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PREPAREDNESS, PLANNING AND
ECONOMIC SECURITY PROGRAM (PPES)

SEMI-ANNUAL REPORT #7

APRIL 1, 2009 – SEPTEMBER 30, 2009

October 9, 2009

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

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DISCLAIMER

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

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SECTION 1: EXECUTIVE SUMMARY

Introduction

Development Alternatives, Incorporated (DAI) is pleased to submit this Semi-Annual Report for the Preparedness, Planning and Economic Security Program (PPES). This report covers program activity for the period of April 1 through September 30, 2009, and is reflective of the Year 3 Work Plan submitted to USAID in September 2008. This is the seventh semi-annual report submitted by DAI for PPES and covers activities completed, outputs, and results during the past six months of program activity and cumulative results since project inception.

PPES is now active in 108 municipalities country wide, though it continues to concentrate its activities in Serbia's most vulnerable regions. Both program teams have continued to accrue success through the implementation of their core strategies. The Preparedness and Planning Team's efforts continue to be concentrated on producing positive change in local, provincial and state disaster management systems. Currently, 26 cities and municipalities have been certified as having enhanced disaster management capacity. The Economic Security Team continues to create greater opportunities for private enterprises in Serbia's most vulnerable regions and to address a root cause of low performing businesses – a lack of human resource capacity and leadership skills – through its youth activities. Through its support for SMEs the program has helped businesses realize over \$6 million in new sales at regional trade fairs and through its youth activities has reached 2700 students through its support for Junior Achievement and 620 young entrepreneurs through its support for youth offices. Following is a brief summary of each team's accomplishments during the past six months. Additional details can be found in Sections II and III of the report.

Summary of Accomplishments – Preparedness and Planning

In the period April 2009 through September 2009, the Preparedness and Planning Team continued to focus on municipal level interventions with a particular emphasis on delivering an improved training offering to all 20 new Cohort II program municipalities. The team also continued providing technical assistance to Cohort I municipalities committed to attaining Level 1 certification. In response to the changes in the priorities of the national government, the team increased its efforts to facilitate a discussion between local and national level stakeholders on the importance of articulating clearly defined roles and responsibilities of each actor during an emergency situation as it works through the process of drafting new legislation governing the management of emergency situations.

Expansion. The team completed training on all three core modules (disaster organization structures, risk assessment and flood planning) to all twenty Cohort II municipalities. Four Cohort II municipalities were able to meet program requirements and become certified within nine months of initiating activities with the program (a process that usually takes from 12 to 18 months). Additionally, the program entered into MOU agreements with 9 new Cohort III municipalities.

Preparedness and Planning Impact in Numbers

- 69 municipalities in Serbia are currently included in program activities.
- 37 municipalities have standing disaster management bodies empowered by municipal assembly decisions.
- 47 municipalities produced all-hazards planning documents.
- 832 crisis responders from 60 municipalities have been trained to improve municipal disaster management.
- 26 municipalities and cities are certified as demonstrating Level 1 “Enhanced Disaster Resilience” and 2 cities are certified as demonstrating Level 2 capabilities.
- 31 municipalities have participated in preparedness simulations.

Engagement of Institutions. The Preparedness and Planning team laid the groundwork for broadening the depth and scope of its municipal intervention offerings in Year 4 of the program by formally engaging the Red Cross of Serbia as a training provider for simulations, a service provider to train certified municipalities in IPA (instrument for pre-accession assistance) project application and project management, and an institution to provide tailored assistance to the City of Nis on preparing a city-wide strategy on safety.

National Engagement. During the reporting period the program took a more active role in facilitating dialogue between local governments and the Ministries of Interior and Defense. The purpose of this engagement is to help ensure that new legislation on the future of emergency situation management adequately addresses a key weakness of the previous disaster management system – the lack of clarity on national and local level roles and responsibilities.

Achievements. The Preparedness and Planning Team’s most notable achievements during the reporting period include:

- Twenty municipal disaster management teams were trained to build and institutionalize a local-level disaster management system that addresses preparedness, response, recovery and prevention. 161 individual crisis responders (for a total of 832 to date) were trained in two subjects: Disaster Management Process at the Local Level and Establishment of the Standing Body (Module 1) and Methodology of Risk Assessment and Development of Plan for Disaster Management at the Local Level (Module 2).
- Seventeen additional municipalities (for a cumulative total of 47) produced all-hazards planning documents;
- Seventeen additional local governments (for a cumulative total of 37) have institutionalized improved disaster management by establishing and empowering a standing disaster management body;
- The program successfully organized a youth camp to provide volunteer firefighter training to 100 youth from Vojvodina.
- The program continued to facilitate dialogue between local and Republic level governments as the Ministries of Interior and Defense work through updating their legal framework for disaster management.

Summary of Accomplishments – Economic Security

▪ Support to Business

The support to business strategy continues to focus on helping promising businesses from economically vulnerable regions of Serbia (South Serbia and Sandzak) reach new markets and thereby increase sales. The team does this through the delivery of a package of training and technical assistance designed to help prepare firms for trade show attendance and buyer trips. Despite the current economic downturn, this strategy has paid off handsomely with a better than 32 to 1 return on the project’s investment in

Business Support Impact in Numbers

- 318 businesses receiving assistance (to date);
- 66 of marketing, management and finance action plans that have been produced by companies;
- 225 companies supported to attend trade fairs;
- \$6.1 million total value of sales made at trade fairs by supported companies, to date;
- 35% increase in sales for all assisted companies, to date;
- 32 to 1 Return on Investment (RoI) on trade fair support.

supporting trade fair attendance and over 6 million in new sales realized by those PPES-supported firms attending the fairs.

▪ **Support to Youth Offices**

The ES team implemented a series of entrepreneurship trainings in 29 youth offices in Serbia. The trainings were developed to improve knowledge and skills of youth in these municipalities in the area of entrepreneurship and to help them better understand modern business concepts. In total, 620 youth underwent a set of training courses, ranging from basic entrepreneurship training to individualized consulting services for young business owners. The participants received valuable information and support during the trainings, as indicated by the attitudinal survey conducted upon completion of the trainings (more details in Section A. Youth Activities).

The goal of the PPES support to Youth Offices in Serbia is to improve entrepreneurship skills of youth at a municipal level. During December 08 and January 09, PPES developed and implemented two capacity building training programs targeting the most immediate needs of Youth Office Coordinators so that they would be able to successfully promote and organize entrepreneurial trainings. The team designed these interventions after a comprehensive on-site assessment which included all 47 youth offices, opened at that time, in Serbia. The training courses were designed to increase youth coordinators' basic knowledge and understanding of entrepreneurship, while strengthening their operational abilities needed to effectively provide logistical support for promotional, public relation and fundraising activities. Due to the effectiveness of the training and the positive feedback received, a similar training will be offered to a new group of 36 municipalities, as described in FY10 work plan.

Youth Support Impact in Numbers

- 620 youth trained in entrepreneurship;
- 91% of youth feel more optimistic about employment as a result of the training;
- 16% of participants applied for start-up or expansion funds;
- 7% started a business within two month of training;
- 2,700 students participating in Junior Achievement program;
- 168 teachers in 93 schools implementing JA;
- 50 students participated in summer internship program;
- 38 of the most progressive firms provided internship experience to youth;
- 100 teachers trained according to EU-developed curriculum;
- 25 schools strengthened to apply current EU-standards.

▪ **Junior Achievement Institutional Strengthening**

USAID's PPES program continued to use a two-pronged approach to the development of Junior Achievement, simultaneously supporting the organization to become sustainable and at the same time ensuring as much entrepreneurship programming reaches Serbian youth as possible. The JA strategic plan guided the development of a business plan for the program, outlining specific steps for an action plan that needed to be implemented to fulfill the strategy. This led to in-roads into the local business community (i.e. sponsor contract, such as Erste Bank) needed to secure the long-term sustainability of the program. Additionally, JA Serbia became a full-time member of a JA Europe family and youth from Serbia participated in JA events in Copenhagen, London, Brussels and Rotterdam. The Junior Achievement program is currently active in 93 schools across Serbia, in which, 168 teachers are mentoring 2,700 students.

▪ **Internships in South Serbia and Sandzak**

PPES, in cooperation with economic development agencies in South Serbia and Sandzak (PBDA and SEDA) provided internship opportunities for 50 youth (20 from Bujanovac and Presevo and 30 from Novi Pazar). Students were paired up with 38 of the most progressive companies in the two regions for a four week period. A range of different businesses participated in the program, including firms in

the accounting, banking, textile and media sectors. Many of the participant firms received assistance through PPES' business support activities (such as helping firms prepare for trade fairs) and have experienced a significant increase in sales, which in turn prompted many of the businesses to search for new talent as their businesses have grown. The Summer Internship Program was very well received by the private sector, participating interns and their parents. Due to the high demand and positive feedback, PPES will expand the internship activity in 2010 in both size and duration. In 2010, the program will start earlier in the year, more internships will be offered (up to 150) for longer periods of time and will include not only high school students but also university students and unemployed youth. PPES will continue its collaboration with SEDA and PBDA on this activity as the program has found that placing a local partner with other ongoing private sector development activities in charge of managing the internship program was important for its successful implementation.

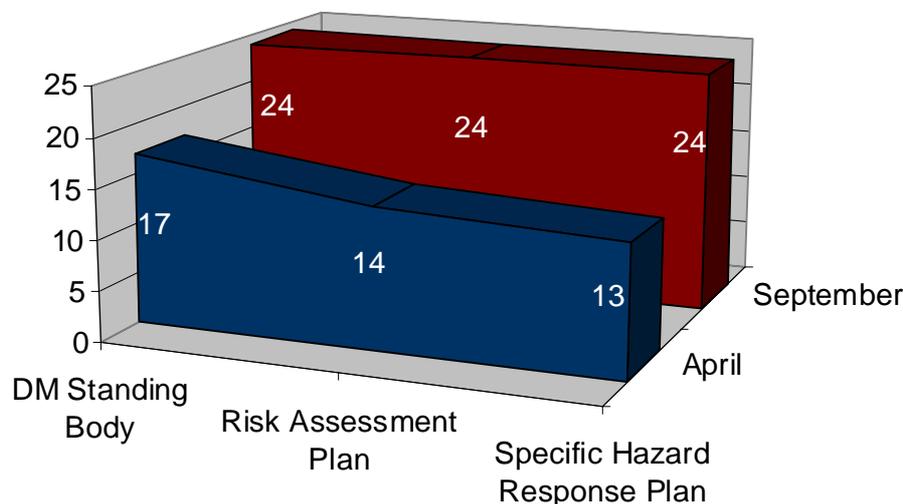
SECTION 2: PREPAREDNESS AND PLANNING

A. Municipal Interventions (task 1.1.3)

Cohort I Municipalities

The team continued to provide Cohort I municipalities¹ committed to program certification with technical assistance to help them achieve certification. As result, all 31 remaining non-certified municipalities developed ordinances and plans. Approximately 50% of these ordinances and plans were approved by their municipalities' assemblies (a requirement of certification). The program organized two certification ceremonies in June and September to recognize the sustainable improvements of 17 Cohort I municipalities towards enhanced disaster resilience. The chart below illustrates the progress of Cohort I municipalities towards Level 1 certification and the significant progress made in this area between April and September 2009.

Chart 2-1: Cohort I Non-certified Municipalities' Progress towards Level 1 Certification



The Preparedness and Planning Team also developed an additional set of training and technical assistance tools for all Cohort I municipalities focused on the implementation and institutionalization of advanced disaster management concepts. These include:

1. EU IPA training on funding and project cycle management;
2. Red Cross of Serbia training (working with municipal Standing Bodies on roles and responsibilities of the Red Cross versus local governments during an emergency);
3. Designing and implementing inter-municipal prevention projects.

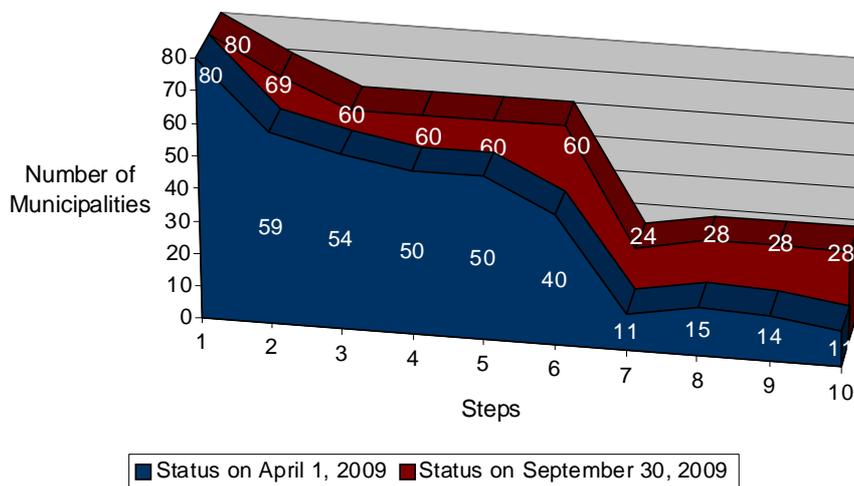
In addition to completing the core training and participating in the advanced courses, certified municipalities were encouraged to undertake additional initiatives to further improve their disaster management capacity (such as simulations). Some of these local level initiatives are presented in Section 4, Success Stories.

¹ "Cohort I" refers to those 40 municipalities that started working with PPES during the first two years of the program.

Cohort II Municipalities

Cohort II municipalities² received assistance consistent with the team’s core strategy – *The Ten Steps to Enhance Municipal Disaster Resilience*. Chart 2-2, below, presents the team’s progress during the reporting period in moving Cohort II municipalities along the ten steps. Cohort II Municipalities have been more engaged in responding to program requirements and have progressed faster towards enhanced disaster resilience, in comparison to Cohort I municipalities. From Petrovac na Mlavi, which received PPES support in training all local community trustees in disaster management, through Golubac’s disaster management team which responded to spring flooding in a well organized and coordinated manner to the Despotovac Disaster Management team which organized the most successful mine rescue simulation in the past twenty years. Additionally, four Cohort II municipalities (Golubac, Despotovac, Petrovac and Žagubica) submitted their nominations to the Certification Committee in August, three months ahead of schedule, and were certified for achieving Level 1 ‘Enhanced Disaster Resilience’ status in September.

Chart 2-2: Overview of PPES Municipalities Progress towards Enhanced Disaster Resilience – All Cohorts



Following is an overview of the team’s progress during the reporting period of implementing the ten step process.

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

Baseline MEMCI assessments for all program municipalities were completed in program Year 3. There was no further need for additional baseline assessments to be conducted during the reporting period.

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

During the reporting period, the program formalized collaboration with 9 new Cohort III municipalities³. MoUs were negotiated during introductory meetings between PPES senior management and mayors of Cohort III municipality.

² “Cohort II” refers to those 20 municipalities that started working with PPES during the third year of the program.

³ “Cohort III” refers to those 20 municipalities that will start working with PPES during the fourth year of the program.

The program signed MoUs with new municipalities during two separate ceremonies. On September 14, 2009, MoUs were signed with five Zlatibor district municipalities (Bajina Basta, Cajetina, Nova Varos, Priboj and Prijepolje). The event was attended by district level representatives from both the Ministry of Interior and the Ministry of Defense and by two municipalities from the Zlatibor district that were previously included in the program and spoke to the new municipalities about the benefits their municipalities had derived by participating in the program. Municipal representatives from Sjenica, a municipality which was certified for Level 1 enhanced disaster resilience in September 2008, and representatives from Arilje, which reached Level 1 certification in June 2009, have both offered to serve as a resource / mentor to new neighboring municipalities.

On September 24, the program signed MoUs with four South Serbia municipalities: Blace, Rekovac, Surdulica and Vladicin Han.

3 STEP Ensure community wide buy-in.

Program officers continued to implement orientation sessions in new municipalities to prepare municipalities for the three module training cycle. This enabled community wide buy-in by insuring that representatives of all relevant sectors in each municipality would be participating in the process.

In April 2009, six orientation sessions were held which concluded this step for all Cohort II municipalities

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

During the reporting period, Module 1 training (*Disaster Management Process at the Local Level and the Establishment of the Standing Body*) was delivered to 10 Cohort II municipalities. Three one-and-one-half day workshops were held between April 27 and May 15, 2009, for 72 participants from 10 municipalities.

An important aspect of the program's approach to disaster management is advocating for a broad representation of sectors in the Standing Body that is (being) created, leading to better participation and sharing of responsibilities for prevention and response at the local level. Therefore, the structure presented in the table below is recommended to all municipalities prior to the first (Module 1) training, with the intention of gathering together as many different sectors as possible. Although significant progress has been made during the life of the project, there is an obvious need to continue encouraging municipalities to include more representation from the business community and local media in the disaster management process.

The distribution of participants among these 10 municipalities, by institution or sector, can be found in the table 2-1 below.

Table 2-1: 10 Cohort II Municipalities - Distribution of training participants by sector

PARTICIPANT'S INSTITUTION / SECTOR	MUNICIPALITY / NUMBER OF PARTICIPANTS										
	Pirot	Bela Palanka	Babusnica	Dimitrovgrad	Gadzin Han	Zitoradja	Osecina	Ub	Mionica	Ljubovija	TOTAL
Municipal staff (including mayor)	2	1	5	2	3	3	3	1	3	2	25
Ministry of Defense	1	1	1	1	1	1		2		1	11
Ministry of Interior	2	1	2	1	1	2	1		1	1	12
Public communal enterprise (utilities)		1	1	1				1		1	5
Local business community					1	1					2
Health institution	2		1	1	1	1		1	1		8
Civil society organization/ Red Cross	1	1		1	1	1	1	1	1		8
Local media				1	1			1			3
TOTAL NUMBER OF PARTICIPANTS	8	5	10	8	9	9	5	7	6	5	72

Participant satisfaction scores, as with all the training delivered during program Year 3, continued to be high – with the highest scores given to the quality of material and the trainers' performance. This was an encouraging reflection of the investments made by the team in Year 2 in revising the training methodology and materials and in sourcing new trainers for the revised material. (A summary of the satisfaction scores can be found below under "Step 6.")

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

The team also completed Module 2 training (*Methodology for Risk Assessment and Development of Plan for Disaster Management at the Local Level*) for all Cohort II municipalities during the reporting period. Vesela Radović, Ph.D (a professor at the Faculty for Environmental Protection, *Educons University* in Novi Sad, and former employee of the Ministry of Defense's Civil Protection Department) continued to be engaged as the lead trainer for this Module, given her extensive experience on the topic. Fifty-one participants attended three half-day workshops, held June 9-18, 2009.

6 STEP Train in planning methodology resulting in a Specific Hazard Response Plan required by law.

During this period, Module III training was delivered to all Cohort II municipalities. Due to the highly technical nature of this module, starting in Year 3, the training has been outsourced to the Water Management Institute *Jaroslav Černi*, due to their widely recognized expertise in the field. Three workshops were delivered between June 24 and September 20, 2009 to representatives of 16

municipalities, while participants from the remaining 4 Cohort II municipalities will be trained between the end of September and early October, 2009.

Each municipality is represented by two participants, the Ministries of Interior and Defense with one representative each along with a member from a local water management enterprise.

During this reporting period, we altered the practice of identifying participants solely through the mayors (or their designated liaison), to include input from the Ministry of Defense and the Ministry of Interior. We based this decision on the successful experience of the previous reporting period, which showed that by including both the Department for Emergency Situations in the MoD and the Sector for Protection and Rescue in the MoI in the participant selection process that the municipalities were more likely to gain the buy-in of the two ministries in the resultant documents' legitimacy. In addition, this move also helped the program to further develop its relationships with these two key Program partners.

Table 2-2: Preparedness and Planning Training, April 2009 to October 2009

TRAINING	PARTICIPATING MUNICIPALITIES	DATE (2009)	AVG. PARTICIPANT SATISFACTION (on scale of 1 to 5)	NO. OF PARTICIPANTS
Module 1: Disaster management process at the local level and the establishment of the standing body	Ub, Mionica, Osecina, Ljubovija	April 27-28	4.8	25
	Babusnica, Dimitrovgrad, Pirot	May 12-13	4.4	25
	Gadzin Han, Zitoradja, Bela Palanka	May 14-15	4.6	22
Module 2: Methodology of risk assessment and development of plan for disaster management at the local level	Babusnica, Dimitrovgrad, Zitoradja	June 09-10	4.7	15
	Bela Palanka, Gadzin Han, Pirot	June 11-12	4.6	15
	Ub, Mionica, Osecina, Ljubovija	June 17-18	4.8	21
Module 3: Methodology of Flood Response and Development of Specific Flood Response Plan at the Local level	Golubac, Petrovac, Despotovac, Zagubica	June 24-25	4.6	14
	Subotica, Sombor, Kula, Novi Knezevac, Backa Topola, Coka	June 29-30	4.6	16
	Babusnica, Dimitrovgrad, Bela Palanka, Gadzin Han, Pirot, Zitoradja	September 17-18	4.7	30
	Ub, Mionica, Osecina, Ljubovija	October 1-2	4.4	15

7 STEP

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

Several municipalities submitted requests for additional technical assistance to further improve their disaster management capacities. The most significant of these tailored technical assistance initiatives were the following:

Despotovac Mine Rescue Simulation. The exercise was organized by Despotovac's local government and its disaster management Standing Body (an output of Step 4, above). The local emergency health care unit, emergency medical service from Nis, the local Red Cross chapter and the Vodna mine's rescue squad also participated in the organization of the event. Firefighters and rescue units from Despotovac and 20 other municipalities from throughout Serbia participated in the simulation, the largest of its kind this year. The simulation served to raise awareness about the need to prepare for such circumstances through coordinated action both within a community and among neighboring communities, when the need arises.

Kovačica Youth Volunteer Firefighting Camp. The municipality of Kovačica received PPES support in organizing a five-day (June 22-27) *Camp for Young Volunteer Firefighters* to promote youth voluntarism in Vojvodina. The camp gathered 100 youth aged 14 to 18 from selected Vojvodina municipalities, which were trained to become volunteer firefighters. On the final day of the camp, teams competed against each other in skill challenge tests. Participating teams came from Bačka Topola, Indjija, Kanjiža, Kovačica, Kula, Novi Kneževac, Sombor, Subotica, Žitište and Zrenjanin. The camp's success was due to the effective collaboration of municipal representatives, volunteer firefighting associations, Red Cross volunteers and the Ministry of Interior.

8 STEP

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

As the training methodology has evolved, the certification process has been similarly updated and refined. The team expects that by the end of 2009 a final methodology will be presented through two separate guidebooks: *How to Certify a Municipality for Enhanced Disaster Resilience* and *How to become more disaster Resilient Municipality*. By adopting a more standard approach to municipal document review, the Certification Committee required fewer days to complete the review process than in the past and was able to perform two rounds of certifications in June and September.

The purpose of the Certification Committee is to assess the quality of municipal outputs resulting from the training. They do so by performing detailed assessments (through field visits) of the municipal teams (standing bodies) and the documents produced by the teams.

The Certification Committee currently consists of the following standing members:

- Slavisa Brzakovic - Monitoring & Evaluation (Municipal Intervention Specialist);
- Suzana Mackovic - Municipal Intervention Specialist;
- Zoran Vacic - Municipal Intervention Specialist;
- Milos Batalo - Flood Defense Planning Expert.

The Committee, depending on the size of the municipality (whether it is a city or a municipality) and the complexity of its risk environment, also includes a number of non-standing members including:

- Ministry of Interior representatives;
- Water Company representatives;
- Peer reviewers from two certified cities (Kruševac and Kragujevac);
- A general safety expert with experience with large cities.

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

Follow-up MEMCI assessments were completed for 17 candidate municipalities that had applied for certification during the reporting period. All exhibited significant improvement over their baseline scores. The applicant's baseline and follow-up MEMCI scores are presented in the table below.

Table 2-3: Comparison of MEMCI scores - 2008 vs. 2009

Municipality	Cohort	MEMCI 1 (2008)	MEMCI 2 (2009)	% increase
Arilje	Cohort I	31	87	181%
Becej	Cohort I	78	105	35%
Despotovac	Cohort II	58	94	62%
Golubac	Cohort II	78	87	12%
Ivanjica	Cohort I	53	113	113%
Lebane	Cohort I	47	88	87%
Leskovac	Cohort I	73	90	23%
Medveđa	Cohort I	79	81	3%
Petrovac	Cohort II	74	83	12%
Preševo	Cohort I	62	81	31%
Secanj	Cohort I	99	104	5%
Sjenica	Cohort I	78	108	38%
Vlasotince	Cohort I	55	83	51%
Vršac	Cohort I	48	94	96%
Zrenjanin	Cohort I	62	106	71%
Žitište	Cohort I	72	110	53%
Žagubica	Cohort II	66	86	30%

10 STEP Certify municipality as demonstrating enhanced disaster resilience.

Two cycles of certification were organized, resulting in two certification events involving a total of 17 municipalities. The first event (on June 4 in Belgrade) included the Cohort I municipalities of Arilje, Becej, Medveđa, Secanj, Sjenica, Vlasotince, Vršac, Zrenjanin and Žitište. The second event (on September 9 in Belgrade) included both Cohort I and Cohort II municipalities of Despotovac, Golubac, Ivanjica, Lebane, Leskovac, Petrovac, Preševo and Žagubica. Representatives of the MoI Sector for Emergency Management and the MoD Department for Disaster Management participated at both events, which reflects an increasing sense of ownership of the process on their part and an acknowledgment of the value that USAID has added in helping shape the structure of the future disaster management system in Serbia.

Going the Extra Mile – Continuing to Engage Municipalities after Certification

The New Role for the Red Cross of Serbia

In Year 4, PPES will engage the Red Cross of Serbia to provide additional support to municipal Standing Bodies of certified program municipalities in helping these teams to evolve into even more functional and effective ones. This will be accomplished through additional training for Standing Body members and the execution of tabletop simulations.

Through these activities the Red Cross will seek to:

- Strengthen the capacity of Standing Bodies in disaster management;
- Assist local governments to better define roles and responsibilities in disaster management, to help them focus on training and developing community capacities for risk identification, vulnerability reduction and disaster resilience;
- Assist the Standing Bodies to harmonizing their present structures and their defined roles and responsibilities with the new organization matrix as proposed by the MoI through new the Law on Emergency Situations (and to make other adjustments in municipal processes to help municipalities implement the law once it is passed);
- Provide best practice models in communication and coordination among all involved stakeholders during emergencies;
- Train local counterparts in rapid assessment, both in assessing needs of affected population and in preliminary damage assessment.

B. Regional Interventions (tasks 1.1.3, 1.1.5, 1.1.6)

District Level Projects. During the prior reporting period the team identified a specific disaster prevention project with regional impact in Sandzak. During the current reporting period the team organized several meetings with cities and municipalities of Novi Pazar, Raska, Tutin and Sjenica where different project proposals were assessed and discussed. Throughout the process, the Sandzak Economic Development Agency (SEDA) and the water management Institute *Jaroslav Cerni* were included as technical resources. By the end of the reporting period, consensus was achieved that regulation of river beds that covers all four municipalities is a priority for which funding will be pursued. The next step for the municipalities is to develop a joint project proposal and to present it to SEDA.

Progress of Level 2 Certified Municipalities and Initiatives towards Establishing Regional Centers.

The Level 2 certified cities of Kragujevac and Kruševac undertook a number of activities towards establishing themselves as regional centers of excellence.

Kragujevac's Disaster Management Team has established an innovative reporting system and has undertaken an initiative on closer cooperation with the Red Cross at the local level. As part of this effort, the city has participated in helping design an elective training to be offered to certified municipalities on the roles and responsibilities of the Red Cross vis-à-vis the municipalities.

The Kruševac Disaster Management Team has been especially active in improving its cooperation with the Sector for Emergency Situations. In May 2009, 20 local community members passed a final exam after eight weeks of training in professional firefighting. These volunteers were selected from villages throughout Kruševac and are now listed as "stand by" resources for both for the city's DM team and the MoI's Sector unit posted in Kruševac. PPES received a letter of appreciation both from the City of Kruševac and Sector for Emergency Management for its assistance in supporting this training. The City also jointly organized a simulation exercise with the Ministry of Interior's Sector for Emergency Management in May 2009 focusing on different aspects of fire response.

C. Engaging Institutions (tasks 1.1.3, 1.1.5, 1.1.6)

Standing Conference of Towns and Municipalities. Coordination with the SCTM (Serbia's municipal association) on all issues related to municipal and national interventions continued. Moreover, at the request from the Ministry of Interior's Sector for Emergency Management, the team has started to engage the SCTM at a different level. The program has awarded a grant to PALGO Center to the SCTM on issues specifically related to the role of local governments in emergency situations in the new legislation. An expert group was formed and has met to discuss the priorities, the approach and finally an action plan for providing input to the MoI on the draft legislation. Expert group members are representatives of the SCTM, PALGO Center, PPES, MoI and MoD as well as independent legal experts. The action plan includes undertaking a survey that will be distributed country wide, round table discussions and vetting the conclusions through a Committee of the SCTM. During the reporting period, the Law on Emergency Situations and Civil Protection went through several drafts and comments on the draft have been received on a rolling basis.

City of Nis Enhanced Disaster Resilience. The team continued to work with the City of Nis on the development of the City Strategy for Safety. The program has awarded a grant to the University of Nis's Faculty for Occupational Safety to serve as a technical resource to the city in developing the Strategy. The Strategy has the following objectives:

1. Mapping the major threats and risks to the safety of citizens and property;
2. Formulating a short-term action plan and a long-term strategy for the City and its constituent municipalities;
3. Defining city standards for safety in compliance with Republic level standards;
4. Formulating a communication and coordination plan between the City, its five constituent municipalities, other *Nisava* District municipalities and central government bodies.

The planning process is expected to be concluded by December 2009, in time for the city to take into account the Strategy's implementation in its 2010 budget.

During the reporting period, the city formed a working group for strategy development with representatives of all relevant institutions, organizations and businesses. Experts from the Faculty for Occupational Safety have developed indicators for the strategy that are divided into three main areas: Social Safety, Economic Safety and Environmental Protection and three sub-working groups have been formed around each of these sub-topics. One task that members of the working group fast-tracked was the development of a "Strategy for Response of the Local Government in case of an H1N1 Virus Epidemic." This is the first strategy of its kind in Serbia that has been developed at the local level. The strategy contains contingency plans for all city and municipal departments and public utilities to be able to continue operating with a work force reduced by 30%.⁴

D. National Level Dialogue (task 1.1.6)

The PPES initiative to support reform of the legal and regulatory framework for responding to emergency situations continues to evolve and advance. The initially tentative and exploratory character of PPES engagement in December 2008 has given way to a clearer plan of action with increased confidence about the degree of impact that is possible to be attained prior to the project coming to a conclusion.

PPES continued to support and work with the recently created 'Experts Group' to provide additional insight and perspective to the MOI on technical issues. The immediate task on the agenda of the Experts Group was identifying key issues in the draft umbrella Law, designing a survey instrument to solicit the views of local governments, and analyzing and articulating those views to the MOI. Other

⁴ The Ministry of Health estimates that 30% of the population will be affected by H1N1 this coming flu season.

technical issues are likely to be identified in the coming months. These include options for financing emergency response operations, which is frequently cited as a pressing issue that the new umbrella law must address.

PPES intends to gradually step back from being the convener of this group and allow local institutions to take a leading role. During the reporting period, the program engaged the services of PALGO Center to facilitate the discussion between the Standing Conference and the Ministry of the Interior. PALGO Center is both technically knowledgeable and politically experienced so its leadership is perceived by the two key ministries and the Standing Conference as balanced and credible.

E. Donor Coordination (task 1.1.6)

Training on Instrument for Pre-Accession Assistance (IPA) This training was initiated with the intention to meet the needs of the program's partners and assist them in developing capacities in the field of prevention projects and applying for funds needed for these projects.

Earlier in the reporting period a service provider (*SEDEV*) was competitively selected and is in the process of designing curriculum. A two day workshop will be designed for participants from program certified municipalities and a separate three-day training on the same issues will be provided for representatives of the Ministries of Interior and Defense, who will be assisted in recognizing opportunities to apply for IPA funds targeting national level initiatives, as well as in coordination with local and regional levels in the application and management of IPA-funded projects, when applicable.

During August and September 2009, *SEDEV* conducted a situation analysis and a needs assessment. This will result in a summary of the situation in Serbia related to programming and implementation of IPA funds, and describing the role of municipalities and specific ministries which will or should have a role in implementing each of the IPA components. The report will also, based on the recognized beneficiaries' need, help inform the training design and will identify the external resource persons likely to participate in the training activities.

Activity 1.2 SURGE CAPACITY

Crisis Monitoring / Reporting

PPES provided six monthly bulletin reports to USAID on topics of importance to the component and/or as requested by USAID. Additionally, the Preparedness and Planning Team produced a series of situation reports on hazards that occurred during this reporting period. They include five hazard reports and one situation report following a field assessment on floods. A summary of these reports is presented in Table 2-3, below.

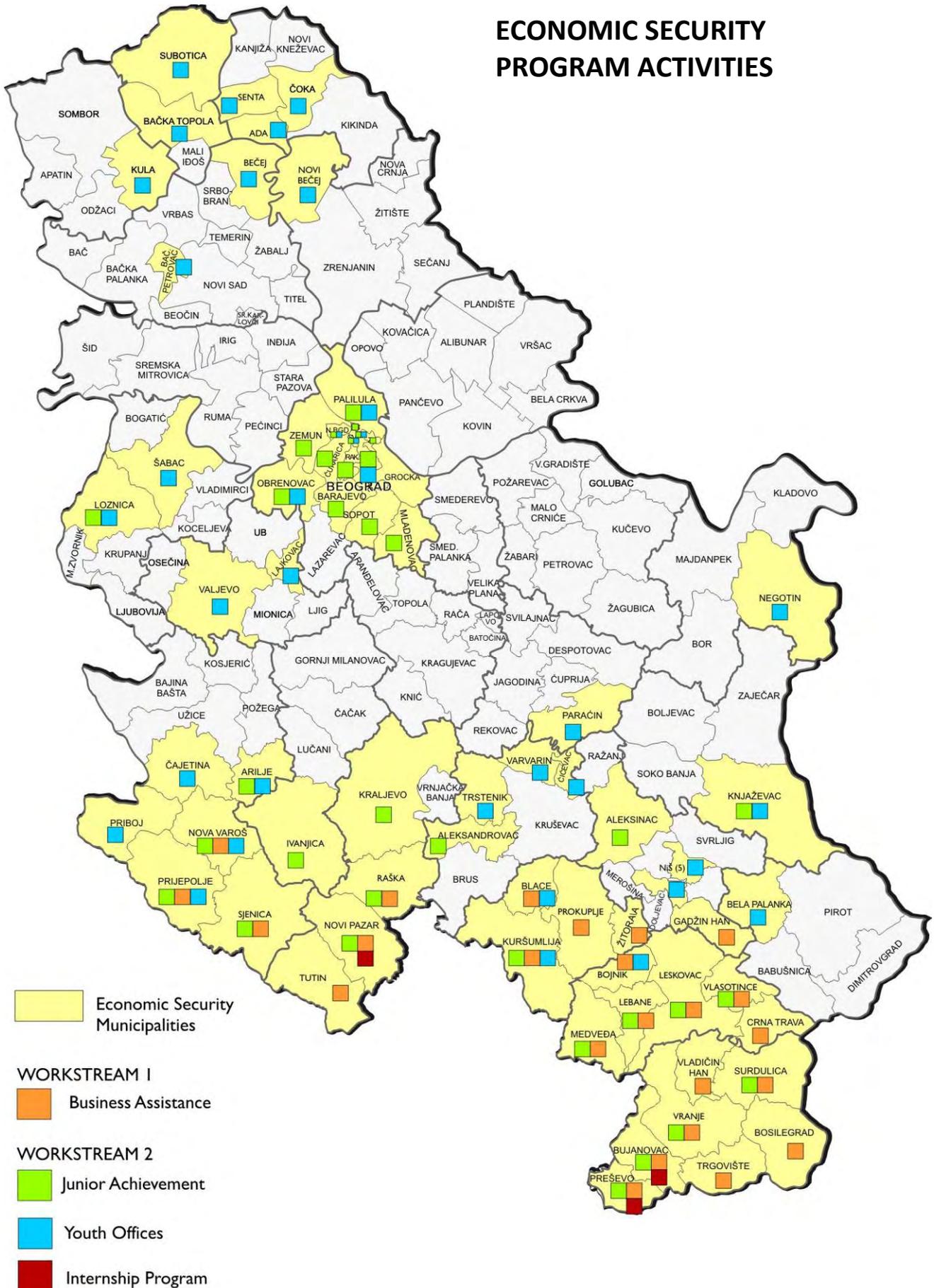
Table 2-4: PPES Crisis Monitoring and Reporting April to September 2009

DATE	REPORT TYPE	TITLE AND/OR TOPIC
April 1	Situation	Weekly Update on Flooding
April 6	Situation	Weekly Update on Flooding
April 10	Situation	Weekly Update on Flooding
April 22	Situation	Weekly Update on Flooding
May 4	Monthly	Dimitrovgrad Case Study on Risk Insurance
May 22	Monthly	Politics and policies, economic and social stability, disaster risks
June 24	Monthly	Politics and policies, economic and social stability, disaster risks
June 26	Situation	Hazard report #10, H1N1 and Floods
June 29	Situation	Hazard update, Vrnjacka Banja Floods
July 31	Monthly	Politics and policies, economic and social stability, disaster risks
August 28	Monthly	Politics and policies, economic and social stability, disaster risks
August 31	Situation	H1N1 Am Cham Briefing Memo
September 4	Situation	PPES Recommendation Regarding Ministry of Interior's Request
September 30	Monthly	Politics and policies, economic and social stability, disaster risks

Surge Preparedness

The Preparedness and Planning Team revised the Surge Capacity Plan and submitted the “Year 3 revision” of this plan to USAID in the first quarter of FY 2009. It is anticipated that this version of the plan represents the final revision for the remaining life of the program. However, a revision to the Surge recommended threshold criteria was submitted to USAID on April 29. The criteria are meant to help set more realistic expectations with regard to Surge Capacity on the part of the municipalities. They are also meant to provide clearer guidelines to program staff as to what types of requests might be recommended to USAID for possible surge response. These updated criteria can be found in Annex B.

ECONOMIC SECURITY PROGRAM ACTIVITIES



SECTION 3: ECONOMIC SECURITY

Introduction

The Economic Security team works throughout Serbia (see map on previous page) and focuses its efforts on two work streams:

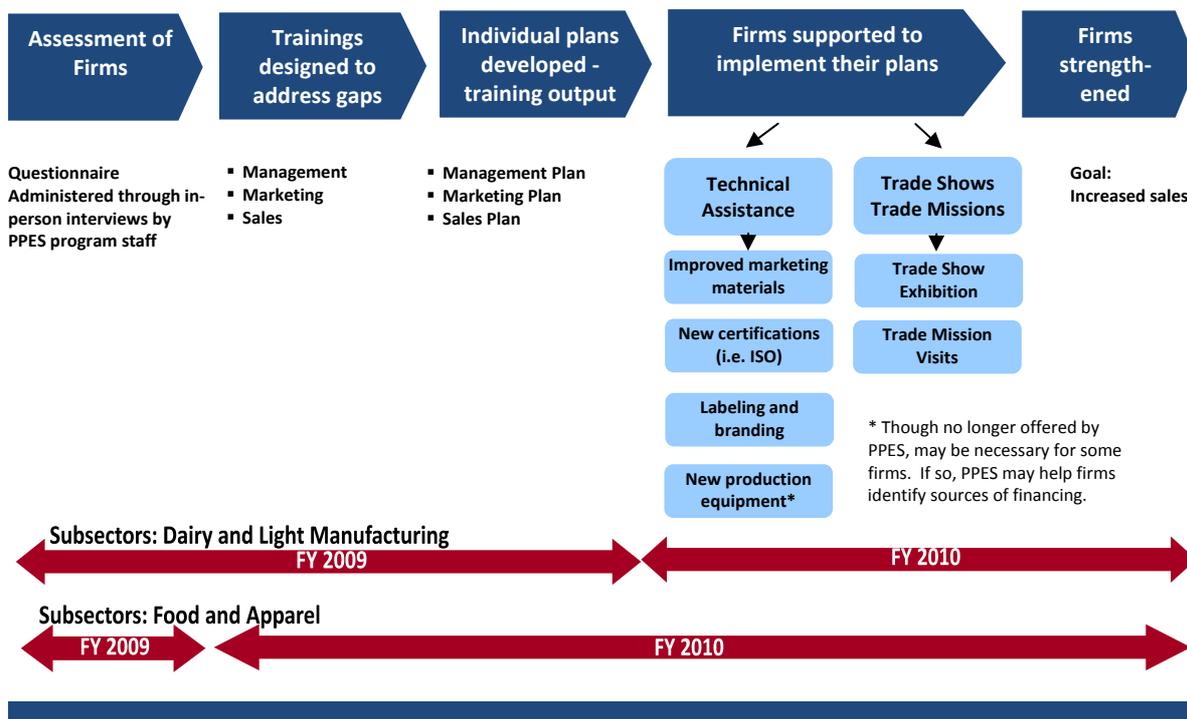
- 1) **Increasing the Competitiveness of Firms** - The objective of Workstream 1 is to improve living standards and create more stable communities by strengthening the private sector in targeted regions of Serbia.
- 2) **Increasing the Competitiveness of Youth** - The objective of Workstream 2 is to enable Serbian youth to enter the job market as qualified employees and business owners, and to help relevant stakeholders better address needs in the area of youth employment

Workstream One: SUPPORT TO BUSINESS

I. STRATEGY

As indicated in the schematic below, the end goal of the support to business assistance package is to increase sales for firms. Each step in the process is undertaken with that end goal in mind. As such, a principal driver in the assessment process is identifying not only the gaps that prevent firms from selling more, but also identifying those firms with the potential to increase sales. Once the pool of firms was identified, the most cost-effective intervention was grouping firms according to need (such as a need for a marketing plan) and training multiple firms at once. This allowed the ES Team to reach more firms per trainer, and it also gave firms the chance to learn from one another. The outputs of the trainings were individual plans which firms refined over time with the support of the trainers. PPES supported firms to implement some (but not all) elements of their plans if those firms were going on to trade shows with program assistance. Plan implementation was not supported as an end onto itself; it was a means to achieve the true goal of increased sales, which the team believes will cause firms to grow, hire more employees, and invest in themselves and their communities. A schematic illustrating the team's current assistance deliver strategy can be found in Figure 3-1, below.

Figure 3-1: Business Assistance Package Sequence and Elements



II. Assessments

During the previous reporting period, the team surveyed all companies operating in South Serbia, in order to identify appropriate firms for PPES assistance during program Year 3. An initial list that included more than 300 companies was filtered using criteria that were defined in the FY09 Work Plan, reducing the list to 50 companies that met the criteria. ES Program Officers then visited companies from two targeted sectors, dairy and light manufacturing, and further assessed those through a questionnaire that covered areas such as companies’ histories, capacities and plans, as well as their needs for training and/or technical assistance. Based on an analysis of the data collected through this exercise, the ES Team identified 50 companies for training and technical assistance in Year 3. The team’s focus in this year was on businesses from South Serbia. A complete list of businesses receiving assistance, divided by location and sector, can be found in the table, below.

Table 3-1: Companies from South Serbia Receiving Assistance in 2009

TABLE1							
	Company	Sector	Location		Company	Sector	Location
1	Lazar	Dairy	Blace	26	Keramika	LM	Leskovac
2	Razvitak	Dairy	Bujanovac	27	Lesko Drvo	LM	Leskovac
3	Mlekara	Dairy	Leskovac	28	Nikolic	LM	Leskovac
4	FONTANA	Dairy	Presevo	29	NURA	LM	Presevo
5	DODA	Dairy	Presevo	30	EURO-PLAST	LM	Presevo
6	Dairy Surdulica	Dairy	Surdulica	31	ČELIK-U (DOO)	LM	Presevo
7	Velickovic	Dairy	Surdulica	32	ZENITI	LM	Presevo
8	Vladicin Han	Dairy	Vladicin	33	TOBLER-SKELE	LM	Presevo
9	Glozane	Dairy	Vlasotince	34	Stamenkovic	LM	Prokuplje
10	Vihor	Dairy	Vranje	35	FOM	LM	Prokuplje
11	Dairy Vranje	Dairy	Vranje	36	ATLAS	LM	Surdulica
12	Metal Plast	LM	Blace	37	Čipa	LM	Vladicin
13	INAK +IBER	LM	Bosilegrad	38	Atlas	LM	Vladicin
14	Anitex	LM	Bosilegrad	39	Han-Plast	LM	Vladicin
15	Bela breza	LM	Bosilegrad	40	Milding	LM	Vlasotince
16	Elhan	LM	Bujanovac	41	ELRAD Serbia	LM	Vlasotince
17	ENTERIER	LM	Bujanovac	42	Cementni	LM	Vlasotince
18	Bici comerce	LM	Bujanovac	43	PEGASUS	LM	Vranje
19	MEGAL	LM	Bujanovac	44	SANCH	LM	Vranje
20	EMA METAL	LM	Bujanovac	45	TRAJKOVIĆ	LM	Vranje
21	Qosja	LM	Bujanovac	46	KLAMEKS	LM	Vranje
22	EUREKA	LM	Bujanovac	47	MINEX	LM	Vranje
23	GAP	LM	Bujanovac	48	METEOR	LM	Vranje
24	TERMOMONT	LM	Leskovac	49	FENIX	LM	Vranje
25	Mermo Lux	LM	Leskovac	50	Tina-Trade	LM	Vranje

This group of businesses has had varying relationships with PPES and other USAID assistance in the past. Most firms in the food and light manufacturing sectors are new to such assistance (though some have been assisted under previous USAID projects). The food sector is a broad descriptor; all of the firms in the dairy sub-sector are processors. Light manufacturing refers primarily to firms in the construction industry. Dairies have been supported by PPES since project inception, and were also previously supported under the USAID CRDA project.

The assessment process was repeated during the current reporting period, from May to July, to identify business for support during program Year 4. The ES team created an initial universe of firms by working with publicly available information such as that provided by Chambers of Commerce, Regional Development Agencies, Local Economic Development Offices, and municipal authorities. That universe was reduced by more than 90% by selecting production firms in dairy, light manufacturing, and the apparel sectors. That list of 100 firms was further reduced based on business size and years of existence (for example, PPES no longer works with start-ups under the business support strategy). Afterwards, 60 firms were assessed and needs identified in detail through individual site visits conducted by ES team members. Some of the companies that received assistance during FY 2009 will continue to receive support during FY 2010. The companies that have received USAID support in the past are indicated in Table 3-2, below, with the year that this support was provided. Over half (40) of the 73 companies targeted for assistance in FY 2010 will be receiving USAID support for the first time.

Table 3-2: Companies from South Serbia Receiving Assistance in 2010

SOUTH SERBIA COMPANIES ASSISTED							
	Company	Sector	Location		Company	Sector	Location
1	Kondiva	Food	Bujanovac	17	Velickovic FY'09	Dairy	Vlasotince
2	Eco-med FY'07	Food	Bujanovac	18	Vihor FY'09	Dairy	Vranje
3	AgroAdria FY'09	Food	Bujanovac	19	Anitex	LM	Bosilegrad
4	Bones Food	Food	Leskovac	20	Enterier	LM	Bujanovac
5	Strela Klajic	Food	Leskovac	21	MermoLux FY'09	LM	Leskovac
6	Mladost	Food	Leskovac	22	Keramika	LM	Leskovac
7	Srbija	Food	Leskovac	23	Termomont FY'09	LM	Leskovac
8	Marinkovic	Food	Leskovac	24	Celiku FY'08, FY'09	LM	Presevo
9	Fluidi FY'09	Food	Presevo	25	Tobler Skele FY'08, FY'09	LM	Presevo
10	Leon	Food	Vranje	26	AtlasElektroniks	LM	Surdulica
11	Voce Promet	Food	Vranje	27	Atlas	LM	V.Han
12	Nutrico	Food	Vranje	28	Pegasus	LM	Vranje
13	Amoreti	Food	Vranje	29	Minex	LM	Vranje
14	Razvitak FY'07, FY'09	Dairy	Bujanovac	30	Tina Trade FY'09	LM	Vranje
15	Doda FY'07, FY'09	Dairy	Presevo	31	Fenix	LM	Vranje
16	Fontana FY'07, FY'09	Dairy	Presevo				

Based on an analysis of the data collected through the second (May to July) assessment described above, the ES Team identified 40 new companies that will receive program support during FY 2010. The team's focus for the upcoming year was on adding new businesses from Sandzak. A complete list of these businesses, divided by location and sector, can be found in the table, below. All of the businesses that have received PPES support, or support from other USAID projects in the past, are indicated accordingly in the table, below.

Table 3-3: Companies from Sandzak Receiving Assistance in FY 2010

SANDZAK COMPANIES ASSISTED							
	Company	Sector	Location		Company	Sector	Location
1	Tri B Benelli	Apparel	Novi Pazar	22	Vizard-M FY'08	Apparel	Prijepolje
2	Stig FY'09	Apparel	Novi Pazar	23	Konik FY'08	Apparel	Prijepolje
3	Brug Join FY'07, FY'08, FY'09	Apparel	Novi Pazar	24	Astra FY'07	Apparel	Prijepolje
4	Denis Star	Apparel	Novi Pazar	25	Vesna	Apparel	Sjenica
5	Big Boys FY'08, FY'09	Apparel	Novi Pazar	26	Daksin	Apparel	Sjenica
6	MenusMaxers	Apparel	Novi Pazar	27	Alivo FY'08	Food	Novi Pazar
7	Nesal	Apparel	Novi Pazar	28	Rekic/Subex FY'07, FY'08	Food	Novi Pazar
8	Bros FY'09	Apparel	Novi Pazar	29	Ademovic	Food	Novi Pazar
9	Classic jeans	Apparel	Novi Pazar	30	BigMantija	Food	Novi Pazar
10	Brocat	Apparel	Novi Pazar	31	Catic FY'07	Food	Prijepolje
11	TCR	Apparel	Novi Pazar	32	Melic	Food	Prijepolje
12	Conto Bene	Apparel	Novi Pazar	33	Njegos	Food	Prijepolje
13	Sevn	Apparel	Novi Pazar	34	Ljin CRDA	Food	Raska
14	Exit	Apparel	Novi Pazar	35	Milkop CRDA	Food	Raska
15	Limka Bazo	Apparel	Prijepolje	36	Zitko	Food	Raska
16	Stilex CRDA, FY'07, FY'08	Apparel	Prijepolje	37	Turkovic CRDA	Food	Sjenica
17	Tea&Dana	Apparel	Prijepolje	38	Tisocac CRDA	Food	Sjenica
18	Gold Dzins	Apparel	Prijepolje	39	Fass	Food	Sjenica
19	Gold Star FY'07	Apparel	Prijepolje	40	BeniComerce CRDA	Food	Sjenica
20	Haba plus FY'08	Apparel	Prijepolje	41	Zornic CRDA	Food	Tutin
21	Hes FY'08	Apparel	Prijepolje	42	Meso Prom	Food	Tutin

In addition to the above 42 companies from Sandzak, 31 companies from South Serbia (indicated in Table 2 above) will also receive program support during Year 4. Thus, the total number of “actively supported” companies during FY 2010 will be 73.

III. Trainings designed to Address Gaps

Based on the aforementioned needs assessment, the team developed a list of priority training topics that would be offered during the middle part of FY 2009. Ten training courses were organized from January through May and delivered by three training providers (*Edge*, *Budi Svoj Covek* and *ASEE*). The training was divided into four topics (the number of companies participating in each training topic is indicated in brackets):

- Management (20 companies);
- Marketing (28 companies);
- Sales (21 companies); and,
- Finance (19 companies).

Management. This training was designed to help company management to adjust to changes in the market, such as changing import/export requirements or changing customer demands. The training addressed these problems by teaching trainees to implement effective managerial solutions to problems and obstacles that arise as the company’s market position changes over time and as the natural life-cycle stage of a company progresses. Approximately one month following the training, firms submitted their management plans to the training provider *ASEE* for quality review and comment. *ASEE* Training providers then worked individually with firms to refine the plans.

Marketing. Broadly, firms seem to have an underdeveloped approach to marketing and have not committed significant resources to marketing. The trainings addressed this problem by introducing basic concepts, such as product, price, promotion, and place (distribution), to more complex concepts, such as understanding the competition, what modern design means, and how effective distribution channels operate. The course covered all the steps required to write a comprehensive marketing plan, from initial market analysis to devising an appropriate budget to achieve one’s goals. Approximately one month following the training, firms submitted their marketing plans to the training provider *Edge* for quality review and comment. Training providers then worked individually with firms to refine the plans, which were revised and completed about one month afterwards.

Sales. This training sought to educate company management on improving sales techniques and developing internal business processes necessary for customer relationship management. The training addressed this problem by focusing on business-to-business (B2B) and business-to-customer (B2C) sales, as well as developing sales distribution channels in domestic and international markets. Approximately one month following the training, firms submitted their sales plans, depending on the targeted sector, to all three training providers, as all three providers were involved in conducted this training. Training providers worked individually with firms to refine the plans, which were completed about one month afterwards.

Finance. This training sought to introduce company management to finance and bookkeeping concepts and how financial decisions impact a company’s success. The goal of this training was to motivate trainees to spend more time thinking and planning about the financial structures and resources that would be needed in the future as their businesses grow. Approximately one month following the training, firms submitted their financial plans to the training provider *Budi Svoj Covek*. The provider worked individually with firms to refine the plans and they were completed about one month following the initial feedback.

To present a more comprehensive overview, a summary of all business support training provided during work plan Year 3 can be found in Table 3-4, below. Training that took place during the current reporting period has been highlighted.

Table 3-4: Business Training, FY 2009

Training Dates:	Training Title: (Provider)	Proposed Training Subjects:	Target group:	Number of participants (Location)
January 26-27	Management (ASEE)	Management of change, quality of decision, management of the clusters and joint ventures	Specific to Dairies	11 (Vranje)
February 5-6	Management (ASEE)	Management of change, quality of decision, management of the clusters and joint ventures, organization structure	Light Manu- facturing (All)	13 (Vranje)
March 2-3	Marketing (EDGE)	Marketing Planning, product differentiation, presentation of the company in local events	Specific to Dairies	11 (Vranje)
February 26-27 (Vranje) March 19-20 (Novi Pazar)	Marketing (EDGE)	International marketing and preparation for Fairs, Key Account Management, Negotiation skills	Light Manu- facturing	10 (Novi Pazar)
April 1-2	Marketing (BYOB)	Basics of Marketing, Marketing Strategies and tactics	Light Manu- facturing	10 (Vranje)
March 23-24	Sells training (ASEE)	Sells techniques, Sells in local market, Relationships with clients	Light Manu- facturing	14 (Vranje)
March 30-31	Sells training (EDGE)	Client Management, B2B meetings, Contacting distributors	Dairies	10 (Vranje)
April 1-2	Marketing (BYOB)	Basics of Marketing, Marketing Strategies and tactics	Light Manu- facturing	10 (Vranje)
April 6-8	Finance (ASEE)	Finance for non-economists, Financial Methods, controls in production	Light Manu- facturing	17 (Vranje)
May 4-5	Finance (BYOB)	Basics of Finance, Financial Management, Preparation of financial reports	Light Manu- facturing + Dairy	12 (Vranje)

IV. Individual Plans Developed

Each of the training courses detailed in the section above resulted in the production of a concrete output by the businesses that participated in the training in the form of an action plan for the specific aspect of the business operation that the training targeted. For example, the management training resulted in a Management Action Plan (MAP), which outlines near to medium term steps needed to improve the organizational structure of a company. The MAP sets out a plan to either restructure the existing organizational framework or devises an entirely new organizational structure for the company. The marketing training resulted in a Marketing Action Plan (MRAP), a document that identifies weaknesses in the existing marketing strategy, details a new marketing strategy going forward and formulates steps in the short term to improve a company's ability to reach its targeted customer base. The sales training did not result in a planning document per se, but instead was geared towards preparing businesses to participate in specific trade fair events and to determine which market (local, regional and/or international) they want to target. The total number of companies that produced each type of plan can be found in Table 3-5.

Table 3-5: Number of Plans Produced by Firms

Type of Plan	Number of firms
Marketing Action Plan	25
Management Plan	16
Finance Plan	25

V. Firms supported to implement their plans

A) Technical Assistance

Based on individual companies' aforementioned plans, the ES Team offered companies, tailored technical assistance in the area of product differentiation and improved packaging through individual or small group training on branding, product quality, pricing strategy, product placement, packaging and labeling, the incorporation of new technologies and the adoption of new quality standards (for example ISO and HACCP). The goal of the assistance is to help companies to:

- Increase ability to access new markets requiring such standards;
- Increase sales by making minor modifications to existing products;
- Increase profit by reducing operating costs.

In the area of Management, 16 firms completed plans and 11 of those firms were selected to receive technical assistance in acquiring ISO 9001 certificates. These firms were primarily in the light manufacturing sector. The TA for ISO certification will be delivered between September 2009 and February 2010.

In the area of Marketing, 25 firms completed plans and 25 of those firms were selected for technical assistance ranging from rebranding packaging to development of company websites. The selected firms were primarily in the light manufacturing and dairy sectors. The marketing TA will also be delivered between September 2009 and February 2010.

In the area of Sales, 25 firms completed plans and 12 firms were selected for support to exhibit at Belgrade's Construction Fair and 5 firms to exhibit at Moscow's Fashion Fair. Firms selected for sales TA assistance were primarily in the light manufacturing and textile sectors. Three trade fairs occurred during the reporting period (two in April and one in September) and work is ongoing to prepare firms for participation in two fairs that will occur in the first quarter of the next work plan year (one in October and one in November).

In the area of Finance, 25 firms completed plans. The financial plans developed by companies will assist companies to understand what resources they will need to allocate to support their management, marketing and sales plans going forward. In addition, the plans provide valuable back-up documentation for any loans (or applications for other types of credit) the businesses may apply for in the near future.

B) Trade show support

At the beginning of FY09, the ES Team decided to support firms in the food processing, light manufacturing and textile sectors to participate in trade shows. Work on this activity during the previous reporting period revolved around three steps:

1. Selection of fairs that offer the best possibility for sales and gathering of new contacts by the beneficiary companies;
2. Selection of partners that will provide logistic support and organize companies for fairs;
3. Selection of specific companies that will exhibit at each of the fairs.

The ES Team considered all fairs the targeted sectors (apparel, light manufacturing, food) in the CEFTA region during FY09 and considered several factors including cost/benefit ratio, size of fair, size of market, location, and eligibility of firms. The team also identified one "reach" fair outside the region for a total of 6 fairs for FY09.

Once fairs were identified, the team ensured that adequate resources were committed to planning and preparation so that firms would be able to maximize the potential benefit of their participation. To help ensure this, the ES team selected local partner organizations (PBDA and SEDA) to prepare the firms for the fairs. The preparation activities for firms (the selection criteria for the firms chosen to go to the fairs are provided in Annex H) included training courses on sales, marketing, promotion, market research, networking, effective trade fair participation, design and distribution of promotional material, and pre-exhibition technical meetings. Such activities have in the past proven effective in preparing local companies for international fairs, helping them understand how such fairs operate, what to expect, and how to maximize new business contacts and sales.

Of the six planned fairs for FY09, three occurred during the reporting period: the Bujanovac Agriculture Fair in April 2009, the Belgrade Construction Fair in April 2009, and the Moscow Apparel Fair in September 2009. Firms supported for attendance at the fairs in Belgrade and Moscow received a standard package of support: the team provided training and TA resources to help a group of firms (eleven firms from South Serbia and Sandzak attended the Belgrade Construction Fair and five firms from Sandzak attended the Moscow Apparel Fair) prepare for the fair. The program also subsidized the cost of booth rental space (though a significant cost share on the part of the businesses was required). The fair in Bujanovac was supported with a different approach: the program provided financial support to the fair itself to be able to host firms (57 in total participated, traveling from South Serbia, Kosovo and Macedonia). This later approach was taken for this one fair because of the fair's importance to overall regional development.

Table 6, below, presents cumulative sales figures for all fairs where PPES-supported business participation in FY 2008 and FY 2009. PPES documents potential sales made at or immediately following each fair and then actual sales realized three months and six months following each fair. Thus, the results for the most recent fair (Moscow) reflects only anticipated sales. Six month sales figures for the Bujanovac (2009) and Belgrade fairs will be available next month. PPES' overall return on investment (ROI – the amount of funds expended in support of each fair compared with the sales generated by businesses as a result of participating at each fair) for both FY'08 and FY'09 is 32 to 1.

This is an exceptionally good result given: the size of the businesses the ES Team is working with; the relative under developed state of the regions where these businesses are located; and, the difficult global economic environment over the past year.

Table 3-6: Cumulative Sales for PPES Supported Trade Fair Attendance

	#	Trade Show	# of firms	Anticipated sales at fair \$	ACTUAL SALES		Value of PPES Support	ROI
					3 months \$	6 months \$		
FY 2008	1.	48 th International Fashion fair in Belgrade (October 2007)	21	272,800	170,000	384,700	9,880	39 to 1
	2.	Business Base 2007 (November 2007)	37	277,000	310,000	502,700	12,748	39 to 1
	3.	5 th International Fashion and Equipment Fair in Novi Pazar (April 2008)	31	338,600	280,500	546,100	20,307	27 to 1
	4.	Bujanovac Agricultural Fair (May 2008)	41	29,140	110,000	339,000	23,222	15 to 1
	5.	Novi Sad Agricultural Fair (May 2008)	6	232,500	210,000	855,840	20,646	41 to 1
	6.	The 84 th International Zagreb Autumn Fair (September 2008)	8	81,300	396,505	640,270	19,800	32 to 1
	7.	Pristina Agricultural Fair (June 2008)	8	145,000	120,000	306,000	5,000	61 to 1
		SUBTOTALS FY 2008	152	1,376,340	1,597,005	3,574,610	111,603	32 to 1
FY 2009	8.	Construction Fair Belgrade (April 2009)	11	98,724	2,495,230	N/A	25,464	98 to 1
	9.	Bujanovic Fair (April 2009)	57	24,537	105,200	N/A	18,500	6 to 1
	10.	Moscow Fair (September 2009)	5	650,000	N/A	N/A	57,380	11 to 1
		SUBTOTALS FY 2009	73	773,261	2,600,430	N/A	101,344	32 to 1

VI. Firms Strengthened

PPES' assistance package to businesses is developed to address the most pressing needs of firms that prevent them from expanding into new markets. Each intervention is evaluated in the context of its ability to help firms sell more, sell better, and sell in more places. Trade shows are most directly attributable to increase in sales because the activity directly involves selling; however, many preparatory steps are needed to improve a business' internal process and product offering prior to successful exhibiting at a trade fair. The program's business development strategy (as defined earlier) is a long-term process that leads a company from the problem identification stage to the problem resolution stage, after which, the company is strengthened and positioned for success.

PPES-supported businesses that have benefited from trade fair participation have seen their sales numbers positively impacted. PPES only supported firms after a careful analysis of both the firm and the prospective fair, and after determining that firms were ready to participate and deliver on any commitment they might make at a fair. Both the eagerness of the firms to implement the change management process needed and the program's careful identification process of selecting high-potential firms to support for trade participation, allowed PPES to reach its objectives and the firms to dramatically increase sales revenues.

The table below summarizes both per year and cumulative sales revenues by all PPES-assisted companies since the inception of the program. The table breaks out sales revenues by region (Sandzak and South Serbia) and by sector (Apparel, Food, LM, Other and Tourism). In analyzing the numbers for Sandzak, year-over-year sales revenues from 2007 and 2008 indicate an increase of 15 %, while year-over-year sales revenues from 2008 to 2009 are difficult to compare, as the numbers for 2009 only represent 9-months of the companies' fiscal year, coupled with the fact that FY 2009 is the year when the effects of the global financial crisis began to take a firm hold on the economy. Despite the significant drop-off in revenues in 2009, an encouraging sign can be gleaned by comparing sales revenues from 2009 to 2007, as the total 9-month sales figures are larger than the total year revenues of 2007. This can be attributed to PPES supporting companies to expand to previously untapped regional and international markets. Additionally, one other factor needs to be noted, primarily the fact that in FY 2008, PPES-supported companies attendance at seven trade fairs whereas in FY 2009, PPES-supported companies only attended, due to factors beyond the control of the program, three out of the six planned trade fairs (for further explanation, please see the Changes to the Work Plan Section).

Table 3-7: Revenue of assisted companies 2007-2009⁵

Region / Sector	2007	2008	2009 Jan-Sep
Sandzak	\$ 7,368,166	\$ 8,924,524	\$ 4,940,452
Apparel	3,497,934	4,182,083	1,985,378
Food	3,572,085	4,375,439	2,678,053
LM	292,812	361,396	262,880
Other	3,116	3,273	2,927
Tourism	2,220	2,332	11,213
South	\$ 3,784,903	\$ 7,466,085	\$ 3,435,207
Apparel	74,329	133,770	91,248
Dairy	256,104	1,286,516	425,207
Food	507,323	634,257	259,805
LM	2,246,884	4,363,279	2,010,046
Other	629,322	948,457	588,758
Tourism	70,941	99,806	60,143
Total per Year	\$ 22,306,139	\$ 32,781,218	\$ 16,751,318

In analyzing the numbers from South Serbia, similar trends can be noticed as seen in Sandzak and similar conclusions can be made to reconcile some of the drop-offs in revenues seen in FY 2009. However, two points need to be noted: first, the year-over-year sales figures in South Serbia from 2007 to 2008 increase by approximately 88%; and, secondly, PPES' two targeted sectors in South Serbia – dairy and light manufacturing – increased year-over-year from 2007 to 2008 by 480% and 85%, respectively. This can be attributed to PPES' change in strategy to work with the most successful businesses in these two sectors and to the intensive trade fair assistance that only began in 2008.

It should be noted that a data collected in both regions comes with several important caveats. The first is that the data was collected in an environment where much business is conducted in an

⁵ Sales data is the team's most significant performance metric. This table is the first attempt to aggregate nominal sales figures of companies assisted and only breaks out such figures by region and sectors. In further reports (including the Final report) a more sophisticated analysis of this information will be presented, which will take into consideration such factors as assistance packages received by firms and duration of PPES support.

informal manner, which precludes the possibility of verification. All figures should be considered in that light. Another caveat is that there is no control group, either within the region or outside the region. In any given year, performance of any given company will be expected to vary. It is not possible to know definitively whether performance is relatively good or bad. Finally, it is possible that some bias is built into the business owners' answers in the hope that the report would find its way to donors or government officials. Therefore, due to data integrity issue, it is impossible to scientifically explain how or why assisted companies reached the reported increase in sales. Nevertheless, PPES' active and engaged dialogue with business owners and close monitoring of the assisted companies assures that these figures are within reason and that a significant number of these businesses have experienced real growth as a result of PPES assistance.

VII. Changes to the Work Plan

There are only minor changes to the team's implementation vis-à-vis the Year 3 Work Plan. The initial (Fall 2008) assessment and the subsequent training were carried out according to plan. The assessment of Sandazk businesses for inclusion in Year 4 activities was completed ahead of schedule (so that data from the assessment could be used in the Year 4 Work Plan). Technical assistance for businesses in the implementation of their plans started during the summer and will continue, for some companies, during the first two quarters of the new Work Plan year.

The most significant change to the Year 3 Work Plan was the timing of three of the originally planned six fairs (Pristina, Skopje and Zagreb). The organizers of all three changed the dates of the fairs (actions that were outside the control of the project). The new dates of these three fairs are as follows:

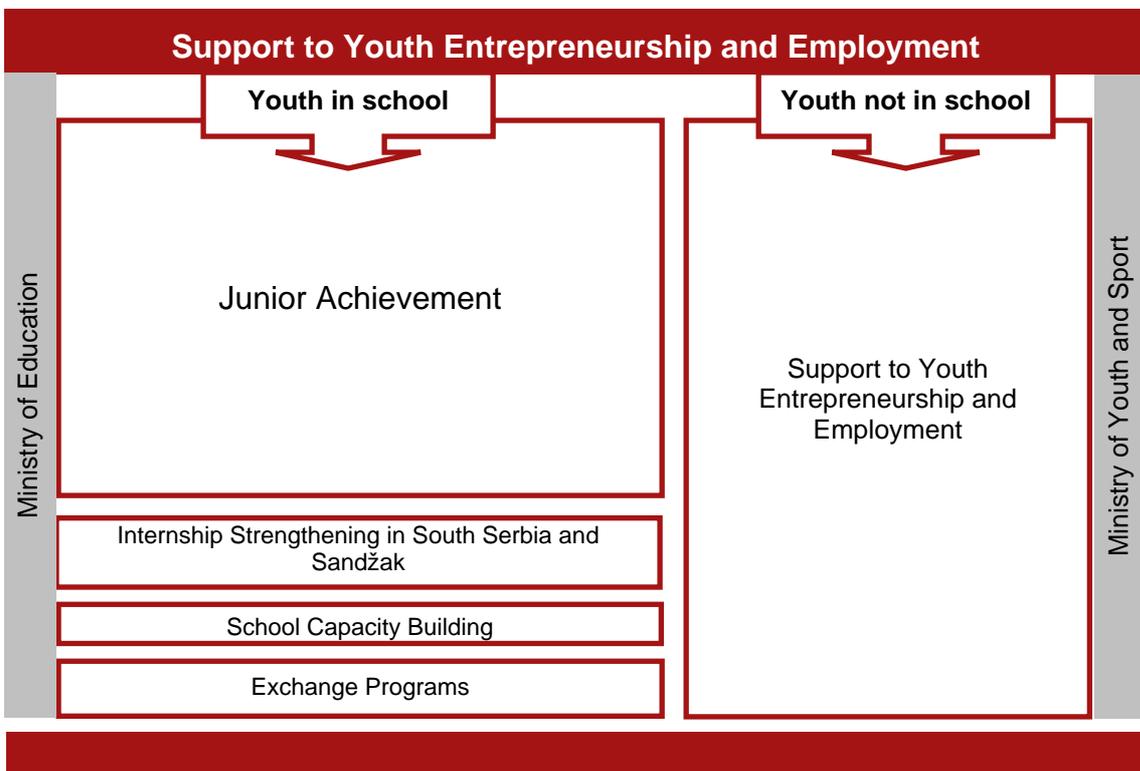
- Pristina: October 21 to 24;
- Skopje: November 10 to 15;
- Zagreb: November 27 to 29.

Workstream Two: YOUTH EMPLOYMENT ACTIVITIES

PPES Youth Employment Activities, implemented under Workstream Two, takes a long term horizon approach and seek to change an important root cause of low performing businesses: human resource capacity and leadership skills. Growth in the private sector is affected by many different factors. It cannot be sustainable unless it is market-driven, and it cannot be sustainable if there are no skilled people to lead the private sector.

The objective of Workstream Two is to increase the economic security of Serbian youth to lead a more competitive economy – helping them to enter the job market as qualified employees and business owners; and helping relevant stakeholders better address needs in the area of youth employment. To help address this problem, PPES supported a variety of youth entrepreneurship and employment activities, which are summarized in Figure 3-2 below.⁶

Figure 3-2: Youth Programming FY 2009



⁶ The total area of each box corresponds to the relative amount of resources (i.e., staff time and grant funding) that was devoted to each activity.

A. SUPPORT TO LOCAL-LEVEL YOUTH OFFICES

The team began the work plan year with an almost nonexistent relationship with the Ministry of Youth and Sport and worked quickly to build mutual trust and cooperation. With the culmination of an MOU signing between the Minister and the USAID Mission Director this past February, the relationship has evolved into a multi-faceted, technically strong and productive partnership. With the Ministry's endorsement, the Team assessed all opened (47 at the time) youth offices across Serbia to determine their capacities to reach out to young people residing in their communities. Out of those, 30 local Youth Offices met the program's criteria for eligibility for assistance⁷ and were selected for further program assistance.

PPES worked to strengthen the capacity of the newly established Youth Offices throughout Serbia, by organizing two key skills training sessions for Youth Office Coordinators: a) Communication, Promotion and Marketing; and b) Entrepreneurship.

The goal of these courses was to increase the capacities of youth office coordinators to understand, organize, promote, provide logistical support and deliver trainings for youth. This was a necessary capacity-building exercise, as many coordinators lacked experience, knowledge and skills to carry out these tasks.

Following the training for the Youth Office Coordinators themselves, the team developed and supported the implementation of eight training topics in the second half of FY09 to assist youth who want to start or had recently started up their own businesses. Details on the training topics and intended audience are provided in Table 3-3, below.

Youth Support Impact in Numbers

- 620 youth trained in entrepreneurship;
- 91% of youth feel more optimistic about employment as a result of the training;
- 16% of participants applied for start-up or expansion funds;
- 7% started a business within two month of training;
- 2,700 students participating in Junior Achievement program;
- 168 teachers in 93 schools implementing JA;
- 50 students participated in summer internship program;
- 38 of the most progressive firms provided internship experience to youth;
- 100 teachers trained according to EU-developed curriculum;
- 25 schools strengthened to apply current EU-standards.

⁷ The youth offices that were not selected had the following characteristics that disqualified them for assistance: lack of municipal support (either political or financial), no office space, lack of interest in PPES program assistance, lack of capacity or desire to meet program expectations: municipal youth centers that would promote PPES assistance among youth, assist PPES in preparation of data base of all young people who are interested for PPES training and provide logistical support for planned training courses.

Table 3-8: Youth Training Courses 2009

USAID'S ECONOMIC SECURITY PROGRAM SUPPORTING YOUTH ENTREPRENEURSHIP ACTIVITIES THROUGH YOUTH OFFICES			
Trainings offered to local youth through Youth Offices			
Training Modules:	Training Title:	Training Subjects:	Target Group:
Module 1	Start your business	Stages in developing own business, first steps, generating business ideas, recognize entrepreneur in you, traps and mistakes	Youth considering to start own business
Module 2	How to finance your business	Develop and review business plans and match with available financial opportunities (funds, subsidies and credit lines)	Youth interested in applying for available sources of funding
Module 3	Improve your skills	Soft skills, business correspondence, communication	Youth interested to gain/improve skills
Module 4	Marketing and sales	Target market, modern marketing techniques, marketing mix, targeted sales	Youth with recently established business
Module 5	Become a business leader	Managers and leaders characteristics, manager/leader, personal skills	Youth with recently established business
Module 6	Business plans development/training	Right direction of business, business plan structure review and development	Youth with recently established business
Module 7	Business plans review/consulting services	Right direction of business, business plan structure review and development	Youth with recently established business
Module 8	Marketing plan development/consulting services	Market assessment, marketing mix, marketing "4Ps" (product, price, place and promotion)	Existing young entrepreneurs/managers

Youth Entrepreneurship Activities – Process and Results

The Youth Office Coordinators were relied on to implement promotional campaigns, explain the training modules to youth, recruit proper candidates and, based on local interest, submit requests for assistance to PPES. The program received 95 requests for assistance.

Simultaneously, PPES published a Request for Proposals, inviting eligible service providers to apply for the implementation of listed services. The RFP was published in newspapers "Blic" and posted on PPES' web-site. As a result of the competitive procurement, PPES hired six professional service providers (*ASEE, EDGE, Timok Klub, RCSME Krusevac, RCSME Beograd, Be Your Own Boss*) to implement the trainings. Six different providers were selected so that trainings could start simultaneously in all municipalities.

All trainings were implemented between May and August 09. There were 93 groups assisted in total (78 groups through training and 15 groups through consulting services). 1,046 participants

(comprising 620 people)⁸ took part in the trainings and consulting sessions. A breakout of number of participants per module is provided in the table below.

Table 3-9 – Youth Entrepreneurship Trainings

Topic	Number of trainings	Number of participants
1. Start your business	23	299
2. Business planning and financial resources	22	255
3 Leadership skills	14	156
4 Marketing and Sales	9	111
5 Management and leadership	9	112
6. Business plans Development/training	1	12
7. Business plans review/Consulting services	6	48
8. Marketing plan development/ consulting services	9	53
Total:	93	1046

Trainings were implemented in 29 municipalities⁹, and PPES signed Memorandum of Understanding with each of those municipalities. A total 7 signing ceremonies were organized across Serbia, helping to raise awareness and promote the project and activities.

Table 3-10 – Municipalities Participating in Youth Entrepreneurship Trainings

Municipality		
1. Ada	11. Lajkovac	21. Vozdovac
2. Arilje	12. Loznica	22. Obrenovac
3. Backa Topola	13. Nis, Pantelej	23. Palilula
4. Backi Petrovac	14. Nis Palilula	24. Paracin
5. Becej	15. Nova Varos	25. Priboj
6. Bela Palanka	16. Novi Becej	26. Prijepolje
7. Cicevac	17. Novi Beograd	27. Senta
8. Coka	18. Zvezdara	28. Trstenik
9. Knjazevac	19. Vracar	29. Valjevo
10. Kula	20. Lajkovac	

To ensure the quality of the trainings, the ES team conducted regular on-site monitoring of the trainings. Each service provider and each training topic were visited and assessed at least twice during the four month period. This was done in order to ensure training quality, get feedback from the participants and to provide guidance to the service providers so that every subsequent training could be improved and made better than the last one. This proved to be of great value to the participants, as the trainings were continuously adjusted according to the needs of the participants.

Upon the completion of the trainings, PPES conducted an attitudinal survey among a representative sample of the training participants, in order to determine the impact of the trainings. The survey was conducted by interviewing 100 young people that participated in the training. The results of the survey are presented in Annex E.

⁸ A number of individuals participated in more than one training.

⁹ Cajetina municipality did not submit an application for any youth training.

B. JUNIOR ACHIEVEMENT

Beginning in FY 09 and throughout the reporting period, the PPES program applied a more systematic approach to its support to Junior Achievement than it had in the past, through both programmatic and organizational support.

At the beginning of FY09, the project focused on one of the key challenges preventing the organization from growing – the lack of guidance from the JA Board. The program identified this as a serious impediment to the organization and worked on motivating private sector board members to take a more proactive role in guiding JA activities.

The first step was ‘refreshing’ JA’s Board, by adding new members, representatives from private and public sectors who believe in the mission and are fully committed to the success of the organization. The project did this by identifying leaders in the business community and public spheres and meeting with them individually to explain the value that JA offers to their organizations. The ES team encouraged these individuals to participate in future board meetings, during which new board members would be selected. As the Board became more engaged, JA commissioned a consultant to develop a strategic plan for the organization to guide future activities, and hired a new Executive Director that was eager to lead the implementation of the plan.

As a result of the activities during this reporting period, JA Serbia became a more functional organization. The strategic plan was a key driver in the development of a business plan — a document that turned the strategy into action. Furthermore, JA established new partnerships and diversified funding streams by signing sponsor contracts with private sector businesses. Additionally, JA developed new curriculums, improved its relationship with the Ministry of Education, and improved its visibility and public image.

The Strategic Plan defined seven Key Performance Areas (KPA) to achieve the set out goals and objectives for each KPA: 1) Student Impact; 2) Programs; 3) Brand and Awareness; 4) Operations and Governance; 5) Board of Directors; 6) Ministry of Education; and, 7) Funding. A detailed description of the work conducted over the course of the reporting period within each KPA is presented below.

KPA 1: Student Impact

USAID’s PPES program supported Junior Achievement implementation in 36 municipalities across Serbia. The JA program is currently being implemented in 15 municipalities of the City of Belgrade and 21 municipalities across Serbia (mostly in South and Southwest Serbia). This covers 93 schools, with 2,700 students participating Annex F for the list of schools). With 75 newly trained and certified teachers this year, the program includes 168 high-school teachers, who serve as JA mentors. JA Serbia has expanded the number of students from approximately 700 in the 2007/2008 school year to 2,700 in the 2008/2009 school year. According to the Strategic Plan the projected number of students participating in the program for the 2009/2010 school year is 4,000.

Another great value that JA provided to Serbian youth was a chance to compete at the European level with their peers. For the first time since JA program started implementation in 2002, students from Serbia had the opportunity to participate at the Best European Student Company Competition.

Junior Achievement Activity Highlights

- 2,700 students participating in Junior Achievement program
- 168 teachers in 93 schools implementing JA
- JA Serbia participated at JA Europe annual meeting in Brussels
- JA students from Serbia at JA Europe events in Brussels, Copenhagen, London and Rotterdam
- Erste Bank and Oracle formalize relationships with JA Serbia
- Ministry of Education announces JA Serbia as a “program of national importance”

The student company “Cupid” from Vlasotince, who won the national competition in May, represented Serbia at this event along side student companies from 32 other European countries. Two students from Leskovac—national winners in the management and economic simulation—took fifth place at the European competition in Brussels this past July, and for winning first place at the *Skills@Work Challenge* in Bulgaria in March, student Aleksandra Petronijevic, and Ljiljana Askovic, her teacher / mentor, participated in the *Skills@Work* European Camp in London in July.

In order to assure further expansion and a stronger relationship with students, JA Serbia created a JA Alumni Association in Serbia. Members include students who achieved the best results and exhibited extraordinary performance during previous years. Four of them, from Belgrade, Ivanjica and Presevo participated in the Europe-wide Annual Alumni Conference 2009 in Copenhagen, at which they gained valuable information regarding how to support JA Serbia as an alum and how to strengthen ties to the pan-European Association.

KPA 2: Programs

With the aim of providing higher quality services to Serbian high-school students and in an effort to follow their plan to enter elementary schools this year, JA Serbia, in cooperation with JA Europe, has improved its curriculum offering. During this reporting period, JA translated curriculum materials for three new high-school classes and six elementary classes.

The three new programs which will be introduced in Serbia high schools are:

- **Enterprise Without Borders** – Students run a joint-venture business from capitalization to liquidation with a partner from another European country.
- **Banks in Action** – Students optimize financial resources and learn how the banking system works.
- **JA Business Ethics** - Fosters ethical decision-making as students prepare to enter the workforce and take part in the global marketplace.

The basic program package of six classes for grades 1-4 in the elementary schools are as follows:

- **Ourselfs** - uses compelling stories read aloud by volunteers, along with hands-on activities to demonstrate helping, working, earning, and saving.
- **Our Families** - emphasizes the roles people play in the local economy and engages students with activities about needs, wants, jobs, tools and skills, and interdependence.
- **Our Community** - explores the interdependent roles of workers in a community, the work they perform, and how communities work.
- **Our City** - examines careers, the skills people need to work in specific careers, and how businesses contribute to a city.
- **Our Region** - introduces the relationship between the natural, human, and capital resources found in different regions and explore regional businesses that produce goods and services for consumers.
- **Our Nation** - examines how businesses operate within a national context. Students role-play business ownership, interview for jobs, and learn different methods of production while exploring various economic issues that affect business.

KPA 3: Brand and Awareness

One of the most important elements for JA Serbia organizational development defined in the Strategic plan is attention to brand and awareness of the program and organization. Most of the activities conducted during the reporting period already described above are contributing to better visibility of the program. Besides those activities (teachers and principals conferences, Alumni association, and participation at international events), whose primary purpose is not promotion, several activities have been implemented in order to directly improve brand and awareness of JA in Serbia. Additionally, JA has printed new posters and other promotional materials that will be distributed to the schools and other partners this school year.

JA Trade Fair and Youth in Business Conference

The Best Student Company competition was held in May 2009 in Belgrade. Junior Achievement in Serbia invited students companies to submit their business plans and presentations, and shortlisted 20 the best student companies in Serbia, to participate at the competition. At a highly visible and well promoted event, 60 students presented their enterprises through visual displays, decorative stands and video presentations, to the public, including representatives of the private sector and local media.

The event was accompanied with the first “Youth in Business” conference, where youth spoke about their first business experiences and future plans. The goal of the conference was to raise JA’s visibility among business leaders and promote JA as an avenue for exercising their own corporate social responsibility (CSR) objectives. The event attracted over 200 participants among them high profile business leaders and high ranking representatives of the Serbian Government. Over 20 media representatives covered this event and interviewed both students and guests.

JA Serbia: Students Companies Fair and “Youth in Business” Conference



Besides representatives of the Ministry of Education, USAID and the City of Belgrade, Ms. Branka Minic, Manpower’s Director of Global Affairs, spoke at the event and promoted JA as a powerful CSR tool that brings value to corporate sponsors and has a positive impact in shaping the future workforce.

New JA Serbia web-site and Newsletter

A new, interactive JA Serbia web-site was released at the beginning of the new school year. It contains information about organization, programs, events, and information to current and future JA stakeholders about how to get involved with JA Serbia. The web-site will be used as communication tool with students and teachers and for the first time during the 2009-2010 school year, student companies will be registered with JA Serbia directly through the web site, which will help JA more accurately track their progress and results.

JA also started preparing and distributing newsletter to all partners. The first issue, with information about activities, accomplishments and other news has been distributed to more than 300 journalists, businesses and partners. The first issue covered a three-month period but the plan for the future is for the newsletter to be released on a monthly basis.

KPAs 4&5: Operations and Governance & Board of Directors

In order to implement the strategic plan JA Serbia has a staff of five: an Executive Director, Operations Manager, Office Manager, Education Officer and recently hired Financial Officer. Currently positions of Operations Manager and Education Officer have been seconded from PPES and their salary costs represent support to JA in addition to the grant that JAS is receiving. One of the key challenges for JA is fundraising to cover costs of these salaries in the future. All staff scopes of work have been revised to ensure coordination and that they are aligned with the strategic plan. As the operations move further along, JA Serbia needs to employ a Program Officer/Fundraiser to help expand further support by private sector stakeholders. Since Junior Achievement Serbia is a small organization, the organization structure is relatively flat with one Executive Director being line-managed by the Board of Directors and, in turn, managing the staff. JAS has a Board of Directors with 17 members and anticipates expansion of the membership in the near future with representatives of the companies which will be new sponsors of the program.

During this reporting period JA Serbia had a very active and productive capacity building and networking period. One of the most important events was the JA Europe Annual meeting in Brussels, which was attended by JA Chairman, Mr. Zeljko Ozegovic, JA Vice-Chairman Mrs. Miona Badzevic Andjelkovic and JA CEO Aleksandra Vidanovic and was an excellent opportunity for promoting JA Serbia and networking with other JA partners from all over Europe. As a direct follow-up of this event, JA Europe CEO Ms. Caroline Jenner, visited Serbia on 14th April and attended JA Serbia's Board meeting. This is another proof of having JA Serbia become a true member of JA Europe family, which brings additional benefit and values to the organization and its students.

KPA 6: Ministry of Education

The Ministry of Education has endorsed Junior Achievement as an "Educational Program of National Importance." This designation is an important step that significantly raises the probability that the JA curriculum will one day be adopted as part of the Ministry's formal curriculum. At present, JA is an after-school activity and neither students nor teachers get credit for participation (students do not get academic credit and teachers cannot count teaching it as part of their course-load. However, JA teachers *will* get 36 education hours towards their certification instead of 24 which was the case in the previous year). Eventual recognition as a for-credit activity is a crucial part of JA's sustainability strategy, as stipends for teachers to take on teaching the JA curriculum is currently their largest single budget line-item. By eventually removing this cost, the program will have a much greater chance of being implemented country-wide.

Additionally, Ministry representatives have become regular participants at events organized by JA. The guest speaker at the principles conference, Mr. Dusan Milosevic from the Ministry of Education's Internal Control Department, clarified several issues on the implementation of the JA program in schools, while assistant Minister, Mr. Bogoljub Lazarevic took part at the JA Trade Fair and Youth in Business conference in May.

JA teachers' conference

Junior Achievement in Serbia held a Conference for all JA teachers that are currently implementing JA programs in High schools across Serbia. 134 teachers from 80 schools and 33 municipalities attended this Conference, which took place in Hotel *Zdravljak* in Sokobanja, during the last week of March.

With the help of PPES partner organization *Budi Svoj Čovek* (Be Your Own Boss), workshop sessions covered three main topics:

- Entrepreneurship – introduction and characteristics of an entrepreneur, the basics of doing business;
- Innovation and Motivation – motivating and guiding an innovative idea to become a business reality;
- JA Curriculum – review of the upgrade to JA material and an introduction to the new, revitalized JA Serbia programs.



JA teachers' conference

During these workshops, teachers refreshed their entrepreneurship experience with new ideas, and exchanged experience with their fellow colleagues on best practices how to manage common problems. All teachers received accreditation certificates, recognizing 24 hours that are used for teachers' professional upgrade. This is another value that JA brings to the teachers - JA training is certified as a professional opportunity by the Ministry of Education for teachers to keep their professional teaching licenses¹⁰.

JA school principals' conference

In April 2009, JA Serbia organized a conference for school principals that are currently implementing JA programs in high schools across Serbia. The goal of this conference was to establish dialogue between schools involved in the JA program and to create a stronger bond between JA Serbia and school administrators. School principals are a very important group in developing JA further, as very often their support is crucial in reaching success at the local level. The experience shows that in the schools where principals are more supportive to JA, the logistics during the implementation of the program tends to be less demanding, as teachers and students get more support and understanding from the entire school administration.



Mr. Dragoslav Stefanovic, Vice-president of Assembly of Serbian Entrepreneurs Employers Association

During the gathering, JA hosted guests from JA Bulgaria, which has one of the most successful JA programs in Europe. This helped the school principals to see and understand what a powerful tool JA

¹⁰In order to keep their teaching license, the Ministry of Education requires from all teachers in the high school system to attend at least 100 hours of professional development courses, over a five year period. The professional development courses are pre-approved by the Ministry and JA was accredited for 24 hours this year, while next year JA will be accredited for 36 hours.

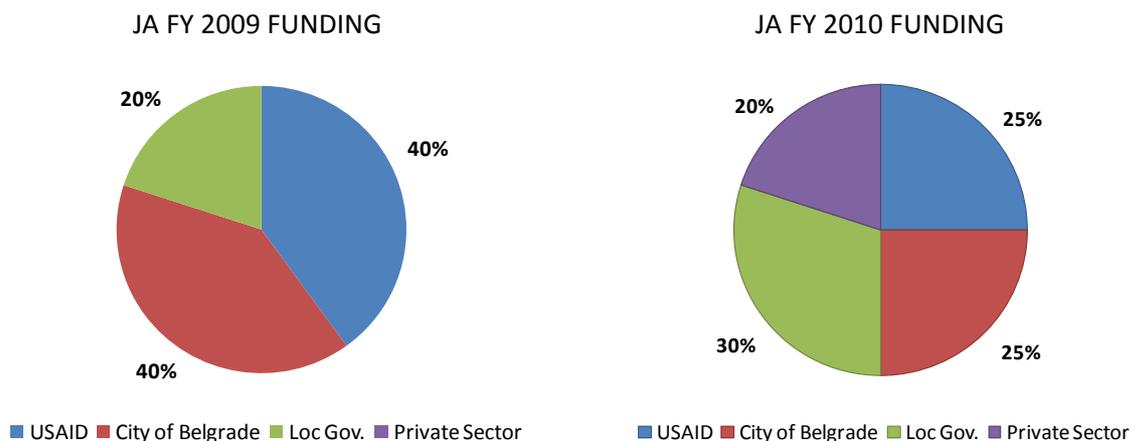
is, when implemented in cooperation among stakeholders. JA Bulgaria was able to unite government, businesses and schools around the JA, what lead to great expansion and sustainability of the program.

KPA 7: Funding

In 2009, JA received its first substantial direct financial support from the private sector and has established relationships with different private sector stakeholders (most significantly ERSTE Bank, Deloitte, Oracle, the National Lottery, and *DROGA Kolinska*) to invest in activities of JA. These partners, in addition to the City of Belgrade, USAID’s PPES program and local governments are the main sources of funding presently. As a result of current private sector involvement, the percentage of PPES funding in relation to the overall JA budget will decrease from 40% last year to 25% (projected) next. This shows that JAS has made significant progress towards the future sustainability of the organization.

PPES support is obvious in this KPA as PPES is one of the main sources of funding for JAS. In order for the program to grow, it needs seed capital such as that provided by PPES. PPES also support this KPA by encouraging local governments to become funders of JAS (in the form of payment of teachers’ salaries in their municipalities).

Figure 3-3: JAS Funding



Additionally, JA Serbia developed and established cooperation with various partners and important stakeholders in Serbia in the previous period – the Ministry of Education, the City of Belgrade’s Secretariat for Education, the Ministry of Finance, the Canadian-Adriatic Chamber of Commerce, Manpower Serbia, NALED, *SMart Kolektiv*, European Movement in Serbia, Austrian Business Chamber in Serbia, GTZ, the German Marshall Fund, the Dutch Embassy and others, all of whom have the potential to become future funders.

During the reporting period JA Serbia applied for funding from the Dutch Embassy and the European Commission “Youth in Action” project. In addition, other USAID programs (SEGA, NDI and the Agribusiness project) have expressed an interest in getting involved in areas that intersect with their technical focus. To date, the private sector is still more focused on supporting events that they can brand and will be covered by the media. The private sector remains reluctant to cover core operational costs of the organization. Still, there is a steady trend in decreasing percentage of USAID support, which makes JA Serbia less dependant on one donor, which is a key to future sustainability.

Table 3-6: Junior Achievement in Serbia - Milestones

JA Milestones in Reporting Period	
JA Serbia participated at Annual meeting in Brussels	April 2009
JA Serbia students won 5 th place at European JA TITAN Competition	April 2009
JA Schools Principals Conference	April 2009
Strategic Plan Adopted by Board of Directors	April 2009
National Best Student Company Competition	May 2009
"Youth in Business" CSR Conference	May 2009
Serbian Students compete at European Best Student Company Competition in Rotterdam	July 2009
Serbian Students participated at JA Alumni Conference in Copenhagen	August 2009
Winning Student from Serbia participated at Skills@Work European Camp in London	August 2009
JA in Serbia officially declared as Educational Program of National Importance for 2009/2010 school year	August 2009
First Issue of JA Serbia Newsletter	August 2009
Release of new interactive JA Serbia web-site	September 2009
Established National JA Alumni Association of Serbia	September 2009
Formalized Partnership with ORACLE	September 2009
Formalized Partnership with ERSTE Bank	September 2009

C. INTERNSHIP PROGRAM

A lack of appropriate skill sets and work experience is one of the main obstacles a young person faces in obtaining his or her first job. This is true worldwide and Serbia is no exception. Employers seek well educated and experienced people when hiring for a new position. For young individuals, it is generally very difficult to gain work experience while concentrating on attending school, which is why internship programs are a great solution, since through such practical work programs young people are able to gain skills needed to successfully enter the work force.

During the first half of the work plan year, the ES Team selected and assessed vocational high schools across Serbia to understand each school's placement/internship curriculum under the Ministry of Education's guidelines. Although most vocational high schools offer some sort of placement / practical work program, problems with such programs are common, such as: practical work does not correlate to the theory covered in class, lack of interest on the part of the student, placement work is minimal, some schools are not equipped for the assigned program, machines used are outdated and some are damaged, and lack of supervision, just to name a few.

To address these issues, PPES supported a Summer Internship program for selected high school students - helping them enhance their practical experience and improve their chances of employability following graduation. The ES Team worked with Sandzak Economic Development

Internship Program Activity Highlights

- 5,500 high school students reached with information on internship program;
- 196 students participated in soft skills workshop sessions;
- 130 students were interviewed for internships;
- 50 internship posts for youth;
- 38 of the most progressive firms offered internship experience to youth importance"

Agency (SEDA) and Presevo and Bujanovac Development Agency (PBDA) in supporting the pilot Summer Internship program, which was open to all high school students in Novi Pazar, Presevo and Bujanovac, and matched them with offered internship posts from the local employers.

Steps for a Successful Summer Internship Program:

First Step - Throughout June, PBDA and SEDA advertised and promoted the summer internship program through brochures, media and meetings with high schools (2 in Presevo, 2 in Bujanovac and 6 in Novi Pazar) and with companies interested in participating. Around 2,000 (PBDA region) and 3,500 (SEDA region) high school students were contacted through the outreach effort.

Second Step - A workshop / orientation session for interested students was held in Bujanovac and Presevo by PBDA and in Novi Pazar by SEDA during the first week of July 09. These sessions prepared high school students in soft skills (CV and cover letter writing, behavior, interviews, how to search for a job) needed to build and guide their future careers. 90 high school students from Presevo and Bujanovac, and 106 from Novi Pazar participated in the workshop sessions.

Third Step - Soon after 'soft skills' workshop sessions, the process of selecting interns began with over 200 students (aged 16 and above) applying for 50 internship posts. After short-listing candidates based on their CVs and applications, 130 students were interviewed during July 6 – 10 (PBDA), and July 13 – 17 (SEDA).¹¹

Fourth Step - From 130 interviewed, 50 students (30 from Novi Pazar and 20 from Bujanovac and Presevo) were 'hired' and paired up with 38 of the most progressive firms in their region, including firms in the accounting, banking, food and dairy, textile and media sectors.¹² While some interns started work on July 13, most interns began their 4 week placements on July 20.

Fifth Step - During the course of the program, ES program officers along with PBDA and SEDA representatives, visited, monitored and evaluated interns while at their posts and upon completion of the internships. The post-internship survey conducted upon completion of the four weeks reflected a high degree of satisfaction on the part of the students. The interns provided detailed testimonies regarding of the quality of the program, stating that their one month internship experience helped them learn valuable skills, gain confidence & independence, with a better idea of what they want to do their lives. Along with understanding how a professional organization works, the interns also claimed that the workshop sessions helped strengthen their soft skills, exploration towards potential careers and courses of study.

Notably, all respondents indicated that they would recommend this program to their peers and every student indicated that the program was significant as the targeted objectives were met.

¹¹ Interviews were audited by an ES team program officer. Though, all students had proper application forms (including reference letters) it was apparent which students did not go through the orientation / workshop sessions – they had weak CVs and cover letters and poor interviewing skills.

¹² Many of the firms have also received assistance through PPES' business support activities (such as helping firms prepare for trade fairs) and have experienced a significant increase in sales, which in turn has prompted many of the businesses to search for new talent as their businesses grow.

PPES Summer Internship Program – Helping Design a Better Future



For Seida Djerlek and Melisa Gusinac their internship positions at *Big Boys Fashion Jeans*, a Novi Pazar-based company specializing in men's and women's denim clothing, provided an opportunity to get an inside look at how a fashion and design company truly functions. "In only a short amount of time we managed to learn many things. We witnessed the entire production process for making jeans – from creating sketch models to the various chemical processes that are necessary to achieve a desired look," said Seida. Their active involvement and contribution to the company over the four-week internship quickly turned into a real success. Company management was so impressed with one of their jean designs that they plan on placing it into full production to get ready for the fall season. The internship experience was a real eye-opener not only for the two interns, but for company management as well, as they realized that bringing on young talented people to the team can provide new creative direction for the company. The girls were so satisfied with the overall experience that they both proudly "recommend the summer internship program for everyone, particularly to those people that are interested in becoming designers or in opening their own firms in the future."

Sixth Step - On Wednesday, August 26 and Tuesday, September 1, 50 young people received certificates for successful completion of the summer internship program. Danijel Dasic and Armend Aliu, of USAID, Mr. Michael Pillsbury, the Economic Security Program director, and representatives of the two implementing agencies presented the certificates at two separate ceremonies, one in Presevo and the other in Novi Pazar. Representatives of the national employment bureau, local firms, as well as municipal officials attended the ceremony. The certification events are important, as such events call attention to the importance to the private sector's role in work force development, whose involvement is a key to shaping productive labor in the future.

Next Step

Based on the positive feedback received from both the businesses and the students, PPES will expand the internship program. In 2010, the program will start earlier in the year, more internship posts will be offered (up to 150) for longer periods of time and will include not only high school students but also university students and unemployed youth.

PPES will also continue its collaboration with SEDA and PBDA on this activity. PPES believes that placing a program with a local partner who understands the needs of private sector is a model that will bring sustainability to the program. This is confirmed by having SEDA and PBDA incorporate internship programs into their regular service offerings, as a tool to bridge the gap between the demand and supply side of the labor market.

D. BUILDING SCHOOL CAPACITY

Under this work plan activity, the team has focused on two tasks: 1) the extension of an EU funded vocational education reform program to schools in our area of operation; and, 2) the completion of a demonstration project in Kraljevo that was initiated during the previous work plan year.¹³

Vocational education and training reform program (VET)

An important part of improving the knowledge and skills of Serbian youth is working to improve the educational system and curriculum. PPES, through the FY09 Work Plan and its "School Capacity Building" activity, is seeking to help schools in South Serbia increase their capacities and offer improved programs to their students.

In December 2008, PPES met with representatives of the Ministry of Education and EU-funded Vocational Education and Training Reform Program (VET) to discuss opportunities to help schools from South Serbia. VET and the Ministry are jointly implementing a multi-year EU-funded program of reform of vocational education in selected schools. All stakeholders agreed that schools from underdeveloped municipalities would benefit by being involved in the program, as the gap between what labor market needs and what is being taught in the schools is huge in Serbia and particularly in underdeveloped municipalities. On the other hand, reform of curriculums and educational system is still an important challenge for Serbia in the process of EU integration. The reform will have effect on both sides of the labor market, once labor markets become freer in the Balkans, students being taught the current EU standard curriculum will have a much better chance at obtaining employment in their trade throughout the EU, while companies will have access to more skilled labor.

As a result of this initiative, school directors and 100 teachers from 25 schools and 19 municipalities from South Serbia and Sandzak received trainings per EU-developed curriculum with the goal of strengthening capacities. The details of the trainings, implemented in June and July 09, are provided in the table below.

Building School Capacity Activity Highlights

- 100 teachers trained according to EU-developed curriculum
- 25 schools strengthened to apply modern teaching and management techniques
- Kraljevo Agriculture School established a fully equipped bakery classroom, providing necessary practical work to their students
- Bujanovac Sezai Surroi school established a mechanical workshop, introducing updated techniques into curriculum

¹³ The program also took advantage of an opportunity to help *Sezai Surroi* high school from Bujanovac to implement an agreement with the Mechanical High School from Novi Sad and make use of some donated equipment, by providing training to the teachers who would operate the equipment.

Table 3-7: PPES and VET project on strengthening capacities of secondary schools in Southern Serbia

TRAINING CURICULLUM			
Mod- ule:	Training title:	Training content:	Target group:
1	Teaching Methods and Motivation	Improvement of teaching competences through the application of modern pedagogical methods. Moderation of the teaching process. Increasing the level of motivation in mixed-ability classes. Techniques for group and pair work in the classroom.	VET teachers
2	Applied Vocational Pedagogy	The concept of Vocational Pedagogy and its application in schools. Reflective learning. Lesson planning based on key competences in vocational education. Micro-teaching and trial-run teaching situations.	VET teachers
3	Communication and Interpersonal Skills Needed for the Successful Teaching Process	Communication skills (Verbal vs. Non-verbal communication. Assertiveness. Active listening). Importance of feedback in teaching. Importance of the student-oriented approach in communication. Team work and cooperation within the team. Presentation skills.	VET teachers
4	Modern VET school management practice	Roles and responsibilities of the VET school manager. Leadership styles. Investment decisions. Organization Development. Team Organization. Strategy Development. HRD Planning. Marketing at the school level.	VET school directors

The training helped teachers and school directors from underdeveloped areas to have access to curriculum based on current EU standards. It also gave them the opportunity to learn about improved teaching and school management methods. This will lead towards having these schools applying to the Ministry of Education for the formal implementation of new modules in school year 10/11.

Bridging the Gap in Kraljevo: a pilot in the food processing sector

The PPES program began working with businesses in Kraljevo in 2007. This experience exposed a number of gaps in how students were prepared for the workforce and the actual skills required in the labor market. In cooperation with the Agriculture high school and the Bakery Union of Serbia, the program assisted the food processing sector by strengthening the bakery curriculum within the school. The ES team supported the procurement of equipment for a new bakery classroom, enabling the school to provide a more modern curriculum that includes both theoretical and practical education for students. A pilot group of 20 students in their last (3rd) year of studies began using the facilities at the end of the last school year. Beginning this school year, all students from the technological program (35 per class) joined in taking practical classes at the school's bakery.

Bridging the gap in academic training and practicum: Computer Numerical Controlled (CNC) machine training and donation

Under Ministry of Education guidelines for vocational high schools, CNC machine training is mandatory training to obtain a diploma in the area of mechanics. CNC refers to the automation of machine tools that are operated by abstractly programmed commands encoded on storage medium, as opposed to manually controlled via hand-wheels or levers. CNC systems are used for any process that can be described as a series of movements and operations. These include laser cutting, welding, friction stir welding, ultrasonic welding, flame and plasma cutting, bending, drilling,

spinning, fabric cutting, sewing, etc. Tools with the mentioned CNC variants are used in all sectors of mechanics - auto, optical, heating and cooling systems, computer hardware construction and in pneumatics.

As *Sezai Surroi* school did not have the equipment, nor trained teachers, the ES team decided to support their request for assistance and helped two teachers obtain CNC machinery training, which was held at the Mechanical High School in Novi Sad.

Along with PPES' assistance, the Novi Sad Mechanical High School also helped by donating two of their used CNC machines. As a result of the assistance, for the new 2009/2010 school year, *Sezai Surroi* now has a workshop equipped with two CNC machines.

E. EDUCATIONAL EXCHANGE

PPES is continuing to support and promote World Learning's Community Connections Program. In addition to helping to recruit the best candidates, ES team members participated in the selection committee for World Learning's theme of Youth and Employment and Local Economic Development exchange programs. A PPES staff member also joined the group for Youth and Employment as a Technical Observer. The participation of our own staff member in this study tour proved especially valuable to the program, as the program built strong relationships with stakeholders in youth employment work in Serbia who attended the study tour. As a result, new activities (specifically support for career guidance) have been incorporated into the PPES FY'10 work plan.

COOPERATION WITH OTHER ORGANIZATIONS:

During the reporting period, PPES took the lead role in continuing to organize the international donor coordination meetings among different organizations involved in working with youth and entrepreneurship development. These coordination meetings serve to improve cooperation amongst different projects as they familiarize all stakeholders with the activities being undertaken, ensures that overlap amongst projects is minimized and provides for better communication and cooperation on the work being implemented. The following organizations, programs and institutions have participated at these coordination meetings: USAID Agribusiness project, USAID Competitiveness projects, ILO, UNICEF, World Learning, the Ministry of Youth and Sport, UNDP, IOM, GTZ, BIP, OSCE and HELP.

Throughout the entire reporting period, PPES' youth development activities were marked by extraordinary cooperation with the Ministry of Youth and Sports, whose representatives actively engaged in the project activities. For example, PPES organized a meeting between the Minister of Youth and Sport, Ms. Snezana Samardzic Markovic and Manpower Director of Global Corporate Affairs, Ms. Branka Minic, resulting in the two parties exploring possibilities to create a public-private partnership to help youth employment and entrepreneurship (details elaborated in FY10 Work Plan).

Changes to the Work Plan

No significant changes to the work plan were made in the second half of FY'09. The only significant departure from the Year 3 Work Plan was in the area of Educational Exchanges (a relatively minor activity for the team) where instead of developing its own exchange program, PPES chose instead to cooperate with other US-funded projects (for example Community Connection and A-Smyle) and help in disseminating information and assist participants and applying for others' programs.

SECTION 4: SUCCESS STORIES

Success Story #1 – Despotovac - Practicing Now to Save Lives Later

Joint exercise initiative enhances preparedness for mine disasters in Despotovac

Over 200 participants worked hand-in-hand during a joint rescue simulation exercise held in Despotovac this past May. The success of the mock rescue operation to save victims of a simulated methane explosion at the *Vodna* coal mine served to illustrate how a well-coordinated response effort by first responders can save lives and ensure that the injured receive urgent medical care immediately. “We wanted to showcase the response effort of all rescue teams and emergency medical units involved in crisis situations, as well as the chain of communication and the overall importance of inter-municipal cooperation necessary to execute an effective rescue operation,” said Ljubisa Dobrosavljevic, Deputy Mayor of Despotovac Municipality.



Simulation exercise at Vodna coal mine,
Despotovac, May 2009

This was the first such exercise since the tragic accident which occurred inside the Rembas-operated coal mine twenty-five years ago, back in April 1984, when 34 miners lost their lives and seven more suffering severe injuries. The simulation exercise was very large in scope, involved all relevant local and regional stakeholders, with support provided from the Ministries of Interior, Health, Energy and Mining, the Serbian Medical Association and USAID’s Preparedness and Planning program (PPES).

The exercise was organized by Despotovac’s municipal government and its disaster management Standing Body, which PPES helped the municipality form. The local emergency health care unit, emergency medical service from Nis, the local Red Cross chapter and the mine’s own rescue squad also participated in the organization of the event. The participating firefighters and rescue units, as well as gendarmerie units from Despotovac and representatives of 20 emergency medical services across Serbia helped raise awareness about the need to prepare for such circumstances and the importance of coordinated communication and action both within the municipality and between the municipality and its neighbors and with Republic level Ministries.

Despotovac is one of 60 Serbian municipalities included in USAID’s Preparedness and Planning program. The program builds a systematic approach to local-level disaster management by working with municipalities to enhance their disaster response effort in the event of natural or man-made disasters. The program helps local-governments to improve their disaster management capacities through simulation exercises, which serve to improve coordination and cooperation of all actors at the local level. This particular simulation exercise was unique as this was the first time a local company participated – the *Rembas* coal mine – which is operated by a Public Company, *Resavica*. As the single most important employer in the municipality in terms of jobs and tax revenue, the company recognized a potential coal mine disaster as both a significant safety risk for civilians and an economic risk for the municipality and decided to contribute to the exercise.

“Mining conditions are similar across all mines, whether we are speaking about mines in China or the US,” said Mr. Zlatko Dragosavljevic, Director of *Resavica*, a public company, in a press conference

following the exercise. He also added, “This degree of cooperation between all relevant service agencies is a great way to illustrate the ability of rescue operations, but at the same time, a great way to both detect weak links in the response effort and an opportunity to learn and make adjustments for all participants in the exercise.” The Rescue Squad Commander, Radenko Cvetic, mentioned that there is still a need to acquire new equipment for the rescue squad since “the equipment is old and outdated, and the team is in charge of all the other eight underground coal exploitation mines across Serbia.” He further added that, “It is my pride and honor to serve in a rescue squad that is made up of the best miners in the business.”

“Safety is like oxygen – under normal circumstances, nobody thinks twice about it; however, when it’s missing, everyone seeks it.” Branko Jovanovic, Deputy Head of Department for Emergency Situations, Ministry of Defense.

Simulation exercises used to be a routine occurrence as they were an obligation of all institutions and citizens in the once well-organized civil protection system in former Yugoslavia. The former system’s human, material and auxiliary resources were centralized up until the beginning of the 1990s, throughout which time, the



Simulation exercise at Vodna coal mine, Despotovac, May 2009

system ceased to function due to the turmoil besieging the country. In Spring 2006, when Serbia’s major rivers flooded large parts of the country causing massive landslides across the country, 87 municipalities and towns reactivated the civil protection headquarters, as well as all other services available at the local level, as well as public utility companies and municipal governments. By that point it was too late to reverse the damage caused to commercial and residential property, so work concentrated solely on mitigating the effects of the flood in the shortest possible

time period. Following this bout of flooding, which was the most widespread and expensive disaster to hit Serbia in decades, it became self-evident that the existing protection and rescue system in place needed fundamental reform. In March 2009, Minister of Interior Ivica Dacic announced the establishment of an integrated Sector for Emergencies within his Ministry. Recently, an agreement has been made to merge the Ministry of Defense’s Departments for Emergency Situations and the Ministry of Interior’s Sector for Protection and Rescue into a single integrated Sector for Emergency Situations. The move will create a safer environment for citizens and businesses by combining all available resources under one roof. At a recent certification ceremony recognizing towns and municipalities for enhanced disaster resilience, Mr. Branko Jovanovic, the Ministry of Defense’s Deputy Head of Department for Emergency Situations stressed the importance of a normative and structural establishment of an integrated system with clear roles, rights and responsibilities of all stakeholders.

Natural disaster risks facing Serbian citizens are many, as are the resultant consequences impacting the towns and municipalities following these catastrophes. Depending upon the severity of the crisis, few municipalities have the wherewithal to deal with the aftermath, let alone less prepared municipalities, which is why USAID’s Preparedness and Planning program works to enhance municipal capacity to withstand natural disasters. For that reason citizens are right to expect an organized, professional and efficient response by the protection and rescue system in relation to potential risks. Past experience has shown that in the event of an emergency, first responders at the local level are in the best position to be mobilized promptly—therefore, their expertise, technical equipment and effective coordination are crucial in disaster response efforts.

Success Story #2 – The Future is Bright

Teenage volunteers from ten Vojvodina municipalities learn to protect their communities in emergency situations at the Vojvodina Firefighters Camp in Kovačica

Through a series of exercises, including fire fighting simulations and relay-races, 100 volunteers, aged 14 to 18, demonstrated what they learned during five days of fire fighting training. Young people from 10 municipalities in Vojvodina now have the skills necessary to help safeguard their communities when fires break out. Teams from Kovačica, Zrenjanin and Žitište took first, second and third place, respectively, at this competition of young volunteers that took place on Saturday, June 27th on the final day of the *Future Vojvodina Firefighters* camp, hosted by Kovačica.

During the competition, youth from Bačka Topola, Indjija, Kanjiža, Kovačica, Kula, Novi Kneževac, Sombor, Subotica, Žitište and Zrenjanin, were divided into 10 teams and had the opportunity to demonstrate the skills needed in emergency situations such as handling firefighting equipment and overcoming various obstacles. This competition marked the end of five days of theoretical and practical training, through which they gained necessary knowledge and skills needed to protect their municipalities in case of emergency.



Volunteer Fire-Fighting Youth Camp final competition,
Kovačica, June 2009

“We are especially proud to support this camp for young volunteer firefighters. Its mission, to build the capacity of Serbia to ensure the physical security of citizens and to provide skill development opportunities for youth to support the economic security of local communities, parallels the mission and goals of our program,” stated Michael Pillsbury, Director of USAID’s Preparedness, Planning and Economic Security Program, who went on to add that professional firefighting is a viable career option for interested youth seeking jobs upon graduation.

Serbia needs to add 4,000 firefighters to the current force of 3,000 to fully meet the country’s needs. With a total of 7,000 firefighters, Serbia would begin to pull even with the firefighting capacity of other countries in the Balkans and would begin to come close to the standards of most European Union countries - one firefighter per 1,000 citizens. The experience has shown that when disasters do happen, the most operative and mobile forces are those at the level of local communities – members of rescue services and volunteers.

As a token of appreciation for their effort, Michael Pillsbury, Program Director, and Bruce Spake, DAI Vice President for Stability, visited the winning teams in early September, congratulated them on the steps they had taken to make their communities safer places to live and officially delivered awards (in the form of firefighting equipment for their local communities’ volunteer firefighter associations) worth \$10,000.

“The Zrenjanin team, comprised of seven girls and three boys, showed their creativity, resourcefulness and good team work during the camp’s drills and exercises,” said Tibor Guljas, the team’s mentor and commander of the Volunteer Firefighting Association from Belo Blato, in



“Zrenjanin Team” and Kovačica Mayor Mr. Miroslav Krišan at the Fire-Fighting Youth Camp closing award ceremony

Zrenjanin municipality. Some young people have already put in practice their newly acquired skills in real life situations, such as Magda Djurka, who helped extinguish field fires in Belo Blato along side professional firefighters at the end of August. “The youth camp for volunteer firefighters was a unique opportunity for children of this age group, as they learned rudimentary steps of firefighting prevention and protection,” said Vladimir Madjarev, President of the Firefighting Association of Kovacica and a trainer at the camp this past summer. He further added that “some of the older participants have already showed interest in becoming professional firefighters.”

Success Story #3 – Generation Y in the Workforce

The fact that only 16% of all business owners in Serbia are younger than 35 years old reveals both the problem and the potential of young people starting businesses. In general, young people have a difficult time finding employment upon graduation, let alone good positions with competitive salaries. According to a study conducted by Serbia's Union of Employers, the number of young people holding management positions is ten times less compared to other EU countries. Furthermore, the unemployment rate of young people in Serbia is three-and-a-half times greater than the unemployment rate for youth in the EU.

Research conducted by the Republic Agency for Development of Small and Medium-sized Enterprises and Entrepreneurship surfaces that the greatest problems facing young entrepreneurs today include shortage of capital, limited entrepreneurship knowledge and readily available resources and information needed to get a business off the ground. In an effort to address these problems and give youth a chance to dictate their own future, PPES developed a set of courses that were offered through local Youth Offices that aimed to increase young peoples' potential for self-employment. Between April and June 2009, PPES conducted 86 entrepreneurial training courses for over 600 people across 29 municipalities in Serbia. The training courses ranged from introductory entrepreneurship concepts (such as how to start a business, how to write a business plan and general entrepreneurial skills) to more advanced topics (such as marketing and branding, financial planning and identifying sources of credit). Based on an impact survey conducted following the trainings, an impressive 7% of these participants started a new business soon after the training ended.

Dreams Do Come True

Ana Miletic, an 18 year old from Cicevac, registered her own hairdressing salon *Ana* and, in doing so, fulfilled a lifelong dream. "I always wanted to become a hairdresser and now I have my very own hair salon. I had straight A's in elementary school, and when the time came to enroll in secondary school, I wanted to go to a hairdressing vocational school. My parents didn't support the idea at the beginning, so I had to enroll in an Economic Secondary school," says Ana. She goes on to say that after a while her parents finally allowed her switch schools and pursue her dream. She finished secondary hairdressing school in Paracin, with excellent grades, and won three 1st place trophies at a national hairstyling competition for juniors.



Ana Miletic at work

Ana participated in two PPES-sponsored training courses – an entrepreneurship course and a business planning course. The timing of these courses were, from her perspective, ideal. She had applied for business start-up funds from the National Employment Agency and soon after the training ended, she was notified that her application had been approved. Ana received 120,000 RSD (approximately \$1900) to help her start a business. "The training helped me realize what it takes to professionally run a business," says Ana, who has in the meantime, introduced new styling services in her salon, such as hair implants, a service that is not offered anywhere else in or around Cicevac. She looks forward to Belgrade's Autumn Hairstyling Competition, where she will compete as a senior for the first time. Even though there were three established hairstyling salons in Cicevac at the time she opened her salon, the combination of her talent and competitive prices (haircuts ranging in price

from 200 to 300 RSD (approximately \$3 to \$5) allowed word-of-mouth advertising to spread quickly. In a very short period, she had regular clients from Ciceveac, as well as from the neighboring municipalities of Varvarin and Pojate. Currently in the works, she has plans to employ her first assistant in the near future and expand her business by investing in additional appliances, which will allow her to serve multiple customers at the same time.

Going Green

With 1,400 young people between the ages of 18–30 in Serbia’s eastern town of Knjazevac, where the youth unemployment rate is estimated to be around 40%, new young business owners are somewhat of a rare phenomenon. Vladan Milutinovic, a 24-year old resident of Knjazevac, decided to ‘Go Green’ and open a workshop called *Green Bag* that specializes in the production of biodegradable packaging. Vladan, along with a business partner from Belgrade, initially got the idea when they learned that a new law, planned to take effect in 2012, would ban the use of plastic bags in European Union member states. In an effort to get ahead of the curve and become one of the first entrants in the market for reusable and biodegradable packaging, they applied for a 12,000 EUR (approximately \$17,500) start-up loan from the Regional Agency for SMEs to purchase the machinery that they needed. They were informed in mid-September that their application had been approved. With the newly acquired funds, they plan to purchase new machines in October and begin production soon thereafter.



Prototype of a biodegradable bag

Vladan took part in the PPES-sponsored entrepreneurial trainings and found them very useful. “They helped me widen my business knowledge and learn how to develop a business plan and strategy to grow my business,” says Vladan. Furthermore, he says that he took particular interest in the topics that were covered during the marketing training, such as web-based advertising, which he plans to utilize to attract clients.

Printing out a Path to Success

PPES-sponsored training courses were not only open for young people considering starting a business, but also for those youth who were already running a business. One of these individuals is Darko Antic, a 29-year old graphic designer from Knjazevac, who opened up a print shop, *Graficar*, a year ago. Darko took advantage of his parents' many years of experience working at a state-owned printing house, *Timok Stampa*. Though both of his parents were laid off after the company was privatized, they were able to share much of what they had learned about the printing business with their son. Darko applied for a start-



Darko Antic at his workshop

up loan with the Regional Agency for SMEs and received 15,000 EUR (approximately \$21,700) seven months ago, which he used to purchase an all-purpose printing machine, a screen-printing machine and some other auxiliary tools. *Graficar* produces a range of products, including notebooks, calendars, textile prints (i.e. T-shirts), various types of marketing materials, paper bags and other printed cardboard items. His business caters to a variety of clients, but a majority of them include other small and middle-sized companies. He is proud of the fact that he recently acquired *Azzaro*, a popular domestic fashion company, as a client. Also, two months ago, he expanded his product offering to include different types of printable forms and receipts, which enabled him to sign contracts with a local hospital and several stationery stores recently.

Darko highlighted three specific things that he learned during the training courses that he felt helped him the most: 1) the benefits (tax advantages) that can be realized by a business when employing individuals registered with the National Employment Agency (NES); 2) the importance of a sound business strategy to guide the development of a company; and, 3) marketing and promotional strategies (such as internet advertizing). In the near future, Darko plans to introduce a specialized publication entitled *Timocki Oglasi*, through which, people will be able to sell various goods and products. As this would be unlike any other publication in the region, Darko believes that this can be a lucrative endeavor as he would sell advertising space to local businesses and restaurants throughout the entire Timok region. He said, "To get this business going, I plan to hire two young unemployed people registered at NES, as now I know exactly how a business benefits from this."

Success Story #4 – Grappling with the Global Economic Crisis

The latest figures, based on a study conducted in August 2009 by the Republic Agency for Development of Small and Medium-sized Enterprises and Entrepreneurship in cooperation with Serbia's National Statistics Office, indicate that the global financial crisis has adversely affected roughly 21 percent of Serbia's small and medium-sized entrepreneurs. So far in 2009, twenty-four percent of businesses have laid off workers, one-third of all companies are on the verge of insolvency, primarily due to their inability to collect outstanding receivables, and almost half of all SMEs in Serbia are experiencing a decrease in demand for their products and services.

For two light manufacturing companies and a dairy from South Serbia – Celik-U from Presevo, MermoLux from Leskovac and Velickovic from Surdulica, respectively – the economic climate over the past year has presented significant challenges to these businesses. Compounding the problem even further, these firms operate in one of the country's most economically underdeveloped regions where unemployment levels are well above the national average. Despite these difficult economic times, the owners of these private firms stand resolute in their convictions that their future growth plans will come to fruition.

Looking Beyond the Recession

CELIK-U is a Presevo-based company that specializes in the production of aluminum and PVC products for residential and commercial use. The company initially opened in 1975 as a family workshop and was later registered as a limited liability company in 1992. Over the past several years, the company's management has focused on pushing their products outside of the Serbian market. In their effort to grow the business and expand into new regional markets, management recognized the need to overhaul its production facility. To raise capital, the company took a loan from the Serbian Development Fund and applied for the Economic Security Program's 2nd Round Business Plan Competition launched in early 2008. The company won a \$20,000 grant and used it to purchase four machines. These four machines – including a PVC and aluminum cutter, welder, corner-cleaner/polisher and glazer – automated and modernized the company's production process.



Mr. Fahir Sadiku, owner of CELIK-U, demonstrates newly procured equipment

Over the course of the last eight months, since the new equipment was installed, the company has increased its production capacity by 50%. "The new equipment dramatically sped-up the production process – whereas it used to take 10 minutes to complete a double-pane window frame it now only takes 4 minutes, while the corner-cleaner/polisher machine reduced the time needed to complete the process from 15 minutes to 1 minute," says Fahir Sadiku, owner of Celik-U. As a result, Celik-U is now the only producer of PVC and aluminum products south of the City of Nis with such capacities.

Company sales have increased by 15% year-over-year and the only reason they are not higher is due to the slowdown in the construction sector. Finding clients in this environment is not easy, but Fahir is working diligently to overcome this problem by developing a sound client acquisition strategy. He has made good segue into the Nis market and has applied for several tenders in Belgrade, one of which, he is particularly confident that he will win. At this time, he does not wish to reveal the

details of his bid, but he says that “If this goes as planned, it will secure a steady stream of income for the company throughout next year and will require new workers to be hired,” says a satisfied Sadiku who recently won a contract to refurbish a municipal building in the municipality of Surdulica. The confidence and information he needed to try and enter the Belgrade market was gained through contacts with buyers he made in Belgrade at the 35th International Construction Fair this past April, where he participated along side 12 other construction companies from South Serbia and Sandzak supported by USAID’s PPES program.

Despite the fact that the company primarily operates in Serbia, the owner is taking the time to research neighboring markets. The owner is looking to leverage existing contacts in Kosovo to expand business operations in Albania, and is now concentrating on building contacts in Macedonia and Montenegro. Furthermore, he believes that the hard work he puts into his business today will position the company to succeed in the near future when the economy begins to pull out of recession.

Cornerstone to Success

Fahir Sadiku believes that the two key principals to a successful business are how a company is perceived in the marketplace and a company’s ability to innovate. Mr. Sadiku has worked carefully to craft the company’s image as a dependable partner that delivers high quality products at competitive prices – a major advantage in today’s market. In order to remain competitive in the current environment and become prepared to expand to new markets, the company strives to improve internal work processes and provide opportunities for professional staff development. Their participation in the management, marketing and finance training offered by PPES in the first part of 2009, perfectly complements the company’s culture. “I learned a lot at the management and sales training. I would have to single out two topics as having helped improve my business the most: first, the lessons that I learned about incentive pay structures; and, secondly, the lessons on good sales techniques. I’ve already started implementing some of the ‘tricks of the trade’ that the lecturers shared with us—and they seem to be quite effective, as I was able to close a deal in Nis by applying these techniques,” says Faim Sadiku, a finance and sales manager at Celik-U and participant at the PPES-sponsored training. In response to requests from clients, Celik-U introduced two new product types, which were only made possible due to the newly installed equipment – a new structural facade (glass wall) and aluminum door shutters, the latter of which was used to acquire a new client: the General Hospital in Vranje. With such an innovative leader at the helm of the company, there is little doubt that this resilient company will manage to weather the storm in this economic climate.

Impact of PPES’ Training and Technical Assistance

Innovate out of a Recession

The program’s strategy for SME development involves technical assistance and training to promising companies in South Serbia. For dairy *Velickovic* in Surdulica, a business that employs 21 local workers, participation at the PPES-sponsored marketing training proved extremely valuable. “We’ve spent years establishing ourselves in the marketplace and carving out a market for our products. Now, the time has come to improve other aspects our business, particularly our marketing and branding strategy,” says Milan Velickovic, owner of the dairy, and further adds



One of 17 different product varieties offered by *Velickovic* dairy

that “The training course offered by the PPES program taught us the importance of marketing and provided us with specific guidelines on how to develop a marketing action plan.” As a result of the training, Mr. Velickovic decided to create a separate marketing division within his company, in which, a full-time marketing manager has been assigned. As a follow-up to the marketing training, PPES provides in-house technical assistance where a consultant visits the training participant’s business regularly to monitor the implementation of the plan. Velickovic believes that only the best businesses will manage to survive this economic downturn. “My business is better than ever. I believe that only true professionals with high quality products will survive. I am a big believer in education – which is why I have five people with university degrees working for me. These are the times when their creativity comes forth, and this is my business’ biggest competitive advantage,” says the owner. Though the Velickovic dairy currently produces 17 different products, the owner refuses to rest on his laurels. The recession is motivating him to innovate even more new products. For example, he has developed two new kinds of cheese (thanks, in part, to the assistance of a cheese producing technology professor at Ontario Agriculture College, University of Guelph, Canada) – one cheese without fat and another fortified with omega-3 fatty acids (to enhance the nutritional value of the product) – which are unlike any other product currently offered on the Serbian market. PPES continues to look for new ways to support innovation, especially because only 25% of Serbian SMEs innovate new products, according to the aforementioned mentioned study.



Mermo lux exhibiting their products at Belgrade’s Construction Fair, April 22, 2009

Another business that has benefited from the program’s training is Mermo Lux. For Mermo Lux, a Leskovac-based business that specializes in the production of marble heating systems, stone radiators and fireplace surroundings, acquiring ISO 9001 certification for its products was not a priority in the past. “In an effort to attract new clients, we’ve tried several times over the years to acquire ISO standards in order to provide quality assurance standards and boost the quality of our products. Since my time and energy was preoccupied with expanding the business, I simply never had enough time to dedicate to this process. Thanks to USAID’s

PPES program, we are now in the process of obtaining ISO standards,” says Zvonko Djuric, owner and general manager of the successful company which exports 75% of its products to other European countries. Mr. Djuric participated in the program’s management, finance, marketing and sales training. He was very impressed by the quality of the lectures, “I’ve been in business for a long time and I’ve learned a lot through day-to-day work, however, this training meant a lot to me – I received confirmation of what I fervently believed. I needed someone to tell me that I was doing the right things,” says Djuric. He adds that “The discussion about on-line sales covered during the training was something I found particularly interesting. [As a result], I am planning on introducing an on-line platform that incorporates this business model.” Zvonko mentioned a number of bureaucratic problems linked to exporting products and feels that state institutions could do more to promote a favorable export climate. But, according to him, “The only way to overcome these obstacles is through product innovation.”

ANNEX A: Impact of Global Economic Crisis on PPES-supported Businesses

The effects of the global financial crisis – which began to manifest themselves during the last reporting period (October 2008 – March 2009) – have continued to put pressure on the Serbian government as it struggles to find the appropriate mix of policies with ever decreasing sources of funding, on local municipalities as they are forced to operate with lower municipal budgets, and on businesses of all sizes as they devise ways to adapt to the current economic climate. Since some businesses are naturally better suited to benefit during a recession and anecdotal evidence from PPES-supported businesses has been mixed as to effects of the economic downturn, PPES decided to engage a consultant during this reporting period in order to identify indicators that would allow the project to better understand the effects of the global financial crisis on firms in PPES target sectors and AOR. With the global economic crisis beginning to take a firmer hold across the globe, an analysis as to whether to shift program priorities was warranted. The main function of the advisor was to assess businesses in the light manufacturing and dairy sectors in South Serbia and in the apparel sector in Sandzak.

The purpose of the study was to better understand the following set of questions:

- Are the companies in the area under the PPES mandate impacted by the global crisis, and if so in what way?
- Is a change in program approach warranted, and if so, what might that be?

The main data used was from a series of 29 in-depth interviews that were carried out in two main regions. The first was in South Serbia, in Presevo, Bujanovac, Surdulica, Vranje, and Leskovac. The second was in Sandzak, where firms were interviewed in Prijepolje, Sjenica, Tutin, and Novi Pazar. The interviews were all carried out face to face. This allowed the interviewer to follow-up and probe for additional information and details. The outputs were more like mini case studies in the end than interviews. The South Serbian firms tended to be smaller, with an average of 25 employees, with the smallest with 4 and the largest with 73. Novi Pazar had many larger firms with an average of 48 employees, but between 11 and 117 in the sample. The interviews were carried out between June 24 and July 3 by the same interviewer to ensure consistency.

The crisis effects firms in Serbia across two main fronts: 1) finance and credit and 2) consumer demand. Over half of the firms interviewed did rely on formal bank credit. Contrary to intuition, the small firms of South Serbia were nearly as inclined to use bank credit as were the larger ones in Novi Pazar. Those firms that did use formal bank credit generally reported that it had become more difficult to obtain, sometimes substantially so. This was more the case in Novi Pazar than in South Serbia where credit still seems to be more available on similar terms to before the crisis. Many firms made use of the subsidized credit available from the state Fund for Development of the Republic of Serbia. Several mentioned that this was a critical source of credit for them, though many were still struggling with making the concessionary payments on these funds.

The second main front on which the crisis impacted Serbian firms was in decreased demand. The conducted interviews sought to understand both the impact of the crisis on different markets, and the reach that the firms had into those markets. Companies were surveyed on six different broad markets: Belgrade; the rest of Serbia; former Yugoslavia ex. Kosovo; Kosovo; Albania; EU, and; other (specified). Two main conclusions were identified. First, companies in both South Serbia and Novi Pazar have lost business across a wide range of their markets. Those in South Serbia have done somewhat better in preserving and expanding their markets during the last year. At the same time, despite the crisis, a not insignificant number of companies in both areas have been able to maintain their sales into some of their key markets. The impact has been severe, but some firms have been able to maintain and grow in their markets. In South Serbia, across the entire range of surveyed

markets, there were 22 instances of decreased sales as opposed to 8 instances of increased sales. In Novi Pazar, across the entire range of surveyed markets, there were 19 instances of decreased sales as opposed to 1 instance of increased sales.

The second conclusion is that many of the respondent companies, even the larger ones in Novi Pazar, have relied on fairly limited geographic markets. Very few firms are reporting sales into either Kosovo or Albania. Even the former Yugoslavia was not considered a market for the majority of firms in South Serbia, despite the proximity to Macedonia. Many firms also do not sell at all into Belgrade, the largest market in Serbia. It may be, however, that these firms are selling to local traders, who then sell their products into markets that the producing firm is not aware of.

The two main recommendations to come out of the report are the following:

- *Improve knowledge among managers of markets outside of those that companies are most familiar with. (These are still likely ex-Yugoslavia and regional.) Continued investment by PPES in such activities that encourage managers to push into new markets (such as trade missions and trade fairs) is a sound strategy for improving knowledge of new markets.*
- *Improve management training. While the previous model can work under the conditions that have prevailed in the past, the regional and global situation is changing and even previously isolated firms are facing competition from well-run competitors. Skills needed include: basic business skills, financial management for managers, strategic and business planning and marketing, supply chain management, and human resource development. The program may want to closely examine the different existing delivery institutions and implement a pilot program with improved curriculum.*

There are indications from the interviews that firms are starting to change business practices in response to the crisis. This may be an ideal time to attract managers into training programs.

What is of critical significance to the program is that the two primary recommendations elucidated by the consultant confirmed PPES' business support strategy used in previous years and the business development strategy going forward.

ANNEX B: Revised Surge Threshold Criteria

In determining when to recommend the use of surge capacity funding, PPES first considers the size and scope of the humanitarian emergency, i.e., whether the disaster is low-, medium- or high-impact. The project is most likely to be called upon to prevent, respond to or recover from low-impact disasters and, as such, has developed criteria to help determine when to recommend intervention. As a result of close cooperation with local governments and other local and republic-level disaster management actors over the previous years, the project has updated its surge threshold criteria to determine more accurately needs through more structured information exchange with local disaster management team members, the Red Cross of Serbia and the Government of Serbia. The following criteria are currently used:

1) Is the Red Cross responding and does it have sufficient resources to respond?

- If yes, what is the impact of assistance provided? Does it cover needs of population affected? Is additional assistance necessary and can Red Cross help in distributing additional assistance?

- If no, what are the reasons for lack of response? Is there local branch of Red Cross present and what are their current capacities? Is Red Cross communicating with local government regularly?

2) What is the scale of municipal response?

- Is municipality using all available resources? Are communal enterprises providing assistance? How many volunteers are involved in response and recovery? Has the Disaster Management Team been formed? Have they asked for outside assistance and from whom?

3) Has the republic-level government been approached and assistance requested and if so, what is the response of Government of Serbia?

- Are the Ministries involved in response and recovery? Is there a presence of Firefighter and Rescue Units in the municipality? Are the national public enterprises providing assistance?

4) What is the size of the affected population and is there population displacement?

- If yes, what is the scale of displacement? Is the temporary shelter adequate? What is assessment on a possible length of displacement? Are there urgent recovery measures needed in terms of returning settlements in previous condition?

- If no, is there possibility of displacement in near future? Were the citizens informed and prepared for this possibility? Was the lack of shelter reason for not relocating people?

5) Has the crisis exceeded local government capacity to respond?

- What is the total cost of the recovery effort as a % of the municipal budget?

- Did municipality estimate total cost of response and/or recovery?

- Are the total costs of response and recovery for the single emergency larger than 3% of municipal budget? Are there funds allocated for emergency recovery or the budget reserve will be used for this purpose?

- Did the municipality in its most recent budget allocation show good faith measures in maintaining or increasing its budget reserve for potential crisis over their budget from the previous year?

ANNEX C: P&P PERFORMANCE MONITORING PLAN TABLES

1) Preparedness and Planning

#	Indicator*:	Objective: Unit:	Disaggregated by:	Base- line	2007	2007	2010	2011
					2008	2008		
					2009	2009		
					Target	Actual	Target	Target
Performance Indicators:								
1	Score on Municipal Emergency Management Capacity Index (MEMCI)	IR 2.113	Municipality, Sectors, Baseline administration Approved by USAID for inclusion in the program. Monitoring administration	2006	N/A	59.01		
				N/A	N/A	49 / 62	N/A	N/a
	Notes: The score reported reflects the average baseline score of all MEMCIed target municipalities that will be approved for inclusion in team activities	Quantitative score				N/A		
IR 2.113								
3	Number of municipalities with policy/planning documents approved by locally-elected authorities	Percent of municipalities participating in SCOPES capacity-building	Municipality, Type of policy of planning document	2006	33%	33% (7/21)		
				0	30% (13/41)	32% (16/41)		
					40% (25/60)	50% (30/60)	50%	60%
							(41/80)	(49/80)
4	Number of municipalities certified as "enhanced disaster resilient"	Activity 1.1	Municipality	2006	N/A	N/A		
				0	10	11		
		Number (Cumulative)			24	28	40	55

#	Indicator*:	Objective: Unit:	Disaggregated by:	Base- line	2007	2007	2010	2011
					2008	2008		
					2009	2009		
					Target	Actual	Target	Target
Monitoring Indicators:								
Activity 1.1: Ongoing crisis planning and developing emergency preparedness skills in local government, relevant national governments units and civil society								
7	Number of municipalities surveyed for MEMCI baseline Notes: This activity is completed.	1.1.3	Region	2006	N/A	29		
		Number (Cumulative)		0	70	81	80	80
10	Number of persons included in MEMCI interviews	1.1.3	Industry, Municipality	2006	N/A	113		
		Number (Cumulative)		0	300	613	700	700
13	Number of modules prepared and delivered in trainings Notes: Based on revision of training curriculum, 7 training sessions are replaced with new methodology containing 3 training modules.	1.1.3	Subject area	2007	TBD	6		
		Number		0	7	3	3	3
14	Number of participants trained in target municipalities to monitor and plan for emergencies. Notes: This indicators reflects the total number of attendees at all training and capacity-building events. Audiences for any public events, such as field demonstrations, will be estimated and reported separately.	1.1.3	Municipality Event, Actual Persons, Repeaters through cycle	2006	TBD	258		
		Number (Cumulative)		0	500	468	1000	1100

#	Indicator*:	Objective: Unit:	Disaggregated by:	Base- line	2007	2007	2010	2011
					2008	2008		
					2009	2009		
					Target	Actual	Target	Target
15	Number of municipalities with drafted or approved local municipal response ordinances creating a “standing body”	1.1.3	Municipality, Approving body (executive or legislative)	2006	0 20 35	4 20 37	50	65
16	Number of municipalities with communication and coordination elements and Risk Assessment Document incorporated into Response Plans.	1.1.3	Municipality	2006	N/A 31 55	3 30 55	70	80
17	Number of municipalities certified as “enhanced disaster resilient” at all levels.	1.1.3	Municipality	2006	N/A 10 24	N/A 11 28	40	55
19	Number of crisis simulations and exercises held	1.1.5 Number (Cumulative)	Simulations, Exercises	2006	4 6 0	3 6 8	10	12
20	Number of fora held for networking between municipal-level technical experts Notes: This indicator reflects the total number of capacity-building events that are not training sessions, such as networking events, conferences, and municipal exchanges.	1.1.5 Number	Municipality, Sector, Event, Date	2006	2 3 0	1 3 3	4	2
21	Number of national conferences or local workshops held on media role and responsibility in crisis Notes: Possible to be changed	1.1.7 Number	Event, Date	2006	3 3 0	0 4 0	0	0

#	Indicator*:	Objective: Unit:	Disaggregated by:	Base- line	2007	2007	2010	2011
					2008	2008		
					2009	2009		
					Target	Actual	Target	Target
22	Number of participants in workshops to improve media responsibility in crisis	1.1.7	Event, Date	2006	TBD	N/A		
		Number		0	45	N/A	0	0
		Notes: Possible to be changed						
23	Number of Crisis Monitoring Bulletins produced	1.1.8	Date	2006	12	13		
		Number		0	12	19	12	12
		Notes: This task will be delivered by the P&P Team and will be reported accordingly.						
25	Surge Planning Documents Produced	1.1.10		2006	1	2		
		Number		0	2	2	1	0
Activity 1.2: Support USAID rapid response in the event of a crisis through surge capacity. (TO Option)								
28	Number of surge staff fielded in response to crisis	1.2.1		2006	N/A	N/A		
		Number		0	N/A	N/A	N/A	N/A
29	Number of days to field surge staff complement	1.2.1		2006	N/A	N/A		
		Number		0	N/A	N/A	N/A	N/A
30	Number / Tons of commodities delivered to designated site(s)	1.2.2		2006	N/A	N/A		
		Number		0	N/A	5	N/A	N/A
31	USD \$ Value of commodities	1.2.2		2006	N/A	\$231,886		
		USD		0	N/A	\$239,096 (\$7,210 this		

#	Indicator*	Objective: Unit:	Disaggregated by:	Base- line	2007	2007	2010	2011
					2008	2008		
					2009	2009		
					Target	Actual	Target	Target
					N/A	yr.) N/A	N/A	N/A
32	Number of grants responding to crisis	1.2.3		2006	N/A	2		
						1		
					0	N/A	N/A	N/A

Notes: Indicators 21, 22 were removed as after Y1 they were no longer reflective on the team’s strategy
 Indicators 5-6 were removed (surge grants and value of commodities) as they were duplicative with those under 1.2
 Indicators 17 was removed as it was duplicative with impact indicator #4, based on the update of the strategy which ceased to distinguish among "levels" of certification
 The indicators are not sequential (as some have been dropped over time)

2) Economic Security

#	Indicator*:	Objective : Unit:	Disaggregated by: Data Source:	Year,	2007	2007	2010	2011
				Base- line	2008	2008		
					Target	Actual	Target	Target
Performance Indicators:								
1	Number of enterprises receiving business development services from USG assisted sources Note 1: In 2010 we expect that out of the 36 companies that will be invited to receive ES program assistance at least 27 will respond positively.	2.1 Number	Industry	2006	200	133		
			Municipality		250	243		
			Gender	N/A	270	318	345	345
			Project data input into TAMIS					
2	Number of micro enterprises receiving business development services from USG assisted sources Note: In 2010 we expect that out of the 20 micro enterprises that will be invited to receive ES program assistance at least 15 will respond positively	2.1 Number	Industry	2006	N/A	N/A		
			Municipality		200	190		
			Gender	0	200	218	233	233
			Project data input into TAMIS					
3	Number of enterprises participating in USG assisted value chains Note: We restricted the number of sectors in which we are implementing in order to have better impact. Note 1: In 2010 we expect that out of the 36 companies that will be invited to receive ES program assistance at least 27 will respond positively	2.1 Number	Industry	2006	120	93		
			Municipality		150	130		
			Gender	0	170	143	170	170
			Project data input into TAMIS					

#	Indicator*:	Objective : Unit:	Disaggregated by: Data Source:	Year, Base- line	2007 2008 2009	2007 2008 2009	2010 Target	2011 Target
4	Number of micro enterprises participating in USG assisted value chains Note: In 2010 we expect that out of the 20 Micro enterprises that will be invited to receive ES program assistance at least 15 will respond positively	2.1 Number	Industry Municipality Gender Project data input into TAMIS	2006 0	N/A 100 110	N/A 95 131	146	146
5	Increase in sales in enterprises supported	2.1 %	Company Industry Municipality Project data input into TAMIS	2006 0	0 5% 10%	0 42% 35%	45%	45%
6	Increase in sales in microenterprises supported	2.1 %	Company Industry Municipality Project data input into TAMIS	2006 0	0 5% 10%	0 10% 33%	38%	38%
7	Number of youth receiving assistance ES program	2.1/2.2/ 2.3 Number	Municipality Gender Project records Project data input into TAMIS	2007 0	N/A N/A 1200	N/A N/A 3406	5200	TBD
Monitoring Indicators:								
WORKSTREAM ONE: Support to Businesses								
8	Number of initial sub-sectors/value chains defined	2.1.1; Number of active sectors	Industry Municipality; Project data input into TAMIS/ Project report	2006 0	7 10 2	10 10 2	3	3

#	Indicator*:	Objective : Unit:	Disaggregated by: Data Source:	Year, Base- line	2007	2007	2010	2011
					2008	2008		
					2009	2009		
					Target	Actual	Target	Target
9	Number of sub-sector reports produced, guiding project activities	2.1.3	Industry Municipality	2006	7	10		
		Number	Project data input into TAMIS/ Sub-sector reports	0	10 11	10 11	11	11
10	Number of profiles of companies in targeted municipalities reported in TAMIS	2.1.3	Industry Municipality	2006	N/A	N/A		
		Number	Project data input into TAMIS/ Project report	120	300 320	306 368	367	367
11	Number of workshops conducted with business community Note: In 2010 three groups of companies will receive three types of trainings each, total 9 training courses will be organized	2.1.3	Industry Municipality	2007	N/A	N/A		
		Number	PO reports/ Project report	0	14 20	9 17	26	26
12	Number of sub-sector level interventions/action plans defined in cooperation with the business community Note: We did not pursue this activity this year, as we did in previous FYs. This should be zeroed out in FY10.	2.1.3	Industry Municipality	2007	N/A	N/A		
		Number	Project data input into TAMIS/ Project report	0	10 12	7 7	0	0
13	Number of firms eligible for assistance based on their potential to grow and capture new markets. Note: 36 new companies are assessed as eligible for assistance and will be invited to receive ES Team assistance	2.1.5	Industry Municipality Gender	2007	N/A	N/A		
		Number	PO/Project reports	45	270 290	278 347	383	383

#	Indicator*:	Objective : Unit:	Disaggregated by: Data Source:	Year, Base- line	2007 2008 2009	2007 2008 2009	2010	2011
					Target	Actual	Target	Target
14	Number of trade shows and trade missions attended through program assistance Note: In 2010 ES Team plans 4 trade shows and 4 trade missions	2.1.5 Number Number	Industry Project data input into TAMIS	2006 0	N/A 10 14	N/A 10 10	18	22
15	Number of companies attending trade fairs or trade missions Note: 27 companies are expected to receive TA and to participate in trade missions and trade fairs	2.1.5 Number	Industry Municipality Gender Project data input into TAMIS	2007 0	N/A 80 95	N/A 152 225	204	204
16	Number of people attending trade fairs or trade missions Note: From 27 companies that will participate in the trade fairs and trade missions, ES Team believes that at least 2 persons from each companies will be attending those events	2.1.4 Number	Gender Industry Municipality Project data input into TAMIS	2007 0	N/A 150 180	N/A 362 362	416	416
17	Number of business people receiving training in improving business related skills Note: ES Team believes that each of the 27 companies that accepts to participate in the trainings will send at least one person to attend trainings.	2.1.4 Number	Municipality Gender Project data input into TAMIS	2006 0	100 300 330	223 484 541	568	568
18	Number of companies receiving technical assistance Note: 27 new companies will receive technical assistance, the same number of companies that will participate in the trade missions and trade fairs	2.1.5 Number	Industry Municipality Gender; Project data input into TAMIS	2006 0	20 60 70	41 81 93	118	118

#	Indicator*:	Objective : Unit:	Disaggregated by: Data Source:	Year, Base- line	2007 2008 2009	2007 2008 2009	2010	2011
					Target	Actual	Target	Target
23	Number of companies linked to new buyers	2.1.5 Number	Company Industry Municipality Project data input into TAMIS	2007 0	N/A 75 85	N/A 92 92	117	117
24	New jobs created in firms supported Note: The project's primary focus is sales, and using TA to increase sales. We are no longer using production inputs to increase jobs. 22 jobs are expected to be created.	2.1.5 Number	Company Industry Municipality Project data input into TAMIS	2006 0	150 150 170	114 126 135	157	157
WORKSTREAM TWO: Youth Employment Activities								
25	Number of youth receiving assistance through the ES program	2.1 / 2.2 / 2.3 Number	Municipality Gender Project data input into TAMIS	2008 0	N/A N/A 1200	N/A N/A 3406	5200	TBD
26	Number of schools implementing Junior Achievement program Note: Targets for FY10 revised as per JA business plan	2.1.4 / 2.1.6 Number	Municipality Project data input into TAMIS	2007 0	N/A 12 40	N/A 20 93	150	200
27	Number of students participating in Junior Achievement program Note: Targets for FY10 revised as per JA business plan	2.1.4 / 2.1.6 Number	School Municipality Gender Project data input into TAMIS	2007 0	N/A 240 1000	N/A 679 2700	4000	6000

#	Indicator*:	Objective : Unit:	Disaggregated by: Data Source:	Year, Base- line	2007	2007	2010	2011
					2008	2008		
					2009	2009	Target	Target
						Actual		
28	Number of municipalities covered by the Junior Achievement program	2.1.4	Municipality	2007	N/A	N/A		
					7	7		
		Number	Project data input into TAMIS	0	20	36	40	80
Note: Targets for FY10 revised as per JA business plan								
29	Number of youth assisted through Youth Office Entrepreneurship program	2.2	Municipality	2008	N/A	N/A		
					N/A	N/A		
		Number	Project data input into TAMIS	0	N/A	620	1100	TBD
Note: Indicator changed from "Number of Youth Entrepreneurship initiatives strengthened" for better clarification and accuracy								
30	Number of schools assisted	2.1.4 / 2.1.6	Municipality	2008	N/A	N/A		
					N/A	N/A		
		Number	Project data input into TAMIS	0	5	27	40	TBD
Note: In addition to JA program; Indicator rephrased from "Schools with updated curriculum" for better accuracy								
31	Number of companies supporting youth activities	2.1.4	Industry Municipality Type of support	2008	N/A	N/A		
					N/A	N/A		
		Number	Project data input into TAMIS	0	20	61	80	TBD
Note: 38 supported internship program and 23 supported JA in FY '09								
32	Number of interns in ES supported internship programs	2.1.4	School Municipality Gender	2008	N/A	N/A		
					N/A	N/A		
		Number	Project data input into TAMIS	0	25	50	150	TBD
Note: Not a cumulative number								

Note: Indicators #19-22, which tracked production assistance grants to businesses, have been removed as this approach is no longer part of the team's strategy.

Note: Indicator #33 will be discontinued as is no longer relevant to the program's activities

In FY10, the ES team will take a broader approach to the evaluation of the program's activities and achieved results. In the past, the team has been monitoring and reporting on direct program's impact by presenting indicators such as numbers of people trained, numbers of schools assisted, etc. In addition to this, in FY10 the ES team will conduct a series of attitudinal surveys that will show the change in "soft" skills or the change in mindset amongst the program's beneficiaries. Based on the team's experience, these attitudinal surveys can provide a deeper understanding of the program's impact and are a useful tool in planning processes. These surveys will be conducted with participants who underwent entrepreneurial trainings, interns and in any other area where this type of survey becomes a useful measurement tool. This effort will not require significant resources and will be of great value to the program. It will provide a core impact data, which will be processed and used to guide the program's activities in the future, as well as potential activity that might occur after the program is complete.

ANNEX D: GRANTS DISPERSION TABLE

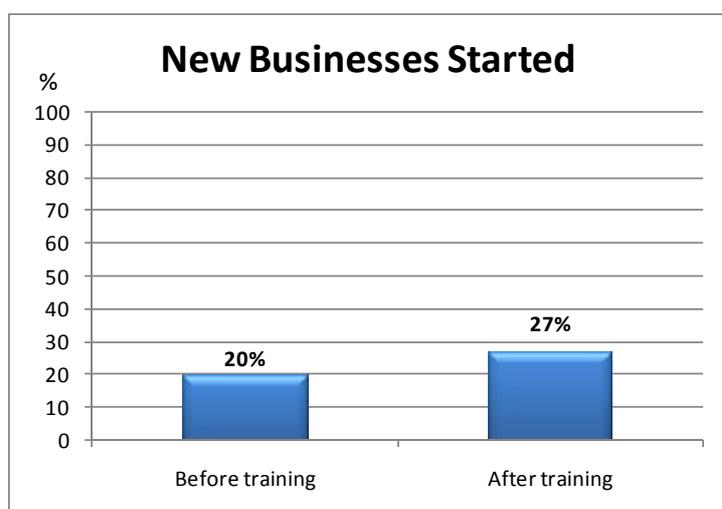
Dispersion 1: Grants divided by PPES programming area											
		Business Support				Youth		PP			
Total overview of the grants		Production/Equipment grants given directly to companies		Fair/Promotional grants		Training grants (companies)		Training grants (youth)		Training/TA for PP Component	
Total number of grants	Total value [USD]	Number of grants	Total Value [USD]	Number of grants	Total Value [USD]	Number of grants	Total Value [USD]	Number of grants	Total Value [USD]	Number of grants	Total Value [USD]
132	2,305,773	73	644,606	17	320,098	15	268,841	21	732,160	6	340,068
Dispersion 2: Grants divided by USAID funding stream/cross-cutting theme											
Total overview of the grants		Labor and Employment		Micro enterprise		Local Institutional Capacity Development		Youth Development			
Total number of grants	Total value [USD]	Number of grants	Total Value [USD]	Number of grants	Total Value [USD]	Number of grants	Total Value [USD]	Number of grants	Total Value [USD]		
132	2,305,773	44	795,937	59	373,008	13	709,843	16	426,985		
Dispersion 3: Grants divided by expenditure type											
Total overview of the grants		Capital		Commodities		Operations Support		Technical Assistance		Training	
Total number of grants	Total value [USD]	Number of grants	Total Value [USD]	Number of grants	Total Value [USD]	Number of grants	Total Value [USD]	Number of grants	Total Value [USD]	Number of grants	Total Value [USD]
132	2,305,773	47	582,456	29	219,098	4	253,880	22	486,768	30	763,571

ANNEX E: Youth Entrepreneurship Trainings Results

Two months following the conclusion of the training courses offered through 29 Youth Offices, an attitudinal survey was conducted by PPES on a sample of 100 individuals (out of a total of 620 individuals) that participated in the series of entrepreneurial trainings to determine the overall effects of the trainings. The results of the impact survey are summarized below.

New businesses started as a result of the training

As indicated in the table below, prior to the start of trainings, 20% of the sampled participants already had their own businesses. As a result of the training, the percentage of sampled participants running their own businesses increased to 27%. Bearing in the mind the difficulties associated with establishing a business, this increase of 7% is very significant.



New Business Plans/Ideas

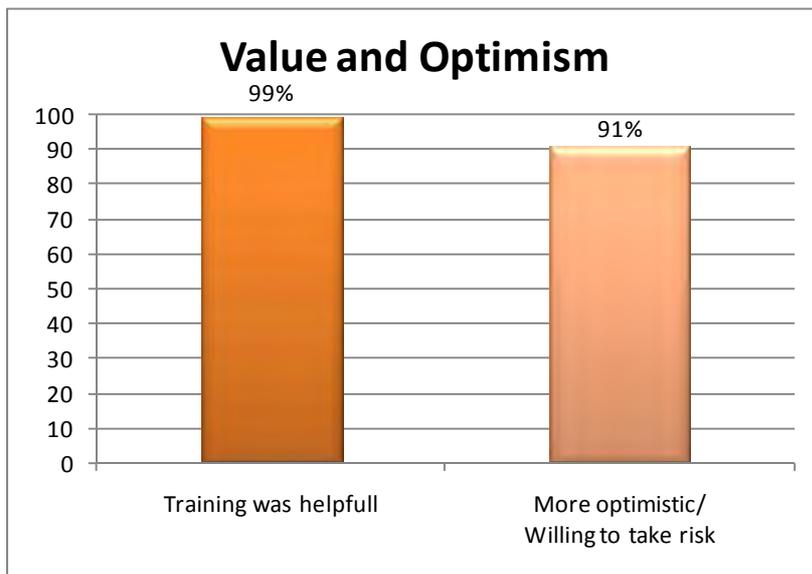
The series of trainings helped participants to develop a business plan and/or an idea for a business. An already large number of participants – roughly half of the participants - had a specific business idea in mind prior to the trainings, but following the training, an overwhelming 87% stated that the training courses helped them to come up with a concrete business plan and/or an idea for a business.



Of the 87% participants with a clear business plan/idea after the training, 84% stated that they are planning to start a business in the near future. Furthermore, of the 84% with a business plan, 16% have already applied for credit/funding from various sources, while 7% have already received credit/funding needed to open a business.

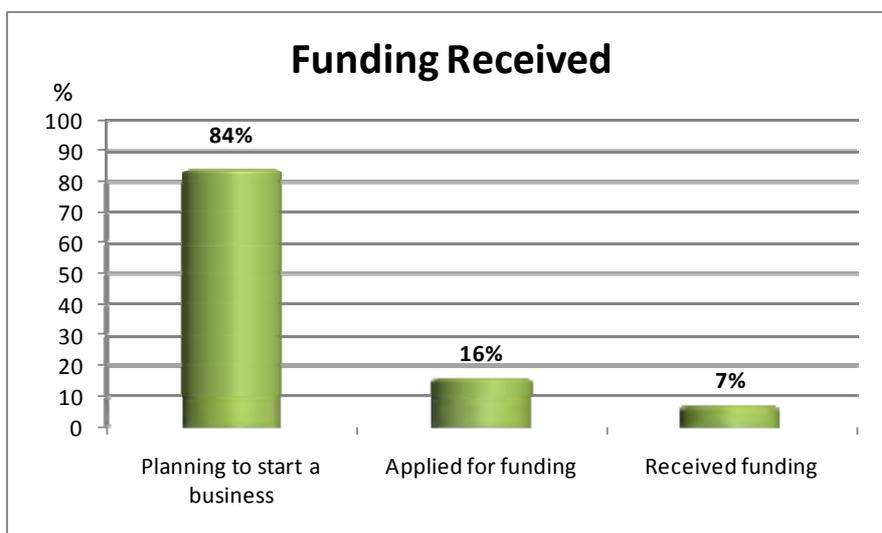
Training Evaluation - Perception of Training and Degree of Optimism

99% of the participants surveyed stated that the training courses were helpful in developing and/or reviewing a business plan, 91% stated that they feel more optimistic and confident to start a business than they were prior to undertaking the trainings. A similar percentage of participants (91%) stated that they are more willing to assume the risk of starting a business than they were prior to the training.



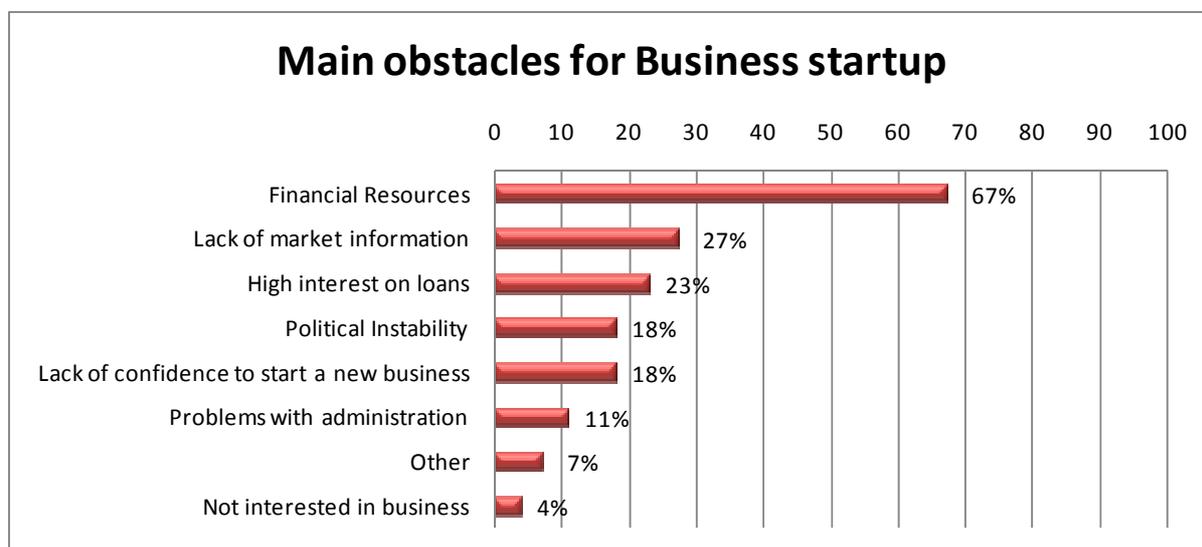
Percentage of Participants Receiving Funding

Following the training, 82% of the participants stated that they plan to start a business. The impact survey indicates that 16% of the participants already applied for funding, while 7% have already received some type of credit/funding for their business.



Main Obstacles to Starting a Business

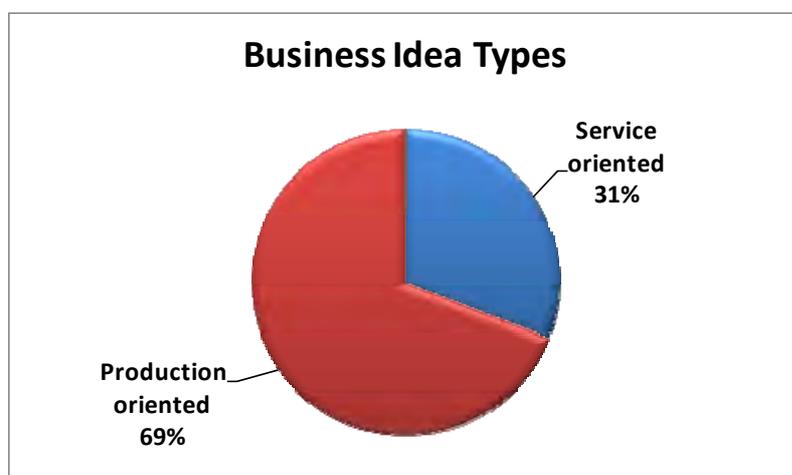
The primary obstacles identified by the participants preventing them from starting a business are illustrated in the table below.



The graph above illustrates that an overwhelming percentage of participants confirm that despite the current economic environment, the primary obstacle preventing young people from starting a business is access to capital/financial resources.

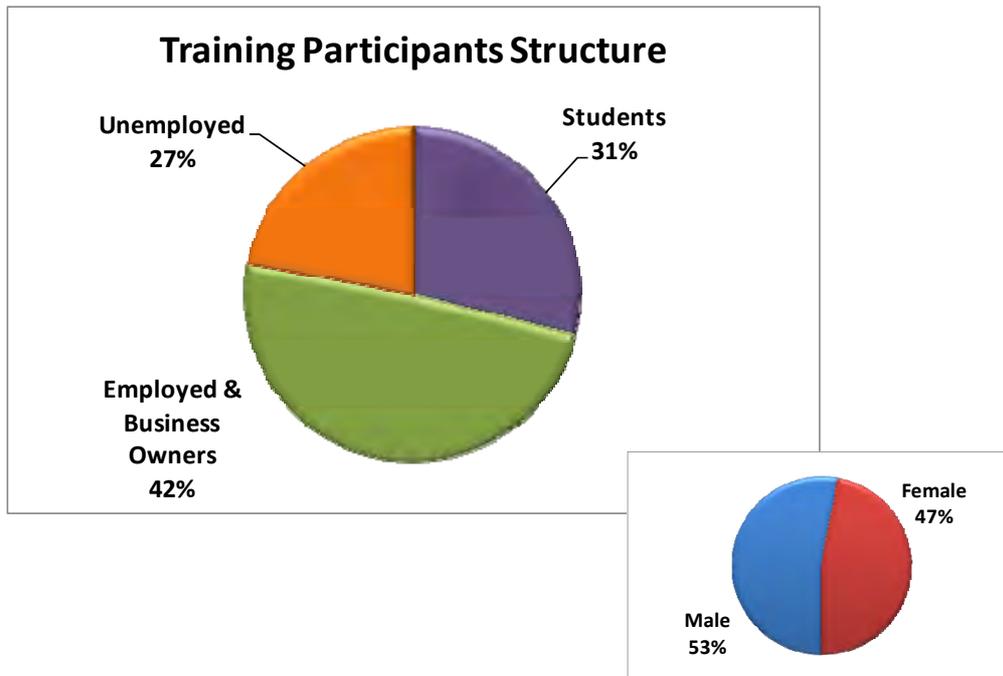
Business Idea Types

When the participants were asked whether they prefer to open a production or service-oriented business, a majority (70%) opted for a production oriented business. The fact that a larger percentage of participants preferred production-oriented business comes as somewhat of a surprise, as barriers of entry in service-oriented businesses are generally lower than in production oriented businesses, however, the response reflects the background and interested of the surveyed participants.



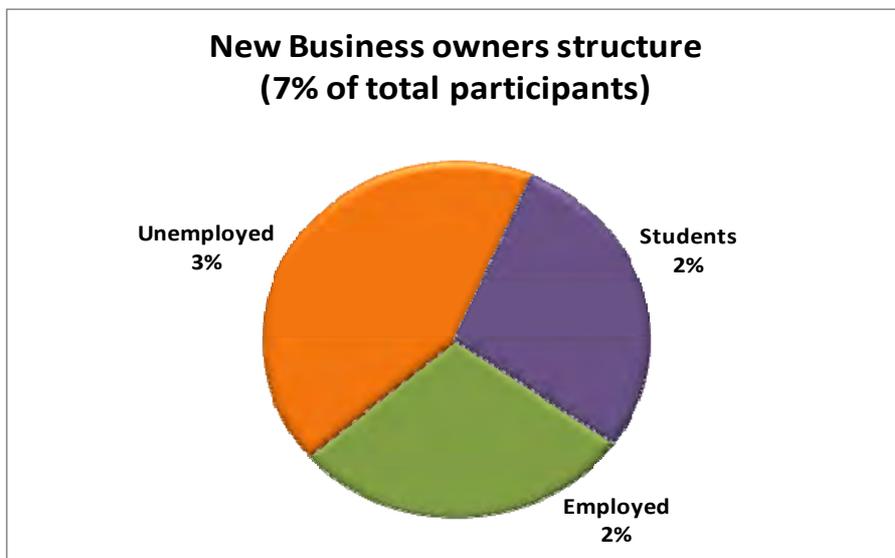
Composition of Training Participants

In examining the entire group (620) of young individuals that underwent the training courses, these individuals can be divided out in three separate categories: 1) students; 2) employed and/or business owners; and, 3) unemployed. The percentage of participants that fall under each category is illustrated in the larger table below, while the smaller table disaggregates the participants along gender lines.



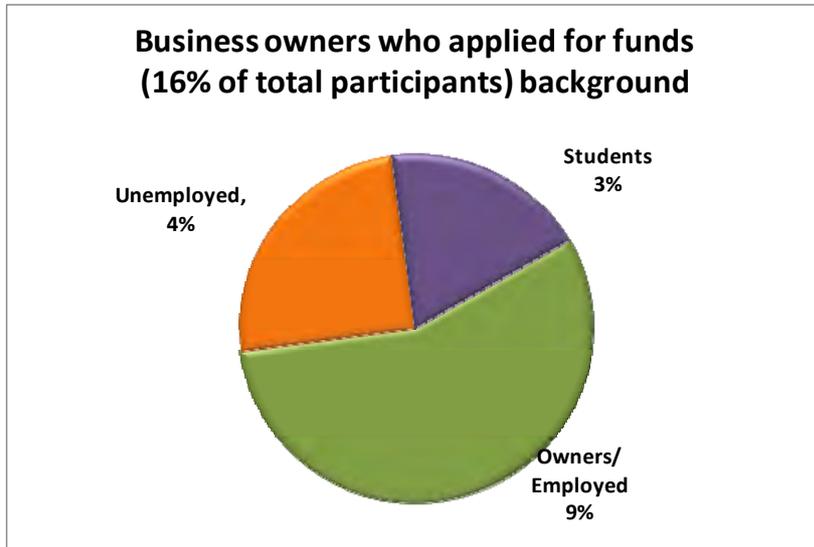
Composition of New Business Owners

The composition of the 7% of participants that started a new business is the following: 3% are individuals that were previously unemployed prior to the start of the training; and, 2% are individuals that were either previously students or employed prior to the start of training. The table below illustrates this information in the form of a pie chart.



Composition of Business Owners that Applied for Funds

The table below illustrates the composition of business owners that applied for funds. Among the 16% of the training participants that applied for funds, 9% of these individuals are either employed or are owners of their own business. A probable reason why over half of the 16% of individuals that applied for funds is that their personal work history or experience in running a business provided them with more experience, know-how and motivation to seek out such funds.



ANNEX F: Junior Achievement Schools and Municipalities in 08/09 school year

Junior Achievement in Serbia Schools and Municipalities, 2008-09 school year		
MUNICIPALITY:	SCHOOL:	MENTOR:
ALEKSANDROVAC	Srednja škola "Sveti Trifun"	Dragana Bogojević
ALEKSINAC	Poljoprivredna škola "Šumatovac"	Vučina Miletić
ARILJE	Srednja škola "Sveti Ahilije"	Spasoje Radović
BUJANOVAC	Stručna škola "Sveti Sava"	Sreten Jović
	Srednja škola "Sezai Surroi"	Shefket Jakupi
IVANJICA	Gimnazija	Ana Stamenić
	Tehnička škola	Milinko Bogdanović
KRALJEVO	MTŠ "14. oktobar"	Miroslav Pavlović
	ESTŠ "Nikola Tesla"	Dragana Joković
	Ekonomsko-trgovinska škola	Jasna Petrović
	Poljoprivredno-hemijska škola "Dr. Đorđe Radić"	Vesna Dubljanin
	Gimnazija	Dejan Rakić
KNJAŽEVAC	Gimnazija	Milijan Srejić
KURŠUMLIJA	Gimnazija	Slobodan Marković
LOZNICA	Ekonomska škola	Vera Lazarević
	Gimnazija "Vuk Karadžić"	Gordana Keserović
LEBANE	Gimnazija	Dušica Nikolić
LESKOVAC	Gimnazija	Bojan Aleksić
	Poljoprivredna škola	Vesna Stojilković
MEDVEĐA	Tehnička škola "Nikola Tesla"	Nataša Filić
NOVA VAROŠ	Gimnazija	Dragan Grbić
	Tehnička škola	Olivera Purić
NOVI PAZAR	Gimnazija	Lidija Hamzagić
	Medicinska škola	Enis Jerebičanin
	Ekonomsko-trgovinska škola	Elvira Selmanović
	Tehnička škola	Mirko Đurković
	Škola za dizajn tekstila i kože	Edina Sejfović
	Ugostiteljsko-turistička škola	Kemal Šećović
PREŠEVO	Gimnazija "Skenderbeu"	Xhelal Arifi
	Tehnička škola	Marko Pešić
PRIJEPOLJE	Gimnazija	Anela Rovčanin
	Tehnička škola	Izudin Zemanić
	Ekonomsko-trgovinska škola	Radomir Opančina

RAŠKA	Gimnazija	Branka Cvetić
	Mašinska škola	Snežana Drašković
SJENICA	Gimnazija "Jezdimir Lović"	Ismo Gicić
	Tehnička škola	Izet Pušina
SURDULICA	Gimnazija "Svetozar Marković"	Svetlana Katičić
VLASOTINCE	Gimnazija	Dragiša Pop Ilić
	Tehnička škola	Jasmina Đorđević
VRANJE	Ekonomsko-trgovinska škola	Jelena Trajković
	Srednja Poljoprivredno-veterinarska škola "Stevan Sindelić"	Goran Stanojević
CITY OF BELGRADE		
BARAJEVO	Srednja škola	Biljana Gomirac
ČUKARICA	Tehnička škola	Bogica Borisavljević
		Dragan Gušić
		Zoran Mihajlović
GROCKA	Srednja škola	Ivana Simonović
		Viktorija Popović
MLADENOVAC	Tehnička škola	Predrag Matović
	Gimnazija	Olivera Milošević
		Dragana Kosovoalić
NOVI BEOGRAD	Srednja turistička škola	Mirjana Babić
		Mladenka Đurović
		Danijela Pantić-Vlahović
	IX gimnazija "M.P.Alas"	Milorad Dašić
Grafička škola	Katarina Janjić	
OBRENOVAC	Gimnazija	Ivica Protić
		Slađana Harčinović
	Tehnička škola	Ljiljana Ašković
		Rajka Babić
		Ljiljana Živanović
Poljoprivredno-hemijska škola	Danka Ostojić	
PALILULA	Železnička tehnička škola	Branko Zagorac
	Srednja tehnička PTT škola	Boško Radovanović
		Sanja Ivković
	Elektrotehnička škola "Rade Končar"	Rada Vulić
Zoran Milinković		

RAKOVICA	V ekonomska škola	Snježana Đurđević
		Marija Stevanović
		Aleksandra Stevanović
	Mašinska škola "Radoje Dakić"	Olgica Gigić
		Mirjana Lažetić
XV beogradska gimnazija	Miloš Milošević	
Srednja zanatska (specijalna) škola	Snežana Matejić; Milena Šakić	
SAVSKI VENAC	Tehnička škola za dizajn kože	Dragana Nešić
		Radmila Gačević
	Filološka gimnazija	Olivera Čaldović
		Biljana Nikolić
	Škola za dizajn	Ljiljana Radovanović
		Nives Pavlović
	Gimnazija "Sveti Sava" Resavska 58	Sanja Radosavljević
		Anita Jakovljević
	Sportska gimnazija	Katarina Stevanović
		Milica Rajević
Škola za brodarstvo, brodogradnju i hidrogradnju	Dragana Romić	
	Gordana Jovanović-Popović	
SOPOT	Ekonomsko-trgovinska škola	Julijana Banković
		Zoran Šolaja
	Mašinska škola "Kosmaj"	Nada Janković
		Svetlana Slavković
STARI GRAD	Matematička gimnazija	Anika Vlajić
		Aleksandar Glavnik
	I beogradska gimnazija	Milan Gačanović
		Danijela Vujetić
	Trgovačka škola	Marica Knežević
		Slavica Božić
		Gordana Vujošević
	Tehnička škola "Drvoart"	Nataša Pejić
		Milutin Vračarić
	Baletska škola "Luj Davičo"	Jasmina Ranković-Stanojković
Lidija Palčić		
VOŽDOVAC	II ekonomska škola	Dragana Stojanović
		Biljana Blagojević
	XII beogradska gmnazija	Jadranka Bogovac
		Jelena Savić
		Milka Međo
	Škola za negu lepote	Vera Živković

VRAČAR	XIV beogradska gimnazija	Maja Milanković
		Srećko Petrović
	III beogradska gimnazija	Sanja Rogić
		Milijana Simičević
	Tehnička škola "GSP"	Branislava Milojković
		Snežana Milinković
ZEMUN	Ekonomska škola "Nada Dimić"	Nataša Petrović
		Radmila Nikolić
		Jelena Knežević
	PBŠ "Dimitrije Davidović"	Boban Dodić
		Staniša Ignjatović
	Zemunski gimnazija	Mlađan Janković
		Natka Ćosić
	Škola za učenike oštećenog vida "Veljko Ramadanović"	Snežana Antonović
	Muzička škola "Kosta Manojlović"	Tihomir Vojnović
	Medicinska škola "Nadežda Petrović"	Hilda Pešić
		Nikola Knežević
	Saobraćajno-tehnička škola	Tanja Arsić
		Vesna Nedeljković
	Tehnička škola "Zmaj"	Blagoje Đurić
Ivan Radović		
ZVEZDARA	Zubotehnička škola	Slobodanka Eremija
		Tomislav Alavanja
	Građevinska tehnička škola	Ana Marković
		Nenad Stevanović
	Škola za mašinstvo i umetničke zanate "Tehnoart"	Aleksandar Stevanović
		Srđan Plavšić
		Dragutin Vukelić
	Farmaceutsko-fizioterapeutska škola	Biljana Vukosavljević
		Slavica Marković Vukadinović
		Sanja Bajić
	Medicinska škola	Željka Nikolov
		Milena Stojičić
Snežana Milanović		
Dana Ćirić		
VI beogradska gimnazija	Dva profesora	

ANNEX G: Internship Program – List of companies providing internship positions

Municipality:	Firm:	Intern:	Description of duties:
Bujanovac	ENTERIJER	Aleksandra Nedeljkovic	<ul style="list-style-type: none"> - Sales - Writing sales reports - Administrative work (bill payments, requesting material, banking, post office...)
Bujanovac	ELHAN COMERC	Liridona Shahini	<ul style="list-style-type: none"> - Work in cable television - Understanding and working with cable network - Field work, marketing - Participating in editing work
Bujanovac	RADIO "EMA"	Milica Markovic	<ul style="list-style-type: none"> - Preparing radio material - Interviewing guests - Writing and preparing news - Marketing
Bujanovac	RAPIB	Jovana Mitic	<ul style="list-style-type: none"> - Understanding and preparing projects - Translation - Writing reports - Administrative work
Bujanovac	RAZVITAK	Milica Zdravkovic Marija Stankovic	<ul style="list-style-type: none"> - Understanding and helping with book keeping / accounting - Administrative work
Bujanovac	HELP	Djordje Mihajlovic	<ul style="list-style-type: none"> - Working with people; field work (communication and evaluation) - Administrative work (archives, documentation) - Understanding project steps and assisting - Participating in daily project activities along with HELP workers
Bujanovac	RADIO TELEVIZIJA BUJANOVAC	Sara Aliu	<ul style="list-style-type: none"> - Participating in preparing news, interviews, editing, etc. - Camera work - TV presenter, moderator for a youth show

Bujanovac	CASOPIS "PERSPEKTIVA"	Ibadete Halimi	- Preparing weekly reports - Interviewing
		Egzon Ameti	- Researching and gathering of the latest news - Administrative work
Presevo	RTV Aldi	Blerona Shaipi	- Camera work - Participating in preparing news, interviews, editing..etc - TV presenter, moderator for a youth show - Assisting while the show is live and running on air.. - Answering phones while the show is live and running on air
Presevo	Čelik-u	Bajrush Kasumi	- Production work - Assistance in assembly work (production phase)
Presevo	Agrokultura	Suade Emerllahu	- Sales work - Communication with clients - Administrative work
Presevo	Megamarket Men	Qendresa Shaipi Hava Emerllahu	- Communication with clients - Deciding on article display - Cashier assistance
Presevo	Tobler	Arbnora Shabani	- Administrative work - Book keeping / accounting - Recording sent and returned material - Upkeeping with office needs
Presevo	Fluidi	Granit Kasumi	- Participating in the process of production - Ensuring safe and secure packaging
Presevo	Doda	Blerim Mehmeti	- Participating in production line - Compile and record milk from field work - Administrative work - Market research - Recording import / export - Upkeeping with office needs

Presevo	Fontana	Kushtrim Jonuzi	- Participating in production line
			- Packaging
			- Compile and record milk from field work
			- Quality control and milk classification
			- Administrative work
			- Upkeeping with office needs
Presevo	Centar Humanitarne Solidarnosti	Dardana Sylejmani	- Administrative work
			- Participating in daily project activity work
			- assisting in reports and records
			- humanitarian work
			- Research funding for projects
			- preparing projects
Novi Pazar	Elektroras	Rejhana Kolašinac	Administrative work, Accounting
Novi Pazar	AD Putevi	Semir Tutić	Assistant to administrative work and accounting
Novi Pazar	Elit jeans	Enes Hamzagić Nemanja Vidojević	Assistant to production manager, work on production machines, communication with clients
Novi Pazar	Jugo banka	Ana Đurković Rijad Leković	Communication with clients and work on software programs
Novi Pazar	Big Boys	Seida Đerlek Mersiha Gusinac	Designing clothes, assisting through production process
Novi Pazar	Classic jeans	Meliha Ačković	Designing clothes, assisting through production process
Novi Pazar	West	Amra Halilović	Administrative work, Accounting
Novi Pazar	SI Denim	Demir Šaćirović Suad Šaćirović	Administrative work, recording import/export, report writing
Novi Pazar	NP Electronik	Enes Bojadžić	Administrative work, recording import/export, report writing, digital print work
Novi Pazar	Eko fond	Aleksandar Stefanović	Administrative work, recording import/export, report writing, digital print work
Novi Pazar	Euro Dijagnostik	Amina Bojadžić Almasa Krnjojelac	Assistant to medical technicians, front desk work, assisting in therapy sessions
Novi Pazar	Seco	Halis Hasanović	Administrative work, recording import/export, report writing

Novi Pazar	Metropolis	Sandra Milojević Selma Hodžić	Assistant to administrative work and accounting
Novi Pazar	Denta centar	Maida Vranjaković	Front desk, administrative work
Novi Pazar	Reintegracije	Arnanda Musić Nikola Rosić	Administrative work, understanding of project proposals, translation, report writing
Novi Pazar	Elset jeans	Enis Kačapor	Production assistant, recording sent and returned items
Novi Pazar	Medicinski centar	Sulejman Leković Alija Mašović	Assistant to medical technicians, front desk work, assisting in therapy sessions
Novi Pazar	Brar jeans	Rejhan Arifović	Administration & production assistant, sales work
Novi Pazar	Elite k.b	Amina Lekpek	Accounting assistant, administrative work
Novi Pazar	Melkom Trade	Lejla Mašović	Sales assistant, communication with clients, recording import/export, report writing
Novi Pazar	Agencija za ekonomski razvoj Sandžaka (Seda)	Amina Halković Emina Musić	Accounting assistant, administrative work, assistant in project proposal work, translation, report writing, coordination work for the internship program

ANNEX H: Trade Fairs Selection Criteria

In order to select firms that will be supported through fairs and trade mission activities, ES staff will first analyze their sales and marketing plans. Most of the firms will have developed these plans as part of the ES assistance package, but it is also possible that a firm has developed such a plan through their own investment or with the support of another donor. A full list of criteria follows:

Motivation

- **Shows interest to improve on** and to follow current industry trends
- Is ready, motivated and capable to **financially contribute** for participation at the fair

Marketing Potential

- **Has developed marketing and sales plans** which include concrete targeted regions (among which one has to be the country where the specific fair that is subject of the application is organized)
- **Has already invested** in advertisement and marketing of the company (in county or abroad)

Production Capacity to International Standards

- **Has potential to grow**, capacities to accept and fulfill new orders and compete in open market
- **Has a minimum of one** product to display (more products is beneficial quality).
- **Is export oriented** (sales outside the region is considered export) and has capacity to meet requirements and demands of new markets
- **Possess HACCP, ISO** or other international standards

All the companies that will be selected to exhibit at the fair must have a desire to reach new customers and/or identify business partners outside their ordinary market in order to expand into new markets, whether that includes the entire Serbian market, CEFTA countries or German market (for example, the apparel sector related fair in Dusseldorf).

ANNEX I: MEDIA SUMMARY

During the April – September 2009 reporting period, the Preparedness, Planning and Economic Security (PPES) program continued to maintain a high level of media visibility in both national and regional/local media outlets. The high media visibility was a result of well-planned activities in both program components and the organization of numerous special interest media appearances both prior to and following events, as well as due to a more proactive approach by PPES' Information Team in engaging media in the announcement of events and in the execution of program-related activities. Our media monitoring documented 195 media references related to program activities and issues directly linked to the program's scope of work. The news reports ranged from short news features to in-depth interviews in broadcast media that took special interest in issues addressed by PPES. The prevailing trend of media reporting on program activities and program-related topics is an increased number of higher-quality, in-depth news features that take into account other important elements surrounding the work that PPES engages in, such as the current economic environment in Serbia, up to date statistics of PPES' targeted groups (i.e., youth), national-level legislative initiatives being carried out in Serbia and other issues related to program activities.

Over the course of the last six months, the Information Team has increased the program's exposure in media outlets and managed to heighten overall media awareness and understanding of the program's scope of activities through the following activities:

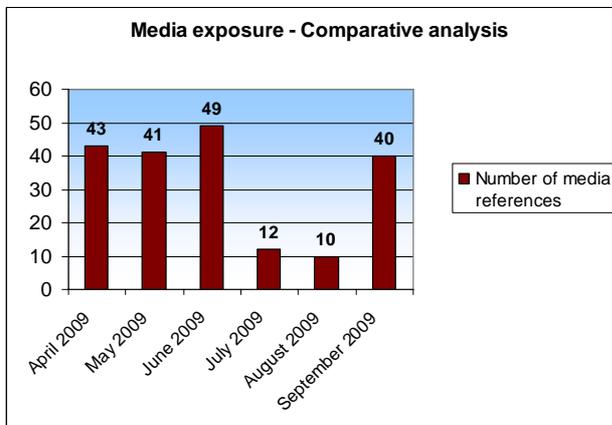
- 1) Organization of pre-event announcements through close coordination with media. A few examples are highlighted below:
 - Interviews with Ahmet Halilagic and Rexhep Ilazi, field office managers in Novi Pazar and Vranje respectively, announcing the Bujanovac Agriculture Fair on the Novi Pazar-based TV Regionalna and TV B92;
 - Interview with Suzana Mackovic, P&P's municipal intervention specialist, for Radio Novi Sad, announcing the start of Kovacica's Youth Firefighting Camp; and,
 - On the eve of high-profile events, such as the large scale simulation exercise in Despotovac, the Information Team's approached major broadcast agencies and print media outlets, RTS and Politika daily, which ensured the presence of their media correspondents at the event, thereby delivering national level visibility for the program.

- 2) Facilitation of interviews with key stakeholders/partners/beneficiaries both prior to and following events to ensure maximum media exposure. A few examples are highlighted below:
 - Bujanvoac Agricultural Fair - interviews with successful PPES beneficiaries that have contributed a lot towards promoting the economic potential of the region (RTS news feature and Nis-based TV 5);
 - Simulation exercise in Despotovac – through facilitation of press conference following the event enabling reporters to pose questions to the organizers and participants of the exercise (Politika daily and RTS);
 - Belgrade-based *Radio 202* interview with JA alumni, Nenad Ristic, following the MoU singing ceremony on the start of youth entrepreneurship training courses; and,
 - 1st Youth in Business Conference and JA Student Company Fair, where a total of 200 people participated, out of which, 16 were media representatives, featuring interviews in several national broadcast outlets.

- 3) Via follow-up activities by arranging post-event interviews to highlight the concrete results of PPES activities and benefits impacting the program's target groups, such as:

- TV Studio B interview with Slobodan Perovic, P&P municipal intervention specialist, on the importance of disaster management at the local level, following a P&P certification ceremony, held in Belgrade on June 4; and,
- TV Vojvodina (Vojvodina’s public broadcaster) interview with Suzana Mackovic, P&P municipal intervention specialist, following the final day of competition at Kovacica’s Youth Firefighting Camp.

PPES has also strengthened relations with journalists through communicating key issues tackled by the program, which was illustrated at the most recent certification ceremony held in Belgrade, where ten journalists posed questions (some provided by the Information Office) to key-note speakers in duration of more than 20 minutes - thereby turning a typical program event into a mini public debate on the preparedness of local actors to respond to disasters, on the importance of raising awareness about possible preventive measures that can be taken by municipal actors and on the existing state of legislative and punitive policy stipulated in new draft laws governing emergency response and planning.

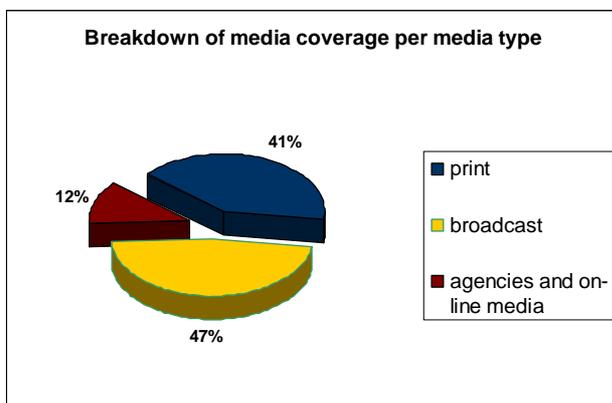


This proactive media engagement proved to be very effective as it assisted beneficiaries to be more widely recognized in their own municipalities and the greater region and allowed journalists to report on issues more thoroughly.

There has been an increased interest by RTS (Serbia’s public broadcaster) crews to cover PPES events, which resulted in 10 news reports/features on RTS’ *This is Serbia* program. Given that RTS programs are routinely watched by extremely large

audiences throughout all of Serbia, this is arguably the most significant media accomplishment to date for the program.

The months in which the program generated the most media coverage included April (43 media references), May (41 media references), June (49 media references) and September (40 media references). The program maintained a high visibility in national media outlets, as well as local and regional newsrooms. More than a half of all media references generated by the program came from national print, radio and TV outlets, not including on-line media and agencies (49%), while 51% came from regional/local outlets.



The participation of USAID’s Mission Director, Michael Harvey, at two program-sponsored events, as well as Art Flanagan, USAID Senior Advisor, and Marilyn Schmidt, USAID Deputy Mission Director, contributed to raising the program’s media visibility by helping to generate 49 media references. The Mission Director attended two certification events, presenting certificates to 17 municipalities and cities for achieving ‘Enhanced Disaster Resilience,’ held in Belgrade on 4 June and 9 September. Art Flanagan officially opened the

Bujanovac Agriculture Fair together with the Mayor of Bujanovac, Shaip Kamberi, while Ms. Marilyn Schmidt was one of several key-note speakers along with special guest Caroline Jenner, JA Europe CEO, at the first “Youth in Business” Conference and JAS Student Company Fair, held on May 27. Additionally, two VIP visitors from DAI’s headquarters in Bethesda - Barbara Lauer and Bruce Spake - participated in several program events. Several media houses carried their statements (Fonet/Jugpress news agency, Krusevac-based TV Krusevac and TV Plus). Furthermore, PPES COTRs supported program events by participating at the Youth Camp in Kovacica (Walter Doetsch, former PPES COTR, presented awards to the three winning teams, and Daniel Dasic, current PPES COTR, took part in PPES events throughout this period, particularly during August and September). In total, PPES organized 17 events during this reporting period.

The lion’s share of media references generated during this period focused on the program’s work related to the Preparedness and Planning component, however, the Economic Security component also contributed towards this end with activities related to youth employment and entrepreneurship. Between April and September, a total of 97 print/broadcast/on-line media references were generated on issues dealing with municipal capacities in preparedness and planning activities, capacity building/training activities, policy reforms/draft legislation and restructuring of the emergency response system at the national level, as well as through PPES certification events. Meanwhile, 56 media references were generated by program activities related to youth, the Junior Achievement program and youth entrepreneurship activities.

The two single events that attracted the greatest public attention during the reporting period are: the 1st “Youth in Business” Conference and JAS Student Company Fair (17 media references) and Certification of eight cities and municipalities, held in Belgrade, on 9 September (11 media references).

The close relationship between PPES and the Ministry of Interior’s Sector for Emergency Management has resulted in wider public recognition of PPES program activities, as carried by media. On several occasions, for example, at Krusevac’s simulation exercise Mr. Predrag Maric, Mol’s Deputy Interior Minister, complimented USAID’s PPES on its efforts in raising local-level disaster management capacity (TV Krusevac, TV Plus), and Ivan Baras, Deputy Head of Sector for Emergency Management, in discussing public safety educational material for elementary school students, thanked PPES for helping to develop a step-by-step picture poster targeted for kids on how to get out of a fire situation.

Similarly, the strengthened cooperation between PPES and the Standing Conference of Towns and Municipalities (SCTM) translated in four published articles in their monthly newsletters (July and August editions), covering the PPES certification program for municipalities working towards ‘Enhanced Disaster Resilience’ and national-level legislative and policy reforms in disaster management, as well as PPES-supported businesses attending Moscow’s Fashion Fair.

Additionally, USAID used two PPES “Success Stories” for their 10-page summer bulletin supplement in *Blic daily*.

Trends in Media and Topics of Interest

During the reporting period, the Preparedness and Planning Team attracted media attention, through the following four high-profile events:



**Youth Volunteer Firefighting Camp
Final day ceremony, 27 June 2009**

- 1) Joint Simulation Rescue Exercise “REMBAS 2009” in Despotovac’s coal mine, held on May 23, 2009;
- 2) Firefighting exercise entitled “Extinguishing Forest and High-Building Fires,” held in Krusevac, May 29, 2009;
- 3) Volunteer Fire Fighting Youth Camp – Kovacica 2009, held on June 22-27, in Kovacica; and,
- 4) Certification ceremony for eight municipalities held on September 9, in Belgrade.



Mayor of eight municipalities at the Certification ceremony with Michael Harvey, September 9, Belgrade

The introduction of a uniform emergency telephone system (number 112) and the establishment of an integrated emergency management service - Mol’s Sector for Emergency Management - as well as the announced adoption of a new draft law on emergency management – were all issues that drew the attention of media outlets. PPES has been involved in the Mol’s efforts in policy reform and revision of draft umbrella law - the Law on Emergency Situations and Civil Protection - that will provide the basic

framework for organizing the government’s response to civil emergencies, through provision of legal assistance, expert opinion and future course of action. PPES has provided a platform for representatives from the Mol and the MoD to stage public appearance through program events. Representatives from both ministries have actively presented the new draft legislation at public gatherings throughout Serbia in July, as reported by media, and widely discussed the future role of local government in emergency situation.

One particularly interesting occurrence during the recent period included the increased interest by local media in reporting on disaster management systems at the local level. Namely, media representatives, often a part of local disaster management teams, are beginning to recognize the importance of the program’s training activities for their communities. Both media within the disaster management team, as well as other media, produced a number of articles and TV features that tackled relevant issues, such as raising awareness about the importance of disaster management, the need for preparedness and preventive activities at the local level and the mobilization of a wide-range of organizations and institutions, including NGOs and educational institutions engaged in disaster management capacity building. Local and regional media (particularly media outlets in Krusevac and media outlets in western Serbia) stressed this point.

The Economic Security Team’s business assistance efforts gained media exposure through the following events: 1) two fairs, the 35th International Construction Fair in Belgrade, and the 4th International Agriculture Fair in Bujanovac; and, 2) PPES support to Novi Pazar-based textile producers to exhibit at Moscow’s Fashion Fair in September.



Mr. Shaip Kamberi, Mayor of Bujanovac municipality and Mr. Art Flanagan, USAID Senior Advisor officially open the fair.

The Team’s activities related to JA, youth employment and entrepreneurship were promoted by:

- a) JAS’ First “Youth in Business” Conference and Student Company Fair, Belgrade, May 27, 2009;

- b) Two MoU signing ceremonies between PPES and six municipalities in support of local youth offices and youth entrepreneurship training, held in Belgrade on April 1 and in Valjevo on April 6, respectively; and,
- c) The closing ceremony of the Summer Internship program in South Serbia and Sandzak, presenting certificates to young interns who successfully completed the internship in South and Southwestern Serbia's companies, held in Novi Pazar on 26 August, and Presevo on 1 September, respectively. Both local/regional media, as well as national outlet stringers (including RTS) reported on this activity, and carried statements of young interns on their experiences, as well as their parents' thoughts about the importance of such programs.

What made the media reporting interesting in this period is that some media outlets have taken a particular interest in reporting on PPES' initiatives in support of youth entrepreneurship through the Junior Achievement program and the youth entrepreneurship training courses (only in May, there were 21 references) by broadcasting numerous interviews with program partners and direct beneficiaries. In the case of JA, due to a collaborative effort by PPES' Information Team and JA staff, several interviews were conducted with Zeljko Ozegovic, JA Board Chair, and with JA students about their companies. A comprehensive analysis of the youth labor market, youth unemployment, shortcomings of the current educational system and youth entrepreneurship in Serbia constituted an integral part of their reporting. Examples of young people's experiences, desires and efforts in developing entrepreneurship skills, as well as the entrepreneurial spirit of today's youth were presented in news reports against the backdrop of the problems that youth face. TV B92 spearheaded this initiative (broadcasting five interviews alone in May).



**JA Student Company Fair 2009
Belgrade, May 27, 2009**

Due to closer cooperation with journalists that cover youth/education issues, greater media exposure was achieved on youth entrepreneurship training courses conducted by the Economic Security Team. Both, TV B92 and Politika daily focused on this activity by interviewing training participants—who discussed their motives to participate and their overall impressions of the JA program. The single largest event organized by JA, with support provided from PPES, was the 1st “Youth in Business” Conference and Student Company Fair, where a total of 200 people participated, out of which, 16 were media representatives.

Leading the Media / PR / Communications Competency Group

PPES' Information Office continued to take the lead on coordinating media/public relations competency group meetings, which bring together PR/Media Specialist/Communication Advisors from other USAID projects – MEGA, SEGA, CCASA-BES, Agribusiness Project, and the Competitiveness Project. One meeting was held during the reporting period, on July 17, at the BES office. The topics discussed revolved around event organization and coordination, protocol issues, as well as a multitude of other issues, ultimately resulting in an exchange of best practices between program partners. David Kahrman and Mirjana Vukša from USAID's DOC Office participated in the meeting and presented to the group useful advice regarding the writing press releases and provided guidance on other media-related visibility issues. The competency group proposed to USAID representatives to organize a one or two-day training on topics of interest to the group. The group

expressed an interest to address public diplomacy and protocol issues. The next meeting is scheduled for late October.

Table H-1: High Visibility Events, April through September 2009

Month	Description
April 2009	Preparedness and Planning: <ul style="list-style-type: none"> - PPES support on developing a city-wide Strategy for Safety in the City of Nis; and, - Local capacity building for disaster management activities.
	Economic Security: <ul style="list-style-type: none"> - MoU signing ceremony in support of local youth offices and youth entrepreneurship activities, -Two Fairs: The 35th International Construction Fair in Belgrade, and the 4th International Agriculture Fair in Bujanovac.
May 2008	Preparedness and Planning: <ul style="list-style-type: none"> - Joint Simulation Rescue Exercise “REMBAS 2009” in Despotovac coal mine - Firefighting exercise entitled “Extinguishing Forest and High-Building Fires,” Krusevac.
	Economic Security: <ul style="list-style-type: none"> - JAS’ First “Youth in Business” Conference and Student Company Fair, Belgrade - Youth entrepreneurship training.
June- August 2009	Preparedness and Planning: <ul style="list-style-type: none"> - Certification ceremony for nine municipalities, held on June 4, in Belgrade, and - Volunteer Fire Fighting Youth Camp – Kovacica 2009, and - Establishment of integrated emergency management service, adoption of new legislation.
	Economic Security: <ul style="list-style-type: none"> - Signing of the Agreement in support to Sandzak textile companies’ participation at 13 International Fashion Fair in Moscow, and - Summer Internship program.
September 2009	Preparedness and Planning: <ul style="list-style-type: none"> - Certification ceremony for nine municipalities, held on September 9, in Belgrade, and -Delivery of prizes to Kovacica's Volunteer Firefighting Youth Camp Winners.
	Economic Security: <ul style="list-style-type: none"> - Promotion of JA for 2009/2010.

PPES MEDIA COVERAGE - OVERVIEW

#	DATE	SOURCE	COVERAGE	TOPIC	SUMMARY
1	1 April 2009	Napred Weekly	<i>Regional, Valjevo</i>	Support in the event of emergencies	Local self-government of Mionica hosted a meeting with representatives of American donor organization USAID and representatives of local government officials, Red Cross, local office of the Department for emergencies of Kolubarski district, Health center and police forces from Mionica. The aim of the meeting was to introduce the Preparedness and Planning and Economic Security program to be implemented in 80 municipalities. Zoran Vacic, USAID's program associate, said that the program would offer technical assistance and financial support to raise the local capacities to respond to natural disasters and crises.
2	1 April 2009	Vecernje novosti Daily	<i>National</i>	The agreement	Nenad Milenkovic, Mayor of Novi Belgrade and Michael Pillsbury, USAID's Economic Security Director will sign tomorrow an agreement in support of local youth offices' capacities that will address issues of youth employment and entrepreneurship. USAID supports activities targeting young people which are in line with the objectives of the National Youth Strategy to create employment, self-employment and entrepreneurship opportunities for young people in Serbia.
3	1 April 2009	Glas Tamnave Monthly	<i>Regional</i>	For emergencies	USAID's Preparedness and Planning program signed Memoranda of Understanding with four municipalities: Ljubovija, Mionica, Osecina and Ub. The agreement on the cooperation in the field of local disaster management was signed by Michael Pillsbury, Program Director and Vladislav Krsmanovic, Mayor of Ub.
4	1 April 2009	Poslovna zena (Business women) portal	<i>On-line</i>	Support for young entrepreneurs	Nenad Milenkovic, Mayor of Novi Belgrade and Michael Pillsbury, USAID's Economic Security Program Director will sign tomorrow an agreement in support of local youth offices' capacities that will address issues of youth employment and entrepreneurship.
5	2 April 2009	Vecernje novosti Daily	<i>National</i>	Support to youth entrepreneurship	USAID's Economic Security Program Director Michael Pillsbury signed yesterday in Backa Topola a MoU with representatives of seven Vojvodina municipalities: Ada, Coka, Becej, Backi Petrovac, Backa Topola, Kula and Senta in support of increasing youth employment and new start-up businesses launched by entrepreneurs –

					beginners.
6	2 April 2009	Pregled Daily	<i>National</i>	Half a million to future "leaders"	United States Agency for International Development have allocated \$500,000 in support of youth employment and entrepreneurship activities for this year, said Michael Pillsbury, Director of the Preparedness, Planning and Economic Security program, at yesterday's MoU signing with officials of three Belgrade municipalities: Novi Beograd, Vozdovac and Zvezdara. Mr. Pillsbury stressed that this support was focused on strengthening the capacities of the local youth offices and on implementing youth entrepreneurship programs. Over 1,300 applications for the training were received to be implemented in 30 municipalities.
7	2 April 2009	Radio 202	<i>Regional, Belgrade</i>	Young entrepreneurs	Thanks to the USAID's program support, seven youth offices in Belgrade municipalities will enable young unemployed people to gain practical skills required by the employers, or to start their own business. Michael Pillsbury, Director of the Economic Security program, signed an agreement with mayors of three Belgrade municipalities: Novi Beograd, Vozdovac and Zvezdara in support of youth entrepreneurship activities. At this moment 1.300 young people in 30 municipalities across Serbia are involved in this kind of training.
8	2 April 2009	Blic Daily	<i>National</i>	Predrag Maric chosen the best citizen of Belgrade	Predrag Maric is a person who rescues people from floods, fires, explosions and other disasters. "A disaster management man", the Assistant Minister of Interior, Head of Protection and Rescue Sector and the best citizen of Belgrade for 2008 by Radio and Television Broadcaster Studio B.
9	3 April 2009	Gradjanski list	<i>Regional, Vojvodina</i>	Kula citizens continue the cooperation with USAID	Deputy Mayor of Kula municipality Damjan Miljanin signed in Backa Topola an agreement on continuation of cooperation with the USAID's Preparedness, Planning and Economic Security program. The agreement entails the USAID's support to youth entrepreneurship education program that will empower young people to start their own businesses.
10	6 April	Kurir Daily	<i>National</i>	Support to young entrepreneurs	United States Agency for International Development's program and self-government of Valjevo, Loznica and Lajkovac will sign today an agreement in

	2009				support of the newly established local Youth Offices' capacities that will address issues of youth employment and entrepreneurship.
11	9 April 2009	Prosvetni pregled Daily	<i>National</i>	Entrepreneurship from classroom	National education program for young people in entrepreneurship. Junior Achievement is implementing an after school program in over 90 high schools across Serbia. As of next year, high school pupils in Serbia will have an opportunity to join entrepreneurship without borders, by exchanging experiences from student companies with their peers from Europe through an on-line platform within the national educational youth program, Junior Achievement. Donors to this project are USAID and the Assembly of the City of Belgrade.
12	10 April 2009	Politika Daily	<i>National</i>	Self-employed entrepreneur	City of Nis and Local Economic Development in the Balkans program (LEDIB) are planning a joint action to introduce entrepreneurship education program in high schools, and according to the Mayor Milos Simonovic, young people will also find their place in the development of the Security Strategy that the city has been preparing with the U.S. Agency for International Development (USAID).
13	10 April 2009	Vecernje novosti Daily	<i>National</i>	For Youth Offices	Valjevo, Loznica and Lajkovac signed an agreement with USAID for the support to strengthening of the local youth offices' capacities. These offices will address issues of youth employment and entrepreneurship. For this kind of activities, USAID program, which is implemented in over 70 municipalities, has allocated \$500,000.
14	10 April 2009	Napred Weekly	<i>Regional, Valjevo</i>	Support to youth entrepreneurship	The City of Valjevo and the municipalities of Leskovac and Loznica signed an agreement with the American organization USAID on strengthening the capacities of the newly established local youth offices and on implementation of youth entrepreneurship programs. "In the coming months, the program will provide support that will enable young people to attend trainings in entrepreneurship skills, starting their own business, business planning, finance, and marketing. We hope that that training will give young people an upper-hand in finding a job or set up thier own companies", said Michael Pillsbury, the Program Director.
15	10 April 2009	Pirotske novine	<i>Regional, Pirot</i>	Disaster management	A presentation of USAID program on Disaster management and risk assessment at the local level was held on 7 April in the municipality of Pirot. The program helps municipalities build and institutionalize a disaster management system that addresses preparedness response, recovery and prevention. The participants at

					the meeting agreed that the public did not recognize the need for awareness raising of the importance of these issues, and all organizations, NGOs, educational institutions should be mobilized to be involved in disaster management capacity building.
16	13 April 2009	24 sata Daily	<i>Regional, Belgrade</i>	Internship opportunities in renown companies for young people	Fifty young unemployed people did an internship in renown companies in Novi Beeograd. The municipality of Novi Beograd supported the project, which is implemented in Serbia for the first time. Nenad Milenkovic, Mayor of Novi Belgrade and Michael Pillsbury, USAID's Economic Security Director have recently signed an agreement in support of local Youth Offices' capacities that will address issues of youth employment and entrepreneurship.
17	15 April 2009	Biznis Daily	<i>National</i>	USAID Helps Nis Improve Citizen Safety	Nis Mayor, Mr. Milos Simonovic Mr. Michael Pillsbury, USAID's Preparedness and Planning Project Director, will sign the agreement with the City of Nis on developing a city-wide Strategy for Safety. USAID's program will assist the City of Nis to develop the Strategy, which will, amongst other things, include a risk assessment of the city, improve safety standards and communication and coordination amongst all relevant actors and create a short-term action plan.
18	15 April 2009	Tanjug News Agency	<i>National</i>	USAID Helps Nis Improve Citizen Safety	Nis Mayor, Mr. Milos Simonovic, Mr. Michael Pillsbury, USAID's Preparedness and Planning Project Director, will sign the agreement with the City of Nis on developing a city-wide Strategy for Safety. USAID's program will assist the City of Nis to develop the Strategy which will, amongst other things, include a risk assessment of the city, improve safety standards and communication and coordination amongst all relevant actors and create a short-term action plan.
19	15 April 2009	TV Kopernikus	<i>Regional, Nis</i>	Development of City-wide Strategy for Safety	Development of the Strategy for Safety of the City of Niš, considered as a priority by city officials, will serve to further improve the disaster management capacity of the city and enhance citizen safety. USAID's Preparedness and Planning program will help the City, which has been a part of the Preparedness and Planning program with its five constituent municipalities for over a year, achieve this goal. Michael Pillsbury said at the singing ceremony that "Through the Strategy for Safety the City will map the risks and define priorities for dealing with all kinds of disasters including industrial, chemical and environmental or transport accidents but also everyday threats in the urban city area such are traffic accidents, safety

					in schools or fires in residential objects.
20	15 April 2009	Poslovi Monthly	<i>National</i>	Education programs and training center for future entrepreneurs	USAID and Youth offices in Belgrade municipalities of Palilula, Savski venac, Vracar, Novi Beograd signed an agreement in support of youth entrepreneurship activities targeting young people aged 18 to 30. In the next couple of months, young entrepreneurs-beginners, or those who want to improve their business operations, will have an opportunity to attend this free of charge training in several fields of business operations. Michael Pillsbury, Director of USAID's Economic Security program said that available funds in support of youth employment and entrepreneurship amount to \$500,000 for this year.
21	15 April 2009	TV Regionalna	<i>Regional, Novi Pazar</i>	USAID's Economic Security program support to companies' participation at fairs	USAID's Economic Security program has been supporting businesses in Sandzak region for third year. Ahmet Halilagic, Program's regional office manager, tells us about the program's support to companies' participation at trade shows in 2009. A. H: We plan to support companies' participation at six fairs this year. Companies from western Serbia that are operating in the apparel and food processing sectors are in the focus of the program's support. Six companies from this region have been selected, which makes a total of 12 businesses from western and south Serbia, which will be supported with \$25,000 to participate at the coming Fair.
22	16 April 2009	Vecernje novosti Daily	<i>National</i>	Support to young people	USAID's Economic Security program has invested \$195,000 in the South Serbia. The support targeted small and medium sized companies in the sectors of diary, food production and services. This year the program earmarked \$300,000 for the support to private sector development.
23	16 April 2009	Narodne novine Daily	<i>Regional, Nis</i>	USAID helps the City of Nis	The Mayor of Nis, Mr. Milos Simonovic and Michael Pillsbury, USAID's Preparedness and Planning Program Director, signed the agreement on developing Strategy for Safety of the City of Nis. The Strategy, considered as a priority by city officials, will serve to further improve the disaster management capacity of the city. The American organization will help an expert team develop a Strategy with \$30,000, which will include a risk assessment of the city, safety standards and communication and coordination plan, as well a short-term action plan.
24	16 April	RTS	<i>National</i>	Disaster management, Host: Predrag Maric	Predrag Maric, Head of Sector for Protection and Rescue, is a guest in today's program. He is probably the future Head of the Sector for Emergencies, which we

	2009				announced last time. Predrag Maric: There are reasons for the delay in establishment of this Sector. Namely, the working group set up by the Minister of Internal Affairs has started working. The plan is to finalize the work by 5 May and submit an Action plan to the Government, which shall imply the drafting of legislation, its adoption and establishment of the Sector for emergencies, merging the Ministry of Interior's Sector for Protection and Recues and the Ministry of Defense' Department for Emergencies.
25	17 April 2009	Uzicka Nedelja Weekly	<i>Regional, Uzice</i>	Education and training center	Apart from measures taken by the state in support of youth employment, some international organizations have been investing their efforts through various projects to boost the youth employment. One of them is US Agency for International Development. Michael Pillsbury, USAID's Economic Security Program Director, said that the program earmarked \$500,000 for youth activities.
26	17 April 2009	Sloboda Weekly	<i>Regional, Pirot</i>	Cooperation with USAID agency	Representatives of Babusnica self-government, Ministry of Defense, Ministry of Internal Affairs, public utility company "Komunalac", Health center, Red Cross and Sector for Protection and Rescue on the local level took part in the orientation meeting in municipality of Babusnica within the USAID's Preparedness and Planning program. Slavoljub Kostic, Mayor of Babusnica expressed satisfaction with cooperation with USAID in this program, as the municipality had faced a number of natural disasters, like floods and fires in the recent period.
27	22 April 2009	Radio Sto Plus	<i>Regional, Novi Pazar</i>	USAID support 12 companies' participation at the Construction Fair	USAID's Economic Security program has supported 12 small and medium-sized construction businesses from South Serbia and Sandzak to participate at the 35 th South-East Europe Belgrade Building Expo, opened today in Belgrade. The \$25,000 support includes renting of exhibition space, as well as other accompanying costs.
28	24 April 2009	Danas Daily	<i>National</i>	Construction companies at the Fair in Belgrade	USAID's Economic Security program has provided over \$25,000 to support 12 small and medium-sized construction businesses from South Serbia and Sandzak to participate at the upcoming 35 th South-East Europe Belgrade Building Expo, held in Belgrade from April 22-26. USAID's support entails renting of in-door and outdoor space, as well as other accompanying costs.
29	26 April	TV B92	<i>National</i>	Agriculture program – Guest Rexhep Ilazi	From 28-30 April, the International Agriculture Fair will be open in Bujanovac. Rexhep Ilazi, USAID's program field manager: Over 45 agriculture companies from

	2009				Serbia and the region will exhibit at the fair. On-site training seminars will be organized for local farmers and agriculture entrepreneurs, tackling seven topics.
30	27 April 2009	Politika Daily	<i>National</i>	Serbia will have a new Sector for Emergencies	Citizens of Serbia will soon have a new Sector for Emergency Situations within the Ministry of Interior, which will have four departments. Apart from the Department for prevention and firefighter-rescue units, two more departments are envisaged: for risk management and civil protection. A unique system 112, which will be the number for emergencies, will replace the existing 92, 93 and 94. Organizational structure of the new Service has been made in cooperation with the Ministry of Defense's Department for Emergencies. A total of 4.000 people are envisaged to be employed in the new Sector.
31	27 April 2009	Emportal	<i>On-line</i>	Agriculture Fair in Bujanovac	On April 28-30, 2009, over fifty agriculture companies and food producers will exhibit their products at the 4 th International Agriculture Fair in Bujanovac. The fair is organized under the auspices of the municipality of Bujanovac, in cooperation with the Presevo and Bujanovac Development Agency (PBDA) and USAID's Economic Security program which is supporting the organization of this fair with \$18,500.
32	28 April 2009	JUG press News Agency	<i>Regional, On-line</i>	Agriculture Fair in Bujanovac	4 th International Agriculture Fair in Bujanovac was opened today in Bujanovac. This, already traditional manifestation, was officially opened by Mr. Art Flanagan, USAID Senior Advisor and Mr. Shaip Kamberi, Mayor of Bujanovac municipality. Mr. Flanagan said that this Fair was supportive of economic development in the region.
33	28 April 2009	TV Aldi	<i>Local, Presevo</i>	Agriculture Fair in Bujanovac	On April 28, the 4 th International Agriculture Fair was opened in Bujanovac. Over fifty agriculture companies and food producers from the region are exhibiting their products. The fair is organized under the auspices of the municipality of Bujanovac, in cooperation with the Presevo and Bujanovac Development Agency (PBDA) and USAID's Economic Security program which is supporting the organization of this fair with \$18,500. Mr. Shaip Kamberi, Mayor of Bujanovac municipality and Mr. Art Flanagan, USAID Senior Advisor, officially opened the fair.
34	28 April 2009	TV Regionalna	<i>Regional, Novi Pazar</i>	Construction Fair	USAID's Economic Security program has supported 12 construction businesses from South Serbia and Sandzak to participate at the 35 th South-East Europe

					Belgrade Building Expo, from 22-26 April. The \$25,000 program's support was complemented with 25-30% in-kind contribution of companies, which allowed them to present their offerings. They have received technical assistance training in promotional and marketing techniques needed to effectively prepare for the Fair, the results of which you could see at the Fair. Sandzak Economic Development Agency (SEDA) assisted businesses prepared to present themselves in the most effective way, and USAID and SEDA will continue to foster good partnership relationship in this respect.
35	28 April 2009	TV Aldi	<i>Local, Presevo</i>	Construction Fair	USAID's Economic Security program has supported 12 construction businesses from South Serbia and Sandzak to participate at the 35 th South-East Europe Belgrade Building Expo, from 22-26 April. The \$25,000 program's support was complemented with 25-30% in-kind contribution of companies, which allowed them to present their offerings. They have received technical assistance training in promotional and marketing techniques needed to effectively prepare for the Fair, the results of which you could see at the Fair. Sandzak Economic Development Agency (SEDA) assisted businesses prepared to present themselves in the most effective way, and USAID and SEDA will continue to foster good partnership relationship in this respect.
36	28 April 2009	Beta News Agency	<i>National</i>	Open International Agriculture Fair in Bujanovac	4 th International Agriculture Fair has been opened in Sport center "Mladost" in Bujanovac. Presevo and Bujanovac Development Agency (PBDA) are organizing the fair for the second time in cooperation with the Bujanovac municipality and USAID's Economic Security program, which has supported the organization of this fair with \$18,500.
37	29 April 2009	Pravda Daily	<i>National</i>	Agriculture Fair in Bujanovac	4 th International Agriculture Fair has been opened in the Sports center "Mladost" in Bujanovac. Presevo and Bujanovac Development Agency (PBDA) are organizing the fair for the second time in cooperation with the Bujanovac municipality and USAID's Economic Security program, which has supported the organization of this fair with \$18,500.
38-39	29 April 2009	AVP Vranje and Beta News Agencies	<i>National On-line</i>	Open International Agriculture Fair in Bujanovac	4th International Agriculture Fair was opened in Bujanovac Sports center "Mladost" today. This is the second time that the Fair is organized by the Presevo and Bujanovac Development Agency (PBDA) and Municipality of Bujanovac with

					the support of USAID's Economic Security program. Over fifty agriculture companies and food producers from Serbia and the region exhibited their products. USAID has supported the organization of this fair with \$18,500.
40	30 April 2009	Vecernje novosti Daily	<i>National</i>	Open International Agriculture Fair in Bujanovac	4 th International Agriculture Fair was open in Bujanovac yesterday by Mr. Shaip Kamberi, Mayor of Bujanovac municipality and Mr. Art Flanagan, USAID Senior Advisor and Mr. Michael Pillsbury, USAID's Economic Security Program Director. The program has supported the organization of this fair with \$18,500, at which over 50 agriculture producers from Serbia and the region will exhibit their products.
41	30 April 2009	Narodne novine Daily	<i>Regional, Nis</i>	4 th International Agriculture Fair in Bujanovac	4 th International Agriculture Fair has been opened in the Sports center "Mladost" in Bujanovac. Presevo and Bujanovac Development Agency (PBDA) are organizing the fair for the second time in cooperation with the Bujanovac municipality and USAID's Economic Security program, which has supported the organization of this fair with \$18,500. The fair is the perfect opportunity for producers to promote economic potentials of the region.
42	30 April 2009	<i>Napred Weekly</i>	<i>Regional, Valjevo</i>	A Way to Effective Team	A six-member team from the municipality of Ub took part in the training in the field of disaster management on the local level, organized by the USAID's Preparedness, Planning and Economic Security program. Particular attention was paid to the significance of the Standing body for disaster management, examples of best practices as well as creation of effective teams.
43	30 April 2009	TV 5	<i>Regional, Nis</i>	4 th International Agriculture Fair in Bujanovac	From April 28-30 the 4th International Agriculture Fair was held in Bujanovac. The fair was organized by the municipality of Bujanovac, in cooperation with the Presevo and Bujanovac Development Agency (PBDA) with the support by the USAID's Economic Security program. The Fair was organized back in 2005 for the first time, and represents one of that the most important exhibitions of this kind in southern Serbia.

44	1 May 2009	Polimlje Weekly	<i>Regional, Prijepolje</i>	Joint projects in cooperation with USAID – International Construction Fair	USAID’s Economic Security program has supported 12 small and medium-sized construction businesses from South Serbia and Sandžak to participate at the 35 th South-East Europe Belgrade Building Expo, held in Belgrade from April 22-26. The Fair gathered around 1,100 exhibitors from Serbia and abroad who presented their products and building related services.
45	1 May 2009	Perspektiva Weekly	<i>Regional, Bujanovac</i>	International Fair on Agriculture held in Bujanovac	The 4 th International Agriculture Fair was held in Bujanovac from 27-29 April 2009. The fair was organized by the Development Agency for Presevo and Bujanovac and USAID. The ceremony was opened by the PBDA director Armend Aliu, Mayor of Bujanovac Shaip Kamberi, Coordination Body official Sima Gazikalovic, USAID senior official Art Flanagan and USAID Program Director in Serbia Michael Pillsbury. Over 60 different companies from the region have displayed their products and over 8.000 people have visited the fair during these three days.
46	6 May 2009	Pomoravlje Monthly	<i>Regional</i>	USAID project	Despotovac, together with three other municipalities in the region participated in USAID’s project which will enable them to acquire a certificate for enhanced disaster resilience.
47	7 May 2009	RTS	<i>National, Public Broadcaster</i>	Bujanovac Agriculture Fair	There are 3 thousand registered farms in Bujanovac and the Agricultural trade show is the most important event for Bujanovac farmers as they have the opportunity to promote their produce and sign agreements on collaboration there. Sixty producers participated at the International Agricultural Tradeshow in Bujanovac. USAID’s Economic Security program supported the local government in organizing the tradeshow.
48	7 May 2009	Danas Daily	<i>National</i>	New Sector for emergencies is being formed	According to new job classification system at the Ministry of Interior, which will be forwarded to the Government for adoption, an establishment of a new Sector for emergencies has been envisaged. Several departments will be placed under one roof: Department for prevention, Firefighting-rescue units Department, Department for emergencies management and Civil protection department. Incidentally, Serbia has the fewest number of firefighters per capita in Europe.
49	9 May 2009	TV B92	<i>National</i>	Junior Achievement	Everybody who wants to start a company learns very soon that beside a good idea and a wish to implement it, it is necessary to have knowledge on entrepreneurship. That is the reason why the JA program has been implemented

					for a couple of years, supported by the Ministry of Education and USAID providing high school students with the opportunity to learn business basics. Serbia introduced JA program 6 years ago, that has involved about 25,000 high school students.
50	11 May 2009	Blic Daily	<i>National</i>	Training for businessmen	The first training classes on entrepreneurship intended for young people from Valjevo are to start today at the local Youth Office resource centre premises. Training for youth entrepreneurs is a part of the JA program that Valjevo is to implement in collaboration with USAID in the next months.
51	14 May 2009	TV B92	<i>National</i>	Education of young entrepreneurs	Youth office from the Belgrade municipality of Zvezdara with the support of USAID started an education program for young entrepreneurs. Around 15,000 students graduate every year in Serbia and more than a half has their own business idea. Dragana Petkovic, a participant, said that the training helped her learn more about the registration of firms.
52	14 May 2009	Dnevnik Daily	<i>Regional, Vojvodina</i>	Start up with business	Youth office from Becej and Becej Association for Entrepreneurship with the support of USAID's Economic Security program starts with the education program entitled "Support to youth entrepreneurship" focusing of basic concepts of youth entrepreneurship, starting up business, communication skills and business planning.
53	15 May 2009	Danas Daily	<i>National</i>	Incentive to youth entrepreneurship	Two-days seminar on youth entrepreneurship was organized by USAID's Economic Security program and the Youth Office from Nova Varos. Some of the topics tackled by the training were: how to generate a business idea, what are the phases in development of a business, what are the common mistakes and how to avoid them, features of an entrepreneur, alternative sources of finance
54	15 May 2009	Napred Weekly	<i>Regional Valjevo</i>	A danger foreseen is half avoided	A group of 13 young people participated at the training on youth entrepreneurship organized by the local Youth Office from Valjevo and USAID's Economic Security program. The aim of the program is to improve the entrepreneurship and employment marketable skills of Serbia's young people so they can more successfully enter the work force or start their own businesses.
55	15 May 2009	Napred Weekly	<i>Regional Valjevo</i>	Acquiring business and marketable skills	Youth Office in Lajkovac held a press conference announcing the beginning of a training on youth entrepreneurship called "Start of business". The training is

					implemented by the Ministry of Youth and Sport and USAID in partnership with the local youth office. Topics that will be dealt with in the first of five trainings are: business planning and financial possibilities, improvement of entrepreneurial skills, market operations and marketing activities.
56	15 May 2009	Becejski mozaik	<i>Local, Becej</i>	Education for young entrepreneurs	Youth office from Becej in cooperation with the municipal Association of entrepreneurs and with the support of USAID's Economic Security program started the training program entitled "Support to youth entrepreneurship". The first seminar 'Start your own business" will be held on 15 and 16 May.
57	20 May 2009	TV B92	<i>National</i>	Youth entrepreneurship	Under the auspices of the Junior Achievement, more than 100 student companies have been working in high schools in Serbia in 2002. Apart from making scores of different products, young people place them at the market and in this way acquaint themselves with business management. One of currently active companies is at the Pharmaceutical secondary vocational school in Belgrade in which 3 rd and 4 th grade high school students make more than 20 cosmetic products.
58	21 May 2009	TV B92	<i>National</i>	Emergencies	In two weeks time the Sector for Emergencies will be formed by joining the Sector for Protection and Rescue and the MoD Department for Emergencies. This new integrated system will also need to be followed by adoption of a set of laws submitted to the Cabinet Minister: Law on emergencies, Law on firefighting protection and Law on incendiary materials. On 29 May, we are organizing with our friends from USAID one exercise in Krusevac, demonstrating the response of the local community to emergency situation. This simulation will show how certain provisions of Law on emergencies will be implemented once it is adopted.
59	22 May 2009	Danas Daily	<i>National</i>	Tourism as a chance for municipal development	Thanks to the natural beauties that are abundant in this region, Prijepolje has a potential for profitable development of this sector. USAID recognized it last year and through its Program of Economic Security supported our municipality to promote strategically the region as an attractive tourist destination through various activities.
60	25 May 2009	Politika Daily	<i>National</i>	Mine Rescue Simulation exercise	Two days ago, a joint rescue simulation exercise was organized at Vodna coalmine, Jalovac pit. ' Emergency health service members from 24 towns in Serbia, over 50 Rembas rescue squad members, firefighting and rescue units,

					gendarmerie units took part in the exercise. The aim of the joint simulation exercise was to demonstrate the coordinated response of rescue and emergency health teams during a crisis.
61	26 May 2009	RTS,	<i>National, Public Broadcaster</i>	Rescue exercise	Mine work is one of the highest-risk professions and unless enough money is invested in work safety, the risk of accidents is much higher. One has to be well prepared and that is the reason why a joint rescue exercise was organized in the Rembas mine, Vodna pit, illustrating a response to emergencies.
62	26 May 2009	Serbian firefighters	On-line portal www.srpskivatrogasci.com	Joint Simulation Rescue Exercise Rembas 2009	On Saturday, 23 May, a joint rescue simulation exercise was held at Vodna coal mine, in Despotovac, operated by the Rembas Company. The exercise marked the 25 anniversary of the tragic accident in the Vodna coalmine during which 34 miners lost their lives, and the 20 th anniversary of the Despotovac's Medical Center.
63	26 May 2009	TV Kosava	<i>National</i>	Youth entrepreneurship	Zeljko Ozegovic, JAS Broad President: At tomorrow's conference Youth in Business, everything that JA has been done to date will be presented. Students from 20 student companies/finalists will present their student companies' products and services to a panel of judges that evaluated these businesses. The best company will participate at JA-Young Enterprises Europe Annual Competition Rotterdam. The program has been implemented for six years with the support of USAID and City of Belgrade Administration, Secretariat for Education.
64	27 May 2009	Emportal	<i>On-line, business portal</i>	Student company Cupid represents Serbia in Rotterdam	The student company "Cupid," from Vlasotince's Technical School won at the 'Youth in Business' Conference and JA Student Company Fair within the Junior Achievement program. The event is organized by the Junior Achievement in Serbia, and supported by USAID's Economic Security program and the City of Belgrade Administration, Secretariat for Education. The best student company will receive a trip to Rotterdam, Holland, to participate at JA-Young Enterprises Europe Annual Competition, to be held July 2-5, 2009.
65	27 May 2009	Radio Belgrade I	<i>National</i>	'Youth in Business' Conference	Young people have shown a high level of creativity at today's conference 'Youth in Business'. Twenty student company finalists, which are involved in the entrepreneurship education program for youth, competed at the JA Student Company Fair. The program has aimed at learning the youth about the entrepreneurship for six years in Serbia. The student company "Cupid," from

					Vlasotince's Technical School won a trip to Rotterdam to participate in the JA-Europe's annual competition for the best student companies in Europe in July.
66	27 May 2009	TV Pink	<i>National</i>	JA program	The JA program is an after-school activity that offers high school students the opportunity to learn entrepreneurial skills and business concepts. It is implemented in 112 countries in the world. The first conference 'Youth in Business' and the JA Student Company Fair was held within the 8 th year generation of the JA program. JA in Serbia is implemented with the support of USAID's Economic Security program and the City of Belgrade Administration, Secretariat for Education
67	27 May 2009	RTS	<i>National</i>	Presentation of JA program	Twenty student company finalists, out of 93 schools, presented their student companies' products and services at today's Fair. The best company will receive a trip to Rotterdam, Holland, to participate at the JA-Young Enterprises Europe Annual Competition in July.
68	27 May 2009	TV Kosava	<i>National</i>	Youth entrepreneurship	The first 'Youth in Business' Conference as well as JA Student Company Fair will be held today in Belgrade. A panel of judges will evaluate and select the best student company, which will receive a trip to Rotterdam, Holland, to participate at the JA-Young Enterprises Europe Annual Competition. Zeljko Ozegovic: This program inspires young people to appreciate the values of entrepreneurship, to understand market principals, and to encourage them to take initiative and be more responsible.
69	27 May 2009	TV Kosava	<i>National</i>	Seminar on response to floods	Predrag Maric, Head of Sector for Protection said that Serbia intends to take initiative in defense against floods and other emergencies. We are currently establishing a Service for emergencies for which there is a political consensus and will be followed by a new set of legislation in the field of emergencies.
70	27 May 2009	Radio Despotovac	<i>Local</i>	Joint simulation rescue exercise	On May 23, a simulation exercise took place at Vodna coalmine, in Despotovac, operated by the Rembas Company. The rescue operation entitled "REMBAS 2009" was organized to illustrate to the public the coordinated response effort of first responders to a mock ethane explosion within the coalmine. The event gathered representatives from the Municipality of Despotovac's disaster management team, Rembas' rescue squad, emergency health service members from 20 cities across Serbia, firefighting and rescue units, gendarmerie units, and the Red Cross.

71	28 May 2009	TV B92	<i>National</i>	Youth entrepreneurship	Twenty student company finalists competed at the JA Student Company Fair. The student company "Cupid," from Vlasotince's Technical School won a trip to Rotterdam to participate in the JA-Europe's annual competition for the best student companies in Europe in July. JA program students say that they have learnt how to recognize their abilities, market needs, how to make a business plan and implement it, and also enjoy the whole process with fellow students. A total of 92 schools from Serbia participated in the program this year with involvement of 168 teachers and 2500 students.
72	28 May 2009	TV Pink	<i>National</i>	Entrepreneurship	Young high school students have the opportunity to learn entrepreneurial skills and business concepts within Junior Achievement program, which has been implemented in 113 countries in the world and in Serbia since 2002. 25,000 students have undergone the training program. Twenty student company finalists competed at the JA Student Company Fair yesterday and 'Youth in Business' Conference. JAS is supported by USAID's Economic Security program, and the City of Belgrade Administration, Secretariat for Education.
73	28 May 2009	Danas Daily	<i>National</i>	JA Student Company Fair	The first 'Youth in Business' Conference as well as JA Student Company Fair was held yesterday in Belgrade. The student company, "Cupid," from Vlasotince's Technical School won at the Fair and the team will travel to Rotterdam to participate in Junior Achievement-Europe's annual competition for the best student companies in Europe to be held July 2-5, 2009.
74	28 May 2009	TV B92	<i>National</i>	Junior Achievement program	Junior Achievement program participants says they've learnt how to recognize their possibilities and market needs, how to make business plan and put it into practice. A total of 93 high schools are part of the JA program in Serbia, with the participation of 168 teacher and 2,500 students.
75	28 May 2009	NIN Weekly	<i>National</i>	Nis on a rapid path of development, Interview: Milos Simonovic, Mayor of City of Nis	The City of Nis has become a partner in numerous international projects after so many years, such as USAID's MEGA, 10 mil EUR worth Danish supported LEDIB project, intended for local economic development. Our involvement in the European Union financed project EXCHANGE is very important for the City, as two projects we were granted funds for are meant for strategic planning and management of human resources in public administration. One project also needs to be mentioned, USAID's Preparedness and Planning project and its support to

					development citywide Safety Strategy.
76	28 May 2009	RTV Vojvodina	<i>Regional, Vojvodina</i>	Disaster management and response in emergencies	Reform of the Service for emergencies to be formed within the Ministry of Interior implies the adoption of Law on emergencies. The law is to define the role of local self-governments in emergencies, and it is expected that the law will be in the parliamentary procedure this fall, says Predrag Maric, Deputy Minister of Interior.
77	28 May 2009	Vecernje Novosti Daly	<i>National</i>	Young entrepreneurs	The student company "Cupid," from Vlasotince's Technical School won at JA Student Company Fair held together with the 'Youth in Business' Conference. The winning company will travel to Rotterdam to participate in Junior Achievement-Europe's annual competition for the best student companies in Europe to be held July 2-5, 2009.
78	28 May 2009	RTV Krusevac	<i>Regional</i>	Daniel Dasic's visit	Mayor of Krusevac will meet with USAID representatives, Mr Danijel Dasic, technical Manager from Washington Barbara Lower and USAID's SCOPES program Director Michael Pillsbury, and Deputy Director, Ms. Ella Hoxha, as well as representatives of the Serbian Ministry of Interior to discuss the implementation of the Preparedness and Planning and Economic Security program in the city of Krusevac. USAID co-organized the firefighting exercise to be held tomorrow, displaying the best example of cooperation between local authorities and state institutions in response to emergencies.
79	29 May 2009	Bic Daily	<i>National</i>	Education of young entrepreneurs	After the training for 32 local youth offices coordinators, the USAID' Economic Security program supported a youth entrepreneurship and employment training in Coka. The project will be implemented in 29 towns throughout Serbia. Some of the topics are: how to start its own business, improve business, marketing, sales and leadership skills, development of business and marketing plans.
80	29 May 2009	TV Plus	<i>Local, Krusevac</i>	Firefighting exercise	A firefighting exercise called 'Extinguishing of forest fires and fire on high facilities' was held in the yard of Krusevac Fire Department today. The exercise is a part of the Preparedness, Planning and Economic Security program, which has been organized by the USAID in collaboration with the local government, Serbian Ministry of Interior and Police Administration of Krusevac.
81	29 May	TV Krusevac	<i>Regional</i>	Firefighting exercise	A firefighting exercise 'Extinguishing of forest fires and hire on high facilities'was

	2009				held in Krusevac today. The drill is a part of the Serbian Contingency Planning and Economic Security program, which is organized by USAID in cooperation with the city of Krusevac, Protection and Rescue Department of the Police Administration of Krusevac. The drill was attended by the DAI technical manager, Barbara Lower, and the Belgrade DAI office Director, Michael Pillsbury.
82	29 May 2009	TV Fox	<i>National</i>	Firefighting exercise	A firefighting exercise entitled “Extinguishing Forest and High-Building Fires” took place in Krusevac. The simulation exercise is co-organized by the City of Krusevac and the Ministry of Interior’s Sector for Protection and Rescue in cooperation with USAID’s Preparedness and Planning program.
83	29 May 2009	Pirotske Novine Weekly	<i>Regional, Pirot</i>	Pirot Health Emergency service at Joint exercise “Rembas 09”	Emergency services from 19 cities of Serbia together with mining rescue services, fire departments, gendarmerie, divers and police force took part in a Joint Simulation Rescue Exercise demonstrating response to a mock ethane explosion within the coal mine. Among other visitors, the exercise was also attended by representatives of USAID. “This kind of exercise is very useful to practice a coordinate response in the event of large-scale emergencies,” said doctor Mirjana Mancic at the Pirot Health emergencies service
84	30 May 2009	Politika Daily	<i>National</i>	Firefighting exercise	Ministry of Interior’s Sector for Protection and Rescue in cooperation, City of Krusevac and USAID’s Preparedness and Planning program organized a firefighting exercise entitled “Extinguishing Forest and High-Building Fires” in Krusevac. We wanted to show how we respond to different challenges and we are also working on the legislation on emergencies due to enter the parliamentary discussion in September,” said Predrag Maric, Head of Ministry of Interior’s Sector for Protection and Rescue.

85	4 June 2009	Borba Daily	<i>National</i>	Uneducated citizens and panic are reasons for death in fires	Michael Harvey, USAID Mission Director will present certificates to the mayors of nine municipalities for achieving “enhanced disaster resilience”, in acknowledgment of their progress in improving disaster management capacities at the local level. These municipalities are: Arilje, Becej, Medvedja, Secanj, Sjenica, Vlasotince, Vrsac, Zitiste and Zrenjanin.
86	4 June 2009	Radio Belgrade	<i>National</i>	Nine municipalities received certificates	Nine municipalities and towns were certified for achieving “enhanced disaster resilience”, in acknowledgment of their progress in improving disaster management capacities at the local level, that is increased capacities to respond to landslides, flash floods, fires, drought, and environmental incidents. USAID’s program has certified 11 municipalities so far, which makes a total of 20 at the moment.
87	4 June 2009	Radio Sto Plus	<i>Regional, Novi Pazar</i>	Sjenica received a certification	Municipality of Sjenica received a certificate by USAID for “enhanced disaster resilience”, in acknowledgment of their progress in improving disaster management capacities at the local level today in Belgrade.
88	4 June 2009	Pregled Daily	<i>National</i>	Director of USAID presents certificates	Michael Harvey, USAID Mission Director will present certificates to the mayors of the following nine municipalities: Arilje, Becej, Medvedja, Secanj, Sjenica, Vlasotince, Vrsac, Zitiste and Zrenjanin for achieving “enhanced disaster resilience” in acknowledgment of their progress in improving disaster management capacities at the local level.
89	4 June 2009	Gradjanski Daily	<i>Regional, Vojvodina</i>	Education for young entrepreneurs	Kula Youth office and USAID organized entrepreneurial training for youth. Fourteen participants improved their business and market skills at the first training “How to start a business”.
90	5 June 2009	RTK Krusevac	<i>Regional, Krusevac</i>	Municipalities prepared for emergencies	Michael Harvey, USAID Mission Director presented certificates to the mayors of nine municipalities for achieving “enhanced disaster resilience”, in acknowledgment of their progress in improving disaster management capacities at the local level. These municipalities are: Arilje, Becej, Medvedja, Secanj, Sjenica, Vlasotince, Vrsac, Zitiste and Zrenjanin. USAID’s Preparedness and Planning program has certified 11 municipalities so far, which makes a total of 20 at the moment.

91	5 June 2009	RTK Krusevac	<i>Regional, Krusevac</i>	Response to emergencies	Municipality of Vlasotince has been severely affected by flash floods twice, in 1948 and 1988, and sustained considerable damage. That is the reason why the municipal officials made a decision to join the USAID's Preparedness and Planning program. On 4 June, Vlasotince received a certification for enhanced disaster resilience in acknowledgment of their progress in improving disaster management capacities at the local level.
92	5 June 2009	Narodne novine Daily	<i>Regional, Nis</i>	Prepared for emergencies	Nine towns and municipalities have been certified By USAID's Preparedness and Planning program, for enhanced disaster resilience yesterday. These municipalities are: Arilje, Becej, Medvedja, Secanj, Sjenica, Vlasotince, Vrsac, Zitiste and Zrenjanin.
93	5 June 2009	Politika Daily	<i>National</i>	Capacity building of the region for emergencies	Michael Harvey, USAID Mission Director, presented certificates to nine municipalities for enhanced disaster resilience, in acknowledgment of their progress in improving disaster management capacities at the local level. These certificates are presented within the framework of USAID's Preparedness and Planning program.
94	5 June 2009	Pobeda Weekly	<i>Regional, Krusevac</i>	Efficient extinguishing of fires and rescue operations	City of Krusevac, the Ministry of Interior's Sector for Protection and Rescue and USAID's Preparedness and Planning program co-organized a firefighting exercise entitled "Extinguishing Forest and High-Building Fires" in Krusevac. Predrag Maric, Deputy Minister of Interior, commended commitment of Krusevac to the issues of security and USAID assistance in support of this kind of activities.
95	5 June 2009	Zrenjaninske Weekly	<i>Regional, Zrenjanin</i>	Certificate for emergencies	Municipality of Zitiste received a certificate for enhanced disaster resilience by USAID. Efforts in improving the municipal disaster management system have been supported by the Ministry of Defense and Ministry of Interior.
96	5 June 2009	Pobeda Weekly	<i>Regional, Krusevac</i>	Dragan Azdejevic, Mayor of Krusevac was last week...	Mayor Azdejkovic received a delegation consisting of representatives of Ministry of Interior and nongovernmental organizations, regarding the implementation of Preparedness, Planning and Economic Security program activities. City of Kruševac, the Ministry of Interior's Sector for Protection and Rescue and USAID co-organized a firefighting exercise showcasing the best example of organizing and cooperation of local self-government and state institutions in response to emergencies.

97	5 June 2009	Cacanski Glas Weekly	<i>Regional, Cacak</i>	Arilje Day in the Spirit of Youth	At the occasion of St. Ahilije Day, a patron saint of Arilje municipality, USAID representative presented a certificate for enhanced disaster resilience within the USAID SCOPES project to Mayor Mirjana Avakumovic.
98	5 June 2009	Glas Javnosti Daily	<i>National</i>	Training for start-up business	Kula youth office and USAID organized training for 14 secondary school graduates and students in youth entrepreneurship.
99	5 June 2009	Grad Weekly	<i>Local, Krusevac</i>	Extinguishing Forest and High-Building Fires	City of Krusevac, the Ministry of Interior's Sector for Protection and Rescue and USAID's Preparedness and Planning program co-organized a firefighting exercise entitled "Extinguishing Forest and High-Building Fires" in Krusevac on 29 May. "We have over 20 people from community-level administrative units that have been educated, and I hope it will help us establish an early fire detecting system in schools and other public buildings," said Dragan Azdejkovic, Mayor of Krusevac.
100	6 June 2009	Kurir Daily	<i>National</i>	Young people start their own business	Kula youth office and USAID organized training for 14 secondary school graduates and students in youth entrepreneurship.
101	7 June 2009	Vecernje novosti Daily	<i>National</i>	"Cupid" captured the market	Out of 93 schools from 36 municipalities, the student company "Cupid," from Vlasotince's Technical School won at the national-level JA Student Company Fair within the Junior Achievement program and was awarded a trip to Rotterdam, Holland, to participate at JA-Young Enterprises Europe Annual Competition, to be held July 2-5, 2009. Young businessmen thrilled business people, representatives of the Government and USAID with their products.
102	4 June 2009	TV Studio B	<i>Regional, Belgrade</i>	Interview with Slobodan Perovic	Nine towns and municipalities have been certified for enhanced disaster resilience thanks to USAID support. Slobodan Perovic, Municipal Intervention Specialist: A municipality receives a certificate as a kind of acknowledgement at the end of our training and technical support program. This means that the municipality has enhanced its disaster preparedness and planning system on the local level and that to a certain extent it has raised a level of safety of its citizens.
103	11 June 2009	Radio Sto Plus	<i>Regional, Novi Pazar</i>	Support to Sandzak textile companies' participation at Fair	USAID's Economic Security program representatives signed a grant agreement in Novi Pazar, on 11 June, with the Sandzak Economic Development Agency (SEDA)-led project to assist businesses to participate at the upcoming 13th International

					Fashion Trade Fair in Moscow. USAID's program will provide \$57,000 financial and technical assistance to five small and medium-sized apparel businesses from Sandzak for their joint presentation at this Fair.
104	11 June 2009	Beta News Agency	<i>National</i>	Support to Sandzak textile companies' participation at Fair	USAID's Economic Security program representatives signed a grant agreement in Novi Pazar, on 11 June, with the Sandzak Economic Development Agency (SEDA)-led project to assist businesses to participate at the upcoming 13th International Fashion Trade Fair in Moscow. USAID's program will provide \$57,000 financial and technical assistance to five small and medium-sized apparel businesses from Sandzak for their joint presentation at this Fair.
105	11 June 2009	Emportal	<i>On-line portal</i>	<i>USAID to support Sandžak businesses to participate at Moscow Fashion Fair</i>	USAID's Economic Security program will sign a grant agreement in Novi Pazar, on 11 June, with the Sandzak Economic Development Agency (SEDA)-led project to assist businesses to participate at the upcoming 13th International Fashion Trade Fair in Moscow.
106	12 June 2009	Pregled Daily	<i>National</i>	Americans take companies to Moscow	USAID's Economic Security program representatives signed a grant agreement in Novi Pazar, on 11 June, with the Sandzak Economic Development Agency (SEDA)-led project to assist businesses to participate at the upcoming 13th International Fashion Trade Fair in Moscow. USAID's program will provide \$57,000 financial and technical assistance for the participation at the Fair.
107	12 June 2009	Alo Daily	<i>National</i>	Textile producers at Moscow Fair	USAID and Sandzak Economic Development Agency (SEDA) will support the participation of five apparel companies from Sandzak at the upcoming Fashion Trade Fair in Moscow
108	12 June 2009	Danas Daily	<i>National</i>	Novi Pazar textile companies at the Moscow Fair	USAID's Economic Security program representatives signed a grant agreement in Novi Pazar, on 11 June, with the Sandzak Economic Development Agency (SEDA)-led project to assist businesses to participate at the upcoming 13th International Fashion Trade Fair in Moscow. USAID's program will provide \$57,000 financial and technical assistance for the participation at the Fair.
109	12 June 2009	Blic Daily	<i>National</i>	Textile companies in Moscow	Five Novi Pazar apparel companies will present their products at the upcoming 13th International Fashion Trade Fair in Moscow. USAID is providing financial and technical assistance for their participation.

110	12 June 2009	RTK Krusevac	<i>Regional, Krusevac</i>	Grant agreement	USAID's Economic Security program representatives signed a grant agreement in Novi Pazar, on 11 June, with the Sandzak Economic Development Agency (SEDA)-led project to assist businesses to participate at the upcoming 13th International Fashion Trade Fair in Moscow. USAID's program will provide \$57,000 financial and technical assistance for the participation at the Fair.
111	12 June 2009	RTS	<i>Public broadcaster</i>	Junior Achievement	A student company "Cupid," from Vlasotince's Technical School will present Serbia at JA-Young Enterprises Europe Annual Competition, to be held in Rotterdam, Holland, on July 2-5, 2009. USAID has been supporting JA for six years now. Milos Djordjevic, president of the student company: The company's advantage is the unique product, a hand-knitted mobile phone case, which will be presented in red color, which is by the way the color of the competition.
112	12 June 2009	Zrenjaninske novine Weekly	<i>Local, Zrenjanin</i>	Zrenjanin certified for improved capacity to respond in emergencies	City of Zrenjanin received a certificate for enhanced disaster resilience, that is improved capacity to respond in emergencies. The certificate is presented within the USAID's Preparedness and Planning program with which Zrenjanin had signed an agreement of cooperation.
113	21 June 2009	Studentski svet portal	<i>On-line portal</i>	Young volunteers	One hundred young people from 10 Vojvodina municipalities will participate in a five day Volunteer Fire Fighting Youth Camp, on 22-27 June, which will involve training courses and practical exercises that will equip participants with the skills they need to take action in helping their communities recover from emergency situations. The camp is supported by USAID's Preparedness and Planning program.
114	22 June 2009	Emportal	<i>On-line portal</i>	<i>Young volunteers protect citizens in disasters</i>	One hundred young people from 10 Vojvodina municipalities will participate in a five day Volunteer Fire Fighting Youth Camp, on 22-27 June, which will involve training courses and practical exercises that will equip participants with the skills they need to take action in helping their communities recover from emergency situations. The camp is supported by USAID's Preparedness and Planning program.
115	22 June 2009	Radio Novi Sad	<i>Regional, Vojvodina</i>	Fighting Youth Camp started in Kovacica	A Volunteer Fire Fighting Youth Camp has started today in the municipality of Kovacica. One hundred young people from 10 municipalities will participate in the camp that will promote them in the rank of volunteer firemen.

116	24 June 2009	Danas Daily	<i>National</i>	Reviving a tradition of voluntarism in firefighting protection	One hundred young people from 10 municipalities will participate in the Fire Fighting Youth Camp held in Kovacica from 22-27 June. The Fire Fighting Youth Camp is intended to raise awareness about the importance of volunteerism in disaster prevention and draw closer young people to volunteer organization to help their communities recover from emergency situations. The camp is supported by Kovacica self-government, Firefighting Volunteer Association of Kovacica and USAID's Preparedness and Planning program.
117	24 June 2009	TV Vojvodina	<i>Regional, Vojvodina</i>	Fighting Youth Camp started in Kovacica	A Fire Fighting Youth Camp has started in Kovacica and will last until 27 June. One hundred young people from 10 municipalities will participate in the camp. The camp is supported by Kovacica self-government, Firefighting Volunteer Association of Kovacica and USAID's Preparedness and Planning program.
118	25 June 2009	TV Apolo	<i>Regional, Vojvodina</i>	New Law on protection and rescue	New Law on Protection and Rescue will partly decentralize a present protection and disaster management system. Mayors will have authority to declare a state of emergency, and coordination should be on a higher level.
119	26 June 2009	Zrenjaninske novine Weekly	<i>Local, Zrenjanin</i>	Young volunteers from Belo Blato at the education camp	A Volunteer Fire Fighting Youth Camp held in Kovacica gathered one hundred young people from 10 municipalities. Through theoretical and practical training program, they gained necessary knowledge and skills needed to protect their municipalities in case of emergency. The camp is supported by Kovacica self-government, Firefighting Volunteer Association of Kovacica and USAID's Preparedness and Planning program.
120	26 June 2009	Radio Novi Sad	<i>Regional, Novi Sad</i>	Interview with Suzana Mackovic	A 2009 Youth Firefighters Camp was open in Kovacica on Monday, with support of USAID. It gathered 100 children from 10 Vojvodina municipalities. There is a tradition of voluntary firefighting in Vojvodina. The camp program is twofold, comprising of theoretical classes and practical skills exercises. The theory classes are held by professional firefighters, as the camp has been organized in close cooperation with the Ministry of Interior's Sector for Protection and Rescue.
121	27 June 2009	TV B92	<i>National</i>	Youth Camp in Kovacica	A Volunteer Fire Fighting Youth Camp held in Kovacica gathered one hundred young people from 10 municipalities. Thanks to the USAID support they acquired skills necessary to help safeguard their communities when fires break out. USAID's Preparedness and Planning program supported the organization of this camp with USD 42,000.

122	27 June 2009	Dnevnik Daily	<i>Regional, Vojvodina</i>	Young Volunteers Competition	Future volunteers aged 14 to 18, from ten Vojvodina municipalities will compete today at the Fire Fighting Youth Camp in Kovacica. USAID and Ministry of Interior's representatives will present awards. A special award to the most distinguished individuals for outstanding efforts will be presented by Michael Pillsbury, USAID's Preparedness and Planning program director.
123	27 June 2009	Emportal	<i>On-line portal</i>	<i>„Future Vojvodina Firefighters - Kovacica 2009“</i>	A competition of future firefighters, 100 young volunteers age 14 to 18, from 10 Vojvodina Municipalities, will take place on Saturday, June 27th in the Youth camp „Future Vojvodina Firefighters - Kovacica 2009“.. The best teams will be awarded prizes that will be delivered by representatives of USAID, Ministry of Interior and Kovacica Municipality.
124	27 June 2009	TV Kovacica	<i>Local</i>	Comeptition in firefighting skills	Team from Kovacica is a winner of the competition held within Volunteer Fire Fighting Youth Camp, which gathered 100 young people from 10 Vojvodina municipalities. According to the speakers' words "The camp should offer an opportunity to young people to become firefighters one day." USAID's Preparedness and Planning program supported the organization of this camp with USD 42,000.
125	27 June 2009	Fonet News Agency	<i>National</i>	Competition in firefighting skills	Team from Kovacica is a winner of the competition held within a Volunteer Fire Fighting Youth Camp, which gathered 100 young people from 10 Vojvodina municipalities. According to the speakers' words "The camp should offer an opportunity to young people to become firefighters one day." USAID's Preparedness and Planning program supported the organization of this camp with USD 42,000.
126	28 June 2009	Radio Novi Sad	<i>Regional, Vojvodina</i>	Comeptition in firefighting skills	Team from Kovacica is a winner of the competition held within Volunteer Fire Fighting Youth Camp, which gathered 100 young people from 10 Vojvodina municipalities. According to the speakers' words "The camp should offer an opportunity to young people to become firefighters one day." USAID's Preparedness and Planning program supported the organization of this camp with USD 42,000.
127	28 June 2009	Danas Daily	<i>National</i>	Yong volunteers completed the training	Yong volunteers from 10 Vojvodina municipalities completed the training within Volunteer Fire Fighting Youth Camp, that was held from 22-27 June in Kovacica. Thanks to the USAID support they acquired skills necessary to help safeguard

					their communities when fires break out.
128	29 June 2009	TV Vojvodina	<i>Regional, Vojvodina</i>	Competition in firefighting skills	Team from Kovacica is a winner of the competition held within a Volunteer Fire Fighting Youth Camp, which gathered 100 young people from 10 Vojvodina municipalities. According to the speakers' words "The camp should offer an opportunity to young people to become firefighters one day." USAID's Preparedness and Planning program supported the organization of this camp with USD 42,000.
129	29 June 2009	Press Daily	<i>National</i>	Yong volunteers	100 young people, aged 14 to 18, showed what they had learnt in the Volunteer Fire Fighting Youth Camp, held in Kovacica. Thanks to the USAID support they acquired skills necessary to help safeguard their communities when fires break out.
130	30 June 2009	TV Vojvodina	<i>Regional, Vojvodina</i>	Volunteer Fire Fighting Youth Camp,	Through a series of exercises, including fire fighting simulations and relay-races, 100 volunteers, aged 14 to 18, demonstrated what they learned during five days of "Youth Fire Fighting Camp, Kovacica 2009". Thanks to this USAID supported training, these young people, representing 10 municipalities in Vojvodina, now have the skills necessary to help safeguard their communities when fires break out.
131	30 June 2009	Pregled Daily	<i>National</i>	Volunteers trained to respond in emergencies	Through a series of exercises, including fire fighting simulations and relay-races, 100 volunteers, aged 14 to 18, demonstrated what they learned during the five-day Volunteer Fire Fighting Youth Camp, held in Kovacica. Thanks to this USAID supported training, these young people, representing 10 municipalities in Vojvodina, now have the skills necessary to help safeguard their communities when fires break out.
132	30 June 2009	Local-self government monthly	<i>National, SCTM bulletin</i>	Municipalities prepared to respond in emergencies	„USAID's efforts to enhance capacities of local communities to respond to natural and other potential disasters are highly important for the integrated protection and rescue system and complementary to efforts of the Ministry of Interior to create a more coherent administrative structure in this area, that is very important for safety of our citizens" Ivan Baras said, Assistant Head of the Ministry of Interior's Sector for Protection and Rescue , at the certification ceremony of nine municipalities and towns for achieving 'enhanced disaster resilience,' held in Belgrade on 4 June.

133	30 June 2009	Local-self government monthly	<i>National, SCTM bulletin</i>	Grant agreement	USAID's Economic Security program representatives signed a grant agreement in Novi Pazar, on 11 June, with the Sandzak Economic Development Agency (SEDA)-led project to assist businesses to participate at the upcoming 13th International Fashion Trade Fair in Moscow. USAID's program will provide \$57,000 financial and technical assistance for the participation at the Fair.
134	2 July 2009	Emportal	<i>On-line portal</i>	Teenage volunteers trained to protect their communities in emergency situations	Youth from Backa Topola, Indjija, Kanjiza, Kovacica, Kula, Novi Kneževac, Sombor, Subotica, Zitiste and Zrenjanin have demonstrated the skills needed in emergency situations by handling firefighting equipment and overcoming various obstacles at the competition of Fighting Youth Camp. The camp helped build the capacity of Serbia to ensure the security of citizens and to provide skills development to support the economic security of youth parallels the mission and goals of our program," stated Michael Pillsbury, Director of USAID's Preparedness Planning program.
135	3 July 2009	Blic Daily	<i>National</i>	Practicing Now to Save Lives Later	<i>Joint exercise initiative enhances preparedness for mine disasters in Despotovac-</i> Over 200 participants worked hand-in-hand during a joint rescue simulation exercise held in Despotovac this May. The simulation exercise was very large in scope, involved all relevant local and regional stakeholders, with support provided from the Ministries of Interior, Health, Energy and Mining, the Serbian Medical Association and USAID's Preparedness and Planning program.
136	3 July 2009	Blic Daily	<i>National</i>	Tobler-Skele – A Young Scaffolding Company Reaches New Heights	In 2008, Tobler-Skele was one of eight winners of a Business Plan Competition sponsored by USAID's Economic Security Program. The new equipment enabled the company to offer new products to their customers, but they were also able to add production capacity while at the same time decreasing operational costs by 10 to 15 percent. The construction industry is one industry that has been hit particularly hard by the economic crisis, but Tobler-Skele from Presevo is one of those companies heading into the future with confidence.
137	3 July 2009	Zrenjaninske novine	<i>Local, Zrenjanin</i>	Zitiste won second place	Last week in Kovacica, a final competition within the "Youth Fire Fighting Camp, Kovacica 2009" was held. A team from Zitiste municipality won second place. The camp was supported by USAID's Preparedness and Planning program.
138	7 July 2009	Ekonomoetar Bi-weekly	<i>National</i>	High-school students successful businessmen	A student company "Cupid," from Vlasotince's Technical School will present Serbia at JA-Young Enterprises Europe Annual Competition, to be held in

					Rotterdam, Holland, on July 2-5, 2009. The company was a winner at the JA Student Company Fair held within a 'Youth in Business' Conference in Belgrade. The program has been implemented for six years with the support of USAID and City of Belgrade Administration, Secretariat for Education.
139	10 July 2009	Uzicka nedelja Weekly	<i>Local, Uzice</i>	Michael Harvey's Visit to Arilje	Michael Harvey, USAID Mission Director, visited Arilej and talked with Mayor Mirjana Avakumovic and other municipal official on the continuation of cooperation in the municipality. Mr. Harvey stressed that USAID has been cooperated with Arilje within several of its program very successfully and that Arilje is one of the most successful USAID's partner in Serbia.
140	10 July 2009	Blic Daily	<i>National</i>	Emergency number 112 soon	A new system for early warning and information gathering will be established within a new Sector for Emergencies, says Predrag Maric, Head of the new Sector. In order for this system to be become operational a new legislation has to be adopted.
141	10 July 2009	Radio Belgrade	<i>National</i>	Sector for Emergencies	Starting from early next year, employees of Ministry of Interior' Sector for Protection and Rescue, Ministry of Defense's Department for Emergencies and some staff from the Ministry for Environmental Protection will be responsible for response in emergencies within a new Ministry of Interior's Sector for Emergencies.
142	21 July 2009	TV Krusevac	<i>Regional, Krusevac</i>	Meeting on the protection in emergencies	The first meeting discussing the topic of a role of self-governments and Ministry of Interior's Sector for Emergencies as an integrated system responding in emergencies such as floods, fires and other natural and manmade disasters.
143	21 July 2009	TV Krusevac	<i>Regional, Krusevac</i>	New Law on Emergencies	Today, Krusevac Mayor and Deputy Mayor, Head of Rasinski district, Head of Police Administration as well as representatives of Rasinski district, Paracin, Rekovac and Cuprija attended a meeting organized by the municipality of Varvarin and Ministry of Interior's Sector for Emergencies. Topic of discussion was a Draft Law on Emergencies and the role of local-self-government in emergencies.
144	22 July 2009	Danas Daily	<i>National</i>	Part of responsibility on local self-government	Serbia has got a Sector for Emergencies within the Ministry of Interior, which will be an organized service according to European standards. It is expected that new laws regulating this filed of activities enter the parliament in autumn.
145	30 July	Local-self	<i>National, SCTM</i>	Disaster response	The municipality of Vlasotince is located in the Vlasina river basin and was

	2009	government monthly	<i>bulletin</i>		severely affected by floods in 1948 and 1988, sustaining considerable damage. For that reason, the municipality of Vlasotince has become a part of the USAID's Preparedness, Planning and Economic Security Program. Vlasotince was certified for achieving 'enhanced disaster resilience,' on June 4, 2009 in Belgrade.
146	11 August 2009	Perspektiva Weekly	<i>Local, Presevo</i>	Summer Internship project completed	Director of Development Agency in Preshevo and Bujanovac Mr Armed Aliu said in an interview for weekly <i>Perspektiva</i> that the agency had successfully implemented an internship project with the support of USAID. Mr Aliu said that twenty students from Preshevo and Bujanovac had been involved in this internship program in several local companies and had had an opportunity to attend courses on CV writing and job application.
147	14 August 2009	Uzicka nedelja	<i>Local, Uzice</i>	Involvement in the American program	Municipality of Cajetina has joined USAID's Preparedness, Planning and Economic Security program. For the purpose of cooperation, USAID representatives, Ella Hoxha, Program's Deputy Director and Zoran Vacic, Municipal intervention Specialist, visited Cajetina and presented aims of the Preparedness and Planning program. The Program is implemented by DAI in cooperation and consultation of Ministry of Defense, Ministry of Interior and Standing Conference of Towns and Municipalities.
148	26 August 2009	TV Regionalna	<i>Regional, Novi Pazar</i>	Summer internship program	Many students in Serbia lack access to practical educational opportunities, so this program helped them acquire hands-on work experience. Amra, the intern: "I did my internship at a book keeping agency and this experience will help tremendously in getting my first job". The project was supported by USAID's Economic Security program in cooperation with the Sandzak Economic Development Agency (SEDA).
149-150	26 August 2009	TV Jedinstvo and TV Univerza	<i>Local, Novi Pazar</i>	Summer internship program	Thirty high-level students successfully completed summer internship in companies in Novi Pazar. The project was supported by USAID's Economic Security program in cooperation with the Sandzak Economic Development Agency (SEDA). Mevlida, parent: "My son worked in a hospital where he gained great experience which will help him in his further education. The Program is very important for our youth who have hard times in finding a job."
151	26 August 2009	RTS	<i>National, Public</i>	Summer internship program	Students in south and southwest Serbia traded holidays for work experience this summer. Certificates for successful completion of Summer Internship program in

			<i>broadcaster</i>		companies in Novi Pazar were presented today to 30 students. The project was supported by USAID's Economic Security program in cooperation with the Sandzak Economic Development Agency (SEDA).
152	26 August 2009	Radio Sto Plus	<i>Regional, Novi Pazar</i>	Summer internship program	Mr. Michael Pillsbury, Economic Security Program director, presented the certificates to 30 young people for successful completion of Summer Internship program in companies in Novi Pazar. The project is supported by USAID's Economic Security program in cooperation with Sandzak Economic Development Agency (SEDA).
153	26 August 2009	Emportal	<i>On-line portal</i>	Motivated students trade holidays for work experience	50 young people will receive certificates for successful completion of Summer Internship program in companies in south Serbia and in the Raska (Novi Pazar Sandzak) region. This project is supported by the United States Agency for International Development (USAID) through its Economic Security program in cooperation with the Presevo and Bujanovac Development Agency (PBDA) and the Sandzak Economic Development Agency (SEDA).
154	27 August 2009	Alo Daily	<i>National</i>	30 high-school students	30 high-school students have completed a Summer Internship program in local companies in Novi Pazar thanks to the support of USAID.
155	28 August 2009	Danas Daily	<i>National</i>	Move up, team up, volunteer	Young people in Priboj face numerous problems like the rest of the youth in the country. Youth office Priboj organized a number of activities, among which is the training on youth entrepreneurship organized with the support of USAID.
156	1 Sept. 2009	TV Spektri	<i>Local, Presevo</i>	Summer Internship program	Students in south Serbia traded holidays for work experience this summer. Certificates for successful completion of Summer Internship program in companies in Bujanovac and Presevo were presented today to 20 students. The project was supported by USAID's Economic Security program in cooperation with the Bujanovac and Presevo Development Agency (PBDA).
157	3 Sept. 2009	Prosvetni pregled Weekly	<i>National</i>	Youth and global economy	British Council and Junior Achievement 9JA-YE Europe) organized a competition Skills@Works for young people aged 15-18 years for 10 European countries including Serbia. High-school students from Belgrade and southern Serbia, JA participants, took part at the local competition in Belgrade. Their participation was supported the City of Belgrade and USAID program SCOPES.
158	3 Sept.	Privredni	<i>National</i>	New vision of civil	First international finals of Skills Work Challenge competition for high-school

	2009	pregled Weekly		society	students from ten countries was held in Sophia, on 12 March. Aleksandra Petronijevic, a Serbian representative, won at competition. JA in Serbia was organizing three national level competitions earlier this year.
159	4 Sept. 2009	Radio Belgrade 1	<i>National</i>	Response in emergency situations	Michael Harvey, USAID Mission Director presented certificates to the mayors of eight municipalities for achieving “enhanced disaster resilience”, in acknowledgment of their progress in improving disaster management capacities at the local level. These municipalities are: Despotovac, Golubac, Ivanjica, Lebane, Leskovac, Petrovac na Mlavi, Presevo and Zagubica. Predrag Maric, Head of Sector for Emergencies, said at the ceremony that the law on emergencies and civil protection would soon be adopted.
160	4 Sept. 2009	Radio Belgrade 1	<i>National</i>	Law on emergencies and civil protection	Predrag Maric, Deputy Minister of Interior, said that penalty policy in the framework of the new law on emergencies, would recommend the maximum punishments within legally prescribed limits.
161	9 Sept. 2009	RTS	<i>National, Public Broadcaster</i>	Certificates	Eight municipalities received certificates for achieving “enhanced disaster resilience”: Despotovac, Golubac, Ivanjica, Lebane, Leskovac, Petrovac na Mlavi, Presevo and Zagubica. Michael Harvey, USAID Mission Director presented the certificates for achieving “enhanced disaster resilience”, presented by USAID.
162	9 Sept. 2009	Radio Free Europe	<i>National</i>	Law on emergencies and civil protection	Eight municipalities received certificates for achieving “enhanced disaster resilience”: Despotovac, Golubac, Ivanjica, Lebane, Leskovac, Petrovac na Mlavi, Presevo and Zagubica. Michael Harvey, USAID Mission Director presented the certificates for achieving “enhanced disaster resilience”, presented by USAID.
163	9 Sept. 2009	TV Kosava	<i>National</i>	Integrated system for emergencies	Integrated system for emergencies and civil protection, one of the prerequisite for Serbia’s EU accession, will become operational in approximately two months, said Predrag Maric, Head of Sector for Emergencies, at the certification ceremony of eight municipalities
164	9 Sept. 2009	TV Avala (Voice of America)	<i>National</i>	Certificates for disaster resilience	Eight municipalities received today certificates for achieving “enhanced disaster resilience” presented by USAID. In a couple of months and integrated system of all emergencies and rescue services will started functioning using one telephone number 112, which is used in EU. Michael Harvey, USAID Mission Director, commended the achievement of the municipalities and PPES support and added

					“that there is a simulation exercise going on at the moment in Nis, with the participation of Serbia’s Army, American Army and armies of other countries.”
165	9 Sept. 2009	Tanjug News Agency	<i>National, News agency</i>	Certificates for disaster resilience	Michael Harvey, USAID Mission Director presented certificates to the mayors of eight municipalities for achieving “enhanced disaster resilience”, in acknowledgment of their progress in improving disaster management capacities at the local level. These municipalities are: Despotovac, Golubac, Ivanjica, Lebane, Leskovac, Petrovac na Mlavi, Presevo and Zagubica
166-167	9 Sept. 2009	Jugpress and Fonet news agencies	<i>National, News agency</i>	Certificates for disaster resilience	Michael Harvey, USAID Mission Director presented certificates to the mayors of eight municipalities for achieving “enhanced disaster resilience”, in acknowledgment of their progress in improving disaster management capacities at the local level. These municipalities are: Despotovac, Golubac, Ivanjica, Lebane, Leskovac, Petrovac na Mlavi, Presevo and Zagubica. DAI Vice President Bruce Spake said that this project showed that a good and efficient cooperation between civil sector and police and army was possible in Serbia and that over 700 first responders took part in the trainings organized by the program.
168	10 Sept. 2009	Blic Daily	<i>National</i>	Law on emergencies	Predrag Maric, Head of Sector for Emergencies, said that the adoption on new Law on Emergencies will be adopted soon, which will serve as a basis for an integrated disaster management system.
169	10 Sept. 2009	Borba Daily	<i>National</i>	New legislation on emergencies	An integrated system for emergencies and civil protection, a prerequisite for joining the EU, will soon start functioning, “ said Predrag Maric, Head of Sector for Emergencies, at the certification ceremony at which USAID presented certificates to municipalities for enhanced disaster resilience.
170	10 Sept. 2009	E kapija	<i>On-line</i>	Unique emergency telephone 112	An integrated system for emergencies and civil protection, a prerequisite for joining the EU, will soon start functioning, “ said Predrag Maric, Head of Sector for Emergencies, at the certification ceremony at which USAID presented certificates to municipalities for enhanced disaster resilience.
171	11 Sept. 2009	RTS (This is Serbia program)	<i>National, Public Broadcaster</i>	Emergencies	Thanks to USAID support, one-hundred young volunteers (aged 14-18) from 10 Vojvodina municipalities have been trained in the skills needed to safeguard their communities against fires at five-day Firefighting Youth Camp, held in Kovacica between June 22-27. The best teams received also awards in the form of

					firefighting equipment. Around 25,000 firefighters are engaged in volunteer firefighting association in Vojvodina, and there is almost no village that does not have a volunteer association.
172	11 Sept. 2009	TV Vojvodina	<i>National, Public Broadcaster</i>	Emergencies	Firefighters in Belo Blato, city of Zrenjanin, have been volunteering for years and today there are around 70 young people who take part in the work of the volunteer association. USAID organized a five-day Firefighting Youth Camp, held in Kovacica between June 22-27 and delivered awards to the winning teams.
173	11 Sept. 2009	TV Santos	<i>Local, Zrenjanin</i>	Volunteer Firefighting Camp	Belo Blato team won the third place at the five-day Firefighting Youth Camp, supported by USAID's Preparedness and Planning program, held in Kovacica between June 22-27. The team received an award, in the form of equipment. Apart from USAID representatives, Zrenjanin mayor, Mr. Mihajlov and Deputy Mayor, Mr. Kauric, were present at the equipment donation event.
174	13 Sept. 2009	TV Santos	<i>Local, Zrenjanin</i>	Firefighters from Belo Blato received firefighting equipment awards worth \$10,000	One-hundred young volunteers (aged 14-18) from 10 Vojvodina municipalities have been trained in the skills needed to safeguard their communities against fires, thanks to the USAID' Preparedness and Planning program support. A total value of awards in the form of firefighting equipment is \$10,000.
175	14 Sept. 2009	RTS (News)	<i>National, Public Broadcaster</i>	Emergencies	USAID organized a five-day Firefighting Youth Camp, held in Kovacica between June 22-27 and delivered awards to the winning teams. Michael Pillsbury, USAID's program director, said that volunteering engagement could contribute to prosperity of local communities. Serbia needs more volunteer firefighters working in associations. Belo Blato in the City of Zrenjanin is famous for its Volunteer Firefighting Association where more than 70 young people are engaged in it work, among which half of them are girls.
176	14 Sept. 2009	TV Lav	<i>Regional, Uzice</i>	Emergencies	USAID representative signed MoUs with five municipalities of Zlatiborski district to improve disaster planning and emergency response on the local level. These municipalities include: Bajina Basta, Cajetina, Nova Varos, Priboj and Prijepolje. Milan Popadic, Head of MoD's Department for Emergency Situations said "USAID effort towards capacity building of local actors to respond in emergencies is complimentary with the ongoing policy and structure reform of the disaster management sector on eth national level.

177	15 Sept. 2009	Dnevnik Daily	<i>Regional, Vojvodina</i>	<i>USAID presented firefighting equipment</i> A bog was extinguishing fires	Michael Pillsbury, USAID's Economic Security program Director, deliver awards, in the form of firefighting equipment to the three winning teams of the five-day Firefighting Youth Camp, held in Kovacica between June 22-27. The total equipment value is \$10,000.
178	15 Sept. 2009	Tanjug News Agency	<i>National, News agency</i>	Agreement between USAID and five municipalities of Zlatiborski district	USAID signed Memoranda of Understanding (MOUs) with five municipalities to improve disaster planning and emergency response. These municipalities include: Bajina Basta, Cajetina, Nova Varos, Priboj and Prijepolje. Mr. Michael Pillsbury, Director of USAID's Preparedness and Planning Program, signed MoUs with the mayors on behalf of USAID.
179	16 Sept. 2009	TV B92	<i>National</i>	Profilers 2009	The first professional conference on firefighting protection Profiler 2009 will be organized on 17 September. Ivan Baras, Deputy Head of Sector for Emergencies, said "We have produced one leaflet for elementary school children, in cooperation with our friends USAID, containing the education elements/information on how to protect one self from fires, floods, etc."
180	17 Sept. 2009	Panorama Weekly	<i>Local, Leskovac</i>	Prepared for emergencies	City of Leskovac received a certificate for achieving "enhanced disaster resilience", in acknowledgment of their progress in improving disaster management capacities at the local level. The certificate was presented by US Agency for International Development (USAID).
181	18 Sept. 2009	Zrenjanin weekly	<i>Local, Zrenjanin</i>	Firefighting equipment worth \$10,000	Michael Pillsbury, Director of USAID's Preparedness, Planning and Economic Security program, accompanied by Bruce Spake, Deputy President of DAI visited on September 11 Belo Blato. The two visited one of the winning teams at contest that took place following the five-day training in youth camp "Volunteer Firefighters". The team from Belo Blato won the third place in the contest run at the Camp sponsored by the US Agency for International Agency (USAID).
182	18 Sept. 2009	Zrenjanin weekly	<i>Local, Zrenjanin</i>	US assistance to fire-fighters	Michael Pillsbury, director USAID's Preparedness, Planning and Economic Security program, accompanied by Bruce Spake, Deputy President of DAI, congratulated fire-fighters from Torda. Namely, Torda citizens won the second place in a camp in Kovacica, within program organized by the US Agency for International Development (USAID).

183	19 Sept. 2009	Press Daily	<i>National</i>	19 mil dollars for emergencies	USAID signed Memoranda of Understanding (MOUs) with five municipalities to improve disaster planning and emergency response. These municipalities include: Bajina Basta, Cajetina, Nova Varos, Priboj and Prijepolje. Mr. Michael Pillsbury, Director of USAID's Preparedness and Planning Program, signed MoUs with the mayors on behalf of USAID, and added that "the program helps municipality build capacity to respond in emergencies, but also strengthen economic security through support to private sector development."
184	20 Sept. 2009	Blic Daily	<i>National</i>	Moscow want denim products from Novi Pazar	20 countries worldwide participated at the International Fashion Fair in Moscow, from 6-9 September, among which were textile companies from Novi Pazar. Its participation was supported by US Agency for International Development (USAID). Hundreds of retail shops from Moscow are interested in importing denim products from Novi Pazar.
185	21 Sept. 2009	Blic Daily	<i>National</i>	Agreement on cooperation	USAID representative signed MoUs with five municipalities of Zlatiborski district to improve disaster planning and emergency response on the local level. These municipalities include: Bajina Basta, Cajetina, Nova Varos, Priboj and Prijepolje.
186	21 Sept. 2009	Blic Daily	<i>National</i>	Joint participation of textile producers at Moscow Fair	Textile companies from Novi Pazar among which were <i>Stig, Menus, Big-bos and Mikanbros</i> , took part at the International Fashion Fair in Moscow.
187	22 Sept. 2009	Narodne novine Daily	<i>Regional, Nis</i>	Beginning of Safety Strategy development	City of Nis should have a document mapping all threats and risks to the security of citizens and their property. Deadline for its development is June 2010 and funds have been secured from the USAID's Preparedness and Planning program.
188	23 Sept. 2009	Nedeljni telegraf Weekly	<i>National</i>	Who will be Rasim after Rasim	While local self-government dreams about European market, American agency USAID and some EU organizations, in cooperation with SEDA, facilitated the participation of denim producers from Novi Pazar to the Fashion fair in Moscow, where substantial business deals were contracted
189	24 Sept. 2009	TV Belleamie	<i>Regional, Nis</i>	Emergencies	Municipalities of Blace, Rekovac, Surdulica and Vladicin Han officially become a part of USAID's Preparedness and Planning Program by signing MoUs to improve disaster planning and emergency response.
190	24 Sept. 2009	Emportal	<i>On-line</i>	USAID partners with four new municipalities	On September 24, 2009, USAID will sign Memoranda of Understanding (MOUs) with four municipalities to improve disaster planning and emergency response..

				to improve emergency response	Blace, Rekovac, Surdulica and Vladicin Han.
191	25 Sept. 2009	Danas Daily	<i>National</i>	Preparedness, Planning program	The representatives of municipalities Bajina Basta, Cajetina, Nova Varos, Priboj and Prijepolje signed MoU with USAID within Preparedness and Planning program to improve disaster planning and emergency response on the local level. Milan Popadic, Head of MoD's Department for Emergency Situations said "USAID effort towards capacity building of local actors to respond in emergencies is complimentary with the ongoing policy and structure reform of the disaster management sector on eth national level.
192	25 Sept. 2009	TV Studio B	<i>Regional, Belgrade</i>	Junior Achievement	National Program for Youth in Entrepreneurship 'Junior Achievement' presented its activities for 2009/2010 in the Belgrade City Hall. The program has been supported by USAID and City of Belgrade Administration, Secretariat for Education. Zivorad Andjelkovic, Mayor's Assistant, said that the City of Belgrade will continue to support JA program.
193	25 Sept. 2009	EMportal	<i>On-line</i>	National program for Youth "Junior Achievement" expands its activities	In September 25, Junior Achievement in Serbia (JAS), with support from USAID's Economic Security program and the City of Belgrade, organized a ceremony marking the kick-off of Junior Achievement activities in Serbia for the 2009/2010 academic year.
194	26 Sept. 2009	TV B92	<i>National</i>	Host Predrag Maric	A new set of laws, Law on emergencies and civil protection, Law on firefighting protection and Law on incendiary material will soon enter a parliamentary debate, which provides a framework of the operation of newly established unified system of protection of citizens Sector for Emergencies. A novelty in the laws will be a new role of local self-governments in emergencies.
195	27 Sept. 2009	Politika Daily	<i>National</i>	For peaceful life	At the City of Nis assembly session, it was decided to the wok on the development the citywide Safety Strategy should start immediately. Funds for its development were provided by USAID's Preparedness, Planning and Economic Security program.

