



**USAID**  
FROM THE AMERICAN PEOPLE

**SERBIA**



## EVALUATION

### Performance Evaluation of USAID/Serbia and Montenegro's Preparedness, Planning and Economic Security (PPES) Project

This Performance Evaluation was prepared for USAID/Serbia & Montenegro by Art Warman, Annika Caldwell and Alexander Grushevsky under Evaluation Services IQC task order AID-169-TO-12-00002 awarded to International Business and Technical Consultants, Inc. (IBTCI). The authors' views expressed in this evaluation report do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

Nuraplast, a USAID PPES-supported company in Presevo *DAI photograph*



# PERFORMANCE EVALUATION OF USAID/SERBIA AND MONTENEGRO'S PREPAREDNESS, PLANNING AND ECONOMIC SECURITY (PPES) PROJECT

## FINAL EVALUATION REPORT

Prepared by

**Art Warman**  
**Annika Caldwell**  
**Alexander Grushevsky**

**September 5, 2012**

This Final Evaluation Report was prepared by International Business and Technical Consultants, Inc. (IBTCI) under Evaluation Services IQC task order AID-169-TO-12-00002. The authors' views expressed in this report do not necessarily reflect the views of the United States Agency for International Development or the United States Government.



# Table of Contents

ACRONYMS AND ABBREVIATIONS .....	iii
ACKNOWLEDGEMENTS .....	v
MAP OF PPES ACTIVITIES 2006-2011 .....	vi
EXECUTIVE SUMMARY .....	vii
Findings – Overall.....	viii
Recommendations – Overall .....	viii
Findings and Recommendations by Component .....	ix
Component I, Preparedness Planning - Findings and Conclusions .....	ix
Component II, Economic Security - Youth Findings and Conclusions .....	x
Component II, Economic Support - Business Findings and Conclusions .....	x
Best Practices .....	xi
1.0. INTRODUCTION.....	1
1.1 Historical Perspective .....	1
1.1.1 Component I: Preparedness Planning.....	1
1.1.2 Component II: Economic Security .....	1
1.2 Purpose of the Evaluation.....	2
1.3 Key Evaluation Questions .....	2
2.0. APPROACH AND METHODOLOGY .....	3
2.1 Approach.....	3
2.2 Methodology .....	3
2.2.1 Preparedness and Planning.....	4
2.2.2 Youth and Business.....	4
3.1 Introduction to the Components of PPES.....	5
3.2 Preparedness Planning: Findings, Conclusions and Recommendations.....	5
Overall evaluation findings.....	5
Key Evaluation Findings .....	7
Conclusions and Recommendations .....	9
3.3 Economic Security: Youth Findings, Conclusions and Recommendations .....	10
Overall Evaluation Findings.....	10
Key Evaluation Findings .....	11
3.4 Economic Security: Business Support Findings, Conclusions and Recommendations.....	14
Overall evaluation findings.....	14
Key evaluation findings .....	16

Conclusions and Recommendations .....	18
4.0. GLOBAL FINDINGS, CONCLUSIONS AND RECOMMENDATIONS .....	18
4.1 The Grants Program .....	18
4.2 Findings, Conclusions, and Recommendations .....	20
Findings.....	20
Recommendations .....	20
Best Practice .....	21
ANNEXES: .....	22
ANNEX A: EVALUATION SCOPE OF WORK .....	22
ANNEX B: SURVEY INSTRUMENTS.....	27
ANNEX C: INDIVIDUALS AND ORGANIZATIONS CONTACTED .....	43
ANNEX D: DOCUMENTS REVIEWED.....	55

## ACRONYMS AND ABBREVIATIONS

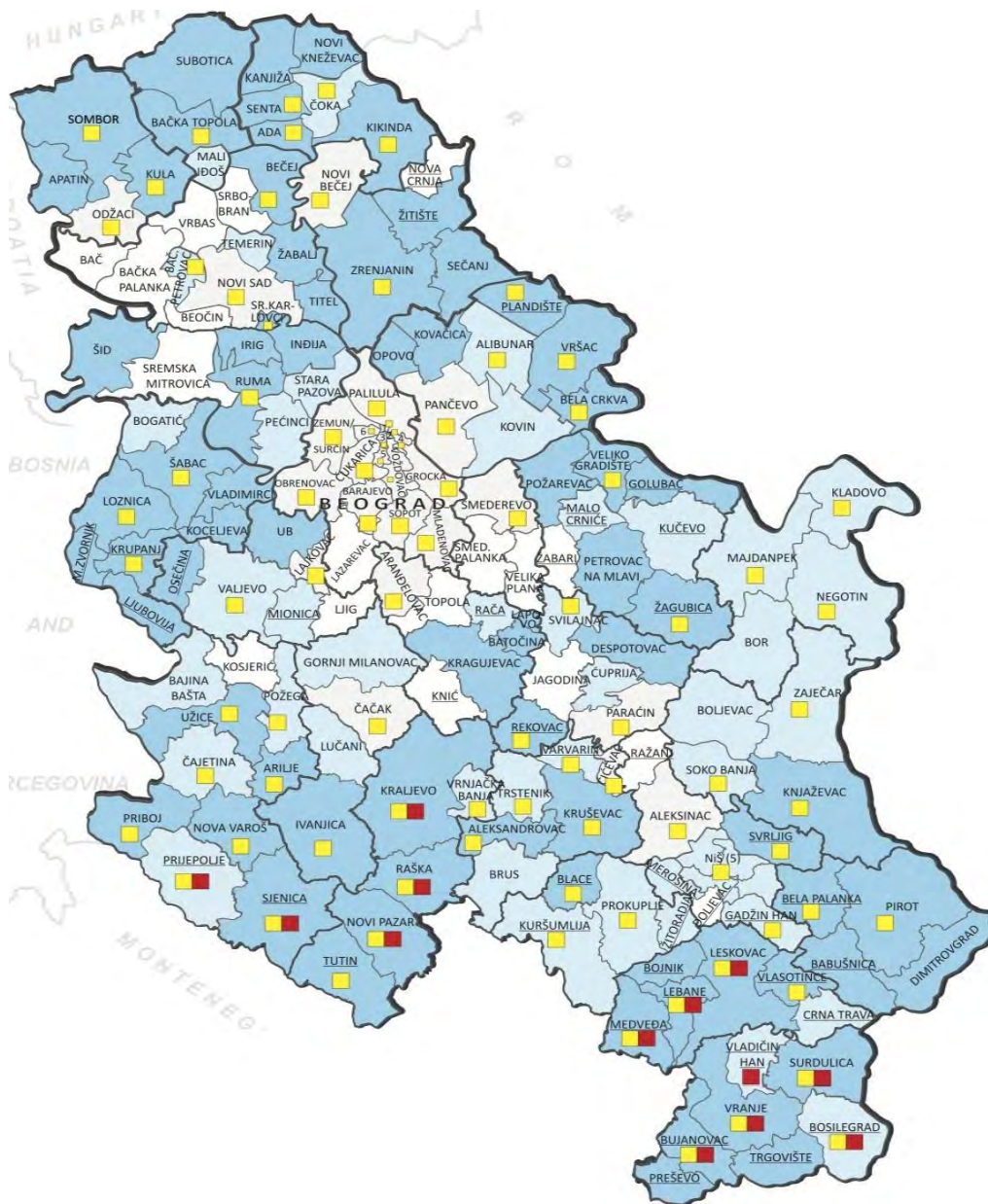
ASEE	Management Consulting Company for South Eastern Europe
BSO	Business Support Organization
COE	Council of Europe
DAI	Development Alternatives, Inc.
DEMA	Danish Emergency Management Agency
DF	Serbian Development Fund
DMT	Disaster Management Team
DPPI	Disaster Preparedness and Prevention Initiative
DRR	Disaster Risk Reduction
ES	Economic Security
IBTCI	International Business & Technical Consultants, Inc.
IDP	Internally Displaced Person
IFRC	International Federation of the Red Cross
JAS	Junior Achievement Serbia
LES	Law on Emergency Situations
MOD	Ministry of Defense
MOI	Ministry of Interior
MOU	Memorandum of Understanding
MoYS	Ministry of Youth and Sport
NAVES	National Association for Emergency Situations
NES	National Employment Service
NTC	National Training Center
OSCE	Organization for Security and Cooperation in Europe
PMP	Performance Monitoring Plan
PMT	Project Management Team
PP	Preparedness and Planning
PPES	Preparedness, Planning and Economic Security Project
RCS	Red Cross of Serbia
RBM	Results Based Management
RDA	Regional Development Agency
RRF	Results and Resources Framework
SCOPEs	Contingency Planning and Economic Security Program
SEDA	Sandzak Economic Development Agency
SEM	Sector for Emergency Management
SME	Micro, Small and Medium Enterprises
SOW	Scope of Work
SP	Service Provider
SRC	Serbian Red Cross
UNDP	United Nations Development Program
UNISDR	United Nations International Strategy for Disaster Reduction
USAID/Serbia	United States Agency for International Development Mission to Serbia & Montenegro
YAP	Youth Action Plan
YE	Young Entrepreneur
YEAP	Youth Entrepreneurship Action Plan
YES	Youth Sub-Component

YO Youth Support Offices at Municipalities  
YOC Youth Office Coordinator

## **ACKNOWLEDGEMENTS**

The evaluation team for this report consisted of Art Warman, Annika Caldwell and Alexander Grushevsky. Together, the team designed and conducted data collection and analysis. The team would like to thank the staff at USAID/Serbia, especially the field offices, for making this a very interesting and challenging assignment.

Special thanks are extended to the personnel from the donor and development partner community whose views helped form a more complete understanding of the context in which PPES was designed and implemented. Finally, the team would like to thank the DAI staff in Serbia, headed by Mr. Michael Pillsbury, as well as the field staff in Novi Pasar and Varjne for dependable logistical support in facilitating the evaluation.



**MAP OF PPES ACTIVITIES 2006-2011**

## EXECUTIVE SUMMARY

USAID/Serbia's Preparedness, Planning and Economic Security (PPES) Project is a five-year \$25 million project implemented by Development Alternatives, Inc. (DAI). It consists of two distinct but related components: preparedness planning (PP) and economic security (ES). It began in May 2006 and was originally scheduled to end in 2011, and the preparedness planning component ended then. The contract was amended to add eighteen months for the Economic Security component. It is now scheduled to end in March 2013. International Business & Technical Consultants, Inc. (IBTCI) conducted this performance evaluation under Task Order AID-169-TO-12-00002 of the Evaluation Services IQC. Fieldwork took place between July 7, 2012 and August 3, 2012.

**Purpose** - The objective of the performance evaluation was to conduct a full, evidence-based and independent review of USAID-financed activities under PPES. The purpose of the evaluation was to examine the effectiveness of project activities to date; to determine whether the project has achieved planned results; to identify gaps in performance against targets; and, in the case of activities under Economic Security, to provide recommendations on closing these gaps in the final year of the project. At the request of the Mission, further consideration was given to identifying lessons learned and recommendations for consideration in future funding.

**Background** – Post-war years in Serbia were characterized by poor economic growth, rising national aspirations of its neighbors, and unsettled prospects for the future with respect to Kosovo. To act in advance of potential inter-regional strife and conflict, USAID/Serbia and Montenegro developed the “Contingency Planning and Economic Security (SCOPE) Program,” the predecessor name for PPES. Since inception, PPES has consisted of two components: (I) Preparedness Planning, which formally ended in September 2011, and (II) Economic Security, which is ongoing. Component I recognized that municipalities in Serbia were poorly equipped for crisis demands, and Component II emphasized unemployment and economic growth needs. Both components matured and changed from 2006 to present, but remained largely focused within original design parameters. For Component I, this was mitigation of human-made and natural disasters. For Component II, this was unemployment, particularly youth unemployment, and economic growth in two southern regions of Serbia: South Serbia and Sandzak.

**Approach/Methodology** – Because PPES includes three types of activities – disaster planning and management, youth employment, and strengthening of small and medium enterprises, IBTCI fielded a team of three specialists, one for each type of activity, although with overlapping experiences and competencies. The methodology called for a full review of all relevant documentation (e.g., USAID/Serbia's two strategies, DAI contracts and reports, Performance Monitoring Plans (PMPs), annual work plans, deliverables) and key informant interviews and focus groups with USAID and DAI staff, Serbian government officials with varied responsibilities and at different levels, and a wide range of disaster preparedness workers, youth, and representatives of small and medium-size businesses in different sectors. Survey instruments were developed for the two components, reviewed and approved by USAID/Serbia.

Following Belgrade-based consultations, the team members spent two weeks in the field, working both as a group and addressing their individual areas of expertise. Component I had national coverage with specific comparison to municipalities certified in disaster management training and those which were not. Component II had a sub-regional focus on Sandzak and South Serbia, with an emphasis on sampling. USAID/Serbia and DAI offices in both regions were included in the evaluation.

For Component I, Preparedness Planning, staff at national level organizations, other donors, 14 certified municipalities and two non-certified municipalities were interviewed. A total of 94 interviews were carried out nationally; an almost 19% sampling.

For the Youth aspect of Component II, sixteen locations were visited across Serbia with an emphasis on regions in the south. Overall, 43 interviews were carried out along with seven focus groups which included partners, beneficiaries and stakeholders. Staff at 11 “Youth Offices” was interviewed as well as 14 youth-owned enterprises. For the Business Support aspect of Component II, the team conducted interviews in Sandzak with personnel at 12 companies involved in dairy, textiles and food processing and held one focus group on textiles. In South Serbia, the team interviewed personnel at 11 companies with a focus on light manufacturing, shoe manufacturing, small-scale agribusiness and dairy industries and conducted one focus group on “post-PPES economic needs.” Findings for Component II were compared to project indicators, reports and other documentation as part of the final review of the Component.

## **Findings – Overall**

- PPES has met or exceeded requirements of the Project. Salient findings, conclusions and recommendations are reflected below in individual components; several over-arching findings and recommendations are included in Section 4 of the evaluation.
- DAI’s reports are consistent with the findings of this evaluation, with one minor exception. Random business sampling appears to report slightly higher levels of employment than is reported by DAI. This is likely due to the fact that firms that had prior USAID/Serbia-financed support continue to grow, despite current obstacles. Obstacles to PPES implementation such as the Kosovo Declaration of Independence and the economic downturn in Europe are addressed in the respective components of evaluation report. For preparedness planning, the fact that the Kosovo Declaration of Independence had no practical impact allowed the Project to retool this component. Because the “Surge Capacity” funding was not called upon, it was eventually removed from the Project.
- Overall, the failure to have any progress in government-to-government dialogue between Kosovo and Serbia is having a broad negative impact on PPES’ ability to help business expand across borders and it also limits linkages in youth activities.
- The economic downturn has limited export markets and slowed business growth throughout Serbia, including those firms included in the performance evaluation.

## **Recommendations – Overall**

With Component I, Preparedness Planning, completed and Component II, Economic Security ending in March 2013, there are program level recommendations. These are:

- Migrate some of the best, ongoing work in Youth and Business Support to other ongoing or planned initiatives. (see Sections 3.0 and 4.0)
- The Grant(s) story is understated. The PPES Grants program had a high level of impact. While individual impacts have been recorded, broader impacts, such as the survival of the textile sector in Sandzak, should be recorded.
- USAID/Serbia should initiate new designs or interventions now so as not to lose the momentum that PPES has been providing.
- Six changes in Contracting Officer Technical Representative (COTR), now titled COR, occurred during the life of PPES. Given the caliber of the technical national staff within USAID/Serbia, that such authorities and responsibilities be vested in a permanent national staff.
- Having locally identified staff work in region-specific positions is highly recommended as it facilitates all aspects of program implementation.

## Findings and Recommendations by Component

PPES is essentially two projects in one: Preparedness Planning and Economic Security, and has been so since its inception in 2005 and initiation of activities in 2006. Economic Security is broken into two subcomponents: Youth and Business Support. Each element of PPES has major findings, conclusions and recommendations. Each are summarized below and further elaborated upon in the full report.

### Component I, Preparedness Planning - Findings and Conclusions

Based on the volume and quality of the activities, results, and documents generated, including DAI's final report, the overall outcome is apparent: the specified outcome for Component I has been achieved and in fact has been significantly exceeded. The evaluation findings were consistent across the country, document the accomplishments and validate the information found in the final PP report. The PP program was relevant, very effective, efficiently implemented, and had a significant impact.

The following key points have contributed positively to the success of the program:

- Integrated Emergency Management achieved: The Law on Emergency Situations, Sector for Emergency Management, National Training Center and municipal Disaster Management Teams established.
- 100 % of the evaluation participants interviewed stated that the program was beneficial, practical for them and/or very useful. And in answering the question "*how has emergency management changed since 2006*" all confirmed that the system is better now that it is decentralized giving more authority to the local level, the operational chain-of-command is clearer, and coordination and information exchange has improved.
- As an overall result of the program, participants felt that they are more coordinated, effective and able to utilize private-public partnerships when they responded to the recent natural disasters such as the floods and heavy snowfall earlier this year.
- When comparing the emergency-ready certified municipalities with those who did not participate in the program, the interviews clearly showed that generally the municipalities that did not participate were not as organized, coordinated, advanced or motivated as the others.
- Public awareness on emergency management was confirmed to have increased and people interviewed emphasized the increased transparency to the public.

### *Preparedness Planning – Recommendations*

There are component-level recommendations which arise from the completed program. Were there a need for further disaster planning assistance in the future, recommendations are:

- Establishment of a national-level legal framework is a must, including a mechanism for enforcement and incentives to ensure compliance.
- Allocate enough resources to allow comprehensive emergency management approach: mitigation, preparedness, response and recovery.
- Holistic programming: create strong linkages with socio-economic development programming to increase and support community resilience, preparedness and recovery.
- Harmonize training and documentation requirement standards, e.g., risk assessments, prevention and response plans.
- Ensuring effective and expedited funding and contractual procedures between donors and partners is pivotal in enabling rapid crisis response

## **Component II, Economic Security - Youth Findings and Conclusions**

Relevant findings under this component of Economic Support include:

- **Relevance:** Activities implemented under PPES Youth Sub-component (YES) are fully aligned with national development priorities and USAID's strategy for Serbia. The 2008 project redesign was based upon a national and local needs assessment with identification of a youth employment and entrepreneurship development as a special ES focus
- **Effectiveness:** YES met its objectives. The stakeholders and beneficiaries interviewed during the evaluation found that the Project activities were implemented in an effective way.
- **Efficiency:** The implementation of YES may be considered as efficient. The key tasks were completed without major delay; the basic indicators were met and exceeded across all the target areas.
- **Sustainability:** Specific YES interventions have different sustainability perspectives that depend on the capability and possibility of obtaining support from the Serbian public and private sectors. None of the YES activities is currently commercially self-sustainable.
- **Impact:** Taking into consideration the overall relevance, effectiveness, and efficiency of YES activities, the conclusion can be made that YES has contributed to the improvement of the socio-economic situation and poverty alleviation on the local level in the target areas.
- The design of the YES management was functional. YES was implemented in collaboration between DAI Central office in Belgrade and two field offices with domestic consultants and local implementing partners contracted upon project needs.

### *Economic Support - Youth Recommendations*

Having achieved the positive trends in youth employment and entrepreneurship, it is very important to keep up momentum. The recommendations are to:

- Continue supporting youth and self-employment interventions based upon knowledge and experienced obtained under PPES.
- Strengthen linkages with key stakeholders in the public, civic and private sectors to increase the scale and sustainability of the most effective activities of youth in PPES.
- Disseminate nationally positive experiences and best practices of the YES.

These are more fully elaborated upon in Section 3.0 of the evaluation report.

## **Component II, Economic Support - Business Findings and Conclusions**

PPES has run a highly effective program of business support in South Serbia and Sandzak. With dual office locations, staffed by region-specific nationals, a broad range of support has been provided in technical assistance, training and grants. Primary businesses included, *inter alia*, textiles, food processing, dairy, and light manufacturing. The findings are:

- The years 2006-2007 were more supply-side driven than demand-side driven, resulting in a wide range of beneficiaries and areas of focus.
- With program maturity, the years 2007-onward saw a more focused basket of technical assistance, training and grants targeted to businesses in the targeted regions.
- The program of supports is responsible for the development of the "cluster" of textile firms in the Sandzak region and is having an emerging impact on clusters relating to shoe manufacturing and agribusiness in both southern regions.
- The use of outsourcing for training and technical assistance has developed skills sets in local communities.

- Evaluators found that, for the random sampling of 23 firms, employment is being under-reported. This may be in part due to assistance having been concluded while continued enterprise growth is occurring.
- The emerging focus on trade shows and as well as domestic and regional markets is fostering a collaborative and targeted approach among production segments in both regions.
- All companies examined showed direct growth in revenues and employment as a result of the assistance provided, even with the down turn in the European markets and economies.
- All Business Support reporting, including indicators, is on track and consistent with program agreements, and almost all indicators will be exceeded by the component.

### ***Economic Support - Business Recommendations***

With less than one year left in implementation, it is difficult for the evaluators to identify areas of activities currently not covered by the agreed-upon work plan. That said, the following recommendations should be considered:

- Implement the agreed-upon work plan, and limit any other activities coming into the program.
- With momentum in place and Business Support ending in March 2013, plan now for the migration of best elements of the program.
- Firm up and continue support to clusters as they represent the residual institutional focus in the important sectors.
- A transition plan should be set in place, by sector, for those companies whose support continues through March 2013. Many initiatives will be underway or envisioned, so forward planning is appropriate.

### **Best Practices**

The evaluators identified best practices across the project and within PPES. The key ones are:

- The implementer outsourced many grant management functions, while keep accounting and reporting functions within the project. The cost savings in outsourcing grant management functions were significant and allowed the implementer to use funds elsewhere.
- The use of highly trained, local nationals in key positions was found to be directly responsible for the successes in the components. The abilities to work within a known area and with local contacts limited program errors and maximized program successes.
- Support to and use of locally trained organizations and consultants was a best practice. Rather than rely upon expatriate experts, the breadth of the training and technical assistance could be increased using local or national resources. This was particularly true for ISO certifications, youth training and direct support to enterprises. It further served to increase the number of locally owned service providers.



## **I.0 INTRODUCTION**

### **I.1 Historical Perspective**

By late 2004, USAID began planning for the potential crisis that could arise in Southern Serbia and Kosovo should the latter's movements toward independence result in inter-regional strife. It was understood that significant internally displaced persons (IDPs) might flood into Southern Serbia, and that none of the municipalities were prepared for more than most modest demands on their emergency and social services.

This led to the design of a program of activities entitled "Contingency Planning and Economic Security Program (SCOPEs)," which was awarded to Development Alternatives, Inc. (DAI) in May 2006. SCOPEs had two components: I: Support Crisis Planning and Rapid Response, and II: Improve Economic Security and Social Stability in Vulnerable Areas. The program operated under this name and umbrella of activities for the period May 2006 to August 2008, when it was modified and renamed "Preparedness Planning and Economic Security (PPES)." With the conclusion of Preparedness Planning, the final version of the Project is now in place and entitled "Economic Security Program (ESP)." DAI has remained the prime implementer through all versions of the Project and will conclude the Project in March, 2013.

#### **I.1.1 Component I: Preparedness Planning**

Component I recognized that very limited crisis management plans, if any, were in place at the central and local levels of Serbian governments. The bordering "front-line" municipalities with Kosovo, Macedonia and Sandzak regions were assessed as being vulnerable and in need of capacity support.

Component I had two key activities:

**Activity 1.1:** *Develop crisis plans with target municipalities and relevant line ministries, the Commissariat for Refugees/IDPs, and/or disaster response offices, as well as the UN, Stability Pact, and other international crisis responders*

**Activity 1.2:** *Support USAID rapid response in the event of a social crisis or natural disaster through the establishment of a project surge capability*

The main activities and ten sub-activities were expected to achieve "improved planning for and response to crises by local and national actors, as well as USAID," and also to contribute towards USAID/Serbia's 2005 - 2010 Mission Strategic Objective 2.11: "risk of political instability reduced", and related strategic sub-objective 2.113: "rapid and effective response to crisis by relevant actors".

When the potential Kosovo crisis did not materialize, Component I began to focus on emergency preparedness and planning. The main objective for Component I remained the same: "to develop capacity to plan for and respond to crisis and emergencies at the local and national levels of the government in Serbia". The surge component (Activity 1.2) was phased out and only a modest amount, less than \$300,000 of the December 2007 \$ 9.9 million ceiling for the surge capacity, was used to support three small-scale natural disasters in 2007/2008. USAID/Serbia's Strategic Objectives remained the same until 2010, when SO 2.11 was eliminated.

#### **I.1.2 Component II: Economic Security**

At project inception, DAI undertook a nation-wide assessment of 30 areas to determine what economic needs and commonalities existed. The three priority districts further considered were South Serbia, Sandzak, and Vojvodina. DAI assessed the salient economic and social aspects of municipalities, noting key vulnerability indicators such as the levels of poverty in the communities, ethnicity, and the overall

percentage of IDPs in each of the districts. These indicators provided an initial sense for the actual needs of the communities.

The original design by DAI called for offices in South Serbia and Sandzak, and offices were opened in Novi Pasar and Varjne. The Economic Security activities of these offices under Component II have continued unabated since 2006.

Component II has three focused activities:

**Activity 2.1:** *Expand economic opportunities for at-risk populations in selected vulnerable areas*

**Activity 2.2:** *Improved local government response to the needs of vulnerable populations*

**Activity 2.3:** *Expand broad-based civic participation and social inclusion*

While work plans and contract modifications have changed particular aspects of the Project, these three activity areas continue through the life of the ES Component. With experience, the original supply side emphasis of Component II was changed to a demand-driven component. Junior Achievement Serbia (JAS) was added to Component II, a higher emphasis on youth-related initiatives was given and newer technical interventions (e.g., market fairs) have been developed.

## **I.2 Purpose of the Evaluation**

The objective of this performance evaluation is to conduct a full, evidence-based and independent review of USAID/Serbia and Montenegro's PPES Project activities and results from May 2006 to the present. Specifically, the purpose of the evaluation is to examine the effectiveness of project activities implemented to date; to determine whether the project has achieved planned results; to identify gaps in performance against targets; and, in the case of the ES component, to provide recommendations on closing these gaps in the final year of the project.

## **I.3 Key Evaluation Questions**

The scope of work identified six core questions to be answered in the performance evaluation. These formed the basis of the performance evaluation approach, methodology, and implementation. The six core questions asked are:

1. What was the overall outcome of project activities in developing the capacity of municipalities to plan for and respond to natural disasters, crises and emergencies at the municipal and national levels across Serbia?
2. Were the project activities designed to increase employment and expand revenues in targeted businesses in South Serbia and Sandal successful?
3. How well did the project respond to expected obstacles in implementation (such as the Kosovo declaration of independence), and unexpected obstacles (such as the global financial crisis)?
4. Have the project's youth programs been effective in increasing youth employment in targeted municipalities? If not why?
5. How effective was the grant mechanism within each component? Please identify any strengths and weakness in the design and implementation of the grant mechanism.
6. What was the overall impact of changes in the economic security component approach? Please provide a detailed analysis of the project outcomes as a result of the ES component modification.

The full scope of work is Annex A. The survey questions addressing the questions are provided in Annex B. Annexes C and D list interviews and documents reviewed, respectively. Separately, a complete compilation of interview notes is being provided to USAID/Serbia as a required work product.

## 2.0 APPROACH AND METHODOLOGY

### 2.1 Approach

The performance evaluation considered two major components of the Project – Preparedness Planning (PP) and Economic Security (ES), taking into consideration differences in their timeframes, modalities, and beneficiaries. The evaluation covered the full implementation period of PPES to date (May 2006 – July 2012). The PP component ended on September 26, 2011.

The evaluation was designed to reflect the geographic focus of PPES activities. PP interventions as well as certain youth subcomponent interventions were implemented nationwide. Under ES, youth employment, entrepreneurship development, and business related activities concentrated primarily in Southern Serbia in two broad areas: Youth and Business Support.

A total of 94 people were interviewed for the PP interventions. This included staff in the municipalities of Kraljevo, Vranje and Novi Pazar. Personnel from a total of 14 out of 74 certified municipalities by the PP component were interviewed. This sample represents almost 19 % of the municipalities which participated in the program and who also responded to emergencies during the implementation period. Additionally, attention was given to two non-certified municipalities, Aleksinac and Novi Becej; which were included in the evaluation to provide data for comparative analysis purposes. Key participants consisted of: Serbs (68.75%), Bosniaks (18.75%), Albanian (6.25%) and Hungarian (6.25%). Approximately 15.1% of interviewees were women, mostly members of Disaster Management Teams (DMTs).

To evaluate the Youth subcomponent, 16 locations across Serbia were visited, with major attention paid to the key target regions of Sandzak and South Serbia: Novi Pazar, Tutin, Sjenica, Prijepolje, Raska, Vranje, Presevo, Bujanovac, Belgrade, Zrenjanin, Krusevac, Aleksinac, Leskovac, Vlasotince, Lebane, and Nis.

Overall, 43 interviews and seven focus groups were conducted with partners and beneficiaries, 75 respondents were approached, including 14 stakeholders and partners, 11 Youth Offices (YOs), 32 trainees and interns, and 14 SMEs owned/managed by young entrepreneurs.

To evaluate the Business subcomponent, 21 firms were selected in sampling. These were divided as 12 in Sandzak and 11 in South Serbia. The firms represented a cross-section of industries (textiles, agribusiness, shoe manufacturing, light manufacturing, and dairy, among others) and ranged in size from 1-2 employees to firms having more than 50 employees.

In addition to the interviews with enterprise owners and managers, two focus groups were held. The first focus group in Sandzak centered on the textiles sector and drew firms both from those participating in recent “cluster” activities and those who were not participating in subcomponent initiatives. In South Serbia, the focus group was on “post ES needs in the region”, and drew from firms participating in ES sponsored activities, firms not participating, and one local government official.

### 2.2 Methodology

The evaluation of both PPES components was based on the methodology and approaches used for the evaluation of development and technical assistance projects, including desk review of available project documents, interviews, group discussions and focus groups conducted with stakeholders, partners and beneficiaries, as well as evaluator observations made during site-visits.

The evaluation examined relevancy, effectiveness, sustainability, and impact of PPES program activities implemented by DAI. It also used targeted questions such as “*If the program was to be designed/implemented again, what would you want different, deleted or added*” to gain recommendations for future design of similar program activities. The six evaluation questions identified in the scope of work

were addressed across the performance evaluation. Specific evaluation questions such as efficacy of the “grants program” are treated individually in the evaluation report.

### 2.2.1 Preparedness and Planning

A mixed method of qualitative individual interviews and focus groups was undertaken to collect information from across the country. Semi-structured focus groups were used with the municipal Disaster Management Teams (DMTs). Key individual interviews were used with the Ministry of Interior Sector for Emergency Management (SEM) officials, mayors and presidents of municipalities, USAID/Serbia, DAI and partner organizations. The latter included the Red Cross of Serbia (RCS), International Federation of the Red Cross (IFRC), and the United Nations Development Program (UNDP). The groups and individuals were introduced to the evaluation by explaining its purpose, and the team member introduced key questions such as “*What is different?*”, “*Was the program useful?*” and “*What could have been done differently?*”

To ensure consistency and comparability of the data collected, standardized questions were used during the interviews and group discussions. The evaluation questions initially suggested in the USAID/Serbia approved evaluation work plan were refined and shortened to four or five core questions.

Quantitative data was obtained from reports, e.g., the RCS grant report on implemented activities. Time limits did not allow surveys but, for example, targeted questions such as “*Was the program useful?*” were used systematically with all participants to be able to draw statistical conclusions.

### Limitations

There were three factors affecting the PP evaluation methodology and results. First, the evaluation took place during the aftermath of the major political transition<sup>1</sup> due to the simultaneously held May 2012 parliamentary, provincial, local and presidential elections. Second, the timeframe for the evaluation did not allow the inclusion of quantitative evaluation instruments (i.e., surveys and questionnaires) to develop new data to complement the qualitative findings. Finally, July and August are the busiest summer vacation months in Serbia, limiting the availability of program participants.

**Group dynamics:** some of the focus groups felt somewhat restrained, and not all individuals expressed their opinions but rather conformed to the “reporting” provided by the leaders. Moderators made efforts to probe the audiences for a more in-depth and open exchange of information. In most of the cases, meaningful and honest information exchange was achieved and the group discussions were a useful method to gather qualitative information about the PP component.

### 2.2.2 Youth and Business

The evaluation of the ES Component was based upon information collected during the desk review of Project related documents, one-to-one interviews and group discussions with PPES Program Management Team (PMT), key stakeholders, partners, direct beneficiaries, on-site visits, and evaluator observations.

The following were considered for the evaluation purposes:

- ES partnerships building
- Support to SMEs in competitiveness strengthening and employment generation
- Direct support to businesses
- Indirect support to businesses
- The PPES Grants Program

---

<sup>1</sup> Mayors: Novi Pazar, Tutin, Sjenica, Kraljevo, Krusevac, Vranje, Golubac, Novi Becej., Aleksinac, Presevo, Kragujevac, Petrovac na Mlavi, Veliko Gradiste, Loznica, Mali Zvornik, and Kanjiza.

- Development of a network of Youth Offices and their capacity building for youth employment and entrepreneurship development
- Youth Entrepreneurship Action Plan (YEAP) development and implementation
- Support to Junior Achievement Serbia (JAS)
- Awareness raising and skills development for the purposes of youth employment/self-employment
- Specialized training and technical for young entrepreneurs
- Technical assistance to career centers at universities and youth offices

The evaluation of the ES Business subcomponent focused exclusively on the two Southern regions of Sandzak and South Serbia. A sampling of 21 local companies that participated in the ES in these two areas was considered by the evaluator. For evaluation of the Youth subcomponent, municipalities and beneficiaries were selected randomly based on ES programmatic and geographic interventions.

To ensure consistency and comparability of collected data, standardized questionnaires were used for interviews and focus groups developed to respond to the scope of work key evaluation questions. The data collection stage was followed by qualitative and quantitative analyses of implementation practices, results achieved to date, formulation of lessons learned, and identification of best practices. This allowed the evaluators to develop recommendations for the remaining period of ES activities.

### **Limitations**

The major constraint in evaluating the ES component was related to the limited availability of direct beneficiaries for interviews and focus groups. This is due to the summer vacation period, and in the case of Youth Offices, the lack of follow-on information available at the offices. Ongoing ES implementation, the recent beginning of some activities, and continuing support to the beneficiaries put certain limits on assessing sustainability and impacts of the Project's interventions.

**Group dynamics:** varies across Youth and Business subcomponents. For the seven Youth-related group discussions, a broad mixture of results were found among partners, beneficiaries, government officials and others involved in ES activities. For Business, two targeted groups were used. The first was the textile sector, which is a more mature "cluster" under ES. The other was a "post-project" needs discussion with a mix of participants.

## **3.0 EVALUATION COMPONENTS**

### **3.1 Introduction to the Components of PPES**

There were two components under PPES: Component I, Preparedness Planning, and Component II, Economic Security. Component I ended in September 2011. Component II, Economic Security, continues through the end of the Project in March 2013.

### **3.2 Preparedness Planning: Findings, Conclusions and Recommendations**

The evaluation question to be answered: *What was the overall outcome of project activities in developing the capacity of municipalities to plan for and respond to natural disasters, crises and emergencies at the municipal and national levels in Serbia?*

### **Overall evaluation findings**

Based on the volume and quality of activities, results, and documents generated, including DAI's final report, it is clear that a lot of work was carried out throughout the duration of the program. During the initial two years, SCOPE's focus was on formulation and program modifications to respond to the ongoing assessments and a changing political environment. Fortunately, the multi-year funding and flexible implementation approach allowed the maturing, growth and adjustment of activities based on developments in Serbia and in the region.

The set objective and intended outcome for Component I has been achieved and in fact has been significantly exceeded. The evaluation findings confirm the accomplishments and document the information found in the final report of the PP component. Moreover, it is also easy to verify the milestones achieved during the program based on the significant amount of publicity it has received in local and international media, UN reports, websites, etc. External sources of information (outside the evaluation) confirm that Serbia has indeed increased its emergency management capacity both at the national and at the municipal level<sup>2</sup>.

The evaluation findings were consistent across the country. Differences in performance between the different municipalities appeared to be due to a lack of resources and/or personality-driven rather than as a result of lacking a working framework. It became clear during the interviews that new and energized approaches to emergency management at the local and national level in Serbia have been adopted. All participants interviewed stated that it was beneficial for them and/or very useful. In answering the question "*How has emergency management changed since 2006,*" all confirmed that the system is better now that it is decentralized giving more authority to the local level. Operational chain-of-command is clearer, and coordination and information exchange has improved.

As an overall result, participants felt that they are more coordinated, effective and able to utilize private-public partnerships when they responded to the recent natural disasters such as the floods, and heavy snowfall earlier this year. It should be noted that, for example, previously use of private sector partners was non-existent or limited due to the nature of the old centralized civil protection system for emergency management. Similarly, all participants thought that the establishment of the Law on Emergency Situations (LES) was critical for longer-term sustainability. Public awareness on emergency management was confirmed to have increased and people interviewed emphasized the increased transparency with the public.

Many evaluation participants specifically mentioned positive interaction with DAI staff, and the municipal offices displayed their framed "enhanced disaster resilient" certificates. Media was also actively used and involved in all aspects of emergency management. Materials such as educational signs produced by the program were displayed.

When comparing the certified municipalities with those that did not participate in the program, the interviews clearly showed that generally the uncertified municipalities were not as organized, coordinated, advanced or motivated. They were aware of the LES and have formed DMTs, but had difficulties and made slower progress in implementation and in compliance to the law. They also felt that they have missed out on the networking opportunities (e.g., information exchange of best practices).

Positively, the RCS is an active and supporting member of the DMTs and communications with SEM are taking place. Participants reported that response to the emergencies has been fairly effective and efficient, and support from the central level government has been received to a certain extent. Overall, DMTs felt positive about having a more coordinated emergency management structure in place, but continue to struggle with allocation of resources and workload, additional requirements and already tight budgets.

---

<sup>2</sup> For example, the March 2012 press statement made by the UN Special Representative for Disaster Risk Reduction Margareta Wahlstrom highlights Serbia's response to the issue of how the countries of Europe, especially those of the Western Balkans, had fared in responding to the severe weather that hit the region. She said "*Those countries cooperated very actively with her office on risk reduction matters. ... Serbia, the former Yugoslav Republic of Macedonia, Bosnia and Herzegovina, Croatia, Slovenia – they were all very, very active and they have a lot of expertise, in fact.*"<sup>2</sup>

## Key Evaluation Findings

### Relevance:

The component helped to upgrade an outdated emergency management system in Serbia. The original SCOPES and PP program outcomes and outputs remain valid and pertinent at the national and local levels. Participants and partners interviewed confirmed that they were, for the most part, consulted during the design phase and the subsequent modification periods of the program. Some expressed that perhaps even more partners should have been sought, e.g., wider participation of academia and NGOs. The program boosted similar efforts currently in place, such as the RCS implemented DDR programming and training. Activities were aligned and supported USAID/Serbia's Strategic Objectives 2.11 and 2.113 during life of the component.

### Effectiveness

The following findings reflect major factors that led to the PP exceeding its targets:

- Flexible and practical approach to program design, activities and implementation allowed simultaneous bottoms up consultations, training and central level development of capacity, policy and legal framework guided by beneficiaries from both ends.
- The scale and level of intervention was manageable and benefitted the entire country.
- The system of roaming training/field teams and field offices to support and monitor progress allowed simultaneous building of local capability through training and building of national infrastructure and international cooperation at the same time.
- Significant amount of internal and external project communications and reports were generated.
- Ability to pool resources, build and negotiate relationships and solicit necessary support even in the very challenging political environments at the time was impressive.
- Appropriate staff selection who understood the local dynamics, environment and what would be feasible and realistic was critical to success.
- Linkages to partner organizations, international standards and related frameworks and networks were established early on in the component.
- All beneficiaries interviewed expressed high satisfaction with the program and are committed to continuing their progress beyond USAID's and DAI's initial technical assistance
- Detailed Performance Monitoring Plans with performance indicators were developed, The primary performance metrics have been 96% achieved, and 48% of the metrics were surpassed. For example, 74 municipalities were certified as being "enhanced disaster resilient" compared to the target of 65. Additionally, 93 municipalities were surveyed for municipal emergency management capabilities, exceeding the target by 13 municipalities.

*"In general, in all USAID funded projects we have planned workshops in which we expressed our opinions. Currently we are included in the USAID-funded project for Local Economic Development. The total programs implemented represent actually the needs that we expressed. Overall impression of all USAID-funded projects is that they have always accepted feedback on our needs and how we want to do the work."*

Kraljevo DMT members

With respect to SCOPES, between June 2006 – September 2008, DAI developed Surge Capacity Plans, management structures and systems to ensure the expected outcome of Activity 1.2. These plans included: pre-negotiated grant agreements and letters of agreement with national and international partner organizations; solicitation of food and non-food items (NFIs) price quotes; shelter assessments; regular coordination meetings with key actors, including the creation of a Disaster Management

Working Group (DMWG),<sup>3</sup> a database of short-term technical assistance (STTA) experts<sup>4</sup> and specialized training.<sup>5</sup> All of this contributed to the ability to generate a rapid surge capacity in the event of a crisis. The surge capacity was successfully exercised during 2007/2008 and tested, proving that the mechanism created was effective and made mobilization of resources and support more responsive.

### **Efficiency:**

The team did not review any financial data, so there was no analysis on cost-effectiveness of the program. However, DAI used a streamlined approach, outsourcing most of the professional services instead of maintaining a large staff. Some participants commented that, initially when the program was evolving from SCOPES to PP, time was wasted in the process trying to re-focus and determine the direction of the program and that it really only picked up speed during the last two years of the implementation.

### **Sustainability:**

The establishment of the LES, SEM and NTC are significant factors contributing to the sustainability of the program. For example, the recent electoral political transition had very little impact since the legal framework is in place. DMTs reported that internal training opportunities were planned to ensure retention of institutional memory and to pass on the learned knowledge, experiences and skills during staff turnover. Also, some municipalities reported that risk assessments, prevention and response plans were reviewed and updated by the DMTs to retain institutional memory and to continue to upgrade capabilities. Transfer of activities to NTC is allowing continuation of seven training events for the municipal DMTs and two simulation exercises by the end of 2012.

Others include:

- All partner organizations interviewed expressed their commitment to continue to support Serbia's disaster management, including risk reduction efforts within available resources.
- All partner organizations interviewed continue to engage in advocacy, strategy and policy development work.
- As a result of the framework and increased linkages to international cooperation and frameworks, the Government of Serbia and SEM have a multitude of legal commitments and MOUs in place related to regional emergency management and international disaster risk reduction activities.

### **Impact:**

The PP Component had significant impact on disaster and emergency preparedness and response capabilities in Serbia. Among the most important are:

- The Law on Emergency Situations was passed in the National Assembly in December 2009 and was one of the key PPES achievements, having a significant country-wide impact. PPES was involved in its creation from the outset of the program. This law and subsequent by-laws laid the ground for further activities at the local and national level, but it was not enough. However, by the end of the PP component, only eight out of the 42 by-laws needed to ensure full compliance with all the aspects of disaster management had been enacted. We understand that since the end of PP component, positive steps in mitigating this situation have been made, and some of the necessary legislation has been passed.

---

<sup>3</sup> Chaired by the UN Humanitarian Coordinator and composed of a broad spectrum of international actors

<sup>4</sup> Environmental hazards, water and sanitation, shelter, engineering, food and NFI distribution, transportation and logistics, health, legal and protection

<sup>5</sup> For example, OFDA provided training for staff during 2007.

- Noted increases in inter-agency coordination and cooperation within and between the Government of Serbia at central and local levels.
- Increased cross-border and cross-municipality coordination and cooperation<sup>6</sup>.
- Establishment of the SEM and NTC at the central level and DMTs at the local level are significant achievements.
- Municipalities have dedicated funds for emergency management. For example, Presevo reported to have allocated RSD 2 million.
- It can be stated that the disaster resilience of the municipalities across Serbia has been increased due to improved planning, preparedness and response capability generated by the USAID funded program.

The momentum created by the PP component continues to generate impetus for increased emergency management activity around Serbia. OSCE, DEMA, UNDP have funding requests submitted for prevention and protection purposes in Golubac. The U.S Embassy's Mission Disaster Response Officer (MDRO) benefitted from the program as relationships and coordination with relevant partners and actors have improved and strengthened. The UNISDR-linked DDR efforts continue to advance in Serbia.<sup>7</sup> Since the PP component ended in September 2011, Serbia has drafted the National DDR Strategy, and it was adopted by the Parliament in November 2011. The Government of Serbia is actively developing e-learning opportunities, including through the NTC, as a result of the study tours.

### **Conclusions and Recommendations**

Although the results of the PP component have been overwhelmingly positive, the following points should be taken into consideration for future design of similar activities:

- The first surge contract response mechanism took too long (over three months over July – October 2007). A lack of swift processes for funding slowed down the ability to respond quickly.
- During the initial two years of implementation, SCOPES had no permanent presence in Kosovo due to administrative barriers.
- Many participants expressed the view that the program focused too much on supporting preparedness and response activities.
- Ensure that all the new networks, contacts, knowledge and resources are transferred to the local level to also benefit the first responders.
- The continuation of the certification of municipalities is challenged by a lack of independent operational funding. NTC intends to continue the certification process and will support the municipalities in DDR training to continue to build local resiliency.
- With respect to Serbia, it is challenging to repair an outdated emergency management system that suffered significant degradation of 10 - 15 years. In addition to training, strategy, policy and legal framework support, it requires; material and equipment support to establish an efficient and capable emergency system.
- Enforcement of the LES is still lacking and there is no incentive for municipalities to comply with the law.
- Training participants said that while the training content and the trainers were excellent, the duration of the training was too short and very intense.
- Harmonization of standards related to training and municipal risk assessment plans are desired but lacking.
- An independent and neutral Emergency Management authority is recommended to reduce political influence and inter-agency tensions.

---

<sup>6</sup> For example, joint training exercises were conducted between the neighboring European Union (EU) countries and Veliko Gradiste, Golubac and Kanjiza, which continue to date.

<sup>7</sup> UNDP stated that Serbia's progress on National Platform on DDR efforts have been fast.

The recommendations arising from the evaluation include the primary need of having a national level legal framework in place, including mechanism for enforcement and incentives to ensure compliance. PPES has played a major role in facilitating the enactment of the Law on Emergency Situations and associated implementing by-laws; however, as feasible, support should be given to enacting remaining by-laws. The approach to emergency management programming should be comprehensive, including allocation of enough resources to allow focus also on prevention and recovery. Holistic programming will create strong linkages with socio-economic development programming to increase and support community resilience, preparedness and recovery. Harmonizing training and documentation requirement standards, e.g., risk assessments, prevention and response plans will also improve effectiveness.

### **3.3 Economic Security: Youth Findings, Conclusions and Recommendations**

The evaluation question to be answered: *Has the project's youth programs been effective in increasing youth employment in targeted municipalities? If not, why not?*

#### **Overall Evaluation Findings**

Based on review of project documents, interviews, group discussions, and site visits, the report concludes that the Youth component of the ES (YES) has achieved its major goal off initiating a positive change in youth employment and entrepreneurship development to alleviate poverty and support economic security.

The YES focus is on the following major areas:

- Cooperation with Ministry of Youth and Sport (MoYS), local municipalities and other key people in the development of a network of Youth Offices (YO) (under municipal administrations) to strengthen their capacities to service youth looking for employment or self-employment. This included Young Entrepreneurship Action Plan (YEAP) development in 33 municipalities.
- Support to the Junior Achievement Serbia (JAS) is developing basic business and communication skills of high school students. This includes 73 municipalities, 208 schools, 480 teachers, and 8,012 students in the 2011-12 academic year.
- Training and direct technical assistance to the young entrepreneurs in business expansion and employment creation (34 companies in 2012: 14 – in Sandzak and 20 – in South Serbia).
- Assistance in career offices development at universities (Novi Pazar State University, Novi Pazar International University and Bujanovac's branch campus of Novi Sad), and select municipalities' Youth Offices (e.g. Zrenjanin, Aleksinac, and Krusevac).

All the activities under YES could be subdivided into two major groups: (a) activities that were directly funded, implemented and monitored by the project, and (b) activities that were implemented by the PPES intermediate beneficiaries (i.e. Youth Offices). From a geographic perspective, YES interventions were implemented across Serbia (especially, with respect to support to Youth Offices and JAS), and had a special focus on two southern regions – Sandzak and South Serbia.

Overall, identification of the support to youth employment and entrepreneurship development as a key ES programmatic area may be considered very successful. Cooperation with the MoYS and focus on the network of YOs across the country allowed the establishment of a strong local presence and productive working relations with local authorities, universities, communities, and businesses. This has contributed to the relevance, effectiveness, and potential sustainability of the project activities.

The YES component was managed effectively. Project activities were based on local assessment needs. Local stakeholders and partners were contacted and consulted regularly, and all activities were coordinated from the DAI's central office in Belgrade and two regional offices in Novi Pazar and Vranje. Law on Disaster Management has been adopted and the legal framework lacks only a certain number of bylaws.

### Key Evaluation Findings

The evaluation findings were consistent across the country while the municipalities assisted differ in the level of local socio-economic development, entrepreneurial culture, and business/employment opportunities. This finding justifies the sub-national variations in the YES focus and in the selection of key activities for implementation.

### Relevance:

The interviews conducted with all types of respondents across Serbia have confirmed the relevance of the YES focus and of the set of interventions undertaken to date. In the majority of visited municipalities, especially in those with a severe socio-economic situation (e.g., Presevo, Tutin, Sjenica, Vlasotince, etc.), beneficiaries have requested the continuation and expansion of YES activities.

### Effectiveness:

The YES implementation was effective – the key project indicators were achieved and even over or performed, or exceeded in the majority of cases. The YES indicators have been achieved and exceeded (see Table I).

**Table I. Key YES Performance Indicators**

Indicator	Target	Actual (by Q2, 2012)
Assisted youth finding a job	90 (by March 2013)	255
Number of assisted youth who have found a new business	100 (by March 2013)	135
Microenterprise received assistance	240 (cumulative in 2012)	260

The key stakeholders and the vast majority of direct beneficiaries have described YES activities as “effective” and confirmed that their expectations were met. At the same time, the effectiveness of interventions implemented and initiated within the YES framework differs across the visited municipalities depending on the level of DAI involvement and available local capacities. In general, activities that were directly implemented and monitored by the project were often more effective than those implemented by YES intermediate beneficiaries (i.e., Youth Offices and Career Centers). The effectiveness of the latter were sometimes affected by factors outside the DAI control, including a lack of understanding at the municipal level; a lack of communication and information sharing between various local actors; and a weak or informal youth outreach and selection of beneficiaries.

The following YES activities may be considered as *highly effective*:

- Partnership building, especially with respect to: MoYS, Regional Development Agencies, professional consultants (e.g., ASEE consulting company), and private sector representatives.
- YO network development and capacity building across the country.
- Vocational education programs/technical skills with high employability potential .

- Well-targeted business skills development training, especially supported with the follow-on consulting support and technical assistance.

The activities with *potentially high effectiveness* are:

- Internships: Currently, 5-10% of young interns are employed as a result of the YES support and local initiative.
- Limited access to information and knowledge was mentioned by the vast majority of respondents and from this perspective, creation of career/information centers could be considered as an effective intervention.
- The JAS represents an effective tool for entrepreneurship spirit, business skills development, communication skills improvement, corporate social responsibility, etc. At the same time, the effectiveness of JAS is fully dependent on the ability and willingness of local teachers to carry out this after-school activity.
- According to the data collected during the interviews and group discussions, participation of young entrepreneurs in the trade fairs helped them to better understand the market and competition but did not lead directly to contacts and business expansion.

### **Efficiency:**

The implementation of YES may be considered as efficient. The key tasks were completed in a timely basis. Respondents to the evaluation described the training and technical assistance received as on time, and equally important, with follow-up activities and interventions that were relevant throughout the time frame of the assistance provided.

### **Sustainability:**

Specific YES interventions have different sustainability perspectives, which depend on the capability and possibility of obtaining support from the Serbian public and private sectors (as none of the YES activities can currently be considered commercially self-sustainable).

Those with a High probability of sustainability (due to availability of funds coming from the public or private sectors) include: YO networks, YEAP (especially in the more prosperous municipalities), Career centers at Universities, and JAS. The sustainability of these initiatives could be further supported with a capacity building of intermediate beneficiaries in fund-raising and partnership building.

Those with a Medium probability of sustainability include: Information/career centers within YO, VET programs, and internships. Additional efforts in the fund-raising capacity building and partnership building of the YES beneficiaries may be useful to increase the probability of sustainable operations in the future.

Those with a Low probability of sustainability include: specialized training and consultancy to young entrepreneurs, and technical assistance to SME owned/managed by youth. To increase sustainability perspectives of these activities, interested young entrepreneurs may be supported in organizing an association with specific functions of advocacy and fund-raising, oriented also to the business skills development among its members, facilitation of the access to the market, and innovation distribution.

### **Impact:**

As the project is still going through implementation, it is difficult to make an assessment of its developmental impact – long-term effects produced by a development interventions. However, discussions with the key stakeholders, partners and beneficiaries conclude that YES activities had already initiated positive changes in the target communities. Most often mentioned were the following:

- Creation of the YO network as a focal point for youth organization, information sharing, and canalization of local initiative;

- Development of the YEAP model to ensure relevance and continuity of the employment/self-employment activities on the municipal level. By the end of 2012, 33 YEAPs will be developed and adopted across Serbia;
- More pro-active search of employment and exploration of self-employment opportunities by the youth in the target municipalities; better understanding of existing opportunities and requirements in the labor market; and,
- Increased awareness of local authorities and private sector about needs of unemployed youth and possible assistance in employment and self-employment creation.

Progress in youth employment/self-employment in the municipalities supported by the YES also should have lasting positive impact on the local socio-economic development and economic security. At the beginning of 2012, 255 young people were employed as a result of the YES interventions, 135 companies were created, and 260 SME owned and managed by young entrepreneurs have received support and technical assistance. In South Serbia, in the spring 2012, 17 companies had attended series of business skills development training sessions. During the PPES evaluation, 12 companies were getting additional technical assistance relating to “Visual Identity,” and in Vranje five young entrepreneurs, winners of the local competitions, have received equipment jointly funded by USAID Serbia and the municipality:



July 18, 2012. Vranje, South Serbia. One of the winners, Dragan Nisic, is checking new machinery in his workshop.

Interviews with young entrepreneurs in Sandzak and South Serbia provide evidence that YES assistance was critical for the competitiveness strengthening of small businesses owned and managed by the youth. Assistance in getting access to the market and support in the acquisition of new equipment were especially appreciated by the respondents

#### **Conclusions and Recommendations:**

Having achieved positive trends in youth employment and entrepreneurship, it is very important to maintain momentum. There is a need to continue supporting capacity strengthening of YES intermediate beneficiaries. Activities should strengthen links with key stakeholders in the public, civic and private sectors to increase scale and

sustainability, and to disseminate nationwide positive experience and best practices of YES. Finally, there is a need to consider additional activities that build upon achievements to further strengthen their sustainability and impact.

Based on the above, recommendations for Youth fall into three areas: *institutional framework strengthening*, *strengthening links and information dissemination*, and *additional areas for consideration*. These have been identified and/or developed as a result of progress achieved to date under the Youth component, gaps identified, and future needs identified by participants in the Youth component evaluation.

With respect to recommendations for *strengthening the institutional framework*, the capacities of the YO network and Career Centers should be strengthened, first in project management, monitoring and evaluation to provide a more needs-based, integrated and systematic support to the local youth in employment/self-employment. This could be supported by better communication and information sharing techniques, partnerships building. Fund raising and approaches to sustainability strengthening need to be developed. Future participatory YEAP development should include more attention paid to

the identification of local economic development drivers and top priority needs. Finally, provision of career counseling for youth and business advice for young entrepreneurs should be strengthened.

With respect to recommendations on *strengthening links and information dissemination*, the ES project has reached a stage when the identification of best practices and success stories and their nationwide dissemination through media, business associations, and NGOs are recommended. A wider circle of stakeholders may be considered at this stage, including Ministry of Economy, Ministry of Education, Ministry of Labor with National Employment Service and VET programs, etc.

To ensure a continuation of support to the municipalities targeted within the ES project, the operational links can be established with existing and anticipated donor-funded economic development programs in the target geographic areas. Currently, the most logical partner to consider in South Serbia is the USAID/Serbia-funded SLDP with a strong youth and business environment enabling components.

With respect to *additional areas* that can be recommended, the following are illustratively provided:

- To strengthen sustainability and impact of the YES activities, the creation of a loose “*Association of Young Entrepreneurs*” may be considered in key municipalities, consisting of SME beneficiaries of the ES project; possibly under the umbrella of the local Youth Office. The purposes would be for the information sharing, advice, business connections, advocacy, and similar initiatives.
- Facilitation of cooperation with Business Service Organizations available in the regions should be strengthened, especially those specializing in coaching, competitiveness and those providing assistance to SMEs in getting access to markets.
- Youth companies with developed products (i.e., Lescovac Resource Center, Vranje-based STIMA, etc.) should get additional technical assistance in developing tools for on-line trade.
- Considering the high demand for business skills development training in Presovo and a large number of youth businesses operating in a grey area (without registering their businesses), a special training module on advantages of managing an officially registered SME should be developed along with additional training sessions.

### **3.4 Economic Security: Business Support Findings, Conclusions and Recommendations**

The evaluation question to be answered: *Were project activities designed to increase employment and expand revenues in targeted businesses in South Serbia and Sandzak successful?*

#### **Overall evaluation findings**

The early work in business support was considered wide open with broadly defined grants and technical assistance and interventions covering a spectrum of initiatives. These ranged from direct grants to individuals to municipality support. In the early years, training the trainers was undertaken, “*Realizing Your Dream*” was launched, and first steps to identifying material needs of businesses were undertaken. Looking back, much of what was undertaken for business would not be collated into measurable impacts on business. Most of the early reporting was on output indicators. Later, elements of business support, e.g., “value chains,” were tried, tested and taken out of the program, either by direction of USAID/Serbia or by changing needs on the ground.

Contract Modification No. 09 roughly corresponded with an emerging new USAID/Serbia strategy and changing needs within the Project as reflected in the modification. The support for business models in place at the time of the evaluation is based on those changing political, social and economic needs. There was a maturity to the program, and tried and tested interventions. From late 2009 through current

activities, support to business has been very well defined, follows a multi-step approach of technical assistance, and is supported by an effective grants program.

At the time of the performance evaluation, a total of 415 businesses received technical assistance, 398 jobs were created as a result of this assistance and 131 grants were awarded.



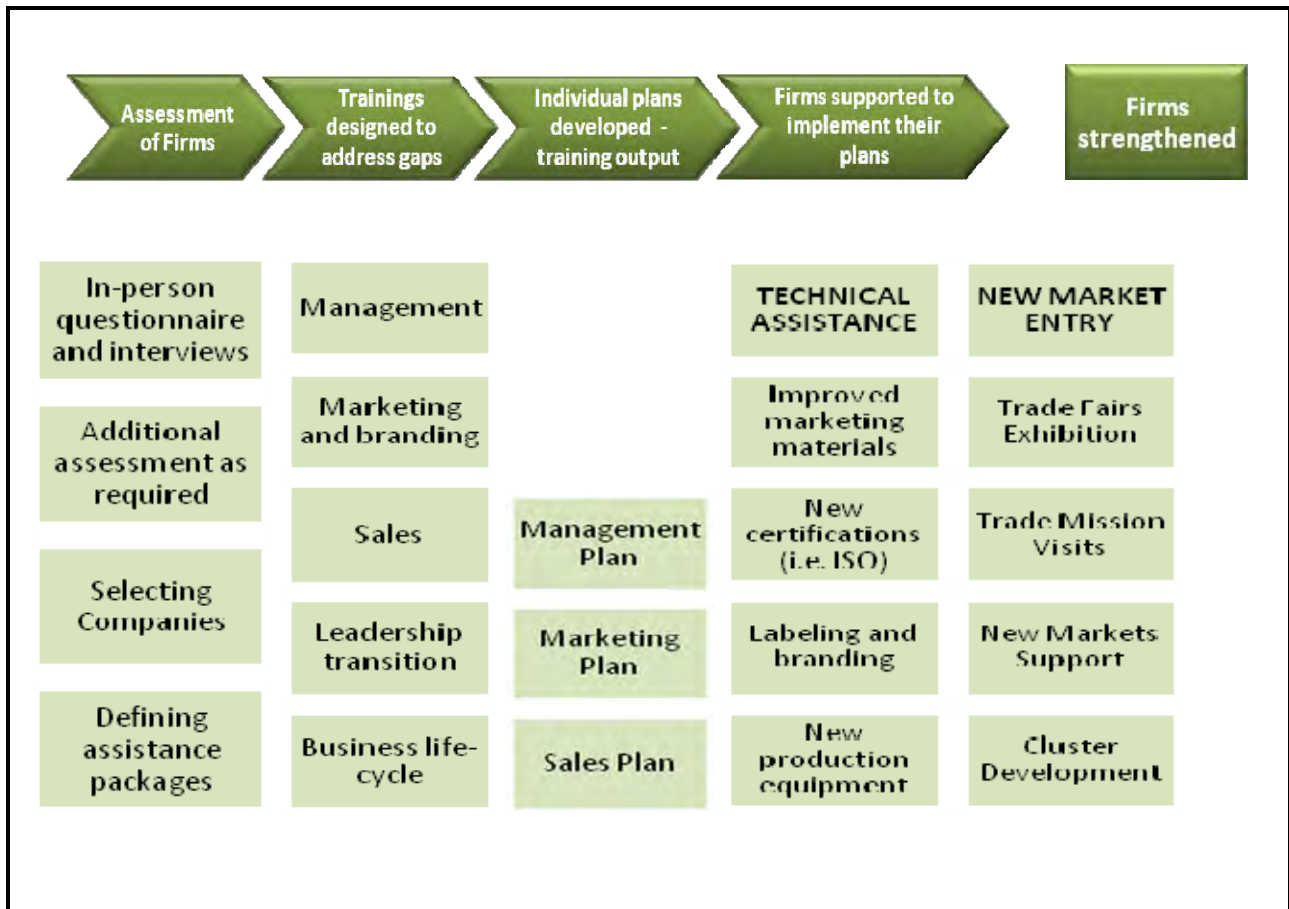
Fontana dairy processing

The model of business support has remained the same. Figure 1 demonstrates the five step process used to support business. Each support to business followed an approach that moved from securing the basics (i.e., appropriate business knowledge and strategic plans in management, marketing and sales) to the technical application of competitive market analysis, competitive branding, modern materials, and preparation for and exposure to export markets.

Earlier efforts had provided grants for equipment. Direct procurement grant assistance was

discontinued in 2009. Based on the combined needs of the companies, people were trained together; this training approach proved to be cost effective. Just as beneficial, it also offered the opportunity for participating business managers to learn from one another as well as from the professional service provider.

Figure 1



The joint enthusiasm by the companies also led to the 2011 emphasis on “Cluster” development whereby combined production capabilities of like firms (e.g., shoes) could be represented jointly at domestic and export markets. It is important to note that support to business did not start in 2009/2010, but rather builds upon the work begun under SCOPES. For example, by 2007 the project had targeted the textile sector and 34 firms were provided assistance. Some are continuing through the evaluation period until the closure of the project in 2013.

Goals set for business support were increased sales, increased production and increased employment. Not all firms would go through the five steps. For example, expansion of domestic production and employment might not take the firm through improved markets or ISO certification. Others needed assistance getting to export standards and new market access; thus going through all steps of the available business support.

The five-step process of assistance ensured continued counterpart interest, helped the implementer to identify how far support could be extended, and allowed for multiple interventions over time as opposed to “one-shot” assistance. It further allowed the implementer to identify “liked-minded” firms. In summary, the five step model worked and was a result of experience gained in earlier years of implementation.

### Key evaluation findings

The Business Support activities were found to be successful, meeting or exceeding all targets, and responsible for both employment and wealth generation. Indicator metrics are reported correctly with one slight deviation. Employment may be under-reported given that firms with past assistance are continuing to grow, however, modestly. All 22 firms examined were experiencing increased employment in a downward market.

**Table 2. Key Business Support Performance Indicators**

Indicator	Target by March 2013	Actual (by Q2, 2012)
Companies Entering New Markets	88	74
Company Created Jobs	245	398
ISO or Halal Certification	32	22 <sup>8</sup>
Business Improved Management Practices	34	88

There are other indicators relating to increases sales, exports and businesses participating in formal credit markets. Measurement of sales compared to a control group occurs will be reported in February 2013. Export targets will be significantly met as of the 49 reporting to date, export sales are in the 40% range. Finally, while access to formal credit markets is not a Business component activity, it is being reported upon to facilitate decision-making on future credit program development, as warranted.

### Relevance:

Without national or local organizations and institutions available to provide the training, technical assistance and grant funds, growth of businesses in Southern Serbia and Sandzak would not occur at the pace that has been realized. Modest and continued incipient growth in smaller businesses would grow organically, but the more than 400 firms impacted by Business support would not have had growth that

<sup>8</sup> An additional six firms have passed pre-certification and await full certification.

they had, with one two exceptions. Extremely large firms such as Fluidi, which has the RC Cola franchise, may well have had access to other financial resources, but this is a very limited exception. Shoe firms such as Minex, which provides source inputs to Italian shoe firms, may have access to supplier-provided financing.

**Effectiveness:**

All reporting and field analysis supports the effectiveness of the business support activities. The sampling of 21 firms in the evaluation confirms this finding. While not report and in addition, as a result of the Business component, there is a now-existing resource of technical consultants, consulting firms and service providers who were not present prior to the Project. This emphasis on indigenous firms and individuals was not only cost effective, but a strong ancillary benefit of the Project.

**Efficiency:**

It is difficult to measure efficiency for a business support program. Cost effectiveness was not included in the terms of reference. However, the emphasis on local offices in two key regions, staffed by local national professionals, was a highly effective and efficient manner in which to carry out the breadth of activities. Without this local experience, skill sets and knowledge, the number of firms assisted would have been considerably lower. The Project's emphasis on group training and training over time promoted economies of scale as well as counterpart commitment to the activities undertaken by the Business component. Finally, it should be noted that the implementer placed an emphasis on indigenous resources and limited the use of expatriate resources to those skill sets not found in Serbia or neighboring countries.

**Sustainability:**

The program as designed is not sustainable. Elements of the program, i.e. Cluster formation, have the potential to be sustainable in the future. Even with locally provided technical assistance, this is a high-cost program in a very difficult market. Owners of the 21 firms examined expressed great gratitude, but doubts about being able to pay for such services in the future. Business support to cluster groups and incipient associations has the potential to promote a very modest degree of sustainability. This will depend upon the respective firms coming together to support the idea. It would be advanced by additional Serbian government or donor financing. With respect to higher cost items like trade fairs, as firms mature, some will endeavor to find a way to further participate. Others will not aspire to greater regional or export trade, and be satisfied with increasing in local market share.

With respect to technical interventions relating to visual identity, business management, training and other elements of Table 2 above, these are traditional domains of government or donor-financed projects and not readily affordable by firms in Southern Serbia and Sandzak. There may be modest exceptions, but most businesses do not have the resources to draw upon these resources, and this was borne out in the evaluation.

**Impact:**

Impact data is difficult to track and report. For all firms interviewed, growth and job creation were present and directly resulted from Economic Support activities. That said it is difficult to measure the impact of trade fairs and external marketing efforts. Each firm that has participated at a minimum reported greater knowledge of and interest in new markets. As noted above, quarterly reporting through the second quarter 2012 has some 49 firms reporting averaging roughly a 40% increase in export sales. Also, many firms had progressed to actual contracts along with future plans for additional collaboration. All firms in both regions acknowledged that the economic downturn in Europe (e.g., a major impact from Greece's decline), and how this affected their business plans and potential growth. Equally, they acknowledged that they were still growing as companies while others were not. For example, at the start of SCOPES there were an estimated 1,000 firms from Sandzak involved in textiles,

and now there are fewer than one hundred. Finally, ongoing Serbia to Kosovo government-to-government difficulties may continue to impact negatively on abilities to export to local and traditional markets.

## **Conclusions and Recommendations**

With less than a year remaining in Economic Support, there are recommendations tailored to the remaining time period and for activities after the Project. The latter are addressed in Section 4.0 of the evaluation report. The specific Business component recommendations for time remaining under the project are:

- The project should not undertake new initiatives and “shore-up” residual and active initiatives;
- USAID/Serbia and DAI should begin transition planning for those activities deemed required for the future and identify existing USAID-financed initiatives that may be a host for some or all of these activities;
- With trade fairs and other “high value” activities planned until the end of the project, DAI should develop specific transition plans for these activities; and,
- To date there has not been a fully told story of the impact of the grants program, which should be developed as part of the formal record of the project.

## **4.0 GLOBAL FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

### **4.1 The Grants Program**

The Evaluation Question: *“How effective was the grant mechanism within each component? Please identify any strengths and weakness in the design and implementation of the grant mechanism.”*

Dual grant funds were established with the original contract. A \$4.0 million grants fund to accompany PP and ES components. A separate fund at \$ 3.5 million was established and entitled “Surge Capacity”. This latter fund was a contingency for unanticipated disaster mitigation needs. It was not formally incorporated into the contract with DAI, and it was not needed during the life cycle of the PP component. As such, it was formally removed from the PPES. DAI has operated the grants program under a grants manual approved by USAID/Serbia in 2008. This guide outlines eligibility, steps, procedures, accountability, among others, and was found by the evaluation team to be uniformly applied across the grants program.

The purpose of the \$4.0 million grant fund was to support the achievements of the project’s objectives, principally at the municipal level, and to act as seed funding for activities to be undertaken in both components of the program. The grant fund was reduced to \$3.0 million in mid-2008 at the beginning of program’s third year after it became clear that the Preparedness and Planning team would not make as extensive use of the grant fund as originally anticipated and that the majority of the team’s assistance would be provided through technical assistance as well as through alternative channels (e.g., a concrete example of this was the provision of temporary office space for the Ministry of Interior’s nascent National Training Center). With minor exceptions like international travel, participant training and other modest restrictions, the grant funds were widely available to both PP and ES components of the project.

#### **Grant program - findings**

Under the PP component, there were very few grants. The general purpose of the grants was to support project objectives in the areas of helping to develop a new legislative framework for disaster

management, and to provide highly specialized technical assistance to municipalities where staff or consultants could not be found to deliver such assistance (e.g., in the area of flood planning / defense against flooding). A total of eight grants were made, ranging in size from \$20,000 to \$85,000. There was one grant planned that did not go forward to USAID/Serbia for approval. This conceptualized but not put forward grant involved additional training for municipal and MoI staff on IPA application procedures. Based on the results of the previous round of such training (the training was highly rated by participants but did not result in successful IPA applications by municipalities or MOI), it was decided to steer the grant resources elsewhere.

Under the ES component, grant funds were set at \$5,000 for companies of less than five employees and up to \$20,000 for firms with more than five employees. No grants could be for more than one year, and each fall DAI developed a quasi “Annual Program Statement” to solicit grants under the program. Later in the program, support to Junior Achievement Serbia was added to the grants program, and it received significant grant support through 2011. Procurement of equipment, e.g. dairy processing, was included in the early years, and equipment procurement was widely used in the early grants, but removed from the grants program in 2009.

Under ES “Youth,” there was a total of 62 grants, averaging from a low \$700.00 to the maximum allowed, \$100,000. The general purposes of these grants were improving competitiveness of youth and developing entrepreneurship. In general, youth-related grants can be thought of in two veins: grants to institutions and grants to professional organizations.

Grants to educational institutions were used to improve educational system and bridge the gap between what the system has to offer and what students need and labor market demands. Grants to professional organizations focused on providing training or technical assistance (no equipment grants) to ES targeted groups. Under this category, ES and grantee would develop and implement a training or technical assistance program based on the needs of targeted group (i.e., students, unemployed youth, young entrepreneurs, etc.). Illustrative examples of this category are grants to develop YEAPs (grantees are ASEE, KKC regional SME Agency, People’s Parliament, etc.), grants to implement Youth Office capacity building and entrepreneurship trainings (grantees are Budi Svoj Covek, Cromer Group, Regional SME Agency Belgrade, etc.), or grants to support youth-owned business (grantees are EDGE, Adizes, Blue Waters, etc.).

There was one grant category that did not fit neatly within ES Youth activities. This was the annual operating support to Junior Achievement Serbia, which was a specialized initiative until calendar year 2012, when funding ceased. All grants under the “Youth” component went forward.

Under ES “Business Support”, there have been 131 grants to enterprises, between \$1,000.00 and the maximum allowable, \$100,000, although the average sized grant of \$15,000 is far more representative. With a dearth of funding available, grants were used for service providers, consultants, training providers and companies operating the region. More recently, grants have been used, on a cost-sharing basis, to support firm participation in regional and international trade fairs. Due to changing circumstances of a firm, only one grant did not go forward of the 131 grants provided.

Overall, the grants program was highly effective, and a core element to the success of PPES. No faults were found by the evaluators in the grant process, record keeping or reporting. There are several key findings that resulted from the analysis of the grant program, including one best practice. These are:

- Grants on a cost-sharing basis to companies proved to be highly successful.
- The implementer using the 2008 approved Grants Manual more than adequately trained staff and implemented the grants program.
- The implementer outsourced “grants management” rather than spend the funds on internal staff. This cost efficient model was highly successful and represented a maturity to the grants program.

- Use of the DAI-provided TAMIS system was the correct manner in which to implement and keep track of widely ranging grants, in terms of size, duration and nature of the grants.

There were weaknesses in the grant design and actual implementation. The evaluators note that start-up grant programs typically require modification and/or change over time. With respect to the PPES grants program, the weaknesses identified were:

- Source and Origin requirements should be resolved prior to the start of a grants program, limiting the delays in implementation that did occur under PPES.
- Limiting the grants amount to a \$100,000 reduces flexibility in grant activities.
- Having an Annual Program Statement (APS) approach is an effective approach; however, it misses the opportunity to promote grants in the media and elsewhere on an ongoing basis. Allowing applications all year long is not the same as year-round media promotion of the grants program.

## 4.2 Findings, Conclusions, and Recommendations

The bulk of the evaluation resources were directed to the two components of PPES. While reviewing the documentation, undertaking interviews and analyzing data, there were specific findings, conclusions, and recommendations that were at a higher level than specific activities in preparedness planning, youth or business. In addition, select best practices were noted by the evaluators.

These are listed here for consideration:

### Findings

- Without a national legal framework, success in training for disaster mitigation at the municipal and national level would not have been successful.
- The overall program had up to 15 USAID/Serbia personnel involved in one manner or another in program oversight at the height of program implementation. This should be reviewed for future needs.
- Multiple Contracting Officer Technical Representatives (COTRS), now CORs, have had impact on program implementation as each individual brought their own experiences to the program. Based on the quality of in-house foreign national staff, that in future programs, USAID/Serbia consider assigning COR responsibilities to a permanent staff member.

### Recommendations

- One of the most obvious strengths of the PPES – is an inclusion of the key local players from the public, private and civic sectors into the projects implementation, and its institutionalization on the local level.
- Individual elements of Youth and Business Support should be a focus for transition beyond PPES. This includes, *inter alia*, support to Junior Achievement, cluster activities (i.e. textile, agribusiness and dairy), export marketing activities, and support to Youth Offices and YEAP.
- USAID/Serbia should organize a “lessons learned/best practices” sharing workshop for the PPES personnel with participation of key stakeholders. Findings and recommendations of this workshop could be later disseminated to YO and career centers across Serbia and contribute to a nationwide PPES information/achievements dissemination.

### **Best Practice**

- Outsourcing grant management functions (see above). The cost savings in outsourcing grant management functions were significant and allowed the implementer to use funds elsewhere.
- The use of highly trained, local nationals in key positions was found to be directly responsible for the successes in the components. The abilities to work within a known area, with local contacts, limited program errors and maximized program successes.
- Support to and use of locally trained organizations and consultants was a best practice. Rather than rely upon expatriate experts, the breadth of the training and technical assistance could be increased using local or national resources. This was particularly true for ISO certifications, youth training and direct support to enterprises. This practice also led to development of local service providers.

## ANNEXES:

### **ANNEX A: EVALUATION SCOPE OF WORK**

#### **C.1 PURPOSE**

PPES is a five-year, \$25 million project implemented by Development Alternatives, Inc. under the Instability, Crisis and Recovery Program's (ICRP) Indefinite Quantity Contract. The project began in May 2006 and consists of two distinct but related components: preparedness planning (PP) and economic security (ES).

The PP component was designed to strengthen the disaster preparedness and response capacity of the national government and local municipalities through technical assistance and the development of a—disaster resilient community certification program. That component ended in September 2011. The ES component was designed with two primary objectives in mind. The first was to create private sector jobs in two of Serbia's most economically depressed regions, South Serbia and Sandzak I, by assisting private enterprises in those areas access and successfully compete in new national, regional and/or international markets for their products. The second was to support the development and proliferation of in-school and out-of-school youth entrepreneurship training programs throughout the country (see Attachment V for map of project activities). In September 2011, the ES component was extended for 18 months and is now scheduled to end in March 2013.

The evaluation will provide rigorous, evidence-based and independent analysis on DAI's performance throughout the life of the project. Specifically, it will determine whether DAI met all the targets and objectives set forth by USAID in the project's scope of work by the end of performance period for the PP component, and up to the time the evaluation is conducted for the ES component.

#### **C.2 BACKGROUND**

The PPES project was designed in 2006 to prepare for possible changes brought about by Kosovo's anticipated change in status. At the time, it was believed that such a move could result in several possible crisis scenarios. One was a slow-onset crisis involving the movement of substantial populations of internally displaced persons (IDPs) out of Kosovo into South Serbia and the Sandzak region. An even more troubling scenario was a rapid-onset crisis with significant violence sparking a sudden and massive exodus of IDPs into these areas. Prior experience in Serbia, particularly during the breakup of Yugoslavia, demonstrated that municipalities closest to disputed borders bear the full stress of coping with substantial displaced populations. When USAID launched the PPES project in 2006, neither national nor local level governments in Serbia had plans to address these potential crisis scenarios. The national government, at that time, was reluctant to even publicly consider such contingencies or hold quiet talks with donors. There were opportunities, however, to selectively engage government officials, particularly at the municipal level, where the need to prepare for a wide variety of emergencies or natural disasters made the most sense. In 2006, several Serbian municipalities were still coping with IDPs from the war in Kosovo in 1999; with IDPs making up at least 35 percent of the population of one municipality close to the Kosovo border. Such municipalities needed to be better prepared to deal with the prospect of having even more IDPs enter their communities, while still trying to assist the remaining 208,000 IDPs from the 1999 conflict better integrate into Serbian society.

With this in mind, USAID launched the PPES project to assist local municipalities in South Serbia and Sandzak prepare themselves for the possible sudden inflow of additional IDPs through strengthening their emergency management systems, while expanding economic security in those regions through private enterprise growth into new markets.

Although neither of the aforementioned scenarios had materialized by the time Kosovo declared its independence in 2008, it became clear in the early work of the PPES in South Serbia and Sandzak that most Serbian municipalities were ill-equipped to deal with any type of emergency situation, natural or manmade. It also became clear that there was not a unified national legislative framework in place to support municipalities in responding to crises. Therefore, the project took on a more comprehensive and broader geographic approach to assist Serbian municipalities in improving their disaster response capabilities throughout the country, while assisting the government in putting in place a coherent legislative framework that consolidated disaster response and coordination into a single government ministry. At the same time, it remained focused on expanding economic opportunity in South Serbia and Sandzak within those communities still trying to integrate IDPs from earlier periods; and in which rising ethnic tensions<sup>2</sup> and deteriorating economic opportunity continued to directly threaten the country's attempt to move toward European Union accession.

### **Preparedness and Planning Component**

Prior to PPES's work with the national government and municipalities on preparedness planning, the organizational framework for response to natural and manmade disasters in Serbia was regulated by a number of diverse legislative and regulatory degrees, laws and practices. This situation resulted in inconsistent and contradictory responses; as disaster preparedness and response fell under the jurisdiction of different ministries and government agencies (e.g. Ministry of Defense, Ministry of Interior, Ministry of Health, Ministry of Agriculture and Forestry, Ministry of Environmental Protection). A consistent legislative framework for coordinating disaster response that, in particular, defined disaster management relations between central and local government authorities, was an urgent development priority for Serbia.

On December 29, 2009 the Government of Serbia (GOS) passed the Law on Emergency Situations, which established an integrated system for emergency management within the Ministry of Interior, now the lead GOS body responsible for coordinating emergency management and civil protection, in cooperation with the Ministry of Defense. PPES provided significant technical assistance in the drafting and passage of this key piece of legislation. When its role was made clear, the Ministry of Interior's Department for Emergency Management then sought the assistance of USAID in structuring its operations, establishing a National Training Center (NTC) for emergency responders, and implementing the law.

At that point, PPES turned its attention toward developing an emergency management and certification methodology to assist municipal governments to undertake risk assessments, form disaster management teams, and write emergency management plans that were then endorsed and adopted by their local parliaments. For many, it was the first comprehensive planning for emergencies they had ever conducted.

With a majority of Serbia's municipalities having enhanced their disaster preparedness through the program, PPES then led the new Sector for Emergency Management and its National Training Center toward greater integration with the international community for additional support, expertise and preparation to fully meet EU standards.

The PP component ended in September 2011 with 74 municipalities having been certified through the project's disaster resilient certification process.

### **Economic Security Component**

The ES component of the project was designed to integrate the businesses in South Serbia and Sandzak into the whole of the country's economy; expand existing local business sales, production capacity and ability to hire new employees; strengthen the culture of entrepreneurship and encourage young people

to choose business startup as a professional path; and provide opportunities and skills for youth to make staying in the region more attractive than leaving.

In terms of enterprise development, the program continues to support both entrepreneurs and existing businesses that show potential for growth and the ability to create employment. The project is now active in several sectors, regionally recognized as the most promising for economic development of the South Serbia and Sandzak regions: light manufacturing, agricultural and food processing, apparel, and tourism services. Within these sectors, the project selected 137 of the most promising companies that demonstrated a commitment to aggressively pursuing new markets. Technical assistance to these businesses was tailored to the specific requirements of each based upon their needs, resources and commitment to the program. Such assistance has been provided in the areas of product development, management, financial planning, branding and marketing, and inventory control. Where practical and beneficial, the project has organized client businesses into associations to pool resources, share best practices, better advocate for regulatory changes, create a regional brand, and access more affordable credit. Those businesses that demonstrate the most commitment to expansion in new markets are provided additional assistance in attending international trade missions and fairs.

It should be noted that in 2007, USAID initiated a modification of the PPES program to more narrowly define the statement of work (SoW) as it related to the ES component. The portion of the original SoW that defined the ES component was written intentionally broad to allow for a wide range of possible ES interventions depending on what scenarios played out following Kosovo's declaration of independence. When none of the feared scenarios materialized, the Mission set out to more narrowly define the SoW. Prior to the modification, the ES interventions possible under the original SoW allowed for a wide range of interventions, including direct support to businesses, support to local municipalities to improve the local business climate, and direct support to civil society organizations supporting economic security. Because other USAID economic growth programs in the same geographic area allowed for civil society strengthening and support directly to municipalities for local economic development, the PPES project was modified to focus exclusively on direct support to private enterprises to help them expand into new and promising markets.

In terms of youth development, PPES has sought to address Serbia's disturbingly high youth unemployment rate through activities that promote youth entrepreneurship and employment. The project's youth support can be divided into two main target groups: youth in school and out of school. In-school programs supported by the project help close the educational gap between what is taught in Serbian public schools and the skills and knowledge demanded by modern businesses. These programs have been implemented through two primary partners: Junior Achievement Serbia (JAS) and university career centers.

Through JAS, the project seeks to introduce entrepreneurial values to Serbia's education system through after-school programs for students, training of teachers to be JAS mentors, recruitment of corporate volunteers, and engagement of school principals. These values, it is hoped, will inspire young people to apply the entrepreneurial skills of problem solving, decision making, life-long learning, and long-term planning and preparation for their own benefit and that of their community and employer.

University career guidance centers are designed to connect students directly with the private sector, and represent a potentially important tool in increasing employability among youth. These centers provide knowledge of business, career options, interviewing skills, and information on ways to gain practical experience, all to improve students' competitiveness in the job market. These centers are also a resource for career development guidance and placement support to students into internships or part-time jobs.

PPES out-of-school youth development activities are programmed through municipal youth offices, which are local government departments with close ties to the Ministry of Youth and Sport, and are the

primary vehicle for reaching youth at the local level. Additionally, they play a key role in the implementation of the National Strategy for Youth. PPES capacity building of youth offices offers training that provides direct assistance to young people from across Serbia who have already started a business or who are seriously interested in business ownership. These participants are introduced to the basics of entrepreneurship, provided skills to evaluate their business idea and become acquainted with personal attitudes and values common to successful entrepreneurs. Participants from the sessions are more likely to apply for and receive business start-up or development financing through government or other sources.

### **Strategic Alignment with USAID/Serbia and Montenegro**

When it was designed, PPES was originally designated as one of the core programs under the USAID/Serbia Strategic Objective 2.11 - Risk of Political Instability Reduced within the mission's strategy for the period of 2006 to 2010. In 2010, that strategy was amended to cover the period of 2011 to 2015, although the mission's overall strategic objective of supporting Serbia in its vision to be - democratic, prosperous and moving toward Euro-Atlantic Integration remained the same. Under the amended strategy, PPES continues to support the mission's broad economic growth objective of - creating a more competitive market economy (Assistance Objective #1) and specifically supports two intermediate results: IR 1.2: Private enterprise growth increased in selected sectors (Sub IR: 1.2.1 Increased revenues from new and expanding markets by USG assisted entities), and IR: 1.3 Efforts of local stakeholders better integrated to improve area-based development (Sub IR: 1.3.2 Improved services and financial management of local governments). In addition to these IRs, the project directly supports several of the strategy's cross cutting issues, including youth, regional imbalances, social inclusion, and human capacity development (see Attachment VI and VII for Mission's AOI Results Frameworks 2006 to 2015).

Under the U.S. Government Foreign Assistance Framework, the PP component falls within the program objective of - Governing Justly and Democratically. Within that objective, the component falls under the program area - Good Governance and program element - Local Government and Decentralization.

### **C.3 OBJECTIVE**

The objective of this performance evaluation is to conduct a full, evidence-based and independent review of USAID/Serbia and Montenegro's PPES Project activities and results from May 2006 to the present.

Specifically, the purpose of the evaluation is to examine the effectiveness of project activities implemented to date; to determine whether the project has achieved planned results; to identify gaps in performance against targets; and, in the case of the ES component, to provide recommendations on closing these gaps in the final year of the project.

It is expected that the contractor will not simply provide an accounting of performance against targets but provide independent analysis on why targets were not met, revised, or significantly surpassed. Of particular interest to the mission would be an analysis of the reasons behind gaps between expected and actual performance, including an identification of the likely source(s) of these gaps (design, project management, changes in operating environment, success factors, etc.).

### **C.4 EXPECTATIONS FOR THE TEAM LEADER / PRIVATE SECTOR ANALYST LEVEL I AND PROJECT DELIVERABLES.**

**Team Leader / Private Sector Analyst Level I:** This analyst will serve as the team leader and will be ultimately responsible for the management of the team, the coordination of team activities and the submission of the final evaluation. Extensive and documented experience in conducting performance evaluations and in evaluation team management would be especially valuable. This team member is expected to be the technical lead in evaluating the performance of the project's enterprise development

activities under the ES component. Therefore, he/she should have significant private sector experience in small and medium enterprise business development and management. He/she should also have significant experience in designing, managing and/or evaluating small and medium size firm competitiveness projects. Experience in program performance evaluation and knowledge related to business development and economic growth in the Balkan region would be especially valuable.

The evaluation team will produce the following deliverables (timing may alter slightly based on the actual timeline proposed by the implementer):

**Work Plan:** During the pre-trip preparation, the team will prepare a detailed work plan to be used in the evaluation. The work plan will be submitted to the COR for approval no later than the sixth day of work. The work plan will include a written methodology plan (evaluation design / operational work plan) as well as a data collection and analysis plan. The work plan will be prepared during pre-trip preparation and discussed with USAID COR prior to implementation.

**Draft Evaluation Report:** A draft report of the findings and recommendations shall be submitted to the USAID COR prior to the team's outbrief with the Mission. The written report should clearly describe findings, conclusions, and recommendations. USAID COR will provide comment on the draft report within two weeks of submission.

**Debriefing with USAID:** The team will present the major findings of the evaluation to USAID/Serbia through a PowerPoint presentation after submission of the draft report and before the team's departure from country. The debriefing will include a discussion of achievements and issues as well as any recommendations the team has for possible modifications to project approaches, results, or activities. The team will consider USAID COR comments and revise the draft report accordingly, as appropriate.

**Final Report:** The team will submit a final report that will incorporate any comments/suggestions provided by USAID COR, no later than 15 days after COR's comments are received. The format will include a title page, executive summary, table of contents, list of acronyms and abbreviations, description of the project, evaluation purpose and methodology, and findings and recommendations. Attached to the report in annexes will be the evaluation statement of work, a full presentation of the evaluation design and methodology, list of interviewees, and list of documents reviewed (See Attachment II for suggested evaluation report outline). Additional documents used in the preparation of the evaluation can also be included. The report will be submitted in English, electronically. The report will be disseminated within USAID.

**Weekly Meetings:** It is expected that the evaluation team will be in regular contact with the COR throughout the period of performance. In addition, the team will be required to schedule formal weekly meetings with the mission's evaluation COR and Economic Growth Office staff to update them on the progress of the evaluation and to ask any clarifying questions on the project as the evaluation progresses. These meetings can be held by phone, if agreed upon by the mission.

The evaluation team is required to submit all records from the evaluation (e.g., focus groups transcripts) and all quantitative data in an organized fashion and fully documented for use by those not familiar with the project or evaluation. The final evaluation report shall be submitted no later than 90 days to the Development Experience Clearinghouse (DEC) by the team leader at <http://dec.usaid.gov>.

## ANNEX B: SURVEY INSTRUMENTS

### PP COMPONENT:

#### SUGGESTED INDIVIDUAL QUESTIONNAIRE / KEY INFORMANT INTERVIEW (Beneficiaries)

For example: Mayors, Disaster Management Teams, Sector for Emergency Management, including National Training Center staff, Fire and Rescue Teams etc.

Note: can also be used for Focus Groups

Name: Occupation:  
Age: Location:  
Date and Time: Organization:  
Gender: Role in the program:  
 Male  
 Female

Ethnic group (only if possible and culturally acceptable):

- Bosniak
- Serb
- Albanian
- Other

Descriptive/normative questions to evaluate Activities 1.1 and 1.2 and to answer the Key Evaluation Questions, and to assess Relevance, Effectiveness, Efficiency and Sustainability of the program:

1. To what extent was the technical assistance, grant, input (whatever) provided by DAI useful and to what extent was it not useful, and why?
2. Was the training you received useful to you? If not, why and how you would change it?
3. Did everyone receive training whose job responsibilities required it? If not, why? Who else do you think should receive training?
4. Were the selected participants relevant? Was the selection process fair (gender, political, ethnic etc. considerations) and transparent? If not, how would you change them and why?
5. What have you learned? New skills?
6. Do you continue to apply what you learned? If not, why?
7. How would you rate the applicability of the training? And what would you change and/or improve?
8. How has the program increased your planning and preparedness capacity?
9. What were the major factors influencing the achievement of the results? Or failures?

10. How has the program reduced vulnerability and disaster risk?
11. What were the weaknesses and strengths?
12. How has the program increased community resiliency?
13. How has the program reduced vulnerability and disaster risk?
14. How has the program increased planning, preparedness and response capacity?
15. How have the government's operations and coordination improved as a result of this program?
16. Has the community recovery time been reduced as a result of the program?
17. How are the most vulnerable groups (elderly, minorities, females, disabled, children) protected from abuse, exploitation in disasters?
18. Is the equipment received still in good order and maintained?
19. Reasons for not being able to certify all the municipalities?
20. Is the disaster resilience certification training fully integrated into MOI NTC curriculum?
21. Will the benefits generated by the program continue without external support?
22. Are sufficient resources allocated by the government?
23. Do you have the resources to sustain emergency preparedness and response capacity for the unforeseeable future?
24. Are your partners still committed and do they continue to collaborate beyond initial implementation of the program?
25. Have the certification standards been maintained?
26. Use of technology and media?
27. How is the coordination between national and local authorities?
28. If the program were designed and implemented again, what would you want different, delete or add?

---

## **SUGGESTED INDIVIDUAL QUESTIONNAIRE / KEY INFORMANT INTERVIEW (Partners)**

For example: Serbian Red Cross, UN and others

Name: Occupation:

Age: Location:

Date and Time: Organization:

Role:

Gender:

- Male
- Female

Ethnic group (only if possible and culturally acceptable):

- Bosniak
- Serb
- Albanian
- Other

Descriptive/normative questions to evaluate Activities 1.1 and 1.2 and to answer the Key Evaluation Questions, and to assess Impact, Relevance, Effectiveness, Efficiency and Sustainability of the program:

1. Was this program useful and relevant to you? If not, why and how you would change it?
2. Were the selected participants and partners relevant? If not, how would you change them and why?
3. Do you have confidence in disaster management official's ability to respond to crisis? If not, why?
4. How would you rate the content of training? And what would you change and/or improve?
5. How has the program increased preparedness and response capacity?
6. What were the weaknesses and strengths?
7. How has the program increased community resiliency?
8. How have the government's operations and coordination improved as a result of this program?
9. Will the benefits generated by the program continue without external support?
10. Are sufficient resources allocated by the government?
11. Are you still committed to collaborate beyond initial implementation of the program?
12. How was the grant mechanism implemented? Any problems? Suggestions for improvement?
13. If the program were to be designed/implemented again, what would you do differently?

---

## **SUGGESTED INDIVIDUAL QUESTIONNAIRE / KEY INFORMANT INTERVIEW (USAID/DAI)**

For example: staff in Belgrade and in field locations

Name: Occupation:  
Age: Location:  
Date and Time: Organization:  
Gender: Role in the program:  
 Male  
 Female

Descriptive/normative questions to evaluate Activities 1.1 and 1.2 and to answer the Key Evaluation Questions, and to assess Relevance, Effectiveness, Efficiency and Sustainability of the program:

1. Is the program still aligned to and supportive of national, regional (EU) and donor (including USAID) strategies related to emergency management
2. Has the program adjusted to changes in new or existing national and regional policies related to emergency management
3. Are the activities and results consistent with the intended objectives and outcomes? If not, were modifications made and why?
4. Have the target beneficiaries reached as expected? How many women benefitted from the program? Any special groups?
5. Are the beneficiaries satisfied with the results?
6. What were the major factors influencing the achievement of the results? Or failures?
7. How has the program increased community resiliency?
8. How has the program reduced vulnerability and disaster risk?
9. How has the program increased planning, preparedness and response capacity?
10. How have the government's operations and coordination improved as a result of this program?
11. Has the community recovery time been reduced as a result of the program?
12. Reasons for not being able to certify all the municipalities?
13. Is the disaster resilience certification training fully integrated into MOI NTC curriculum?
14. Will the benefits generated by the program continue without external support?
15. Are sufficient resources allocated by the government?
16. Are the partners still committed and do they continue to collaborate beyond initial implementation of the program?
17. Have the certification standards been maintained?

18. Was surge and rapid response capacity achieved? If not, why?
19. Was the budget sufficient to complete the program (underspent/overspent?), Any modifications, and why?
20. What would you do differently? Any recommendations for future programs?

**ES COMPONENT:**

**Project Management Team Questionnaire:**

Date:

Time:

Location:

Name:

Position:

Activities in which is involved:

<b>Key Evaluation Questions</b>	<b>Specific Questions</b>
Were project activities designed to increase employment and expand revenues in targeted businesses in South Serbia and Sandzak successful?	<b>a. Relevance:</b>
	How relevant do you think is the project?
	How project's approaches have been changed over the recent years to meet the most urgent needs?
	What are the most relevant/less relevant activities? Why?
	<b>b. Effectiveness:</b>
	Were the ES tasks completed: - in full - in time
	If there are some deviations – reasons for them; lessons learned for the future?
	What kinds of modifications/adjustments were made? Why?
	What are the most effective - least effective interventions, why?
	How clear and transparent was the selection process of partners and beneficiaries? What kind of lessons learned?
	Was a special attention paid to a gender balance?

	Which partnerships were most useful for the project's implementation and why?
	In your opinion, was the management system of the project reasonable and understandable? How it could be improved?
	What would you do in another way? Why?
	<b>c. Efficiency:</b>
	Was the project overall cost-efficient?
	What in your opinion are the most and less efficient interventions?
	Was the project's budget revised? How often and why?
	What would you recommend to increase efficiency?
	The most important lessons learned?
	<b>d. Sustainability:</b>
	Which activities could be sustainable? Why?
	Do implementing partners have sustainability plans?
	Do target beneficiaries consider paid services? To what extend?
	Which factors are contributing to sustainability or non-sustainability?
	What would you mention as the most important lesson learned in this respect?

How well did the project respond to expected obstacles in implementation (such as the Kosovo declaration of independence), and unexpected obstacles (such as the global financial crisis)?	Was the project flexible enough with respect to changing developmental situation?
	What were the reasons for project's modifications? When the most important changes in approaches were made?
	Did the program's amendments contribute to timely and efficient response to new challenges?
Has the project's youth programs been effective in increasing youth employment in targeted municipalities? If not, why not?	Do you see direct contribution of the project's activities to the employment generation?
	Which interventions were specifically important for increasing youth employment?
	Strengths/weaknesses of youth employment component?
	What would you recommend to increase effectiveness of youth employment initiatives?
How effective was the grant mechanism within each component? Please identify any strengths and weakness in the design and implementation of the grant mechanism.	How relevant are the grants offered by the project?
	How transparent was the tender?
	Was the information about tender easily available to targeted audience?
	Was the grant amount sufficient to initiate developmental change?
	Was the grant linked to technical assistance programs?
	What would be you recommend to do in another way in the future?
What was the overall impact of changes in the economic security component approach? Please provide a detailed analysis of the project outcomes as a result of the ES	What is the evidence on impact and success stories?

component modification.	
	How in your opinion the project has changed the life of people in the area?
	What was changed as a result of the project activities?
	Did the changes in the ES approach over the project cycle contribute to more relevant and efficient interventions and results?
	How did youth, women and vulnerable groups benefit from the project?
	Strengths/Weaknesses of the project overall?
	How would you describe the critical factors to the project's success?
	In your opinion, which are the most important lessons learned?

**Beneficiaries Questionnaire:**

Date:

Time:

Location:

Name (s):

Male (s):                      Female: (s)

Activities in which was/were involved:

<b>Key Evaluation Questions</b>	<b>Specific Questions</b>
Were project activities designed to increase employment and expand revenues in targeted businesses in South Serbia and Sandzak successful?	<b>a/ Relevance:</b>
	How relevant do you think is the project? Relevant, partially relevant, not relevant (if partially or totally not relevant, why do you think so?)
	What did attract you in the project?
	What are the most relevant/less relevant activities? Why do you think so?
	What would you recommend to make project more responsive to your specific situation?
	<b>b/ Effectiveness:</b>
	What did you get from the project?
	Where your expectations met?
	In your experience, did the ES deliver anticipated results: - in full - in time - to all interested people in your area?
	What are the most effective - least effective interventions, why?

	How did you get information about project's related opportunities?
	Did the project organize effectively activities in which you've participated?
	How would you evaluate content of training, scope of technical assistance, value of advice, etc.?
	Would you be interested in continuation of technical assistance?
	Which new areas of interventions you would recommend? What is especially interesting/important to you?
	What would you do in another way? Why?
	<b>c/ Sustainability:</b>
	Do you think the services you've used will be continued after the completion of the project?
	Would you consider paying for the services? To what extend?
	Are you aware about other similar services available in your area? Please, name some of them.
How well did the project respond to expected obstacles in implementation (such as the Kosovo declaration of independence), and unexpected obstacles (such as the global financial crisis)?	Did the project consider in full the recent political and economic challenges in the region? Was the response timely and adequate?
	What would you recommend to do in another way?
Has the project's youth programs been effective in increasing youth employment in	Did you participate/contribute to the project's

targeted municipalities? If not, why not?	youth programs?
	How were you involved?
	Were you employed as a result of project's interventions?
	Did you get knowledge, understanding, skills, etc., which are needed to be employed?
	In your opinion, which programs are the most needed?
	What was missing?
	What would you recommend to increase effectiveness of youth employment initiatives?
How effective was the grant mechanism within each component? Please identify any strengths and weakness in the design and implementation of the grant mechanism.	Did you participate in the grant program?
	How relevant are the grants offered by the project?
	How transparent was the tender?
	Was the information about tender easily available to targeted audience?
	Was the grant amount sufficient to initiate changes?
	Was the grant linked to technical assistance programs?
	What would be you recommend to do in another way in the future?

<p>What was the overall impact of changes in the economic security component approach? Please provide a detailed analysis of the project outcomes as a result of the ES component modification.</p>	<p>Did the project change something in your life?</p>
	<p>How did the project change the life of people in your area?</p>
	<p>What has changed as a result of the project activities?</p>
	<p>Did the changes in the ES approach over the project cycle contribute to more relevant and efficient interventions and results?</p>
	<p>What are the most important lessons learned by you as a result of participating in the project's activities?</p>

## Stakeholders and Partners Questionnaire:

Date:

Time:

Location:

Organization:

Name:

Role in the project:

Activities in which was involved:

Key Evaluation Questions	Specific Questions
Were project activities designed to increase employment and expand revenues in targeted businesses in South Serbia and Sandzak successful?	<b>a. Relevance:</b>
	How relevant do you think is the project? Relevant, partially relevant, not relevant (if partially or totally not relevant, why do you think so?)
	Selection of the target area: How the specific areas of the project were selected? What would you recommend to consider while selecting target areas in the future?
	What are the most relevant/less relevant activities? Why do you think so?
	<b>b. Effectiveness:</b>
	In your experience, what are the most effective - least effective interventions, why?
	What factors (external, project design, project management, project approach, scale of intervention) have contributed to effectiveness of ineffectiveness?
	How effective was the dissemination of information about the project and outreach of

	the beneficiaries?
	How clear and transparent was the selection process of partners and beneficiaries?
	What would you do in another way? Why?
	<b>c. Sustainability:</b>
	Which activities could be sustainable? Why?
	Do target beneficiaries consider paid services? To what extend?
	Which factors are contributing to sustainability or non-sustainability?
How well did the project respond to expected obstacles in implementation (such as the Kosovo declaration of independence), and unexpected obstacles (such as the global financial crisis)?	Was the project flexible enough with respect to changing developmental situation?
	Did the program's amendments contribute to timely and efficient response to new challenges?
	What would you recommend to do in another way?
Has the project's youth programs been effective in increasing youth employment in targeted municipalities? If not, why not?	Did the project's youth programs contributed to the increasing youth employment? In which degree and in which way?
	In your opinion, which programs are the most needed?
	What would you recommend to increase effectiveness of youth employment initiatives?
How effective was the grant mechanism within each component? Please identify any strengths and weakness in the design and implementation of the grant mechanism.	How relevant are the grants offered by the project?
	How transparent was the tender?
	Was the information about tender easily available to targeted audience?
	Was the grant amount sufficient to initiate developmental change?
	Was the grant linked to technical assistance programs?
	What would be you recommend to do in another way in the future?
What was the overall impact of changes in the	What is the evidence on impact and success

<p>economic security component approach? Please provide a detailed analysis of the project outcomes as a result of the ES component modification.</p>	<p>stories?</p>
	<p>How in your opinion the project has changed the life of people in the area?</p>
	<p>What was changed as a result of the project activities?</p>
	<p>Did the changes in the ES approach over the project cycle contribute to more relevant and efficient interventions and results?</p>
	<p>How would you describe the critical factors to the project's success?</p>
	<p>In your opinion, which are the most important lessons learned?</p>

## ANNEX C: INDIVIDUALS AND ORGANIZATIONS CONTACTED

PPES Interviews/Meetings					
Development Alternatives, Inc.					
#	Full Name	Title	Org/ Loc	Phone	Email
1	Mr. Slobodan PEROVIC	Operations, Training and Services Support Coordinator	DAI ES Project	+381 63 377 199	<a href="mailto:slobodan_perovic@dai.com">slobodan_perovic@dai.com</a>
2	Mr. Rados DABETIC	Deputy Chief of Party	DAI ES Project	+381 63 384 773	<a href="mailto:rados_dabetic@dai.com">rados_dabetic@dai.com</a>
3	Mr. Aleksandar MENTOV	Youth Program Director	DAI ES Project	+381 63 337 731	<a href="mailto:aleksandar_mentov@dai.com">aleksandar_mentov@dai.com</a>
4	Mr. Rexhep ILAZI	Business Development Director	DAI ES Project	+381 63 365 558	<a href="mailto:rexhep_ilazi@dai.com">rexhep_ilazi@dai.com</a>
5	Mr. Alexander SWANWICK	Program Support Specialist	DAI ES Project	+381 63 371 665	<a href="mailto:alexander_swanwick@dai.com">alexander_swanwick@dai.com</a>
6	Ms. Tijana PAJEVIC	Economic Security Program Officer	DAI ES Project	+381 63 385 204	<a href="mailto:tijana_pajevic@dai.com">tijana_pajevic@dai.com</a>
7	Ms. Esna HONJIC	Administrative Assistant/ Youth Monitor	DAI ES Project	+381-63-370 815	<a href="mailto:Esma_honic@dai.com">Esma_honic@dai.com</a>
8	Ms. Tanja IVANOVIC	Economic Security Program Officer	DAI ES Project	+381 63 337 013	<a href="mailto:Tanja_ivanovic@dai.com">Tanja_ivanovic@dai.com</a>
9	Mr. Michael PILLSBURY	Program Director	DAI ES Project	+381 11 363 99 00	<a href="mailto:Michael_pillsbury@dai.com">Michael_pillsbury@dai.com</a>
10	Ahmet Halilagic	Market Director	DAI ES Project	+ 381 63 264 077	<a href="mailto:Ahmet_halilagic@dai.com">Ahmet_halilagic@dai.com</a>
USAID/Serbia					
#	Full Name	Title	Org/ Loc	Phone	Email
1	Ms. Susan KUTOR	Acting Mission Director	USAID Serbia & Montenegro	+381 11 306 4916	<a href="mailto:skutor@usaid.gov">skutor@usaid.gov</a>
2	Mr. Miodrag BOGDANOVIC	Monitoring and Evaluation Specialist, Program Strategy and Coordination Office	USAID Serbia & Montenegro	+381 65 564 9452	<a href="mailto:mbogdanovic@usaid.gov">mbogdanovic@usaid.gov</a>
3	Mr. Michael METZLER	Economic Growth Office	USAID Serbia & Montenegro	+381 65 237 0560	<a href="mailto:mmetzler@usaid.gov">mmetzler@usaid.gov</a>
4	Ms. Jelena MIHAJLOVIC	Program Development Assistant, Program Coordination and Strategy Office	USAID Serbia & Montenegro	+381 65 504 2778	<a href="mailto:jmihajlovic@usaid.gov">jmihajlovic@usaid.gov</a>

5	Mr. Peter WIEBLER	Director, Democracy and Governance Office	USAID Serbia & Montenegro	+381 65 507 0982	<a href="mailto:pwiebler@usaid.gov">pwiebler@usaid.gov</a>
6	Mr. Timothy DONNAY	Director, Program Coordination and Strategy Office	USAID Serbia & Montenegro	+381 65 306 7580	<a href="mailto:tdonnay@usaid.gov">tdonnay@usaid.gov</a>
7	Mr. Sinisa CADJO	Area Manager, North/ North West/ East	USAID Serbia & Montenegro	+381 65 690 2378	<a href="mailto:scadjo@usaid.gov">scadjo@usaid.gov</a>
8	Mr. Armend ALIU	USAID Field Office Manager, Vranje	USAID Serbia & Montenegro	+381 65 306 63 50	<a href="mailto:aaliu@usaid.gov">aaliu@usaid.gov</a>
9	Ms. Sabina JUSUFOVIC	USAID Field Office Manager, Novi Pazar	USAID Serbia & Montenegro	+381 65 508 9672	<a href="mailto:sjusufovic@usaid.gov">sjusufovic@usaid.gov</a>

### Interviews/Meetings with PPES Implementers, Counterparts and Beneficiaries

1	Mr. Nebojsa MEDOJEVIC	Program Manager, Disaster Preparedness & Response Program	International Federation of Red Cross and Red Crescent Societies	+381 63 393 204	<a href="mailto:nebojsa.medojevic@ifrc.org">nebojsa.medojevic@ifrc.org</a>
2	Mr. Sergej ANAGNOSTI	National Risk Disaster Advisor	UNDP, Office of Human Society	+381 11 63 398 718	<a href="mailto:sergej.anagnosti@undp.org">sergej.anagnosti@undp.org</a>
3	Ms. Ljubica ALEKSIC	First Aid Department	Red Cross of Serbia	+381 62 880 1523	<a href="mailto:ljaleksic@gmail.com">ljaleksic@gmail.com</a> <a href="mailto:ljubica@redcross.org.rs">ljubica@redcross.org.rs</a>
4	Mr. Djula LOSONC	Disaster Management Coordinator	Red Cross of Serbia	+381 64 880 1503	<a href="mailto:djula@redcross.org.rs">djula@redcross.org.rs</a>
5	Mr. Fahrudin MEKIC	Head of Mayor's Office	City of Novi Pazar	+381 20 318 211	<a href="mailto:fahrudin.mekic@novipazar.org.rs">fahrudin.mekic@novipazar.org.rs</a>
6	Mr. Hajrudin HAJROVIC	Deputy Command of the City's DMT and Chief of the Regional NAVES Office	City of Novi Pazar	+381 65 9011 050	
7	Mr. Muamer SIMOVIC	Chief of DMT of the City of Novi Pazar	City of Novi Pazar	+381 65 9011 041	
8	Mr. Nedžad EMINOVIC	Assistant to Mayor	City of Novi Pazar	+381 66 6313 313	
9	Mr. Ahmedin SKRIJELJ	Deputy Mayor	City of Novi Pazar	+381 65 9011 070	
10	Mr. Salih HOT	Deputy President of Municipality	Municipality of Tutin	+381 62 889 6232	
11	Mr. Halil EMILPOVIC	DMT Officer	Municipality of Tutin	+381 63 1087 999	
12	Mr. Pajaz JUSUFOVIC	DMT Member	Municipality of Tutin	+381 62 8896 236	
13	Mr. Amer BLAKIC	Planning Department in case of Emergency	Municipality of Tutin	+381 63 635 470	

		Situations			
14	Mr. Azmer OMEROVIC	DMT Member	Municipality of Tutin	+381 64 635 8460	
15	Mr. Hajro SMAKOVIC	DMT Member	Municipality of Tutin	+381 63 1011 077	
16	Mr. Ejup SALJIC	DMT Member	Municipality of Tutin	+381 63 645 363	
17	Mr. Samir BOKIC	DMT Member	Municipality of Tutin	+381 63 8560 470	
18	Mr. Selim HUKIC	Civil Protection Inspector, Head of DMT,	Municipality of Sjenica	+381 64 8096 779	
19	Mr. Hazbo MUJOVIC	Mayor of Sjenica	Municipality of Sjenica	+381 63 460 856	<a href="mailto:hmujuvic@yahoo.com">hmujuvic@yahoo.com</a>
20	Mr. Senad MAHMUTOVIC	President of the Municipal Assembly	Municipality of Sjenica	+381 695 795	<a href="mailto:opstinasjenica@yahoo.com">opstinasjenica@yahoo.com</a>
21	Mr. Zlatko JUSUFOVIC	Member of the Municipal Council	Municipality of Sjenica	+381 64 8096 753	<a href="mailto:zjusufovic@yahoo.com">zjusufovic@yahoo.com</a>
22	Mr. Fikret HALILOVIC	Manager of the Career Center	University of Novi Pazar		<a href="mailto:fikro_h@hotmail.com">fikro_h@hotmail.com</a>
23	Ms. Svetlana SLOVIC	Municipal Administration	Municipality of Prijepolje	+381 64 8560 427	<a href="mailto:ceca.slovic@gmail.com">ceca.slovic@gmail.com</a>
24	Mr. Emes TURKOVIC	Regional Development Agency Zlatibor	Municipality of Prijepolje	+381 658230 654	<a href="mailto:emes@rrazlatibor.co.rs">emes@rrazlatibor.co.rs</a>
25	Mr. Adrim VELJOVIC	Coordinator of the Youth Office	Municipality of Prijepolje	+381 64 1565 975	<a href="mailto:kancmladprijepolje@gmail.com">kancmladprijepolje@gmail.com</a> <a href="mailto:veljovich@gmail.com">veljovich@gmail.com</a>
26	Ms. Milena MALESIC	Women's Forum, Director of TV Forum	Municipality of Prijepolje		<a href="mailto:televizijaforum@gmail.com">televizijaforum@gmail.com</a>
27	Mr. Sead ROVCANIN	Project Manager, Polimka	Municipality of Prijepolje	+381 64 1966 937	<a href="mailto:Polimka2@gmail.com">Polimka2@gmail.com</a>
28	Mr. Erdal MEHONJIC	Company Triling, Owner	Municipality of Prijepolje	+381 65 4152 307	<a href="mailto:erdal.m@live.com">erdal.m@live.com</a>
29	Ms. Saida MEMOVIC	Worker at the company Polimka	Municipality of Prijepolje	+381 64 240 1348	
30	Ms. Azra MEHOVIC	Worker at the company Polimka	Municipality of Prijepolje		
31	Ms. Anida MUJOVIC	Coordinator at Youth Office	Municipality of Sjenica	+381 60 0744 866	<a href="mailto:anida.sje@gmail.com">anida.sje@gmail.com</a>
32	Ms. Elma NALOVIC	Volunteer at the Youth Office	Municipality of Sjenica	+381 62 8520 850	<a href="mailto:elma.nalovic@yahoo.com">elma.nalovic@yahoo.com</a>
33	Ms. Belma TALOVIC	Volunteer at the Youth Office	Municipality of Sjenica	+381 64 0535 853	<a href="mailto:t.belma@hotmail.com">t.belma@hotmail.com</a>
34	Mr. Enes TURKOVIC	Owner of the bakery "Sunce"	Municipality of Sjenica	+381 63 555 177	
35	Mr. Ljubisa SIMOVIC	Mayor of Kraljevo	Municipality of Kraljevo	+381 36 312 838	<a href="mailto:gradonacelnik@kraljevo.org">gradonacelnik@kraljevo.org</a>
36	Mr. Aleksandar COLOVIC	Chief of Department for Earthquake Recovery	Municipality of Kraljevo	+381 64 8699 333	<a href="mailto:acolic@open.telekom.rs">acolic@open.telekom.rs</a>
37	Ms. Mirjana PRODANOVIC	EU Integration Specialist, Head of Project Department and Local Self Governance	Municipality of Kraljevo	+381 64 891 2235	<a href="mailto:mirjana.prodanovic@gmail.com">mirjana.prodanovic@gmail.com</a>

38	Mr. Radoica KOCOVIC	Head of DMT	Municipality of Kraljevo	+381 64 892 9533	<a href="mailto:radekoco@hotmail.com">radekoco@hotmail.com</a>
39	Ms. Jasminka JOVANOVIC	Head of Dept for Inspection	Municipality of Kraljevo	+381 64 8912 230	<a href="mailto:jasminka_jovanovic@kraljevo.org">jasminka_jovanovic@kraljevo.org</a>
40	Mr. Dusan SRETOVIC	Head of Investment Sector	Municipality of Kraljevo	+381 64 640 6222	<a href="mailto:dusansr@gmail.com">dusansr@gmail.com</a>
41	Mr. Bratislav GASIC	Mayor of Krusevac	Municipality of Krusevac	+381 37 414 740	<a href="mailto:gradonacelnik@krusevac.rs">gradonacelnik@krusevac.rs</a>
42	Mr. Sinisa MAKSIMOVIC	Deputy Mayor of Krusevac	Municipality of Krusevac	+381 37 414 753	<a href="mailto:protokol@krusevac.rs">protokol@krusevac.rs</a>
43	Mr. Aleksandar LAZAREVIC	Head of Prevention Office	Municipality of Krusevac	+381 64 892 4246	<a href="mailto:Moki13@ptt.rs">Moki13@ptt.rs</a>
44	Ms. Gordana DJORDJEVIC	City Administration, International Relation Office Manager	Municipality of Krusevac	+381 64 8355 006	
45	Mr. Dusan TODOROVIC	City Administration, Disaster Management Team	Municipality of Krusevac	+381 64 8355 064	<a href="mailto:Dusan.todorovic@gu.ks.rs">Dusan.todorovic@gu.ks.rs</a>
46	Mr. Ivan DIMIC	Mayor of Aleksinac	Municipality of Aleksinac	+381 63424 463	<a href="mailto:predsednik@aleksinac.org">predsednik@aleksinac.org</a>
47	Ms. Iva STANKOVIC	Chief of Municipal Administration	Municipality of Aleksinac	+381 60 2182 235	
48	Mr. Srdjan STANIMIROVIC	Independent Associate	Municipality of Aleksinac	+381 62 358 760	
49	Mr. Nikola STEVANOVIC	Construction Inspector	Municipality of Aleksinac	+381 64 123 21 87	<a href="mailto:niccesrb@gmail.com">niccesrb@gmail.com</a>
50	Mr. Rodoljub ZIVADINOVIC	Epidemiologist	Municipality of Aleksinac	+381 60 444 0101	<a href="mailto:Savet.lekara@gmail.com">Savet.lekara@gmail.com</a>
51	Mr. Mladjo TOMIC	Director of Water Supply Company	Municipality of Aleksinac	+381 63 107 5544	
52	Mr. Miroslav LAZIC	Chief DMT	Municipality of Aleksinac	+381 60 218 2226	
53	Mr. Ragmi MUSTAFA	Mayor of the Municipality of Presevo	Municipality of Presevo	+381 63 1062 962	<a href="mailto:ragmiu@hotmail.com">ragmiu@hotmail.com</a>
54	Mr. Zoran ANTIC	Mayor of Vranje	Municipality of Vranje	+381 17 402 313	
55	Ms. Bojana VELICKOV	Deputy Mayor of Vranje	Municipality of Vranje		
56	Ms. Dobrila STANOJKOVIC	Chief of Rescue and Protection from Natural Disaster Team	Municipality of Vranje		
57	Ms. Vesna VIDOJEVIC	Sr. Advisor	Ministry of Youth and Sport, Sector for Youth, Belgrade	+381-11-3130919	<a href="mailto:Vesna.vidojevic@mos.gov.rs">Vesna.vidojevic@mos.gov.rs</a>
58	Ms. Zorica LABUDOVIC	Head of Dept. for Youth Cooperation	Ministry of Youth and Sport, Sector for	+381-11-313 0918	<a href="mailto:Zorica.labudovic@mos.gov.rs">Zorica.labudovic@mos.gov.rs</a>

			Youth, Belgrade		
59	Mr. Darko RADICANIN	Executive Director	JAS Belgrade	+ 381 63 345 430 + 381 11 21 83 581	<a href="mailto:darko@ja-serbia.org">darko@ja-serbia.org</a>
60	Ms. Olga RADULOVIC	Sr. Advisor for Business and Planning	Regional Centre for Development of SME and Entrepreneurship, Belgrade	+ 381 11 2186 730	<a href="mailto:Olga.radulovic@mispbg.rs">Olga.radulovic@mispbg.rs</a>
61	Ms. Ljiljana MARKOVIC	Training Manager	Regional Centre for Development of SME and Entrepreneurship, Belgrade	+ 381 11 2186 740	<a href="mailto:Ljiljana.markovic@mispbg.rs">Ljiljana.markovic@mispbg.rs</a>
62	Ms/ Irena BULAT	Managing Director, Serbia	ASEE doo, Belgrade	+381 63 507 760 + 381 11 3640 740	<a href="mailto:Irena.bulat@asee.rs">Irena.bulat@asee.rs</a>
63	Mr Darko TRAJLOV	Youth Office, Zrenjanin	Youth Office, Zrenjanin	+ 381 648 116 485	<a href="mailto:Darko.trajlov@grad.zrenjanin.rs">Darko.trajlov@grad.zrenjanin.rs</a> <a href="mailto:darkotrajlov@yahoo.com">darkotrajlov@yahoo.com</a>
64	Ms. Gorana BELIC	Unemployed	Training Participant, Youth Activist, YO Zrenjanin	+381 64 903 8784	<a href="mailto:Gorana_belic@yahoo.com">Gorana_belic@yahoo.com</a>
65	Mr. Dragan PRVULOVIC	Unemployed	Training Participant, Youth Activist, YO Zrenjanin	+381 65 312 79 04	<a href="mailto:draganprvulovic@gmail.com">draganprvulovic@gmail.com</a>
66	Mr. Dzermaludin PAUCINAC	Coordinator	Youth Office in Novi Pazar	065/9011022	<a href="mailto:mladi@novipazar.org.rs">mladi@novipazar.org.rs</a>
67	Mr. Resad DZUBUROVIC	Coordinator Assistance	Youth Office in Novi Pazar	063/ 666-441	<a href="mailto:Resad_00@hotmail.com">Resad_00@hotmail.com</a>
68	Mr. Mirza BEKTOVIC	Advisor for working with employers	National Employment Service, branch in Novi Pazar	062/222-199	<a href="mailto:Mirza.bektovic@nsz.gov.rs">Mirza.bektovic@nsz.gov.rs</a>
69	Mr. Milenko KOVACEVIC	Head of Section	National Employment Service, branch in Novi Pazar	+381-20-330014 +381-64-8107347	<a href="mailto:mkovacevic@nsz.gov.rs">mkovacevic@nsz.gov.rs</a>
70	Mr. Enis PAPIC	Owner	D-Eny Line, Novi Pazar	+381-62-566 916	N/A
71	Mr. Damir LJAJIC	Owner	Genteuno, Novi Pazar	+381-60-4320000	<a href="mailto:Damir.ljajic@hotmail.com">Damir.ljajic@hotmail.com</a>
72	Ms. Amela	Representative	Genteuno,		N/A

	AHMATOVIC		Novi Pazar	+381-60-0723 700	
73	Mr. Sead RAMICEVIC	Coordinator	Youth Office, Tutin	+381-63-657 952	<a href="mailto:Sead_ram@yahoo.com">Sead_ram@yahoo.com</a>
74	Mr. Mehdiya PUCURICA	Member	Youth Office, Tutin	+381-63-159 8063	<a href="mailto:Mesa_87@hotmail.com">Mesa_87@hotmail.com</a>
75	Mr. Nikola DUGALIC	President	BORAS– Association of Blueberry Manufacturers, Raska	+381-64-176 4475	<a href="mailto:Nikola_dugalic@yahoo.com">Nikola_dugalic@yahoo.com</a>
76	Ms. Vesna ZIVKOVIC	Coordinator	Youth Office, Krusevac	+381-64-8355 136	<a href="mailto:Vesna.zivkovic@gmail.com">Vesna.zivkovic@gmail.com</a>
77	Mr. Vladan NIKOLIC	Regional Centre for Small and Medium Enterprises Development	Training and Business Consultant	+381-63-685-220	<a href="mailto:vladannik@gmail.com">vladannik@gmail.com</a>
78	Ms. Sonja JEVREMOVIC	Information and Business Consultant	Regional Centre for Small and Medium Enterprises Development, Krusevac	+381-63-685 240	<a href="mailto:sonjicajevremovic@gmail.com">sonjicajevremovic@gmail.com</a>
79	Mr. Ivica LAZAREVIC	Owner	Vizijal, Vranje	+381-69-730 104	
80	Mr. Miljan ALEKSIC	Owner	Stin, Vranje	+381-61-28 42 095	
81	Mr. Esad HAMZAGIC	Owner/ General Manager	Exelit, Novi Pazar	+381 65 2740 656	<a href="mailto:info@elitjeans.com">info@elitjeans.com</a> <a href="http://www.elitjeans.com">www.elitjeans.com</a>
82	Mr. Safet HAMZAGIC	Owner/ General Manager	Exelit, Novi Pazar	+381 65 6640 770	
83	Ms. Behadzida DUSTINAC	Owner	Mantije i pite ala Beka, Novi Pazar	+381 62 419 550	<a href="mailto:KonikI@nadlanu.com">KonikI@nadlanu.com</a>
84	Mr. Nihat UGLJANIN	Owner	Brug, Novi Pazar	+381 63 316 316	
85	Mr. Fuad UGLJANIN	Assistant to Director/ PR	Brug, Novi Pazar	+381 314 314 +381 65 314 3144	<a href="mailto:drfuad@brugejeans.com">drfuad@brugejeans.com</a> <a href="mailto:drfuad@verat.net">drfuad@verat.net</a> <a href="http://www.brugejeans.com">www.brugejeans.com</a>
86	Mr. Hajrudin CORIC	Owner	Menus Maxers, Novi Pazar	+381 63 603 979	<a href="mailto:Hajrudin.coric@maxers.com">Hajrudin.coric@maxers.com</a>
87	Mr. Nusko CORIC	Owner	Menus Maxers, Novi Pazar	+381 20 331 530	
88	Mr. Tigrin KACAR	Owner/ Director	Stig, Novi Pazar	+381 63 603 681	<a href="mailto:stig@ptt.rs">stig@ptt.rs</a>
89	Mr. Ismail LJUMIC	Owner/ Director	Fass, Sjenica	+381 63 682 336	<a href="mailto:mlekarafass@open.telekom.rs">mlekarafass@open.telekom.rs</a> <a href="http://www.mlekara-fass.rs">www.mlekara-fass.rs</a>
90	Mr. Fuad HRNJAK	Owner/ Director	Giljeva, Sjenica	+381 63 47 051; +381 20 437 031	<a href="mailto:Giljeva.doo@live.com">Giljeva.doo@live.com</a>
91	Mr. Sead HAMZOVIC	One of the owners	Gold Star, Prijepolje	+381 64 872 9700; +381 64 191 8142	<a href="mailto:goldstar@beotel.net">goldstar@beotel.net</a> <a href="http://www.goldstar.rs">www.goldstar.rs</a>
92	Mr. Ivan LJULJIC	Owner	Konik,	+381 65 653 7653	<a href="mailto:KonikI@nadlanu.com">KonikI@nadlanu.com</a>

93	Mr. Murat ZORNIC	Owner/ Director	Prijepolje Zornic, Tutin	+381 63 483 990	<a href="mailto:Mlekara.zornic@gmail.com">Mlekara.zornic@gmail.com</a>
94	Mr. Bojan PREMOVIC	Director	Milkop, Raska	+381 64 8836 100	<a href="mailto:milkopraska@open.telekom.rs">milkopraska@open.telekom.rs</a> <a href="http://www.milkop.net">www.milkop.net</a>
95	Ms. Zorica DJORDJEVIC	Marketing and Sales Manager	Milkop, Raska	+381 64 8836 150	
96	Mr. Zoran VACIC	NAVES Secretary	NAVES, Nis	+381 63 400 353	<a href="mailto:Naves.sekretar@gmail.com">Naves.sekretar@gmail.com</a>
97	Mr. Ilir SADRIU	Assistant	Youth Office, Presevo	+381-63-11 22 981	<a href="mailto:Ilir_sadriu@hotmail.com">Ilir_sadriu@hotmail.com</a>
98	Mr. Avni ALITI	Coordinator	Youth Office, Presevo	+381-62-18 19 557	<a href="mailto:Arni_aliti@hotmail.com">Arni_aliti@hotmail.com</a>
99	Mr. Fidan SHAGIRI	Beneficiary	Private business , Presevo	+381-63-74 54 504	<a href="mailto:Fidan-shagiri@hotmail.com">Fidan-shagiri@hotmail.com</a>
100	Mr. Almini SHAGIRI	Beneficiary	Private business, Presevo	+381-62-15 13 050	<a href="mailto:Almini_shagiri@hotmail.com">Almini_shagiri@hotmail.com</a>
101	Mr. Betim ABDULLAHU	Beneficiary	Private business, Presevo	+381-63-7257634	<a href="mailto:B_betak@hotmail.com">B_betak@hotmail.com</a>
102	Mr. Lulzim RRAHMANI	Beneficiary	Private business, Presevo	+381-62-8224555	<a href="mailto:Lulzimrahmani@live.com">Lulzimrahmani@live.com</a>
103	Ms. Arjeta RRUSTEMI	Manager/Beneficiary	BECKI, Presevo	+381-62-278 801	
104	Mr. Xhelal HASANI	Executive Director	Presevo and Bujanovac Developmen t Agency , Presevo	+381-63-374 034	
105	Mr. Nimetullah FEJZULLAHU	Owner/ Beneficiary	NIMETI, Presevo	+381-63-700 54 21	
106	Mr. Enver RAMADANI	Owner	UNIKAT, Bujanovac	+381-63-85 07 177	
107	Mr. Sladjan RADOVANOVIC	Assitant Mayor of Kragujevac	Municipality of Kragujevac	+381 34 335 573	<a href="mailto:sradovanovic@kg.org.rs">sradovanovic@kg.org.rs</a>
108	Mr. Dragos RADOVANOVIC	Head of DMT in Kragujevac	Municipality of Kragujevac	+381 60 234 0080	<a href="mailto:dradovanovic@kg.org.rs">dradovanovic@kg.org.rs</a>
109	Mr. Radisa DRAGOJEVIC	Municipal President and Head of DMT	Municipality of Petrovac na Mlavi	+381 64 8679 800	
110	Mr. Dragoljub MILOSAVLJEVIC	Deputy Municipal President and Deputy	Municipality of Petrovac	+381 64 8679 809	

		Head of DMT	na Mlavi		
111	Mr. Aca ZIVOTIC-GERA	Chief of Expert Operational Teams in DMT	Municipality of Petrovac na Mlavi	+381 64 867 9804	
112	Mr. Zoran JANKOVIC	Officer in DMT	Municipality of Petrovac na Mlavi	+381 63 288 557	
113	Mr. Sasa NOVAKOVIC	Administrative Municipal Tasks	Municipality of Petrovac na Mlavi	+381 12 332 887	
114	Mr. Zoran PAJKIC	Municipal President	Municipality of Golubac	+381 66 389 387	
115	Mr. Dragan MILIC	Municipal President	Municipality of Veliko Gradiste	+381 63 214 858	
116	Mr. Novica ILIC	Chief of DMT	Municipality of Veliko Gradiste		
117	Mr. Radoje NIKOLIC	DMT Member			
118	Mr. Radosav ZIVKOVIC	DMT Member			
119	Mr. Misa MILOSAVLJEVIC	Officer for Civil Protection			
120	Mr. Nenad MILICEVIC	Commandeer of Fire Brigade	Municipality of Veliko Gradiste	+381 64 892 49 94	<a href="mailto:nenadmilicevic@ymail.com">nenadmilicevic@ymail.com</a>
121	Mr. Marjan DJOKIC	DMT Member		+381 63 777 0093	<a href="mailto:Marjan75@ptt.rs">Marjan75@ptt.rs</a>
122	Ms. Danijela ILIC	Independent Associate for Living Environment Protection	Municipality of Veliko Gradiste	+381 69 8047 667	<a href="mailto:dilic@velikogradiste.org.rs">dilic@velikogradiste.org.rs</a>
123	Mr. Radisa MIHAJLOVIC	DMT Member	Municipality of Golubac	+381 60 067 8211	<a href="mailto:kjpgolubac@gmail.com">kjpgolubac@gmail.com</a>
124	Mr. Janko ALEKSIC	Member of City Council	Municipality of Loznica	+381 64 6405 381	<a href="mailto:jaleksic@loznica.rs">jaleksic@loznica.rs</a>
125	Ms. Slobodanka GAJIC	DMTmember Loznica, City Administration	Municipality of Loznica		
126	Mr. Tomislav SIMEUNOVIC	Fire Brigade Commander, Loznica	Municipality of Loznica	+381 64 8924 201	<a href="mailto:Tom.simeun@yahoo.com">Tom.simeun@yahoo.com</a>
127	Mr. Petar KATANIC	DMT Officer	Municipality of Loznica	+381 64 365 6336	
128	Mr. Jezdimir VUCETIC	Deputy Mayor	Municipality of Loznica	+381 63 30 25 25	
129	Mr. Zoran MILOSEVIC	Public Relations	Municipality of Loznica	+381 64 644 5438	
130	Mr. Miodrag LAZIC	Municipal President	Municipality of Mali Zvornik	+381 64 8046 201	<a href="mailto:opstinamalizvornik@gmail.com">opstinamalizvornik@gmail.com</a>
131	Mr. Aleksandar STOJKOVIC	Officer, Mol, SEM, DMT Sabac	Municipality of Sabac	+381 64 892 95 69	<a href="mailto:Aleksandar.stojkovic@mup.gov.rs">Aleksandar.stojkovic@mup.gov.rs</a>
132	Mr. Radisa ALEKSIC	Risk Inspector	Municipality of Mali Zvornik	+381 15 341 740	<a href="mailto:czosa@mup.gov.rs">czosa@mup.gov.rs</a>

133	Mr. Zoran JEVTIC	Manager of the company "Ravnaja"	Municipality Zvornik	+381 64 6404 639	<a href="mailto:Zoran.jevtic@ravnaja.com">Zoran.jevtic@ravnaja.com</a>
134	Mr. Bosko MARKOVIC	Director of the public company "Drina"	Municipality of Mali Zvornik	+381 69 804 64 05	<a href="mailto:jkpdrina@ptt.rs">jkpdrina@ptt.rs</a>
135	Mr. Branko RADIC	Department Officer	Municipality of Mali Zvornik	+381 15 472 859	<a href="mailto:Opst.uzbranko@ptt.rs">Opst.uzbranko@ptt.rs</a>
136	Mr. Dragan NIKOLIC	Red Cross Secretary	Municipality of Mali Zvornik	+381 63 8040 920	
137	Mr. Slavisa NESTOROVIC	Police Station Officer	Municipality of Mali Zvornik	+381 15 471 011	
138	Mr. Milovan JOVANOVIC	Commander of Prevention Unit	Municipality of Mali Zvornik	+381 15 471 193	
139	Mr. Dragan RAKIC	In charge for defense on the Municipal level	Municipality of Mali Zvornik	+381 64 8046 203	
140	Mr. Ilija JEZDIC	Municipal DMT Officer	Municipality of Mali Zvornik	+381 64 8046 202	<a href="mailto:opstinamalizvornik@gmail.com">opstinamalizvornik@gmail.com</a>
141	Mr. Radovan TADIC	Deputy Municipal President	Municipality of Mali Zvornik	+381 64 83 62 818	
142	Ms. Milica ANDJELKOVIC JOVANOVIC	Coordinator , Youth Office	Vranje	+381-69-164 52 58	<a href="mailto:Kzm.vranje@gmail.com">Kzm.vranje@gmail.com</a>
143	Ms. Natasa JOVANOVIC	Coordinator , Youth Office	Vlasotince	+381-62-80 177 36	<a href="mailto:omladina@vlasotince.org.rs">omladina@vlasotince.org.rs</a>
144	Mr. Ivan SPASIC	Beneficiary , Young Beekeeper	Vlasotince	+381-62-898 56 30	<a href="mailto:Spasic.ivan@2gmail.com">Spasic.ivan@2gmail.com</a>
145	Mr. Milan NIKOLIC	Beneficiary , Young Beekeeper	Vlasotince	+381-62-173 76 57	N/A
146	Mr. Milos STANKOVIC	Beneficiary , Young Beekeeper	Batulovce	+381-63-71 37 851	<a href="mailto:Milos84stankovic@gmail.com">Milos84stankovic@gmail.com</a>
147	Ms. Jelena SPASIC	Beneficiary , Young Beekeeper	Vlasotince	+381-64-33 26 441	N/A
148	Ms. Jasmina DJORDJEVIC	Professor/Mentor, Technical School	Vlasotince	+381-64-9999 877	<a href="mailto:Nina6868@gmail.com">Nina6868@gmail.com</a>
149	Mr. Zoran STOJILJKOVIC	Chairmen, Association Pavlos	Vlasotince	+381-63- 83 66 968	<a href="mailto:teledompavlos@gmial.com">teledompavlos@gmial.com</a>
150	Mr. Goran TASKOVIC	Owner, Beekeeping Business Taskovic	Lebane	+381 - 64 – 633 94 61	<a href="mailto:taskomed@gmail.com">taskomed@gmail.com</a>
151	Ms. Stanislava VUCKOVIC	Capacity building and youth specialists, SLD Project	Nis	+381 - 63 – 43 56 26	<a href="mailto:svuckovic@lokalnirazvoj.rs">svuckovic@lokalnirazvoj.rs</a>
152	Mr. Nebojsa NIKOLIC	Regional Coordinator,	Nis		<a href="mailto:nnikolic@lokalni.razvoj.rs">nnikolic@lokalni.razvoj.rs</a>

		Chemonics		+381 - 63 – 291 492	
<b>153</b>	Ms. Dijana SPALEVIC	Regional Project Manager, Chemonics	Nis	+381 - 63 – 639 217	<a href="mailto:Dspalevic@lokalnirazvoj.rs">Dspalevic@lokalnirazvoj.rs</a>
<b>154</b>	Mr. Vojkan MILOVANOVIC	Project Assistant, HELP	Nis	+381 - 63 – 83 60 215	<a href="mailto:Vmilovanovic@help-serbia.org.rs">Vmilovanovic@help-serbia.org.rs</a>
<b>155</b>	Mr. Mihaly NYILAS	Mayor	Municipality of Kanjiza	+381 24 875 166	<a href="mailto:predsednik@kanjiza.rs">predsednik@kanjiza.rs</a> <a href="http://www.kanjiza.rs">www.kanjiza.rs</a>
<b>156</b>	Mr. Laszlo CSIKOS	Head of DMT	Municipality of Kanjiza		
<b>157</b>	Ms. Natalia SRDIC	Head of the Cabinet	Municipality of Kanjiza	+381 64 806 2081	<a href="mailto:natalia@kanjiza.rs">natalia@kanjiza.rs</a>
<b>158</b>	Ms. Radmila STANKOVIC	Municipal Administration Officer	Municipality of Novi Becej	+381 23 771 135	<a href="mailto:Radmila.stankovic@novibecej.rs">Radmila.stankovic@novibecej.rs</a>
<b>159</b>	Mr. Aleksandar KARAPANDZA	In charge for DMT	Municipality of Novi Becej		<a href="mailto:Aleksandar.karapandza@novibecej.rs">Aleksandar.karapandza@novibecej.rs</a>
<b>160</b>	Mr. Tomislav RATKOVIC	Deputy Municipal President	Municipality of Novi Becej		<a href="mailto:Tomislav.ratkovic@novibecej.rs">Tomislav.ratkovic@novibecej.rs</a>
<b>161</b>	Ms. Stanislava KULIDZAN	PR Officer , HELP	Nis	+381 - 64 – 260 26 99	<a href="mailto:Skulidzan@help-serbia.org.rs">Skulidzan@help-serbia.org.rs</a>
<b>162</b>	Mr. Nemanja MILANOVIC	General Manager, Candela	Nis	+381 - 64 – 29 36 193	<a href="mailto:nemanja@candela.rs">nemanja@candela.rs</a>
<b>163</b>	Ms. Magdalena VASEV	Human Resources Manager, Candela / Svetozar Markovic Grammar School	Nis	+381 - 64 – 320 16 59	<a href="mailto:Magdalena995@gmail.com">Magdalena995@gmail.com</a>
<b>164</b>	Ms. Kristina DJURIC	Finance Manager, Candela / Svetozar Markovic Grammar School	Nis	+381 - 64 – 446 45 45	<a href="mailto:Christinnatina94@gmail.com">Christinnatina94@gmail.com</a>
<b>165</b>	Ms. Aleksandra KOCIC	Marketing and Sales Manager, Candela / Svetozar Markovic Grammar School	Nis	+381 – 60 – 03 28 210	<a href="mailto:Xforbidden_rosex@hotmail.com">Xforbidden_rosex@hotmail.com</a>
<b>166</b>	Mr. Vladimir MLADENOVIC	Regional Coordinator, Ministry of Youth and Sport – Regional Youth Office Nis	Nis	+381 - 64 – 22 99 411	<a href="mailto:Rkzm.nis@gmail.com">Rkzm.nis@gmail.com</a>
<b>167</b>	Mr. Dalibor MARKOVIC	Assistant Coordinator, Aleksinac Youth Office	Nis	+381 - 64 – 63 55 625	<a href="mailto:dalibormark@yahoo.com">dalibormark@yahoo.com</a>
<b>168</b>	Mr. Vladimir MITROVIC	Project Coordinator, Resource Centre	Leskovac	+381 – 63 – 103 14 77	<a href="mailto:vlada@rcleskovac.rs">vlada@rcleskovac.rs</a>
<b>169</b>	Ms. Ivana DENDIC	Associate, Youth Office	Leskovac	+381 – 65 – 850 55 44	<a href="mailto:lnzd1511@live.com">lnzd1511@live.com</a>
<b>170</b>	Mr. Luka VIDOSAVLJEVIC	Associate, Youth Office	Leskovac	+381 – 69 – 12 15 731	<a href="mailto:lukavidosavljevic@gmail.com">lukavidosavljevic@gmail.com</a>
<b>171</b>	Mr. Zoran STOILKOVIC	General Manager and Owner, Company Minex	Nemanjina 83, 17000 Vranje	(381) 17 400 895; (0)69 285 1111	<a href="mailto:minexex@ptt.rs">minexex@ptt.rs</a> ; <a href="mailto:direktor@minex-vranje.co.rs">direktor@minex-vranje.co.rs</a> ; <a href="http://www.minex-vranje.co.rs">www.minex-vranje.co.rs</a>

172	Mr. Milos STOILKOVIC	Son of the owner, Company Minex	Nemanjina 83, 17000 Vranje	(381) 17 400 895;	
173	Mr. Bratislav DJORDJEVIC	Owner, Stefi Komerc (Donna Line)	Kosovska bb, Vranje	(381) 17 428 160; 405 175; 17 405 176, 405 177; (0)63 80 68 716	<a href="mailto:donna_vranje@gmail.com">donna_vranje@gmail.com</a>
174	Mr. Sali ALIU	Manager, Company Tobler	Rajince, Presevo	(381) 62 268 314; (0)62 268 301 (Qabil Jahiu, Owner)	
175	Ms. Arjeta RUSTEMI	Financial sector, Company Tobler	Rajince, Presevo		
176	Mr. Miljazim SHABANI	Secretary, Company Tobler	Rajince, Presevo		
177	Mr. Armend IBRAHIMI	Production Manager, Fontana	village Bukarevac, Presevo	(381) 64 355 65 40	
178	Mr. Muharem LJIMANI	Finance Manager, Company Fontana	village Bukarevac, Presevo	(381) 64 64 737 65	
179	Mr. Bujar MUSTAFA	General Manager, Company Fluidi	Zujinski put 5, Presevo	(381) 64 28 37 513; 17 667 687, 664 678; 664 679	<a href="mailto:fluidi_2001@hotmail.com">fluidi_2001@hotmail.com</a> ; <a href="http://www.fluidi.net">www.fluidi.net</a>
180	Mr. Medat ZELFIU	Owner, Company Zeniti	Crnotince bb, 17 523 Presevo	(381) 63 428 746; (0)62 364 820	<a href="mailto:zeniti_presheva@hotmail.com">zeniti_presheva@hotmail.com</a> ; <a href="http://www.zeniti-metal.com">www.zeniti-metal.com</a>
181	Mr. Rahmed ZELFIU	Production (Owner's father), Company Zeniti	Crnotince bb, 17 523 Presevo		
182	Mr. Enver JAKUPI	Son of the co-owner, Company Zeniti	Crnotince bb, 17 523 Presevo		
183	Mr. Muamer JAKUPI	Son of the co-owner, Company Zeniti	Crnotince bb, 17 523 Presevo		
184	Mr. Fahir SADIKU	Manager and owner, Company Celiku	Ramiz Sadiku 194, Oraovica, Presevo	(381) 17 671 516; 63 660 226	<a href="http://www.celiku.com">www.celiku.com</a>
185	Mr. Aziz MALICI	Manager and co-owner, Company Agro-Adria	Karadjordja Petrovica 139, Bujanovac	(381) 17 651 638; (62) 428 021	<a href="mailto:agro_adria@hotmail.com">agro_adria@hotmail.com</a>
186	Mr. Goran STAMENKOVIC	Owner, Company Sampi-co	village Zbevac, Bujanovac	(381) 62 358 198	
187	Ms. Irena STAMENKOVIC	Owner, Company Sampi-co	village Zbevac,		

			Bujanovac		
<b>188</b>	Mr. Miodrag NEDELJKOVIC	Owner, Company Strela Klajic	Lebanski put 15, Donje Sinovce, Leskovac	(381) 65 41 74 210; 16 244 011; 231 086	<a href="mailto:mikastrela@strelafunghi.com">mikastrela@strelafunghi.com</a> ; <a href="http://www.strelafunghi.com">www.strelafunghi.com</a>
<b>189</b>	Ms. Aleksandra PROKOPOVIC	Sales Manager, company Strela Klajic	Lebanski put 15, Donje Sinovce, Leskovac	(381) 69 857 37 02	<a href="mailto:alexandra@strelafunghi.com">alexandra@strelafunghi.com</a>
<b>190</b>	Mr. Momcilo POPOVIC	Owner, Ekomed Kompani doo	Bujanovac	(381) 64 890 02 06	
<b>191</b>	Ms. Aleksandra KNEZEVIC	Finance manager, HIV a.d.	Vranje	(381) 17 422 806	
<b>192</b>	Mr. Bojan STANCEV	General sector manager, company Top Sofa Srb d.o.o.	Vranje	(381) 64 187 75 85	<a href="mailto:bojan.topsofa@yahoo.com">bojan.topsofa@yahoo.com</a>
<b>193</b>	Mr. Xhelal HASANI	Executive Director, Presevo and Bujanovac Development Agency	Trg Kralja Petrovica bb, Dom kulture, 17 520 Bujanovac	(381) 63 374 034; 17 652 498	<a href="mailto:xhelalhasani@gmail.com">xhelalhasani@gmail.com</a> ; <a href="http://www.pb-agency.org">www.pb-agency.org</a>
<b>194</b>	Mr. Ivan BARAS	Assistant Head of Sector of Emergency Management; Head of International Cooperation	Omladinskih brigade 31, New Belgrade	+381 64 892 1260	<a href="mailto:Ivan.baras@mup.gov.rs">Ivan.baras@mup.gov.rs</a>
<b>195</b>	Ms. Radmila RANDJELOVIC	International Cooperation Coordinator in SEM	Omladinskih brigade 31, New Belgrade	+381 64 892 0372	<a href="mailto:radmila.randjelovic@mup.gov.rs">radmila.randjelovic@mup.gov.rs</a>
<b>196</b>	Mr. Aleksandar LAZAREVIC	Head of National Training Center for Emergency Management	Kneza Milosa 101, Belgrade	+381 64 8921 255	<a href="mailto:Aleksandar.lazarevic@mup.gov.rs">Aleksandar.lazarevic@mup.gov.rs</a>

## **ANNEX D: DOCUMENTS REVIEWED**

Dennis and Guio, April 2004; USAID Conflict Assessment, March 2005

Evaluation Policy, USAID, January 2011

Policy Framework 2011-2015, USAID

Preparedness and Planning Program - Success Stories 2007 - 2009, USAID Serbia

The Republic of Serbia, Strategy Statement, USAID, December 2005

Serbia Strategic Plan 2011-2015, Summary, USAID

Amendment of Solicitation/ Modification of the Contract No. 01, 169- MAARD-072UP031, Modification of Contract / Order No. DFD – I – 00- 05 - 00250 – 00, February 2007

Amendment of Solicitation/ Modification of the Contract No. 02, 169- MAARD-072UP031, Modification of Contract / Order No. DFD – I – 00- 05 - 00250 – 00, March 2007

Amendment of Solicitation/ Modification of the Contract No. 03, 169- MAARD-072UP031, Modification of Contract / Order No. DFD – I – 00- 05 - 00250 – 00

Amendment of Solicitation/ Modification of the Contract No. 04, 169- MAARD-072UP078, Modification of Contract / Order No. DFD – I – 00- 05 - 00250 – 00, September 2007

Amendment of Solicitation/ Modification of the Contract No. 05, 168- TF41-7003, Modification of Contract / Order No. DFD – I – 00- 05 - 00250 – 00, December 2007

Amendment of Solicitation/ Modification of the Contract No. 06, 169- MAARD-082UP015, Modification of Contract / Order No. DFD – I – 00- 05 - 00250 – 00, February 2008

Amendment of Solicitation/ Modification of the Contract No. 07, 169- MAARD-082UP015, Modification of Contract / Order No. DFD – I – 00- 05 - 00250 – 00, August 2008

Amendment of Solicitation/ Modification of the Contract No. 08, 169- MAARD-082UP015, Modification of Contract / Order No. DFD – I – 00- 05 - 00250 – 00, August 2008

Amendment of Solicitation/ Modification of the Contract No. 09, 169- MAARD-092UP019, Modification of Contract / Order No. DFD – I – 00- 05 - 00250 – 00, July 2009

Amendment of Solicitation/ Modification of the Contract No. 10, 169-MAARD-092UP038, Modification of Contract / Order No. DFD – I – 00- 05 - 00250 – 00, September 2009

Amendment of Solicitation/ Modification of the Contract No. 11, 169- MAARD-102UP046, Modification of Contract / Order No. DFD – I – 00- 05 - 00250 – 00, September 2010

Amendment of Solicitation/ Modification of the Contract No. 12, REQM- 169-11- 000053, Modification of Contract / Order No. DFD – I – 00- 05 - 00250 – 00, September 2011

Amendment of Solicitation/ Modification of the Contract No. 13, REQM- 169-11- 0000170, Modification of Contract / Order No. DFD – I – 00- 05 - 00250 – 00, September 2011

Amendment of Solicitation/ Modification of the Contract No. 14, REQM- 169-12-000021, Modification of Contract / Order No. DFD – I – 00- 05 - 00250 – 00, March 2012

Amendment of Solicitation/ Modification of the Contract No. 15, REQM- 169-12-000071/000001, Modification of Contract / Order No. DFD – I – 00- 05 - 00250 – 00, May 2012

Appendix B: Economic Security Component, Performance Monitoring Plan, Summary for 2007, DAI, January 2007  
Contract No. DFD – I – 00- 05 - 00250 – 00, May 2006

Economic Security Project PMP Indicators, DAI, January 2007

Economic Security Project, Semi Annual Report #11, April 1 2008 – September 30 2011, DAI, October 2011

Economic Security Project, Semi Annual Report #12, October 1 2011 – March 31 2012, DAI, April 2012

Economic Security Program, Work Plan for Year 2012/2013, DAI, October 2011

Preparedness, Planning and Economic Security Program, Preparedness and Planning, Final Report 2006-2011, DAI, September 2011

Preparedness, Planning and Economic Security Program, Semi Annual Report #5, April 1 2008 – September 30 2008, DAI, October 2008

Preparedness, Planning and Economic Security Program, Semi Annual Report #6, October 1 2008 – March 31 2009, DAI, April 2009

Preparedness, Planning and Economic Security Program, Semi Annual Report #7, April 1 2009 – September 30 2009, DAI, October 2009

Preparedness, Planning and Economic Security Program, Semi Annual Report #8, October 1 2009 – March 31 2010, DAI, April 2010

Preparedness, Planning and Economic Security Program, Semi Annual Report #9, April 1 2010 – September 30 2010, DAI, October 2010

Preparedness, Planning and Economic Security Program, Semi Annual Report #10, October 1 2010 – March 31 2011, DAI, April 2011

Preparedness, Planning and Economic Security Program, Work Plan for the Year 2009, DAI, September 2008,

Preparedness, Planning and Economic Security Program, Work Plan for the Year 2010, DAI, September 2009

Preparedness, Planning and Economic Security Program, Work Plan for the Year 2011, DAI, July 2010

Serbia Contingency Planning and Economic Security Program (SCOPES), Apparel Industry Sub-Sector Report, DAI, December 2007

Serbia Contingency Planning and Economic Security Program (SCOPES), Crisis Response Capacity Assessment Report, DAI, August 2006

Serbia Contingency Planning and Economic Security Program (SCOPES), Dairy Industry Sub Sector Report, DAI

Serbia Contingency Planning and Economic Security Program (SCOPES), Food Processing in Kraljevo, Industry Sub-Sector Report, DAI, December 2007

Serbia Contingency Planning and Economic Security Program (SCOPES), Food Processing in Novi Pazar, Industry Sub-Sector Report, DAI, December 2007

Serbia Contingency Planning and Economic Security Program (SCOPES), Forest Products in Kursumlija, Medvedja, Bujanovac and Presevo, Industry Sub-Sector Report, DAI, December 2007

Serbia Contingency Planning and Economic Security Program (SCOPES), Kursumlija Food Growing and Food Processing, Industry Sub-Sector Report, DAI, February 2008

Serbia Contingency Planning and Economic Security Program (SCOPES), Semi Annual Report #1, May 31 – September 30 2006, DAI, October 2006

Serbia Contingency Planning and Economic Security Program (SCOPES), Semi Annual Report #2, October 1 2006 – March 31 2007, DAI, April 2007

Serbia Contingency Planning and Economic Security Program (SCOPES), Semi Annual Report #3, April 1 – September 30 2007, DAI, October 2007

Serbia Contingency Planning and Economic Security Program (SCOPES), Semi Annual Report #4, October 1 2007 – March 31. 2008, DAI, April 2008

Serbia Contingency Planning and Economic Security Program (SCOPES), Surge Capacity Plan, Revised, DAI, December 2007

Serbia Contingency Planning and Economic Security Program (SCOPES), Surge Capacity Plan –Serbia, Year 2 Revision, DAI, November 2006

Serbia Contingency Planning and Economic Security Program (SCOPES), Surge Capacity Plan – Serbia, Year 3 Revision, DAI, January 2009

Serbia Contingency Planning and Economic Security Program (SCOPES), Tourism Industry Sub-Sector Report, DAI, February 2008

Serbia Contingency Planning and Economic Security Program (SCOPES), Tourism Industry Sub-Sector Report, DAI, January 2008

Serbia Contingency Planning and Economic Security Program (SCOPES), Work Plan, DAI, August 2006

Serbia Contingency Planning and Economic Security Program (SCOPES), Work Plan, Component II: Economic Security, DAI, January 2007

Serbia Contingency Planning and Economic Security Program (SCOPES), Work Plan for the Year 2008, DAI, October 2007

Surge Completion Report for Arilje Draught Response during August - September 2008, Contract No. DFD-I-00-05-00250-00, Task Order No. 01, Preparedness, Planning and Economic Security Program, October 2008

Surge Completion Report for Donation of Equipment for firefighters to Police department in October, 2007, Contract No. DFD-I-00-05-00250-00, Task Order No. 01, Serbia Contingency Planning and Economic Security Program, January 2008

Surge Completion Report for Vlasotince Flood Response during November – December, 2007, Contract No. DFD-I-00-05-00250-00, Task Order No. 01, Serbia Contingency Planning and Economic Security Program, January 2008

USAID Preparedness, Planning and Economic Security Program, PPES Strategy on Capacity Building and Certification of Municipalities in Serbia, DAI, Belgrade 2009

A Brave New Generation, UNICEF 2002

Law on Emergency Situations, Ministry of Interior, Republic of Serbia, December 2009  
Serbia Passes Emergency Preparedness Law to Empower Local Responders, DAI Success Stories, November 2010

Poverty Reduction Strategy Paper, 2002; Poverty and social exclusion in the EU, Republican Statistical Office of Serbia; National Employment Service; EAR Labor Market Assessment, April 2005

Preparedness, Planning and Economic Security Program - Final Report, Red Cross of Serbia, September 2011

Preparedness and Planning Program - Success Stories 2007 - 2009, USAID Serbia

Press Conference by Special Representative for Disaster Risk Reduction, United Nations, 5 March 2012

Project Factsheet, Support to Disaster Risk Reduction, UNDP Serbia, 2011

Sector for Emergency Management, Briefing Paper, Ministry of Interior, Republic of Serbia, Belgrade, June 2010

Serbia, National Progress Report 2007 - 2009 on the Implementation of the Hyogo Framework for Action, 10 June, 2009

Training Manual for Commanders of the Disaster Management Teams (DMT), Ministry of Interior of the Republic of Serbia, Sector of Emergency Management, National Training Center, March 2011

World Bank Serbia Economic Memorandum, December 2004

U.S. Agency for International Development  
American Embassy  
Kneza Milosa 50  
Belgrade 11000