

United Nations Development Programme



Annual Work Plan 2021

UNDP

EU for Civil Protection and Disaster Risk Resilience Strengthening in the Republic of Serbia

Country: Serbia

Expected CP Outcome(s):

Serbia adopts and implements climate change and environmentally friendly strategies that increase community resilience, decrease carbon footprint and boost the benefits of national investments

Expected Output(s):

Natural and human-induced risks effectively addressed

Narrative

Disasters affect Serbia's economic and environmental standing; diminish country's development potential, pose a risk to social stability and jeopardize EU investments. The effectiveness of the disaster risk management system relies on the adequate human, physical and financial capacities for planning, preparation, responding and post-disaster recovery, as well as on proper vertical and horizontal coordination between all the relevant institutions. Over the past two decades, droughts, floods, exceptionally harsh winters and other weather-related extreme events have caused major physical damage, financial losses and even deaths, and at the same time had significant impacts on the economy. The key problem of the Serbian Disaster Risk Reduction and Emergency Management System is the fragmentation of the institutional framework, procedures and insufficient capacities at the central and local level for adequate prevention, preparation and response to disaster risk needs of the communities and population. The Project is designed to overcome administrative hierarchy of institutions and to improve coordinated response and coherence of national and local policies and approaches. The action shall contribute to the effective management in emergencies by aligning civil protection and disaster risk resilience approaches with the EU standards, thus enabling realization and implementation of the Sendai DRR Framework. Improved disaster risk management system in Serbia will also bolster the national contribution to the EU Civil Protection Mechanism.

Programme Period:	2016-2020
Project Title:	EU for Civil Protection and Disaster Risk Resilience Strengthening in the Republic of Serbia
Award/Output Number:	00126724/00120703
Duration:	2020-2024
Management:	Direct Implementation Modality

Estimated Annualized Budget:	\$ 2,262,718.72
Annual allocated resources:	\$ 2,262,718.72
Donor	
European Commission	\$ 2,262,718.72

Implementing Partner: UNDP

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UNDP Resident Representative

I. BACKGROUND

Disasters affect Serbia's economic and environmental standing; diminish country's development potential, pose a risk to social stability and jeopardize EU investments. The effectiveness of the disaster risk management system relies on the adequate human, physical and financial capacities for planning, preparation, responding and post-disaster recovery, as well as on proper vertical and horizontal coordination between all the relevant institutions. Over the past two decades, droughts, floods, exceptionally harsh winters and other weather-related extreme events have caused major physical damage, financial losses and even deaths, and at the same time had significant impacts on the economy.

2019 Global Crisis Severity Index with the average score of 3.5 places Serbia in the group of medium-risk and rather stable countries. Although the applied INFORM methodology assesses Serbian vulnerability as moderately low, it still recognises institutional and governance shortcomings (scored with 5.2) and DRR (5.7) as having undermining impact on the overall coping capacity. The key problem of the Serbian Disaster Risk Reduction and Emergency Management System is the fragmentation of the institutional framework, procedures and insufficient capacities at the central and local level for adequate prevention, preparation and response to disaster risk needs of the communities and population.

The action is designed to overcome administrative hierarchy of institutions and to improve coordinated response and coherence of national and local policies and approaches. Holistic approach brings together continuous efforts of beneficiary institutions in establishing an all-encompassing and effective disaster risk management system and synergetic effect of well-coordinated and sequenced donor funded initiatives. The action shall contribute to the effective management in emergencies by aligning civil protection and disaster risk resilience approaches with the EU standards, thus enabling realization and implementation of the Sendai DRR Framework. Improved disaster risk management system in Serbia will also bolster the national contribution to the EU Civil Protection Mechanism. In designing the action, both UNDP and beneficiary institutions applied 360° whole-government and whole-society approach through community engagement and inclusion of the vulnerable groups. Implementation of the action will have a significant impact on the improvement of capacities at the central and local level for preparedness and response in case of incidents and disasters through upgrading physical, social and human capacities. It will improve institutional coordination at the horizontal and vertical level, improve technical and operational capacities for prevention and reaction. Each of the activities, outcomes and outputs responds directly to the specific needs and contributes to advanced cooperation across sectors and enables a faster, better coordinated and more effective response to natural and man-made disasters. This action complements the regional IPA Programme on flood prevention and forest fires risk management managed by DG ECHO and builds upon a number of ongoing activities funded by the EU, Swiss Cooperation and the Government of Japan. Additional convergences with regional initiatives and programmes will be taken into account during the implementation of this action. Such cross-sectoral, multi-dimensional and dynamic understanding of resilience will have a valuable impact on national efforts in achieving some 25 disaster resilience targets of the 2030 Sustainable Development Agenda including: building the resilience of the poor and their exposure to risks (target 1.5), strengthening capacities for early warning, risk reduction and management of national and global health risks (3.d), ensuring inclusive and equitable quality education and lifelong learning (4) protection of water-restored ecosystems including forests (6.6), facilitate sustainable infrastructure development (9.a), increasing the number of cities and communities implementing integrated policies in line with Sendai Framework (11.5), improving education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation and impact reduction (13.3) and combating deforestation (15.3).

II. STRATEGY

Entire strategy including specific activities and interventions (purchase of equipment, construction of infrastructure, provision of services and trainings) are developed following the logic and requirements of the Action Document IPA 2019//Serbia/EU for Civil Protection.

Commencement of the project coincides with the outbreak COVID 19 global pandemic. Upon identification of the first cases of infestation in the Republic of Serbia on March 15th, 2020, national authorities have officially declared the State of Emergency on the entire territory of Serbia. To mitigate the impact of the epidemiological crisis by supporting national emergency response to the COVID- 19 related challenges, the EU and UNDP agreed to apply specific emergency clause which would allow necessary flexibility to respond to any emergency measures. Therefore, UNDP will also support national government with aerial transport operations for delivering equipment/supplies or purchase of equipment in the context of national emergencies of any kind (e.g. natural disasters, pandemics, man-made and technological disasters). In agreement with the EU, UNDP will prioritise emergency driven interventions with regard to other activities and any budgetary implications and funding shortfalls. UNDP and the EU Delegation will jointly assess and mitigate any adverse impact to the scope of the action presented herein.

The extent of the action is also subject to availability of complementary funding within the EU for Civil Protection Mechanism grant scheme. Mobilisation of CPM resources for technical and preparatory activities envisaged under the Action would enable procurement of additional quantities of equipment and services as per agreement with the EU and national counterparts.

To reduce Serbia' vulnerability to disasters UNDP will apply the result chain approach as presented in the following table:

IF	THEN	BECAUSE
The Central building of the Sector for Emergency Management (SEM) is rehabilitated and equipped, firefighting equipment and vehicles procured, Central Platform for real-time data established and into operation, protective uniforms, equipment and vehicles delivered to medical institutions	Serbia' capacity for disaster management will be improved sufficiently to establish responsive system at national and local level.	More efficient data collection and processing, information-based decision-making, effective emergency responses and full application of the safety protocols are enabled
Capacities for civil protection are improved, Education Centre in Kraljevo is reconstructed, furnished and equipped, local stakeholders and MRSS staff members are trained and equipped, the most relevant awareness raising thematic areas are identified and supported, Disaster Risk Register is established and functional		Operational, technical and human capacities of the front-line emergency responders are enhanced, disaster risk governance strengthened, and risk-informed decision-making process enabled

UNDP will work closely with the beneficiary institutions of the Project: Ministry of Interior, Sector for Emergency Management (SEM), Project Investment Management Office of the Republic of Serbia (PIMO), Ministry of Health (MoH) and Ministry of European Integration on increasing efficiency of emergency management, enhancing capacities of the civil protection structures, enabling risk-informed decision making process and strengthening disaster risk governance through dialogue, cooperation and partnership of public and civic sector in the DRR.

III. OBJECTIVES AND ACTIVITIES

The overall objective of the Action is to contribute to the reduction of vulnerability to disasters and increase the country's resilience to climate change. The overall objective is based on the identified gaps in the DRR sector, namely the limited technical capacities and weak cooperation between different stakeholders. **Specific objective** of the Action is to put in place the capacities for emergency management and disaster risk resilience at the national and local level.

Results of the actions are as follows¹:

Result 1.1 Sector for Emergency Management central building including the Republic Information Centre reconstructed and equipped

Upon verification of SEM produced technical documentation, UNDP will proceed with execution of works procurement procedure and engagement of an independent supervision body. In consultation with SEM and following the recommendation and technical specification developed within the "Designed efficient emergency support system 112 for the Republic of Serbia" Project, UNDP will develop tendering documentation for equipping the Republic Information Centre, media and conference room premises.

The designated 50-year-old facility, located in Belgrade, Jovana Avakumovica Street, belongs to the Ministry of Interior of the Republic of Serbia. By the Decision of the Minister of Interior, first three floors of the facility are designated as the SEM HQ. Existing technical documentation foresees partial reconstruction of the three out of six floors of the facility with the total area of 2,946.35m². During the preparation of the technical documentation, special attention will be paid to the design of elevators suitable for disabled persons, as well to the extension of the porch, at the entrance to the building and the construction of a new staircase and ramps for access of persons with disabilities. UNDP will support the responsible designer in recognising and properly addressing gender related specificities through viable technical solutions. Wherever feasible, UNDP will insist on application of eco-friendly materials and processes. To maximise energy efficiency, UNDP will equip the facility with digital electricity meters, water meters, calorimeters, energy monitors and connect it to EMIS (Energy Management Information System in Serbia). EMIS can perform as a computer program or an internet application which serves as a basic tool which supports the energy management system in public and commercial buildings. The system is developed by UNDP and the Ministry of Energy and Mining. Introduction of EMIS will enable the beneficiary to easily monitor energy, energy raw materials and water consumption along the system – resulting in the effective costs control. UNDP will introduce additional waste and carbon footprint reduction measures through establishment of the recycling system, installation of the led lightning and motion sensor control in common premises.

Existence of the central command and control facility represents the main precondition for effective risk management and coordinated emergency responses.

Following the Rulebook on the content and manner of conducting professional supervision UNDP will engage an independent supervising body responsible for oversight of works, including preparatory works; construction works; installation of equipment and works performed during the construction of the facility. Company for the independent supervision of works, which can be neither the designing company, nor the company which has performed the technical control, will be present at the construction site daily. Additionally, UNDP Project Engineer will resume the responsibility for overarching works supervision, implementation of the dynamic plan and monitoring of supervisory related tasks. In agreement with SEM, MoI will appoint a qualified technical focal point to act in the capacity of beneficiary supervision and ensure compliance with the beneficiary specific needs. Furthermore, UNDP will introduce additional layer of environmental impact control and fulfilment of waste management legal requirements.

Purchase of equipment for SEM Central building Procurement of IT and data processing equipment and furniture for the media room, conference room, Republic Information Centre RCO (112) and SEM regional

¹ Results of the actions are subject to change pending the scope of prioritized COVID-19 emergency response measures and availability of supplementary funding.

offices will facilitate the coordination process in emergencies among a number of responsible entities and emergency services' responses.

Result 1.2 Firefighting equipment and vehicles procured, delivered and used by the beneficiary

Notwithstanding the crucial role in conducting everyday rescue and prevention activities, SEM is faced with a number of limitations both in terms of human and technical capacities. SEM operates with insufficient number of 3,300 firefighters covering 88,361 km² of Serbian territory. Despite the obvious understaffing, SEM invests considerable efforts in fire fighters' and rescuers' trainings as a requirement of the annual certification process. However, outdated firefighting and safety equipment, specialized vehicles, protective clothing and tools compromise the service's ability to perform. SEM' vehicle fleet is in average 26,5 years old, with 70% of vehicles being older than 20 years. Despite regular maintenance, level of depreciation undermines their reliability whilst incompliance with traffic, safety and environment protection regulations additionally aggravate SEM' response capacities. Despite the number of obstacles, during the last five years, SEM firefighting units counteracted 78,208 wild and forest fires with 59 fatalities and 132 injured persons (114 civilians and 19 firefighters). Vulnerability of this particular sector is recognized by the Action Plan for the Implementation of the National Risk Management Programme which prioritizes improvement of the capacities for timely response of firefighters. Still, the available assistance to firefighting and rescue units remains quite limited to the date. Combating forest and wildfires represent a particular challenge due to high forest coverage of 30% of the Serbian territory. A total of 50% of forests are privately owned and their proprietors have the sole responsibility for implementation of fire protection measures as defined by the Law on Forests. According to the Ministry of Forestry's official data, since 2002, a total of 39.08% (37.565 acres) of forests have been destroyed in forest fires. The lack of effective mechanisms for implementation of fire protection measures in privately owned forests along with climate change implications (estimated temperature increases in 4-6°C and decreased rainfall) will significantly increase forest fires risks in the coming years. The list of procured equipment shall contain at least 27 Pickup single cab vehicles with UHPS pumps.

Result 2.1 Education Centre reconstructed

UNDP will review the existing planning and technical documentation for reconstruction of the Education Centre. The Education Centre is located within the boundaries of a protected natural area. The site conditions and construction permit for reconstruction and extension of the building shall be issued by the Ministry in charge of construction according to the Law on Planning and Construction of the RS, specifically Article 133, sub-section 9a. UNDP shall source the development of the necessary technical documentation: Preliminary Design and Design for Construction Permit in consultations with the City of Kraljevo designated departments and PIMO. UNDP will follow the steps of the Serbian Law on Planning and Construction to create the conceptual design for obtaining site conditions, design for construction permit and design for execution of works. Required technical documentation will be prepared by the company licensed for designing national park facilities/structures located within natural protected properties. UNDP engineering experts will support the responsible designer in addressing gender and persons with disabilities' specific needs with appropriate technical solutions. Prior to tendering the execution of works, UNDP will conduct independent verification of the design as per internal quality assurance requirements.

UNDP shall conduct extensive reconstruction and partial extension of Rudno Education Centre followed by equipping, furnishing and overall technological upgrade. This implies (re)construction of the training facilities, accommodation rooms and a training ground compliant with the contemporary training standards. In addition to the environmental protection specific requirements deriving from the location and applicable environmental protection requirements, UNDP shall insist on application of innovative eco-friendly technologies and materials. Works shall include replacement of the existing fossil fuel heating system with the biomass system. Installation of advanced wastewater treatment and denitrification system will prevent further soil contamination from an outdated septic tank. Furthermore, all the technologically obsolete materials used for construction of the 50+ years old structure will be replaced and disposed of in accordance with the legal requirements. Introduction of Energy Management System in Serbia and accompanying measuring devices (water meters, calorimeters and electricity consumption measuring devices) as user-friendly energy and water consumption monitoring tools shall contribute to lowering the carbon footprint, effective cost control and overall financial and environmental sustainability of the action.

Rulebook on the content and manner of conducting professional supervision requires obligatory supervision of the works. Expert supervision refers to: preparatory works; construction works; installation of equipment and works performed during the construction of the facility. Company for the independent supervision of works, which can be neither the designing company, nor the company which has performed the technical control, will be present at the construction site daily. Furthermore, UNDP will apply additional environmental impact level of control including preliminary assessment, verification of antipollution measures, waste management monitoring and assurance of eco-friendly technologies application. Following UNDP's request, the City of Kraljevo shall appoint a beneficiary supervision focal point which will contribute to the compliance of the proposed solutions with the final beneficiary needs. UNDP Project Engineer will resume responsibility for overarching works supervision, implementation of the dynamic plan and monitoring of supervisory related tasks.

Result 2.2 Municipal servants and civil protection commissioners trained

Serbian legal framework prescribes obligation of local self-governments to develop and implement environmental and disaster risk assessment and protection plans. In accordance with the recently introduced obligations prescribed by the Law on Natural and other Hazard Risk Reduction and Emergency Management, Serbian municipalities and cities are obliged to establish Civil Protection Units (CPU) on their respective territories. LSG Units are faced with limited knowledge products and learning opportunities for establishment of effective civil protection systems. Therefore, the focus of the training activity will be on bolstering human capacities at both the national and local level. Three out of four training modules will be based on PIMO curricula on the Civil Protection System and Disaster Risk Reduction, certified by the National Academy for Public Administration. PIMO is currently developing the third curriculum on Post Disaster Reconstruction and Recovery along with an all-encompassing E-learning platform. Training programmes are developed in full compliance with the National Strategy for Professional Training of Employees in Autonomous Provinces and Local Self-Governments, Law on Employees in Autonomous Provinces and Local Self-Governments and with formal consent of the Minister of Public Administration and Local Self-Government, the Council for Professional Training of Local Self-Government Employees and the Ministry of Interior.

EU funded training approach shall entail both a holistic and synergetic approach to the natural hazard management. The holistic approach will entail development of the fourth - Climate Change Adaptation (CCA) module, which will be developed by UNDP Climate Portfolio within the scope of Green Climate funded project. CCA training curriculum will be based on the Green Climate funded stocktaking exercise which highlighted the existing weaknesses and demonstrated the prevailing barriers to climate change adaptation and disaster risk reduction planning in Serbia. The synergetic approach will ensure better integration of climate change adaptation into existing policies and symbiosis with DRR measures, including development of local risk assessments and local emergency protection and rescue plans. Equally important is the complementarity with the on-going Government of Japan funded training programme comprised of two modules: 1) disaster risk assessment and 2) protection and rescue planning. Programme envisages training of 200 local administration employees and subsequent SEM certification of 50 trainees with scaling up possibility through a future GIZ funded Project. To ensure that local governments are sufficiently capacitated for protection and rescue planning, UNDP and PIMO will periodically perform capacity assessments and, if needed, address this gap with additional training opportunities.

UNDP will implement two-staged training programmes:

Training of Trainers (TOT) for advanced civil protection commissioners, national and local administration personnel involved in civil protection and DRR affairs. Training will be delivered by three NAPA certified trainers supported by PIMO and UNDP project team. Upon completion of the national training programme and the certification process, PIMO and UNDP will create advanced learning opportunities on Trans-European Cooperation and Coordination. UNDP and PIMO will organize this activity in cooperation with the International Hellenic University of Greece (City of Kavala branch) and the Standing Conference of Towns and Municipalities in Serbia. Wide scope of rendered learning opportunities and subsequent NAPA certification of at least additional 10 trainers will augment the national pool of DRR training experts and decrease human capital development dependency on international assistance.

Certified trainers will deliver **Local Level Trainings** for local administration employees, civil society organizations (CSOs) and responsible public companies. Trainers will implement the existing PIMO and UNDP developed curricula coupled with Trans-European Cooperation and Civil Protection Mechanism designated training sessions. UNDP will organise 50 two to three days long trainings for representatives of 170 local self-governments attended by app. 900 participants (15-20 participant/training). The key guiding principle to be applied by UNDP will be to ensure interactive relations with trainers and trainees.

Participation of women will be strongly incentivised and reinforced through engagement of women's organisations and complementarity of project activities.

Result 2.4 Highly experienced MRSS staff trained

This intervention addresses impediments of national rescue services concerning high risk operation on inaccessible terrain. Mountain Rescue Service of Serbia (MRRS) has 250 active rescuers, capacitated to support the Ministry of Interior, Serbian Army Forces, civil protection units and health emergency service providers in rescue operations. Over the course of the last 20 years, MRSS members have saved more than 15,000 lives, 1,500 of which were rescued during the 2014 floods. The year 2019 was relatively calm in terms of disasters and related risks. Still, over the course of the year, MRRS successfully conducted 1,050 high risk rescue operations. Inaccessible places of accidents, severity of injuries and associated safety risks require a high level of physical and mental preparedness, compliance with professional requirements, constant improvements and extension of the rescue domain. ToTs for highly skilled MRSS staff will enable continuous skills development, compliance with high-level professional standards and sustainability through the transfer of knowledge. This intervention implies:

- Helicopter Rescue Training in Romania for 5 highly experienced MRSS staff members. Participants will obtain Helicopter Rescue Technician Certificate;
- Flood Water Rescue Instructor Training which includes Rescue 3 advanced swift water rescue technician training, international trauma life support training and Rescue3 instructor course for 4 highly experienced MRSS staff members. Medical and advanced water rescue trainings will be held in Croatia, while Instructor courses will be held in Austria. Certificates will be issued by Rescue3 Europe and International Trauma Life Support;
- High Angle Rope Rescue Training for 2 highly experienced MRSS staff members in Austria.

Result 2.5 Number of trained floods' rescuers

Upon obtaining the necessary certificates, MRRS trainers will train and certificate 30 MRSS flood rescuers including 8 women as per highest Rescue Europe standards

Results 2.7 Equipment for Mountain rescue service of Serbia purchased, delivered and used by beneficiaries

The Mountain Rescue Service of Serbia (MRSS) is a strategic partner of the SEM in rescue operations on inaccessible terrain. Role of MRSS is also recognised by the Law on Natural and other Hazard Risk Reduction and Emergency Management. Specificities of rescue operations require diverse and high-quality equipment compliant with the recommendations and guidelines of the International Commission for Alpine Rescue (ICAR). Existing MRRS equipment is in many cases at the end of its life span and will need to be replaced and renewed to comply with international certification procedures. Support to MRRS foresees flood rescue equipment, s rescue stretchers, technical rescue equipment, helicopter rescue equipment, uniforms for rescuers and medical equipment. Equipment will be used by MRSS operational units in Serbia, namely: Novi Sad, Nis, Boljevac, Krusevac and Belgrade.

Result 2.8 Disaster Risk Register established and functional

Pursuant to the Article 22 of the Law on Disaster Risk Reduction and Emergency Management which prescribes the establishment of Disaster Risk Register (the Register), the legal responsibility for its development is entrusted to SEM whilst all the relevant authorities are required to provide timely updates. Due to technical capacities, the Republic Geodetic Authority will be responsible for technical infrastructure maintenance in accordance with the geospatial regulations. The Register shall be used as a subsystem of the

national geospatial data infrastructure system comprised of the following data: physical and geographical characteristics of risk affected areas, affected population vulnerability data, infrastructure data including level of exposure and vulnerability, historical data, risks description, areas of immediate risk and local-self-governments' risk reduction capacities. This intervention will support the establishment of the Disaster Risk Register as an interactive and interoperable system aligned with the EU INSPIRE Directive and the EU Initiative to Enhance Data Interoperability. In setting up the system, UNDP will rely on the business and technical architecture developed within World Bank funded project. Upon development, the Risk Register will be connected to the already existing DRIS (Disaster Risk Information System). DRIS already contains data on potential risks at the local level, including the existing Municipal Disaster Risk Assessments (90) and 30 SEM endorsed Rescue and Protection Plans. PIMO and SEM will update DRIS on a regular basis with newly adopted protection plans produced within the Government of Japan funded training programme. The Register will contain Damage Assessment data interlinked with DESINVENTAR Geoportal. Development of Damage Assessment Reports requires a rather complex methodological approach aligned with PDNA (EU, UNDP and the World Bank Post Disaster Needs Assessment Guidelines) and an effective horizontal and vertical coordination. Therefore, the Government of Serbia has established the inter-ministerial Working Group tasked to develop the Damage Assessment Methodology. Development of the Methodology is funded by UNDP Crisis Bureau and DRR Unit and implemented by UNDP Serbia. Upon completion of the process, in the third quarter of 2020, the Methodology shall be submitted to the GoS for official adoption.

and operability status of Education centre Rudno Baseline: 0 Target: 50%	Activity A.2.1 Reconstruction and equipping of the Education Centre with a training ground in Rudno	X	X	X	X	UNDP	EU	71300 Local Consultants	452.49	Urbanistic and technical documentation for reconstruction and extension prepared;
								72100 Company contracts	33,150.00	
Indicator 4: Number of trained local servants Baseline: 0 Target: 150	Activity A.2.2 Trainings for LSGs, civil protection units, NGOs and other stakeholders involved in civil protection	X	X	X	X	UNDP	EU	75700 Trainings and Workshops	43,065.61	E-learning modules available in NAPA and SCTM platforms; Established pool of 30 trainers; 150 local servants trained;
Indicator 5: Number of staff trained to instructor level and trained flood rescuers (women/men) Baseline: 0 Target: 11 instructors, 30 flood rescuers	Activity A.2.3 Training of trainers for selected highly experienced MRSS staff;		X	X	X	UNDP	EU	75700 Trainings and Workshops	48,868.78	11 highly experienced MRSS staff members trained to the level of instructor; 30 flood rescuers (women/men) trained
Indicator 6: Number of purchased rescue equipment and uniforms for MRSS Baseline: 0; Target: 10 sets.	Activity A.2.6 Procurement of equipment for MRSS	X	X			UNDP	EU	71300 Local Consultants	416.66	10 sets of rescue equipment delivered to MRSS;
								72200 Equipment and Furniture	136,298.00	
Indicator 7: % of the territory of the Republic of Serbia covered with geospatial risk data Baseline: 0 Target: 20%	Activity A.2.7 Establishment of the Disaster Risk Register	X	X	X	X	UNDP	EU	71300 Local Consultants	12,311.00	Software completed and operational;
								72200 Company contracts	424,517.78	
	GMS								148,028.33	
Total:									2,262,718.72	