor (West Backa / Sombor)	17.803	7.644	25.447
699	3-12-06-06	Equipping Central Kitchen of the Pre-School Institution	Cluster Sombor (West Backa / Sombor)	13.563	13.038	26.601
700	3-12-06-07	Replacement of Windows in Secondary Vocational School "Sveti Sava"	Cluster Sombor (West Backa / Sombor)	20.757	16.035	36.792
701	3-12-06-08	Establishing Laboratory in Secondary Agricultural School	Cluster Sombor (West Backa / Sombor)	1.637	2.859	4.496
702	3-12-06-09	Raising Public Awareness on Reproductive Health Issues in Sombor Municipality	Cluster Sombor (West Backa / Sombor)	4.199	5.501	9.700
703	3-12-06-10	Improving Diagnostic Service in Sombor Clinic for Pulmonary Diseases	Cluster Sombor (West Backa / Sombor)	25.713	14.683	40.397
704	3-12-07-07	Improving Reproductive Health Care Services in Becej	Cluster Becej (South Backa / Becej)	9.244	5.609	14.853
705	3-12-07-08	Raising Environmental Awareness and Beautifying City Central Square	Cluster Becej (South Backa / Becej)	5.016	4.294	9.310

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706	3-12-07-09	Reconstruction of Music Elementary School	Cluster Becej (South Backa / Becej)	25.659	7.677	33.336
707	3-12-07-10	Improving Children's Health Center Services	Cluster Becej (South Backa / Becej)	16.021	6.333	22.354
708	3-12-08-08	Improving Handicraft Production in Kikinda	Cluster Kikinda (North Banat / Kikinda)	8.379	8.977	17.356
709	3-12-08-09	Improving Citizens Access to Municipal Services	Cluster Kikinda (North Banat / Kikinda)	10.514	5.922	16.436
710	3-12-09-02	Developing Capacities of Roma Community Centers	Cluster Sombor (West Backa / Sombor) Cluster Subotica (North Backa / Subotica)	32.334	40.784	73.119
711	3-12-10-12	Increasing Vegetable Production in North Backa	Kanjiza (North Banat) Subotica (North Backa)	15.193	31.597	46.790
712	3-12-10-13	Reconstruction of Pensioners' Association Building	Cluster Subotica (North Backa / Subotica)	32.259	38.695	70.954
713	3-12-10-14	Beautification of School Facades and Public Awareness of Environment	Cluster Subotica (North Backa / Subotica)	4.870	13.031	17.901
714	3-12-10-15	Improving Conditions for Emergency Medical Services in Subotica	Cluster Subotica (North Backa / Subotica)	16.195	58.010	74.204
715	3-12-10-16	Reconstruction and Equipping of the School for Education of Mentally Challenged Students in Subotica	Cluster Subotica (North Backa / Subotica)	9.798	8.044	17.842
716	3-12-10-17	Raising Awareness about Environmental Concerns in the Municipality of Subotica	Cluster Subotica (North Backa / Subotica)	17.890	39.013	56.903
717	3-12-10-18	Developing Subotica Assistance Center	Cluster Subotica (North Backa / Subotica)	18.826	130.029	148.855
718	3-12-10-19	Culture for Equal Rights - Campaign for Individuals with Disabilities	Cluster Subotica (North Backa / Subotica)	5.481	3.695	9.176
719	3-12-10-20	Improving Health Care Services for Subotica Citizens	Cluster Subotica (North Backa / Subotica)	23.511	14.717	38.228
720	3-12-10-21	Improving Public Infrastructure for People with Disabilities	Cluster Subotica (North Backa / Subotica)	6.945	5.958	12.903
721	3-12-12-07	Improving Diagnostic Capacities of Reproductive Health Care Services in North Backa Region	Cluster Subotica (North Backa / Subotica)	23.824	81.541	105.365
722	3-12-12-08	Raising Youth Awareness on STI Prevention	Backa Topola (North Backa) Mali Idjos (North Backa) Subotica (North Backa)	3.867	950	4.817
723	3-12-12-09	Improving Production and Processing of Organic Products in Backa	Cluster Backa Topola (North Backa / Backa Topola)	11.584	161.240	172.824
724	3-12-13-10	Organizing Citizens' Forums in Vojvodina	Cluster Vojvodina (Vojvodina Cluster / VOJVODINA CLUSTER)	13.162	7.689	20.852

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725	3-12-13-12	Screening for Early Detection of Cervical Cancer	Backa Topola (North Backa) Becej (South Backa) Bor (Borski) Golubac (Branicevski ADF) Kikinda (North Banat) Negotin (Borski) Novi Sad (South Backa) Sombor (West Backa) Subotica (North Backa) Vrbas (South Backa) Vrsac (South Banat) Zrenjanin (Central Banat)	34.332	233.333	267.665
726	3-12-13-13	Building Capacities for Raising Public Awareness on STI Prevention	Novi Sad (South Backa)	4.883	1.200	6.083
727	3-12-13-14	Cooperative Management Training	Cluster Vojvodina (Vojvodina Cluster / VOJVODINA CLUSTER)	12.412	12.622	25.033
728	3-12-13-15	Agricultural Cooperative Financial Management Training	Cluster Vojvodina (Vojvodina Cluster / VOJVODINA CLUSTER)	9.220	25.251	34.471
729	3-12-13-16	Agricultural Cooperative Market Information System Training	Cluster Vojvodina (Vojvodina Cluster / VOJVODINA CLUSTER)	18.923	14.585	33.508
730	3-12-13-17	Improving Vojvodina Snail Production and Markets	Novi Sad city (South Backa / Novi Sad) Zabalj (South Backa / Zabalj) Zrenjanin City (Central Banat / Zrenjanin)	16.849	292.814	309.663
731	3-12-13-18	Mobilizing Citizens Participation in Economic Development Strategies for Municipalities	Backa Topola (North Backa) Becej (South Backa) Indijija (Srem) Irig (Srem) Kikinda (North Banat) Novi Knezevac (North Banat) Pancevo (South Banat) Sombor (West Backa) Stara Pazova (Srem) Subotica (North Backa) Vrbas (South Backa) Vrsac (South Banat) Zagubica (Branicevski ADF) Zrenjanin (Central Banat)	43.469	0	43.469
732	3-12-13-19	Training for Youth Activists on Reproductive Health and STI Prevention	Backa Topola (North Backa) Becej (South Backa) Indijija (Srem) Irig (Srem) Kikinda (North Banat) Novi Knezevac (North Banat) Novi Sad (South Backa) Pancevo (South Banat) Sombor (West Backa) Stara Pazova (Srem) Vrbas (South Backa) Vrsac (South Banat) Zrenjanin (Central Banat)	6.734	2.283	9.017

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733	3-12-13-20	Improving Managerial Skills in Reproductive Health Care	Backa Topola (North Backa) Becej (South Backa) Indjija (Srem) Irig (Srem) Kikinda (North Banat) Novi Knezevac (North Banat) Novi Sad (South Backa) Pancevo (South Banat) Sombor (West Backa) Stara Pazova (Srem) Subotica (North Backa) Vrbas (South Backa) Vrsac (South Banat) Zrenjanin (Central Banat)	7.490	739	8.228
734	3-12-13-21	Building Local Community Monitoring and Public Education Capacities	Backa Topola (North Backa) Becej (South Backa) Indjija (Srem) Irig (Srem) Kikinda (North Banat) Novi Knezevac (North Banat) Novi Sad (South Backa) Pancevo (South Banat) Sombor (West Backa) Stara Pazova (Srem) Subotica (North Backa) Vrbas (South Backa) Vrsac (South Banat) Zrenjanin (Central Banat)	17.330	0	17.330
735	3-12-13-22	Establishing Network of Job Clubs in Vojvodina	Kikinda (North Banat) Novi Sad (South Backa) Pancevo (South Banat) Sombor (West Backa) Subotica (North Backa) Vrsac (South Banat) Zrenjanin (Central Banat)	35.084	31.355	66.440
736	3-12-14-02	Improving Vegetable Production in South East Banat	Alibunar (South Banat) Pancevo (South Banat) Plandiste (South Banat) Vrsac (South Banat)	17.391	6.588	23.979
737	3-12-14-03	Organize and register vegetable farmers cooperative in South East Banat	Alibunar (South Banat) Pancevo (South Banat) Plandiste (South Banat) Vrsac (South Banat)	965	1.614	2.579
738	3-12-14-04	Organize and Register South Banat Association of Vegetable Producers	Cluster Pancevo (South Banat / Pancevo)	241	0	241
739	3-12-14-05	Improving Sheep Production in Central Banat	Zrenjanin (Central Banat)	17.461	33.250	50.711
740	3-12-14-06	Improving Vegetable Production and Processing In Banat	Alibunar (South Banat) Pancevo (South Banat) Plandiste (South Banat) Vrsac (South Banat)	21.696	36.184	57.880
741	3-12-14-07	Improving Diagnostic Capacities of Reproductive Health Care Services in South Banat Region	Cluster Vrsac (South Banat / Vrsac)	4.009	1.094	5.103
742	3-12-14-08	Improving Reproductive Health Services in North Banat Region	Kikinda (North Banat)	27.076	9.207	36.283

#	Project ID	Project Title	Project Location	USAID Funds	Matching	Total Cost
743	3-12-14-09	Equipping Voluntary Fire Associations	Cluster Kikinda (North Banat / Kikinda)	25.360	15.432	40.792
744	3-12-15-04	Improving Reproductive Health Care Services in Vrbas General Hospital	Becej (South Backa) Kula (West Backa) Mali Idjos (North Backa) Srbobran (South Backa) Vrbas (South Backa)	27.151	8.746	35.897
745	3-12-16-03	Improving Vegetable Production in Backa Topola	Cluster Backa Topola (North Backa / Backa Topola)	18.451	52.045	70.496
746	3-12-16-04	Improving Conditions in Backa Topola Kindergartens	Cluster Backa Topola (North Backa / Backa Topola)	3.613	1.987	5.599
747	3-12-16-05	Improving Refugee Greenhouse Vegetable Production in Backa Topola	Cluster Backa Topola (North Backa / Backa Topola)	18.891	14.933	33.825
748	3-12-16-06	Organize and Register Refugee Vegetable Association "95" in Backa Topola	Cluster Backa Topola (North Backa / Backa Topola)	490	750	1.240
749	3-12-16-07	Developing Computer System/Network in Schools of Backa Topola	Cluster Backa Topola (North Backa / Backa Topola)	21.500	14.782	36.282
750	3-12-17-01	Improving Vegetable Production in Pancevo	Cluster Pancevo (South Banat / Pancevo)	17.431	0	17.431
751	3-12-17-02	Environmental Campaign in the Municipality of Pancevo	Cluster Pancevo (South Banat / Pancevo)	4.506	4.830	9.336
752	3-12-17-03	Improving Access to Municipal Public Services in Pancevo	Cluster Pancevo (South Banat / Pancevo)	14.602	347.150	361.752
753	3-12-17-04	Improving Housing and Social Conditions for Refugee Population in Pan?evo	Cluster Pancevo (South Banat / Pancevo)	24.271	358.071	382.342
754	3-12-17-05	Mobilizing Citizens Participation in Economic Development Strategies for Pancevo	Pancevo (South Banat)	18.664	12.528	31.192
755	3-13-01-10	Improving Administrative Services of the Local Community Surduk	Dunav Grad Cluster (Srem / Stara Pazova)	1.446	460	1.906
756	3-13-01-11	Improving Administrative Services of the Local Community Banovci Dunav	Dunav Grad Cluster (Srem / Stara Pazova)	2.148	904	3.052
757	3-13-01-12	Construction of Heating System in Health Clinic in Surduk	Dunav Grad Cluster (Srem / Stara Pazova)	6.996	2.251	9.246
758	3-13-01-13	Equipping Kindergarten Kitchen	Dunav Grad Cluster (Srem / Stara Pazova)	5.949	0	5.949
759	3-13-01-14	Construction of Park with Children Playground in Banovci Dunav	Dunav Grad Cluster (Srem / Stara Pazova)	31.322	14.848	46.170
760	3-13-01-15	Environmental Clean Up of MZ Banovci-Dunav	Dunav Grad Cluster (Srem / Stara Pazova)	4.646	3.857	8.503
761	3-13-01-16	Environmental Clean Up of Kindergarten Facilities in Dunav Grad Cluster	Dunav Grad Cluster (Srem / Stara Pazova)	3.384	2.660	6.044
762	3-13-01-17	Environmental Clean Up of MZ Belegis	Dunav Grad Cluster (Srem / Stara Pazova)	2.928	2.660	5.588
763	3-13-01-18	Environmental Clean Up of MZ Surduk	Dunav Grad Cluster (Srem / Stara Pazova)	2.600	2.283	4.884

#	Project ID	Project Title	Project Location	USAID Funds	Matching	Total Cost
764	3-13-01-19	Environmental Clean Up of MZ Stari Banovci	Dunav Grad Cluster (Srem / Stara Pazova)	5.428	2.660	8.088
765	3-13-01-20	Improving Waste Management in Dunav Grad Cluster	Dunav Grad Cluster (Srem / Stara Pazova)	24.132	293.791	317.923
766	3-13-01-21	Improving Working and Education Conditions in Surduk Elementary School	Dunav Grad Cluster (Srem / Stara Pazova)	355	700	1.055
767	3-13-01-22	Reconstruction of Kindergarten in Stari Banovci	Dunav Grad Cluster (Srem / Stara Pazova)	5.314	1.066	6.380
768	3-13-01-23	Improving Conditions for Market Sale of Merchants, Craftsmen and Farmers in Stara Pazova	Cluster Stara Pazova (Srem / Stara Pazova)	35.046	30.833	65.879
769	3-13-02-01	Establishing of Community Development Center Belegis	Dunav Grad Cluster (Srem / Stara Pazova)	40.031	22.174	62.204
770	3-14-01-01	Organizing Citizens' Forums in Eastern Serbia and Irig	Bor (Borski) Despotovac (Pomoravski) Golubac (Branicevski ADF) Irig (Srem) Kladovo (Borski) Kucevo (Branicevski ADF) Majdanpek (Borski) Malo Crnice (Branicevski ADF) Negotin (Borski) Novi Knezevac (North Banat) Petrovac (Branicevski ADF) Veliko Gradiste (Branicevski ADF) Zabari (Branicevski ADF) Zagubica (Branicevski ADF)	11.900	6.796	18.696
771	3-14-01-02	Farmer Training and Orientation in East Serbia	Despotovac (Pomoravski) Golubac (Branicevski ADF) Kladovo (Borski) Kucevo (Branicevski ADF) Malo Crnice (Branicevski ADF) Negotin (Borski) Petrovac (Branicevski ADF) Veliko Gradiste (Branicevski ADF) Zabari (Branicevski ADF) Zagubica (Branicevski ADF)	20.966	9.776	30.742
772	3-14-01-03	Improving Hog Production in Eastern Serbia	Malo Crnice (Branicevski ADF) Veliko Gradiste (Branicevski ADF)	4.648	25.053	29.701
773	3-14-01-04	Improving Pumpkin Seed and Medicinal Herb Production in Eastern Serbia	Golubac (Branicevski ADF) Kucevo (Branicevski ADF) Petrovac (Branicevski ADF) Zagubica (Branicevski ADF)	26.200	3.538	29.738
774	3-14-02-01	Establishing the Citizens Assistance Center in Bor Municipality	Bor (Borski / Bor)	19.353	185.876	205.229
775	3-14-02-02	Establishing Business Incubator in Bor	Bor (Borski / Bor)	13.959	55.154	69.113
776	3-14-03-01	Establishing Network of Citizens Community Centers in Despotovac Municipality	Despotovac (Pomoravski / Despotovac)	19.723	7.650	27.372
777	3-14-03-02	Establishing Citizens Assistance Center in Despotovac Municipality	Despotovac (Pomoravski / Despotovac)	29.106	8.014	37.120
778	3-14-04-01	Establishing and Equipping the Citizens Assistance Center in Golubac	Golubac (Branicevski ADF / Golubac)	14.099	3.962	18.062
779	3-14-04-02	Adaptation and Renovation of the Community Center in Golubac	Golubac (Branicevski ADF / Golubac)	58.511	18.752	77.263

#	Project ID	Project Title	Project Location	USAID Funds	Matching	Total Cost
780	3-14-05-01	Establishing Community Development Center in Kladovo	Kladovo (Borski / Kladovo)	33.182	8.300	41.482
781	3-14-06-01	Establishing Community Development Center	Kucevo (Branicevski ADF / Kucevo)	38.729	2.950	41.679
782	3-14-06-02	Establishing Citizens Assistance Center and Networking with Municipal Branch Offices	Kucevo (Branicevski ADF / Kucevo)	22.781	133.245	156.026
783	3-14-08-01	Creating of Municipal Citizen Assistance Center in Malo Crnice	Malo Crnice (Branicevski ADF / Malo Crnice)	26.061	8.740	34.801
784	3-14-08-02	Establishing Community Development Center Crljenac	Malo Crnice (Branicevski ADF / Malo Crnice)	18.931	15.708	34.639
785	3-14-09-01	Establishing Negotin Community Center	Negotin (Borski / Negotin)	41.576	23.039	64.615
786	3-14-09-02	Improving Reproductive Health Care Services in Negotin Municipality	Negotin (Borski / Negotin)	34.348	21.019	55.368
787	3-14-09-03	Establishing the Citizen Assistance Center and Village Branches in Negotin Municipality	Negotin (Borski / Negotin)	31.533	99.682	131.215
788	3-14-10-01	Renovation and Equipping of Community Development Center	Petrovac (Branicevski ADF / Petrovac)	34.917	23.416	58.333
789	3-14-10-02	Renovation and Equipping of Citizens Assistance Center in Petrovac	Petrovac (Branicevski ADF / Petrovac)	10.483	17.771	28.253
790	3-14-11-01	Adaptation and Renovation of the Community Center in Veliko Gradiste	Veliko Gradiste (Branicevski ADF / Veliko Gradiste)	64.791	93.181	157.971
791	3-14-11-02	Establishing and Equipping Citizens Assistance Center in Veliko Gradiste	Veliko Gradiste (Branicevski ADF / Veliko Gradiste)	7.833	11.309	19.142
792	3-14-11-03	Improving Vegetable Processing in Veliko Gradiste	Veliko Gradiste (Branicevski ADF / Veliko Gradiste)	19.782	14.362	34.144
793	3-14-13-01	Establishing Zagubica Community Center	Zagubica (Branicevski ADF / Zagubica)	31.557	15.537	47.094
794	3-14-13-02	Establishing Citizen's Information Center in Zagubica	Zagubica (Branicevski ADF)	18.319	18.055	36.374
795	3-15-01-02	Improvement of ADF/CRDA Community Centers	Backa Palanka (South Backa) Becej (South Backa) Indjija (Srem) Irig (Srem) Kikinda (North Banat) Novi Knezevac (North Banat) Novi Sad (South Backa) Pancevo (South Banat) Sombor (West Backa) Stara Pazova (Srem) Subotica (North Backa) Vrbas (South Backa) Vrsac (South Banat) Zrenjanin (Central Banat)	4.829	0	4.829

#	Project ID	Project Title	Project Location	USAID Funds	Matching	Total Cost
796	3-15-01-03	Fostering Tourism Development through the Third Annual Ethno Food and Music Festival 2004	Borski Branicevski ADF Central Banat North Backa North Banat Pomoravski South Backa South Banat Srem West Backa	41.295	67.855	109.151
797	3-15-01-04	Building Capacities for Advocacy Campaigns of the Community Development Associations/Groups (CDA/CDG)	Bor (Borski) Despotovac (Pomoravski) Golubac (Branicevski ADF) Irig (Srem) Kladovo (Borski) Kucevo (Branicevski ADF) Majdanpek (Borski) Malo Crnice (Branicevski ADF) Negotin (Borski) Novi Knezevac (North Banat) Petrovac (Branicevski ADF) Veliko Gradiste (Branicevski ADF) Zabari (Branicevski ADF) Zagubica (Branicevski ADF)	6.665	2.201	8.866
798	3-15-01-05	Raising Public Awareness on Family Planning and Reproductive Health	Borski Branicevski ADF Central Banat North Backa North Banat Pomoravski South Backa South Banat Srem West Backa	9.597	3.193	12.789
799	3-15-01-06	Facilitating access to credit to SMEs, cooperatives and individual entrepreneurs in Vojvodina and Ea	Backa Topola (North Backa) Becej (South Backa) Indjija (Srem) Kikinda (North Banat) Kladovo (Borski) Negotin (Borski) Novi Sad (South Backa) Pancevo (South Banat) Sombor (West Backa) Stara Pazova (Srem) Subotica (North Backa) Veliko Gradiste (Branicevski ADF) Vrbas (South Backa) Vrsac (South Banat) Zrenjanin (Central Banat)	3.762	0	3.762
800	3-16-01-01	Citizen's Clean-up Action in Irig	Irig (Srem / Irig)	4.826	8.452	13.279
801	3-16-01-02	Establishing a Community Development Center	Irig (Srem / Irig)	39.659	17.367	57.026
802	3-16-01-03	Mobilizing Citizens Participation in Economic Development Strategies for Irig Municipality	Irig (Srem / Irig)	11.128	2.000	13.128
803	3-16-02-01	Economical Empowerment of Integrated Refugees - Building the Access Road to Arable Land and Market	Irig (Srem / Irig)	31.294	337.007	368.301
804	3-17-01-01	Establishing Center for Development of Agro Business	Novi Knezevac (North Banat / Novi Knezevac)	12.258	105.400	117.658

#	Project ID	Project Title	Project Location	USAID Funds	Matching	Total Cost
805	3-17-01-02	Support to the Local Program for Integration of Refugees in Municipality of Novi Knezevac	Novi Knezevac (North Banat / Novi Knezevac)	3.901	1.600	5.501
806	3-17-01-03	Establishing Community Development Center	Novi Knezevac (North Banat / Novi Knezevac)	17.032	5.250	22.282
807	3-18-01-01	Improvement of Backa Topola Tourism Opportunities - Zobnatica	Backa Topola (North Backa / Backa Topola)	10.498	0	10.498
808	3-18-02-01	Palic on the Trail of Olympic Games	Palic (North Backa / Subotica)	9.933	78.560	88.493
809	3-18-03-01	Salas 84	Novi Sad (South Backa)	12.585	0	12.585
810	3-18-04-01	High Observation Posts at the Special Nature Resort "Stari Begej – Carska Bara"	Lukino Selo (Central Banat / Zrenjanin)	10.974	16.367	27.341
811	4-06-01-10	Intensifying Seedling Production in Vocational School	Cluster Backa Topola (North Backa / Backa Topola)	10.694	75.127	85.820
812	4-10-02-08	Fostering Tourism and Agri-Business Development in Lukino Selo	Lukino Selo (Central Banat / Zrenjanin)	863	1.349	2.211
813	4-11-02-13	Creating Self-Sustainable Associations as Vehicles for Local Economic Development in Indjija	Cluster Indjija (Srem / Indjija)	1.615	1.070	2.684
814	4-11-02-14	Strengthening of Local Economic Development through Cluster Policy	Indjija (Srem / Indjija)	7.204	6.171	13.375
815	4-12-03-12	April, Eco Month in Vrsac Micro Region	Cluster Vrsac (South Banat / Vrsac)	2.368	17.333	19.701
816	4-12-03-13	Creating Conditions for Improved Quality of Tourist Offer in Municipality of Vrsac	Cluster Vrsac (South Banat / Vrsac)	7.130	10.830	17.960
817	4-12-03-14	Improving Ethno Tourism in Vrsac Municipality	Cluster Vrsac (South Banat / Vrsac)	10.183	39.525	49.708
818	4-12-04-14	Creating Self-Sustainable Associations as Vehicles for Local Economic Development in Zrenjanin	Cluster Zrenjanin (Central Banat / Zrenjanin)	1.643	1.546	3.189
819	4-12-04-15	Beautification of Green Areas in Zrenjanin Municipality	Cluster Zrenjanin (Central Banat / Zrenjanin)	1.552	8.145	9.697
820	4-12-05-22	Increasing Employment Opportunities for Students via an Internship Program	Cluster Novi Sad (South Backa / Novi Sad)	24.653	35.305	59.958
821	4-12-05-23	Finance Facilitation and Business Training for Marginalized Groups in Novi Sad	Cluster Novi Sad (South Backa / Novi Sad)	27.178	12.751	39.929
822	4-12-06-11	Creating Self-Sustainable Associations as Vehicles for Local Economic Development in Sombor	Cluster Sombor (West Backa / Sombor)	2.702	2.470	5.172
823	4-12-06-12	Improving Environment Protection in Municipality of Sombor	Cluster Sombor (West Backa / Sombor)	3.031	1.877	4.909
824	4-12-06-13	Introducing Placemaking as a Tool for Community and Economic Development - Pilot Project in Sombor	Cluster Sombor (West Backa / Sombor)	14.620	0	14.620
825	4-12-07-11	Creating Self-Sustainable Associations as Vehicles for Local Economic Development in Becej	Cluster Becej (South Backa / Becej)	1.957	558	2.515
826	4-12-07-12	Cleaning, Beautification and Greening Surfaces in Becej Municipality	Cluster Becej (South Backa / Becej)	3.089	11.068	14.156

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827	4-12-07-13	Creating Economic Surrounding for the Development of Agri-business and Entrepreneurship through ...	Cluster Becej (South Backa / Becej)	10.266	2.583	12.850
828	4-12-08-10	Creating Self-Sustainable Associations as Vehicles for Local Economic Development in Kikinda	Cluster Kikinda (North Banat / Kikinda)	1.593	3.114	4.707
829	4-12-08-11	Beautification of Green Areas and Water Surfaces in Kikinda Municipality	Cluster Kikinda (North Banat / Kikinda)	2.474	10.858	13.332
830	4-12-10-22	Creating Self-Sustainable Associations as Vehicles for Local Economic Development in Subotica	Cluster Subotica (North Backa / Subotica)	2.510	388	2.898
831	4-12-10-23	Cleaning up the Environment and Improving Preconditions for Tourism Development	Cluster Subotica (North Backa / Subotica)	3.126	13.834	16.960
832	4-12-10-24	Catalyzing Development of the Fruit Marketing Federation	Cluster Subotica (North Backa / Subotica)	59.456	820.450	879.906
833	4-12-10-25	Improving Conditions for Adolescent Health Care and Counseling Services in Subotica	Cluster Subotica (North Backa / Subotica)	8.852	7.482	16.334
834	4-12-10-26	Mobilizing Citizens Participation in Economic Development Strategies for Subotica	Cluster Subotica (North Backa / Subotica)	13.554	0	13.554
835	4-12-10-27	Develop Entrepreneurship, Agricultural Production, and Job Opportunities ... in Subotica	Cluster Subotica (North Backa / Subotica)	9.645	5.450	15.095
836	4-12-11-05	Cleaning and Beautification of Indjija Municipality	Beska (Srem / Indjija) Indjija (Srem / Indjija) Novi Slankamen (Srem / Indjija)	1.992	5.089	7.081
837	4-12-11-06	Local Economic Development (LED) Indjija	Indjija (Srem / Indjija)	0	12.000	12.000
838	4-12-11-07	Improving Water Supply Economic Infrastructure in Southeastern Industrial Park in Indjija	Indjija (Srem)	37.554	164.249	201.803
839	4-12-12-10	Improving Local Capacity for Training and Consulting Services for SME Managers in Backa	Backa Topola (North Backa / Backa Topola) Horgos (North Banat / Kanjiza) Kanjiza (North Banat / Kanjiza) Subotica city (North Backa / Subotica)	20.372	10.009	30.381
840	4-12-12-11	Increased SME Development Assistance in West Backa District	Cluster Sombor (West Backa / Sombor)	23.991	54.399	78.390
841	4-12-12-12	Support to Cross-Border Cooperation and Export Promotion in Backa and Hungary	Backa Topola (North Backa) Kanjiza (North Banat) Mali Idjos (North Backa) Sombor (West Backa) Subotica (North Backa)	28.487	15.436	43.923
842	4-12-12-13	Improving Refugee Vegetable Production and Marketing in Vojvodina	Futog (South Backa / Novi Sad) Gospodjinci (South Backa / Zabalj) Novi Sad city (South Backa / Novi Sad) Rumenka (South Backa / Novi Sad) Temerin (South Backa / Temerin) Veternik (South Backa / Novi Sad)	86.867	43.131	129.998

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843	4-12-12-14	Assistance for Business Start Up for Entrepreneurs and SME Development	Becej (South Backa) Novi Sad (South Backa) Vrbas (South Backa)	20.600	132.200	152.800
844	4-12-12-16	Intensive Development of the North Backa Vegetable Federation	Kanjiza (North Banat) Kikinda (North Banat) Subotica (North Backa)	74.405	167.757	242.162
845	4-12-13-23	Introducing Models to Catalyze Regional Vegetable Marketing Federations	Backa Topola (North Backa / Backa Topola) Banatska Topola (North Banat / Kikinda) Horgos (North Banat / Kanjiza) Jabuka (South Banat / Pancevo) Kikinda city (North Banat / Kikinda) Lukino Selo (Central Banat / Zrenjanin) Muzlja (Central Banat / Zrenjanin) Veternik (South Backa / Novi Sad)	6.760	1.596	8.356
846	4-12-13-24	Establishing Youth Counseling Centers in Vrsac, Backa Topola, and Sombor	Backa Topola (North Backa) Sombor (West Backa) Vrsac (South Banat)	14.547	6.788	21.335
847	4-12-13-25	Improving Hog Production and Marketing in Vojvodina	Tomasevac (Central Banat / Zrenjanin)	44.477	523.283	567.760
848	4-12-13-26	Public Advocacy Campaign on Regulating Position of Volunteers in Serbia	Cluster Vojvodina (Vojvodina Cluster / VOJVODINA CLUSTER)	3.174	0	3.174
849	4-12-13-27	Improving Marketing and Processing Services of Vegetable Federation	Novi Sad (South Backa) Pancevo (South Banat) Zrenjanin (Central Banat)	38.565	206.639	245.204
850	4-12-13-28	Improving Mushroom Production and Marketing in Vojvodina	Ada (North Banat) Vrbas (South Backa) Vrsac (South Banat)	58.373	126.586	184.959
851	4-12-13-29	Improving Honey Production and Marketing in Vojvodina	Cantavir (North Backa / Subotica) Maradik (Srem / Indjija) Veternik (South Backa / Novi Sad)	67.104	592.745	659.849
852	4-12-13-30	Promotion of Vojvodina Agricultural Development at Budapest Agricultural Fair	Cluster Vojvodina (Vojvodina Cluster / VOJVODINA CLUSTER)	6.951	13.593	20.545
853	4-12-13-31	Introducing of Organic Beekeeping in Vojvodina	Cantavir (North Backa / Subotica) Maradik (Srem / Indjija) Novi Sad city (South Backa / Novi Sad) Veternik (South Backa / Novi Sad)	4.890	2.748	7.639
854	4-12-13-32	Establishing Beef & Dairy Cattle Federation in Vojvodina	Kanjiza (North Banat) Kikinda (North Banat)	67.598	119.143	186.741
855	4-12-14-10	Strengthening and Improving Services of Specialized Dairy Cooperatives in Vojvodina	Vrsac (South Banat) Zrenjanin (Central Banat)	73.736	399.755	473.491
856	4-12-14-11	The Women's Entrepreneurship Academy	Ada (North Banat) Coka (North Banat) Kanjiza (North Banat) Kikinda (North Banat) Novi Knezevac (North Banat) Senta (North Banat)	13.034	112.661	125.695

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857	4-12-14-12	Set-Up of Network of Regional Agro Business Consulting Centers	Ada (North Banat) Coka (North Banat) Kanjiza (North Banat) Kikinda (North Banat) Novi Knezevac (North Banat) Senta (North Banat)	18.620	95.633	114.253
858	4-12-14-13	Establishing Livestock Cooperative in Flooded Area of Secanj Municipality & Improving Milk Production	Jasa Tomic (Central Banat / Secanj) Secanj (Central Banat / Secanj)	18.835	19.356	38.192
859	4-12-14-14	Establishing Livestock Cooperative in Flooded Area of Secanj Municipality & Improving Hog Production	Jasa Tomic (Central Banat / Secanj) Secanj (Central Banat / Secanj)	22.240	23.680	45.920
860	4-12-14-15	Increasing the Management Capacity of SME Business Enterprises in the Banat Region	Kikinda (North Banat) Pancevo (South Banat) Zrenjanin (Central Banat)	18.635	261.432	280.067
861	4-12-15-05	Creating Self-Sustainable Associations as Vehicles for Local Economic Development in Vrbas	Cluster Vrbas (South Backa / Vrbas)	2.065	226	2.291
862	4-12-15-06	Environmental Action in Vrbas Municipality Schools	Cluster Vrbas (South Backa / Vrbas)	2.887	0	2.887
863	4-12-15-07	Improving Economic Environment through Establishing Center for Economic Development in Vrbas	Cluster Vrbas (South Backa / Vrbas)	15.436	3.917	19.353
864	4-12-16-08	Creating Self-Sustainable Associations as Vehicles for Local Economic Development in Backa Topola	Cluster Backa Topola (North Backa / Backa Topola)	2.124	796	2.920
865	4-12-16-09	Beautification of Green Surfaces and Villages in Backa Topola Municipality	Cluster Backa Topola (North Backa / Backa Topola)	3.090	19.006	22.095
866	4-12-16-10	Creating Preconditions for Improved Tourist Offer in Municipality of Backa Topola	Cluster Backa Topola (North Backa / Backa Topola)	9.502	0	9.502
867	4-12-16-11	Mobilizing Citizens Participation in Economic Development Strategies for Backa Topola	Cluster Backa Topola (North Backa / Backa Topola)	13.528	10.335	23.864
868	4-12-16-12	Generating Economic Opportunities through CDC Program Activities in Backa Topola	Cluster Backa Topola (North Backa / Backa Topola)	7.738	3.656	11.394
869	4-12-17-06	Creating Self-Sustainable Associations as Vehicles for Local Economic Development in Pancevo	Pancevo (South Banat)	1.866	798	2.663
870	4-12-17-07	Citizens' Action for Increasing Environmental Awareness and Landscaping Parks	Cluster Pancevo (South Banat / Pancevo)	3.474	11.112	14.586
871	4-12-18-01	Creating Self-Sustainable Associations as Vehicles for Local Economic Development in Stara Pazova	Cluster Stara Pazova (Srem / Stara Pazova)	480	379	858
872	4-13-01-24	Environmental Clean-Up of Dunav Grad Cluster	Dunav Grad Cluster (Srem / Stara Pazova)	2.466	1.000	3.466

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873	4-14-01-06	Promoting Local Economic Development via Establishing and Improving a Network of Community Developme	Borski Branicevski ADF Central Banat North Backa North Banat Pomoravski South Backa South Banat Srem West Backa	26.895	4.046	30.940
874	4-14-01-07	Building Service and Economic Development Capacities of CACs in Eastern Serbia	Despotovac (Pomoravski) Golubac (Branicevski ADF) Kladovo (Borski) Kucevo (Branicevski ADF) Malo Crnice (Branicevski ADF) Negotin (Borski) Petrovac (Branicevski ADF) Veliko Gradiste (Branicevski ADF) Zabari (Branicevski ADF) Zagubica (Branicevski ADF)	14.189	69.698	83.887
875	4-14-01-08	Establishing youth counseling centers in Negotin, Bor, and Majdanpek	Bor (Borski) Majdanpek (Borski) Negotin (Borski)	15.392	25.874	41.266
876	4-14-01-09	Improving Craft Production in Eastern Serbia	Golubac (Branicevski ADF) Kucevo (Branicevski ADF) Veliko Gradiste (Branicevski ADF)	22.392	9.479	31.871
877	4-14-01-10	Business Services Resource Centers in Eastern Serbia	Bor (Borski) Golubac (Branicevski ADF) Kladovo (Borski) Kucevo (Branicevski ADF) Majdanpek (Borski) Malo Crnice (Branicevski ADF) Negotin (Borski) Petrovac (Branicevski ADF) Veliko Gradiste (Branicevski ADF) Zagubica (Branicevski ADF)	82.043	51.769	133.812
878	4-14-01-11	Fostering Tourism Development through the 1st Annual Ethno Festival 2005 in Eastern Serbia	Bor (Borski) Despotovac (Pomoravski) Golubac (Branicevski ADF) Kladovo (Borski) Kucevo (Branicevski ADF) Majdanpek (Borski) Malo Crnice (Branicevski ADF) Negotin (Borski) Petrovac (Branicevski ADF) Veliko Gradiste (Branicevski ADF) Zabari (Branicevski ADF) Zagubica (Branicevski ADF)	41.679	94.470	136.149
879	4-14-01-12	Promotion of Ethno Tourism and Tourist Offer in Danube Basin Municipalities in East Serbia	Golubac (Branicevski ADF) Kladovo (Borski) Majdanpek (Borski) Negotin (Borski) Veliko Gradiste (Branicevski ADF)	4.466	2.088	6.555
880	4-14-02-03	Creating Self-Sustainable Associations as Vehicles for Local Economic Development in Bor	Bor (Borski / Bor)	6.155	227	6.382
881	4-14-02-04	Developing Ecological Path in Bor	Bor (Borski / Bor)	2.752	2.345	5.097
882	4-14-02-05	Improving Economic Environment through Economic Development Center in Bor	Bor (Borski / Bor)	31.756	54.138	85.894

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883	4-14-03-03	Creating Self-Sustainable Associations as Vehicles for Local Economic Development in Despotovac	Despotovac (Pomoravski / Despotovac)	5.415	1.421	6.836
884	4-14-03-04	Cleaning up public spaces and the river bank in Despotovac	Despotovac (Pomoravski / Despotovac)	2.242	665	2.907
885	4-14-03-05	Improving Honey Production in Despotovac	Despotovac (Pomoravski / Despotovac)	10.170	19.850	30.020
886	4-14-04-03	Creating Self-Sustainable Associations as Vehicles for Local Economic Development in Golubac	Golubac (Branicevski ADF / Golubac)	6.590	2.642	9.232
887	4-14-04-04	Citizens Campaign for Arranging the Danube River Bank	Golubac (Branicevski ADF / Golubac)	2.841	820	3.661
888	4-14-05-02	Creating Self-Sustainable Associations as Vehicles for Local Economic Development in Kladovo	Kladovo (Borski / Kladovo)	6.144	1.435	7.578
889	4-14-05-03	Improvement of Environmental Protection through Sustainable Development in Kladovo	Kladovo (Borski / Kladovo)	2.783	2.088	4.871
890	4-14-06-03	Creating Self-Sustainable Associations as Vehicles for Local Economic Development in Kucevo	Kucevo (Branicevski ADF / Kucevo)	5.724	1.507	7.231
891	4-14-06-04	Active Participation of the Public in the Promotion of Protection and Preservation of Pek River	Kucevo (Branicevski ADF / Kucevo)	3.051	7.533	10.584
892	4-14-06-05	Improving Vegetable Production in Kucevo	Kucevo (Branicevski ADF / Kucevo)	19.367	12.250	31.617
893	4-14-07-01	Creating Self-Sustainable Associations as Vehicles for Local Economic Development in Majdanpek	Majdanpek (Borski / Majdanpek)	5.732	233	5.965
894	4-14-07-02	Establishing Majdanpek Community Development Center	Majdanpek (Borski / Majdanpek)	45.908	5.729	51.637
895	4-14-07-03	Establishing Citizens' Assistance Center and Service-Oriented E-Government in Majdanpek	Majdanpek (Borski / Majdanpek)	8.599	98.194	106.793
896	4-14-07-05	Improving Environment and Public Areas in Majdanpek	Majdanpek (Borski / Majdanpek)	3.386	2.265	5.651
897	4-14-07-06	Improving Tourist Infrastructure in Djerdap National Park	Majdanpek (Borski / Majdanpek)	17.257	282.812	300.068
898	4-14-08-03	Creating Self-Sustainable Associations as Vehicles for Local Economic Development in Malo Crnice	Malo Crnice (Branicevski ADF / Malo Crnice)	6.602	264	6.866
899	4-14-08-04	Cleaning and Beautification of School Yards and Squares in 19 MZs in Malo Crnice Municipality	Malo Crnice (Branicevski ADF / Malo Crnice)	2.706	1.586	4.292
900	4-14-09-04	Creating Self-Sustainable Associations as Vehicles for Local Economic Development in Negotin	Negotin (Borski / Negotin)	6.523	1.980	8.503
901	4-14-09-05	Improving Environment in Negotin Municipality	Negotin (Borski / Negotin)	2.751	2.858	5.609
902	4-14-09-06	Improving Honey Production and Processing in Negotin	Negotin (Borski / Negotin)	32.276	166.390	198.666
903	4-14-09-07	Improving Economic Development through Education of Agricultural Producers, Private Entrepreneurs,..	Negotin (Borski / Negotin)	4.419	3.723	8.142

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904	4-14-10-03	Creating Self-Sustainable Associations as Vehicles for Local Economic Development in Petrovac	Petrovac (Branicevski ADF / Petrovac)	6.552	712	7.264
905	4-14-10-04	Beautification of the City Center and the River Banks	Petrovac (Branicevski ADF / Petrovac)	2.687	24.499	27.187
906	4-14-10-05	Improving Hog Production in Petrovac na Mlavi	Petrovac (Branicevski ADF / Petrovac)	24.546	60.179	84.725
907	4-14-11-04	Creating Self-Sustainable Associations as Vehicles for Local Economic Development in Veliko Gradiste	Veliko Gradiste (Branicevski ADF / Veliko Gradiste)	6.007	3.327	9.333
908	4-14-11-05	The Preservation of Water Resources to Improve the Quality of Life and Develop Tourism	Veliko Gradiste (Branicevski ADF / Veliko Gradiste)	2.839	3.726	6.565
909	4-14-12-03	Creating Self-Sustainable Associations as Vehicles for Local Economic Development in Zabari	Zabari (Branicevski ADF)	5.519	179	5.698
910	4-14-12-05	Improving Honey Production in Zabari	Zabari (Branicevski ADF / Zabari)	18.591	20.916	39.508
911	4-14-13-03	Creating Self-Sustainable Associations as Vehicles for Local Economic Development in Zagubica	Zagubica (Branicevski ADF)	6.383	1.582	7.964
912	4-14-13-04	Let's Preserve Nature's Treasures	Zagubica (Branicevski ADF)	2.680	3.601	6.281
913	4-15-01-07	Raising Public Awareness on HIV/AIDS Prevention	Backa Topola (North Backa) Becej (South Backa) Bor (Borski) Despotovac (Pomoravski) Golubac (Branicevski ADF) Indijija (Srem) Irig (Srem) Kikinda (North Banat) Kladovo (Borski) Kucevo (Branicevski ADF) Majdanpek (Borski) Malo Crnice (Branicevski ADF) Negotin (Borski) Novi Knezevac (North Banat) Novi Sad (South Backa) Pancevo (South Banat) Petrovac (Branicevski ADF) Sombor (West Backa) Stara Pazova (Srem) Subotica (North Backa) Veliko Gradiste (Branicevski ADF) Vrbas (South Backa) Vrsac (South Banat) Zabari (Branicevski ADF) Zagubica (Branicevski ADF) Zrenjanin (Central Banat)	6.575	7.704	14.278
914	4-15-01-08	Continuing Medical Education for Health Professionals	Borski Branicevski ADF Central Banat North Backa North Banat Pomoravski South Backa South Banat Srem West Backa	12.562	5.303	17.865

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915	4-15-01-09	Building Capacities for Monitoring Family Planning and Reproductive Health Programs	Borski Branicevski ADF Central Banat North Backa North Banat Pomoravski South Backa South Banat Srem West Backa	2.672	0	2.672
916	4-15-01-11	Developing Cooperatives' and Associations' Marketing Capacities in Vojvodina and East Serbia	Borski Branicevski ADF Central Banat North Backa North Banat Pomoravski South Backa South Banat Srem West Backa	15.863	13.026	28.889
917	4-15-01-12	Improving Dairy Production through Enhancing of Genetics and Dairy Extension in Serbia	Borski Branicevski ADF Central Banat North Backa North Banat Pomoravski South Backa South Banat Srem West Backa	25.116	88.832	113.948
918	4-15-01-13	Family Planning and Reproductive Health Awareness Campaign	Borski Branicevski ADF Central Banat North Backa North Banat Pomoravski South Backa South Banat Srem West Backa	57.359	22.866	80.225
919	4-15-01-14	Building Capacities for Providing Health Care and Counseling Services to Adolescents	Borski Branicevski ADF Central Banat North Backa North Banat Pomoravski South Backa South Banat Srem West Backa	50.022	36.773	86.795
920	4-15-01-15	Strengthening CRDA Public Education	Borski Branicevski ADF Central Banat North Backa North Banat Pomoravski South Backa South Banat Srem West Backa	14.261	0	14.261

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921	4-15-01-16	ADF/CRDA Earth Day Action 2005	Borski Branicevski ADF Central Banat North Backa North Banat Pomoravski South Backa South Banat Srem West Backa	375	0	375
922	4-15-01-17	Improving Sunflower and Corn Processing in Eastern Serbia and South Banat	Borski Branicevski ADF Central Banat North Backa North Banat Pomoravski South Backa South Banat Srem West Backa	28.078	33.817	61.895
923	4-15-01-18	Novi Sad Agricultural Fair as a USAID/Belgrade supported CRDA Country-wide Initiative for Domestic ...	Borski Branicevski ADF Central Banat North Backa North Banat Pomoravski South Backa South Banat Srem West Backa	15.068	5.868	20.937
924	4-15-01-19	Food Quality Certification Programs (HACCP / ISO-9001 & ISO-14001) as a USAID/Belgrade supported ...	Negotin (Borski) Novi Sad (South Backa) Subotica (North Backa) Vrsac (South Banat)	89.985	396.204	486.189
925	4-15-01-20	Fostering Tourism Development through the 4th Annual Ethno Food and Music Festival 2005 - Novi Sad	Borski Branicevski ADF Central Banat North Backa North Banat Pomoravski South Backa South Banat Srem West Backa	58.569	113.882	172.451
926	4-15-01-21	Raising Public Awareness on Family Planning and Reproductive Health through Exit 05	Borski Branicevski ADF Central Banat North Backa North Banat Pomoravski South Backa South Banat Srem West Backa	8.225	13.465	21.690

#	Project ID	Project Title	Project Location	USAID Funds	Matching	Total Cost
927	4-15-01-22	Capacity Building for Agricultural Trade Associations & Marketing Federations	Borski Branicevski ADF Central Banat North Backa North Banat Pomoravski South Backa South Banat Srem West Backa	22.362	0	22.362
928	4-15-01-23	Improving Craft Marketing, Sales and Standardization in Serbia	Bor (Borski / Bor) Golubac (Branicevski ADF / Golubac) Kikinda city (North Banat / Kikinda) Kladovo (Borski / Kladovo) Kucevo (Branicevski ADF / Kucevo) Negotin (Borski / Negotin) Novi Banovci (Srem / Stara Pazova) Novi Knezevac (North Banat / Novi Knezevac) Novi Sad city (South Backa / Novi Sad) Veliko Gradiste (Branicevski ADF / Veliko Gradiste) Vrbas city (South Backa / Vrbas) Vrsac city (South Banat / Vrsac)	38.430	23.381	61.811
929	4-15-01-25	Improving Snail Production and Marketing in Serbia	Cluster Indjija (Srem / Indjija)	72.593	120.446	193.039
930	4-15-01-26	Introducing Licensed Warehouse Receipts System in Serbia	Borski Branicevski ADF Central Banat North Backa North Banat Pomoravski South Backa South Banat Srem West Backa	6.185	0	6.185
931	4-15-01-27	Strengthening, Capacity Building and Empowerment of Youth Peer Network-Serbia	Borski Branicevski ADF Central Banat North Backa North Banat Pomoravski South Backa South Banat Srem West Backa	17.719	10.395	28.114
932	4-15-01-28	Increasing Citizens' Participation in the 2006 Budget Decision-Making Process	Borski Branicevski ADF Central Banat North Backa North Banat Pomoravski South Backa South Banat Srem West Backa	2.918	0	2.918

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933	4-15-01-29	Promoting ADF/CRDA Model of Marketing Federations	Borski Branicevski ADF Central Banat North Backa North Banat Pomoravski South Backa South Banat Srem West Backa	20.127	34.081	54.208
934	4-15-01-30	Establishing Community Development Association Network	Borski Branicevski ADF Central Banat North Backa North Banat Pomoravski South Backa South Banat Srem West Backa	59.755	6.783	66.538
935	4-16-01-04	Creating Self-Sustainable Associations as Vehicles for Local Economic Development in Irig	Irig (Srem / Irig)	855	0	855
936	4-16-01-05	Construction of Access Road to the City Landfill	Irig (Srem / Irig)	3.170	2.296	5.466
937	4-16-01-06	Creating Preconditions for Development of Ethno Tourism in Irig Municipality	Irig (Srem / Irig)	12.182	6.156	18.338
938	4-17-01-04	Creating Self-Sustainable Associations as Vehicles for Local Economic Development in Novi Knezevac	Novi Knezevac (North Banat / Novi Knezevac)	1.711	287	1.998
939	4-17-01-05	Cleaning and Beautification of Tisa River Bank in Novi Knezevac	Novi Knezevac (North Banat / Novi Knezevac)	3.119	0	3.119
940	5-03-10-01	Improving Vegetable Production in Sombor Region	Ridjica (West Backa / Sombor)	29.566	8.812	38.377
941	5-08-10-01	Improving Vegetable Economies of Moslem Farmers in Banatski Brestovac Agricultural Association	Banatski Brestovac (South Banat / Pancevo)	28.046	0	28.046
942	5-08-10-02	Halal Beef: Expanding Beef and Dairy Cooperatives and Marketing Federations	Banatski Brestovac (South Banat / Pancevo)	75.244	0	75.244
943	5-09-05-02	Info-Training Center for Production and Sale of Button Mushrooms	Vrsac (South Banat)	57.564	15.316	72.880
944	5-10-08-01	Improving Female Entrepreneurship in Zrenjanin	Zrenjanin (Central Banat)	80.712	35.518	116.230
945	5-11-05-10	Creating Sustainable Source of Income in CDA "RASLA"	Novi Slankamen (Srem / Indjija)	11.328	54.450	65.778
946	5-12-03-15	Improving Sanitation in Livestock Production and Processing in Vrsac	Cluster Vrsac (South Banat / Vrsac)	41.354	17.753	59.106
947	5-12-04-16	Development of Economic Strategy in Zrenjanin	Zrenjanin (Central Banat)	4.558	680	5.238
948	5-12-04-17	Support Further Development of Business Improvement District in Zrenjanin City Center	Zrenjanin City (Central Banat / Zrenjanin)	59.173	0	59.173
949	5-12-05-25	Establishing and Equipping of Cooperative "Neighbor"	Cluster Novi Sad (South Backa / Novi Sad)	16.823	369.500	386.323

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950	5-12-05-26	Improving Organic Strawberry and Vegetable Production in Greenhouses and Field Cropping Areas	South Backa	39.242	64.631	103.873
951	5-12-06-14	Development of Economic Strategy in Sombor	Cluster Sombor (West Backa / Sombor)	11.442	9.371	20.814
952	5-12-06-15	Establishing an Enterprise for Training and Employment of Persons with Disabilities in Sombor	Cluster Sombor (West Backa / Sombor)	32.324	68.000	100.324
953	5-12-06-16	Improving Logistical Access to the Industrial Zone Sombor	Cluster Sombor (West Backa / Sombor)	112.254	183.248	295.503
954	5-12-07-14	Building Capacity of Becej Tourist Organization	Cluster Becej (South Backa / Becej)	15.553	12.589	28.141
955	5-12-07-15	Mobilizing Citizens Participation in Economic Development Strategies for Becej	Cluster Becej (South Backa / Becej)	16.805	5.586	22.391
956	5-12-07-16	Citizen Assistance Center	Becej (South Backa)	14.218	23.685	37.903
957	5-12-08-12	Development of Economic Strategy in Kikinda	Cluster Kikinda (North Banat / Kikinda)	13.536	1.656	15.192
958	5-12-08-13	BANNET - Rural Tourism Development in Banat	Cluster Kikinda (North Banat / Kikinda)	29.205	7.242	36.446
959	5-12-10-28	Improving Field Crop Production and Storage in North Backa	Djurdjin (North Backa / Subotica) Mala Bosna (North Backa / Subotica) Subotica city (North Backa / Subotica)	62.405	187.438	249.843
960	5-12-11-08	Improving Fruit Production and Sales by Refugee Cooperative in Novi Slankamen, Indjija	Novi Slankamen (Srem / Indjija)	22.914	113.333	136.247
961	5-12-12-17	Training, Consulting and Mentoring Services for Entrepreneurs and SME Managers in North Backa	Backa Topola (North Backa / Backa Topola) Horgos (North Banat / Kanjiza) Kanjiza (North Banat / Kanjiza) Subotica city (North Backa / Subotica)	16.578	20.302	36.880
962	5-12-12-18	Increasing of Medicinal and Aromatic Herb Production Value through Processing	Banostor (South Backa / Beocin) Novi Sad city (South Backa / Novi Sad) Stapar (West Backa / Sombor)	12.641	5.018	17.659
963	5-12-12-19	Building Capacities of Young Farmers through Introduction of New Technologies for Fruit Production..	Backo Dobro Polje (South Backa / Vrbas) Vrbas city (South Backa / Vrbas) Srbobran (South Backa)	24.052	29.985	54.037
964	5-12-13-33	"Best of Vojvodina" Product Branding and Denomination of Origin Certification Program	Cluster Vojvodina (Vojvodina Cluster / VOJVODINA CLUSTER)	35.873	92.870	128.742
965	5-12-13-34	Establishing a Medicinal Herb Production Coop and Boosting Herb Production in Vojvodina	Krcedin (Srem / Indjija) Novi Slankamen (Srem / Indjija) Indjija (Srem) Novi Sad (South Backa) Stara Pazova (Srem)	31.653	33.952	65.605

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966	5-12-13-35	Introducing Modern Strawberry Production and Technology in Vojvodina	Becej (South Backa) Irig (Srem) Novi Sad (South Backa) Subotica (North Backa) Vrsac (South Banat)	43.088	13.750	56.838
967	5-12-13-36	Joint USDA, ADF/CRDA and FAO Support for Creation of Sustainable Advisory Services in Vojvodina	Cluster Vojvodina (Vojvodina Cluster / VOJVODINA CLUSTER)	36.935	10.889	47.824
968	5-12-13-37	Asset building of the Vojvodina-wide Marketing Federation of Fruit and Vegetable Producers	Central Banat North Backa South Backa	27.219	72.817	100.036
969	5-12-13-38	Training and Certification in International Standardization	Kikinda (North Banat) Novi Sad (South Backa) Pancevo (South Banat) Sombor (West Backa) Subotica (North Backa) Zrenjanin (Central Banat)	162.840	114.960	277.800
970	5-12-13-39	Improving Primary Production and Value Added Processing for North Backa Vegetable Federation	Horgos (North Banat / Kanjiza) Mokrin (North Banat / Kikinda) Palic (North Backa / Subotica) Stanisic (West Backa / Sombor) Subotica city (North Backa / Subotica)	52.096	139.520	191.616
971	5-12-13-40	Economic Improvement of Roma Vegetable Farmers, Cooperatives and Marketing Associations of Vojvodina	Curug (South Backa / Zabalj) Kovilj (South Backa / Novi Sad) Kovin (South Banat / Kovin) Subotica city (North Backa / Subotica) Tovarisevo (South Backa / Backa Palanka)	25.743	2.135	27.878
972	5-12-14-16	Establishing Fruit Cooperative in North Banat	Banatsko Arandjelovo (North Banat / Novi Knezevac) Djala (North Banat / Novi Knezevac) Majdan (North Banat / Novi Knezevac) Mokrin (North Banat / Kikinda) Novi Knezevac (North Banat / Novi Knezevac) Sanad (North Banat / Coka) Srpski Krstur (North Banat / Novi Knezevac)	29.282	29.526	58.808
973	5-12-14-17	Improving Conditions for Milk Production in North Banat	Basaid (North Banat / Kikinda) Kikinda city (North Banat / Kikinda) Mokrin (North Banat / Kikinda) Nakovo (North Banat / Kikinda) Novi Kozarci (North Banat / Kikinda) Rusko Selo (North Banat / Kikinda) Sajan (North Banat / Kikinda)	55.281	83.196	138.477
974	5-12-14-18	Increasing Dairy Federations' Sustainability by Establishing Dairy Selection and Support Center	Cluster Vojvodina (Vojvodina Cluster / VOJVODINA CLUSTER)	31.646	15.774	47.420
975	5-12-14-19	Revitalizing Cattle Production in Secanj	Secanj (Central Banat)	158.686	226.693	385.379
976	5-12-14-20	Introducing Intensive Cage Fish Farming in Banat Region	South Banat	30.625	34.108	64.733

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977	5-12-15-08	Development of Economic Strategy in Vrbas	Cluster Vrbas (South Backa / Vrbas)	13.214	0	13.214
978	5-12-16-13	Increasing Income in Agriculture through Establishing Center for Artificial Hog Insemination	Cluster Backa Topola (North Backa / Backa Topola)	95.325	116.153	211.478
979	5-12-16-14	Asset Building for Small Farms	Cluster Backa Topola (North Backa / Backa Topola)	16.716	14.631	31.347
980	5-12-17-08	Increased Income Generation for Farmers through Bean Branding	Cluster Pancevo (South Banat / Pancevo)	21.372	43.247	64.619
981	5-14-01-13	Regional Strategy for Tourism Development in the Danube Riviera	Golubac (Branicevski ADF) Kladovo (Borski) Majdanpek (Borski) Negotin (Borski) Veliko Gradiste (Branicevski ADF)	16.697	3.526	20.222
982	5-14-01-14	Fostering Tourism Development through the 2nd Annual Ethno Festival 2006 in Eastern Serbia	Bor (Borski) Despotovac (Pomoravski) Golubac (Branicevski ADF) Kladovo (Borski) Kucevo (Branicevski ADF) Majdanpek (Borski) Malo Crnice (Branicevski ADF) Negotin (Borski) Petrovac (Branicevski ADF) Veliko Gradiste (Branicevski ADF) Zabari (Branicevski ADF) Zagubica (Branicevski ADF)	33.753	123.717	157.469
983	5-14-01-15	Improving Conditions for Expanding Tourist Offer in Homolje Region	Kucevo (Branicevski ADF) Malo Crnice (Branicevski ADF) Petrovac (Branicevski ADF) Zagubica (Branicevski ADF)	17.052	5.046	22.099
984	5-14-01-16	Regional Tourism Promotion in Eastern Serbia	Bor (Borski) Despotovac (Pomoravski) Golubac (Branicevski ADF) Kladovo (Borski) Kucevo (Branicevski ADF) Majdanpek (Borski) Malo Crnice (Branicevski ADF) Negotin (Borski) Petrovac (Branicevski ADF) Veliko Gradiste (Branicevski ADF) Zagubica (Branicevski ADF)	9.468	0	9.468
985	5-14-02-06	Improving Milk Production in Bor	Bor (Borski / Bor)	31.312	124.349	155.662
986	5-14-02-07	Capacity Building of Community Development Association in Bor	Bor (Borski / Bor)	5.930	0	5.930
987	5-14-02-08	Improving Vegetable Production in Bor	Bor (Borski / Bor)	20.668	13.167	33.835
988	5-14-02-09	Developing Capacity of Entrepreneurial Students' Cooperative	Bor (Borski / Bor)	15.550	92.881	108.431
989	5-14-02-10	Establishing Computer Laboratory for Students	Bor (Borski / Bor)	12.463	5.089	17.552
990	5-14-02-11	Improving Mushroom Production in Bor	Bor (Borski)	26.173	39.638	65.811
991	5-14-02-12	Establishing Business Training Center in Bor Municipality	Bor (Borski)	13.209	0	13.209
992	5-14-03-06	Capacity Building of Community Development Association in Despotovac	Despotovac (Pomoravski / Despotovac)	12.286	0	12.286

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993	5-14-04-05	Capacity Building of Community Development Association in Golubac	Golubac (Branicevski ADF / Golubac)	8.558	0	8.558
994	5-14-05-04	Capacity Building of Community Development Association in Kladovo	Kladovo (Borski / Kladovo)	7.837	0	7.837
995	5-14-06-06	Capacity Building of Community Development Association in Kucevo	Kucevo (Branicevski ADF / Kucevo)	5.752	0	5.752
996	5-14-06-07	Improving Hazelnut Production in Kucevo, Eastern Serbia	Kucevo (Branicevski ADF)	7.815	3.900	11.715
997	5-14-07-07	Capacity Building of Community Development Association in Majdanpek	Majdanpek (Borski / Majdanpek)	6.999	0	6.999
998	5-14-08-05	Capacity Building of Community Development Association in Malo Crnice	Malo Crnice (Branicevski ADF / Malo Crnice)	10.138	0	10.138
999	5-14-09-08	Capacity Building of Community Development Association in Negotin	Negotin (Borski / Negotin)	10.076	0	10.076
1000	5-14-09-09	Establishing a Hog Production Cooperative in Negotin	Negotin (Borski / Negotin)	20.364	16.500	36.864
1001	5-14-10-06	Generating New Employment through Day Care Center in Petrovac	Petrovac (Branicevski ADF / Petrovac)	1.122	38.823	39.944
1002	5-14-10-07	Capacity Building of Community Development Association in Petrovac	Petrovac (Branicevski ADF / Petrovac)	7.712	0	7.712
1003	5-14-11-06	Capacity Building of Community Development Association in Veliko Gradiste	Veliko Gradiste (Branicevski ADF / Veliko Gradiste)	5.896	0	5.896
1004	5-14-11-07	Improving Honey Production in Veliko Gradiste	Veliko Gradiste (Branicevski ADF / Veliko Gradiste)	24.088	65.572	89.660
1005	5-14-11-08	Improving Flower Production in Veliko Gradiste	Veliko Gradiste (Branicevski ADF)	35.138	29.653	64.791
1006	5-14-11-09	Economic Strengthening of Veliko Gradiste Craftsmen Producers through Adaptation of CDC Attic	Veliko Gradiste (Branicevski ADF)	47.275	16.200	63.475
1007	5-14-13-05	Development of Economic Strategy in Zagubica	Zagubica (Branicevski ADF)	2.094	5.128	7.222
1008	5-14-13-06	Capacity Building of Community Development Association in Zagubica	Zagubica (Branicevski ADF)	9.692	0	9.692
1009	5-14-13-07	Establishing Honey Production Cooperative in Zagubica	Zagubica (Branicevski ADF)	32.343	28.000	60.343
1010	5-14-13-08	Adaptation and Reconstruction of Green Market in Zagubica	Zagubica (Branicevski ADF)	62.577	29.457	92.034
1011	5-14-14-01	Improving Promotion of Archeological Site Viminacium	Kostolac ADF (Branicevski ADF / Pozarevac ADF)	18.219	0	18.219
1012	5-15-01-31	Raising Public Awareness on HIV/AIDS Prevention - World AIDS Day 2005	Borski Branicevski ADF Central Banat North Backa North Banat Pomoravski South Backa South Banat Srem West Backa	2.734	2.812	5.546

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1013	5-15-01-32	Expanding Craft Production and Marketing through "Ethno Network"	Bor (Borski / Bor) Golubac (Branicevski ADF / Golubac) Kikinda city (North Banat / Kikinda) Kladovo (Borski / Kladovo) Kucevo (Branicevski ADF / Kucevo) Negotin (Borski / Negotin) Novi Banovci (Srem / Stara Pazova) Novi Knezevac (North Banat / Novi Knezevac) Novi Sad city (South Backa / Novi Sad) Veliko Gradiste (Branicevski ADF / Veliko Gradiste) Vrbas city (South Backa / Vrbas) Vrsac city (South Banat / Vrsac)	100.923	27.656	128.579
1014	5-15-01-33	Continuing Medical Education for Health Professionals II	Borski Branicevski ADF Central Banat North Backa North Banat Pomoravski South Backa South Banat Srem West Backa	3.934	4.351	8.285
1015	5-15-01-34	Developing New and Strengthening Existing Youth Counseling Centers in Vojvodina and Eastern Serbia	Backa Topola (North Backa) Becej (South Backa) Bor (Borski) Indjija (Srem) Kladovo (Borski) Majdanpek (Borski) Negotin (Borski) Petrovac (Branicevski ADF) Sombor (West Backa) Vrsac (South Banat)	20.535	11.163	31.698
1016	5-15-01-35	Establishing Four Youth Counseling Centers in Vojvodina and Eastern Serbia	Becej (South Backa) Indjija (Srem) Kladovo (Borski) Petrovac (Branicevski ADF)	21.108	585	21.693
1017	5-15-01-36	Managing the Future of Ethno Festivals	Borski Branicevski ADF Central Banat North Backa North Banat Pomoravski South Backa South Banat Srem West Backa	6.987	4.357	11.344
1018	5-15-01-37	Developing Capacity of Agri-business Clubs and Marketing Associations	Borski Branicevski ADF Central Banat North Backa North Banat Pomoravski South Backa South Banat Srem West Backa	42.724	4.554	47.278

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1019	5-15-01-38	Facilitating Access to Loans, Credits, Investment and Development Funding	Borski Branicevski ADF Central Banat North Backa North Banat Pomoravski South Backa South Banat Srem West Backa	6.222	20.700	26.922
1020	5-15-01-39	Participation in the Novi Sad Agricultural Fair as an Activity to Adopt Modern Technology and ...	Borski Branicevski ADF Central Banat North Backa North Banat Pomoravski South Backa South Banat Srem West Backa	26.181	1.667	27.847
1021	5-15-01-40	Built CDAs' Capacities for Cross Border Cooperation	Borski Branicevski ADF Central Banat North Backa North Banat Pomoravski South Backa South Banat Srem West Backa	10.982	2.445	13.427
1022	5-15-01-41	Improving Production and Export Capacity for Serbian Dairy and Beef Meat Producers and Processing ..	Borski Branicevski ADF Central Banat North Backa North Banat Pomoravski South Backa South Banat Srem West Backa	14.670	4.133	18.803
1023	5-15-01-42	Improving Conditions and Practices Regarding Family Planning and Reproductive Health	Bor (Borski) Despotovac (Pomoravski) Golubac (Branicevski ADF) Kladovo (Borski) Kucevo (Branicevski ADF) Majdanpek (Borski) Malo Crnice (Branicevski ADF) Pancevo (South Banat) Petrovac (Branicevski ADF) Veliko Gradiste (Branicevski ADF) Zagubica (Branicevski ADF)	29.536	1.553	31.089
1024	5-15-01-43	Fostering Tourism Development through the 5th Annual Vojvodina Ethno Food and Music Festival 2006	Borski Branicevski ADF Central Banat North Backa North Banat Pomoravski South Backa South Banat Srem West Backa	46.171	204.861	251.032
1025	5-15-01-44	International Conference on Good Practices in Local Economic Development Planning	Central Banat North Backa North Banat South Backa South Banat Srem West Backa	4.130	3.200	7.330

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1026	5-15-01-45	Introducing Organic Certification and Natural Food Production for Serbian Farmers and Food Producers	Borski Branicevski ADF Pomoravski Vojvodina Cluster	3.886	44.550	48.436
1027	5-15-01-46	Encouraging Innovation, Transfer of Knowledge and Marketing Prospects for Dairy-Beef Federation	Cluster Vojvodina (Vojvodina Cluster / VOJVODINA CLUSTER)	7.435	2.000	9.435
1028	5-15-01-47	Expanding Ethno-Network Throughout Serbia and Via Export Networks of Diaspora in the USA and Europe	Backa Topola (North Backa / Backa Topola) Bor (Borski / Bor) Golubac (Branicevski ADF / Golubac) Kikinda city (North Banat / Kikinda) Kladovo (Borski / Kladovo) Kucevo (Branicevski ADF / Kucevo) Negotin (Borski / Negotin) Novi Banovci (Srem / Stara Pazova) Novi Knezevac (North Banat / Novi Knezevac) Novi Sad city (South Backa / Novi Sad) Perlez (Central Banat / Zrenjanin) Veliko Gradiste (Branicevski ADF / Veliko Gradiste) Vrbas city (South Backa / Vrbas) Vrsac city (South Banat / Vrsac)	75.703	27.239	102.943
1029	5-15-01-48	Strengthen Sustainability of CDA Network – CDA Federation as CRDA-E Legacy	Backa Topola (North Backa) Becej (South Backa) Bor (Borski) Despotovac (Pomoravski) Golubac (Branicevski ADF) Indjija (Srem) Irig (Srem) Kikinda (North Banat) Kladovo (Borski) Kucevo (Branicevski ADF) Majdanpek (Borski) Malo Crnice (Branicevski ADF) Negotin (Borski) Novi Knezevac (North Banat) Pancevo (South Banat) Petrovac (Branicevski ADF) Sombor (West Backa) Stara Pazova (Srem) Subotica (North Backa) Veliko Gradiste (Branicevski ADF) Vrbas (South Backa) Vrsac (South Banat) Zabari (Branicevski ADF) Zagubica (Branicevski ADF) Zrenjanin (Central Banat)	58.535	1,035	59.570
1030	5-16-01-07	Improving Fruit Production and Establishing a "Mechanization Ring" in Irig	Irig (Srem)	24.023	24.747	48.770
1031	5-17-01-06	Development of Economic Strategy in Novi Knezevac	Novi Knezevac (North Banat / Novi Knezevac)	11.375	0	11.375
1032	5-17-01-07	Improving Fruit and Vegetable Production in North Banat	Coka (North Banat / Coka) Kikinda city (North Banat / Kikinda) Novi Knezevac (North Banat / Novi Knezevac)	44.799	268.156	312.955
1033	5-19-01-01	Providing Emergency Flood Relief for Golubac	Golubac (Branicevski ADF / Golubac)	24.166	0	24.166
1034	5-19-02-01	Equipment Delivery for Emergency Flood Relief	Titel (South Backa)	25.808	0	25.808

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1035	5-20-01-01	Improving Milk Production in Zabalj	Curug (South Backa / Zabalj) Novi Sad city (South Backa / Novi Sad) Stepanovicevo (South Backa / Novi Sad) Zabalj (South Backa / Zabalj)	56.520	52.845	109.366